



*“Pathway for Success 2011–2016”*

**LGFA**  
LADIES GAELIC FOOTBALL





[www.ladiesgaelic.ie](http://www.ladiesgaelic.ie)

# *“Pathway for Success”*

*2011–2016*

*Our Vision – and getting there*

Ladies Gaelic Football Association  
Croke Park  
Dublin 3

[www.ladiesgaelic.ie](http://www.ladiesgaelic.ie)





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*“The launch of this strategic plan  
‘Pathway for Success, 2011-2016’  
is a massive event for the Association  
as we enter this exciting new era.”*  
Helen O’Rourke



# Message from our CEO

This is a hugely important occasion for the Ladies Gaelic Football Association as we launch our six year strategic plan, "*Pathway for Success, 2011-2016*".

The Association has travelled a long way since its foundation in Hayes Hotel in 1974, some 90 years after the foundation of the GAA. In that short period of 37 years, we have played an influential role for girls and women of all ages in Irish society. The phenomenal and exponential growth of Ladies Football in the last decade in particular is highlighted as one of the major success stories in Irish Sport.

Today, the Association is a vibrant and dynamic organization, with over 142,000 members in every county of Ireland and all over the globe. We are the largest female sporting organisation in Ireland and our All-Ireland finals continue to attract in the region of 25,000 spectators every September. We have fantastic and proactive sponsors who invest in our sport and work with us in a culture of partnership and who believe in our values.

Our Association's success is in many ways attributable to the great work of our volunteers, the superb ambassadors we have who play our game at the highest level and all those who have worked tirelessly to bring Ladies Football to where it is today.

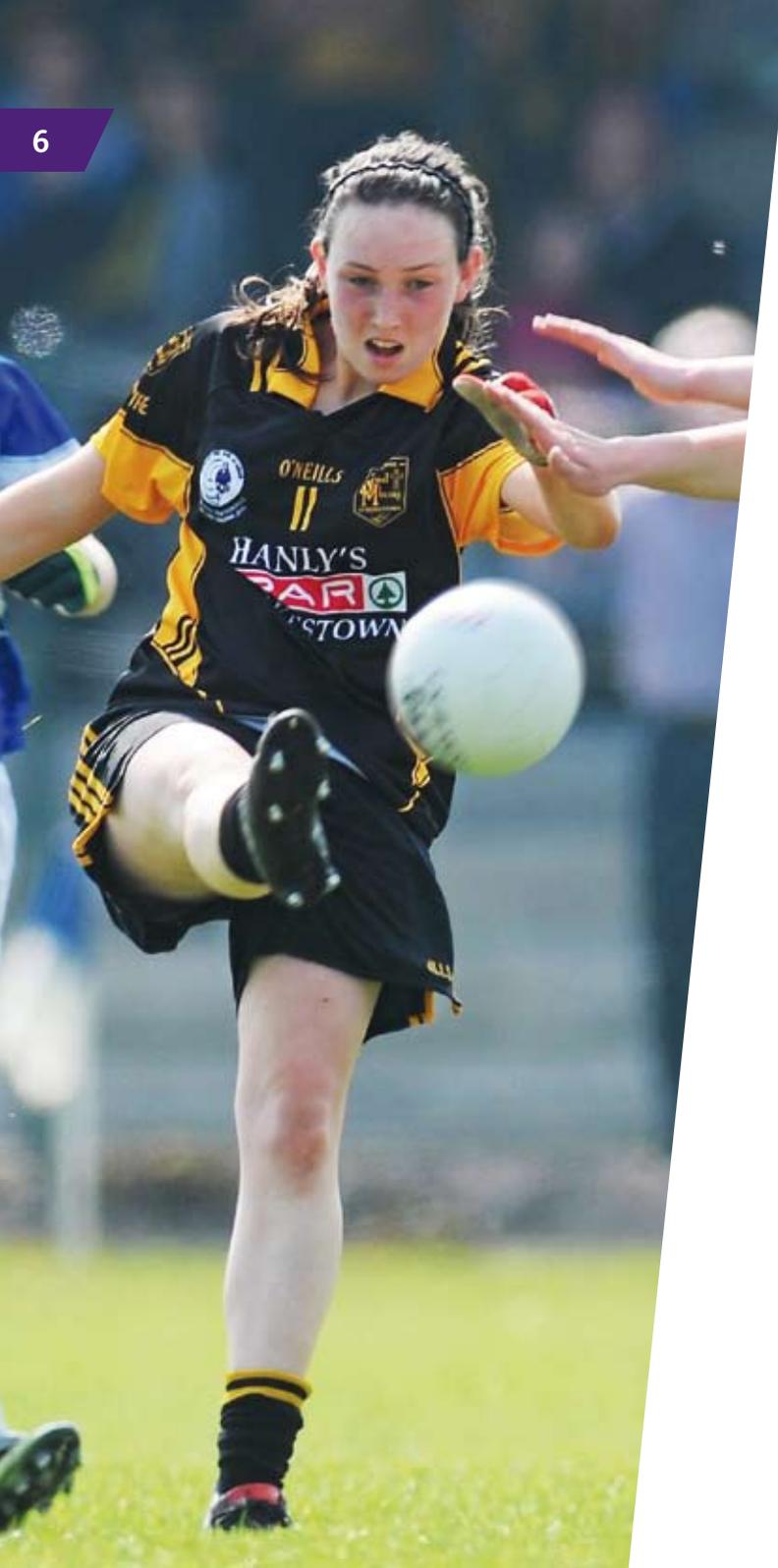
We have pioneered rule changes and embraced new ways of thinking and we rightly celebrate and acknowledge the brilliance of our elite footballers.

In order to accommodate continued growth and to ensure that we do not stand still, it was vital that we conducted a full and comprehensive review to put structures in place to ensure that we continue to thrive. We acknowledge all those who played such an important role to get us to where we are and now we must look forward and be ambitious.

We have listened to over 2,000 voices from players to referees to officers at all levels to overseas units and sponsors and have taken recommendations on board to refine and define our mission, vision and values. This is a strategic plan developed by members for members.

The task of pulling all this information together and developing the plan for the future fell to Peter Hanan and Paul O'Kelly of OKellySutton Consultants along with a committed and dedicated Steering Group. I would like to thank them for helping us arrive at a vision for the Association for the next six years.

The launch of this strategic plan "*Pathway for Success, 2011-2016*" is a massive event for the Association as we enter this exciting new era.



Our challenges are very different now than what they were almost four decades ago and indeed only a number of years ago due to the rapid rate of growth. In many ways our challenges stem from our success.

We are growing in Ireland and Internationally at a rate which shows no sign of abating. Our players are starting younger and playing longer and our participation programmes have brought new recreational and social members into our Association. However, these members must be looked after and we need to ensure the Association can cater for the demand at all levels.

We have a new identity and logo which reflects our modern, skilful, vibrant and athletic image and which we can all be proud of.

In essence, we need to ensure that we can facilitate continued growth in Ireland and Internationally at competitive and social levels.

We must continue to promote ourselves and work to attract investment from outstanding sponsors and commercial supporters.

We must invest in participation programmes and support our players, referees, coaches and officers to ensure we are the most attractive and enjoyable field game for women to play.

Our talented and committed volunteers need to be respected and catered for and all those who work with us must experience our values and be touched by our vision.

The growth of the Association and Ladies Football internationally has been nothing short of exceptional and this growth needs to be sustained and all those who wish to play should be allowed to do so within our structures and framework.

This exciting Strategic Plan is the fruit of 18 months of research and debate and is a vital blueprint for the Association as we enter a new era. We want to be an Association with a membership of 200,000 across all levels which will have huge knock on affects for us in terms of participation, attendances, revenue and infrastructure.

I would like to thank everyone for their input into this vital document and for all those who have worked tirelessly to make us one of the best sporting organisations in Ireland.

We can look forward to the future and the almost limitless potential of this great Association.

Helen O'Rourke

CEO

# Message from our President

I am delighted and honoured on behalf of Cumann Peil Gael na mBan to present our Association's Strategic Plan covering the period from 2011 to 2016. This plan has been compiled following widespread consultations with more than 2,000 members in Ireland and our Overseas Units who give it an International dimension. Every club and County in Ireland, Provincial Councils, colleges, coaches, players, parents, referees, administrators, staff, and sponsors as well as our units in Britain, Europe, Canada and North America were given the opportunity to contribute to this plan. In keeping with the times we live in we also conducted a web survey and we are confident that we have a roadmap that will be representative of the views and aspirations of all concerned.

I would like to express my appreciation and thanks to the Steering Committee of CEO Helen O'Rourke, Paula Prunty National Games Development Officer, former GAA President, Nickey Brennan, Finbarr Crowley Chairman IRFU Management Committee, Marian Bergin HR Specialist, Michaela Downey Down Intercountry player, and Sinéad McNulty Head of Sport in DIT with whom I had the pleasure of working with and who acted as an advisory team in the design, vision and planning process. Also to Peter Hanan and Paul O'Kelly of O'Kelly Sutton Consultants who consulted widely and who compiled the Plan.

Our Association has made great strides since its foundation in Hayes Hotel Thurles Co Tipperary in 1974 when eight counties participated in the All Ireland championship of that year to where it has over 142,000 members today and is played in Africa,

Asia, Australia, Britain, Canada, Europe, Middle East, New Zealand and USA. There is an onus on us all to endeavour to support each other and our units, through advice, communication, guidance, practical support and games development and that we will be able to measure the progress made on an annual basis. I believe this plan meets these criteria.

We have identified seven key areas in our plan covering the Growth, Marketing, Communications and IT, Games Development, Vision and Mission Values, Leadership/Teamwork and International Dimension of our game.

I am happy that this plan meets these objectives. We have rebranded our Association with its new logo that represents an Association that is modern, vibrant, inclusive, athletic and feminine and that is easily identifiable as ladies gaelic football. The Ladies Gaelic Football Association is recognised as the leading womens' sports and recreation brand in Ireland. It has attracted outstanding partners to support its growth and positive image. This rebranding will further enhance this image along with the redesigning of our new web site.

We have seen a phenomenal growth in our game at International level to a stage that by 2016 we will have made significant progress towards a world wide competition. It is imperative that we provide these units with access to all resources and support structures that are available to our units in Ireland. We have already translated our playing rules into several languages and this will continue on a phased basis and

will be made readily available through our online portal.

Our units whether in Ireland or at International level are more than sporting organisations, they provide a reference point for members to meet and develop friendships and memories, they provide solace and peace of mind for parents and siblings irrespective of nationality, knowing that their loved ones are in a safe environment and looked after in a caring way. This plan provides the structure to sustain and develop the growth of our Association in Ireland and Internationally working in co-operation with other units of our gaelic games family to enhance these aims.

The value of sport in our daily lives cannot be underestimated. It provides us with a wonderful education of physical and mental health along with exercise and diet. It gives us a sense of appreciation and worth, develops social skills and self esteem, overcomes apprehensions and fear and develops confidence and teamwork all of which are valuable assets that are requirements for our daily life.

This plan is structured in such a way that it provides a model that all our units can work off of without recourse to redrafting their own Strategic Plans. It is challenging, yet its targets are achievable through co-operation, understanding and good communication. There is a strong focus of development at ground level through training of officers, coaching, referees and games development along with developing closer working relations between schools, colleges, clubs, County boards, Provincial councils and at National level. Already we have had a number of productive meetings

with our Provincial Presidents and Administrators who in turn will be working closely with all units under their control.

An exciting and tangible development is the Merit Based Funding available to County Boards through National and Provincial Councils to assist them with Development at ground level. Considerable emphasis is put on the provision of adequate games for our players at all levels and especially at club level. Another exciting venture is the proposed inclusion of a current player as one of three delegates to County Board, Provincial and Central Council meetings. This ensures that the most important people in our Association our players, are represented and have an input at our meetings and decision processes.

A huge emphasis is put in the value and support of our dedicated volunteer base on which we depend to implement this plan in conjunction and working in tandem with our full time staff in Croke Park and in the Provinces to ensure that we reach our goals. One of the great strengths of the Gaelic Games Family lies in the community spirit that exists and the pride in wearing your school, club, college or County, Provincial or National jersey. We have to nurture and build on this by recognising and promoting our heroes so that those who follow in their footsteps have role models to look up to.

I would like to thank the GAA for their support at all levels and we will continue to work with them along with the Camogie, Handball and Rounders Associations to ensure that there is a collective approach through sharing facilities and programmes to the mutual benefit of our games and the Gaelic games family. We appreciate the support that The Irish Sport Council and the Sports Council of Northern

Ireland gives to our Association, which greatly supports and enhances the programmes that we implement.

This plan is designed to be innovative and dynamic and provide leadership with pride on the way we develop our sport for the future. It strikes a balance between achieving elite performance and participation for fun in meeting the needs of the communities which we serve. We have worked on its content and structure in ensuring that all our units can identify with it and I hope that you will find it challenging and ambitious, yet rewarding in implementing its initiatives to enable our Association reach its potential over the next five years. Exciting and challenging times lie ahead for us

*Pat Quill*

Pat Quill

*Uachtarán*







**GAELIC 4 GIRLS**

***“Building our sport to enhance the lives  
of players and communities”***

Our Mission

***“The Sport for Females, The Game for Fun,  
The Place for Community”***

Our Vision

# Our Values

| <i>Value</i>         | <i>What this means</i>   |
|----------------------|--|
| <b>Integrity</b>     | We operate to the highest standards in our dealings with ourselves and all those we work with.                                     |
| <b>Inclusiveness</b> | We provide appropriate opportunity for all to take an active and satisfying role in our Association.                               |
| <b>Encouraging</b>   | We provide the culture, structures, supports and resources to bring out the best in all our members.                               |
| <b>Respect</b>       | We promote mutual respect for all, between players, officials, units and for our systems and processes.                            |
| <b>Pride</b>         | We take pride in the quality and positive impact of all our activities, honouring outstanding achievement at all levels.           |
| <b>Leadership</b>    | We seek to bring out the best in members today and we work together to create the best future for our members and our Association. |
| <b>Innovation</b>    | We harness the creativity, practicality and energy of our members.   |
| <b>Fairness</b>      | We build accountability and transparency into all activities of the Association and are just and impartial in our decisions.       |
| <b>Dynamism</b>      | We value positive thinking, learning, decisiveness and action.   |

# Methodology





### *Listen, Learn, Reflect, Plan, Do...*

Ladies Gaelic Football has delivered the Vision expressed in the 2003 strategic plan by becoming “one of the leading, dynamic, and highest profile sporting organisations in Ireland”. The 2003 Mission, “Enhancing lives and communities for over 100,000 players” is being lived today in towns, villages and colleges all over Ireland. Our Association continues to grow in numbers, standards of performance and profile. The age range of our members is expanding. Players are starting younger and programmes such as Gaelic4Mothers contributes to retaining players in the game and attracting new participants often in developing areas for the Association.

Spontaneously, teams are emerging all over the world. Internationally teams and Clubs are a dynamic mix of Irish, members of local communities and people of all nationalities. Our game is now played in more than 60 countries. Players and supporters are being attracted to Ladies Gaelic Football by the excitement and quality of our game, and our unique culture of elite sport, fun, participation and community.

When the leadership of the Association decided it was time to develop a new vision, and development plan for the future, they invited O’KellySutton, transformation and strategy consultants, to design and manage the process.

A Steering Committee was established which included:

|                        |   |
|------------------------|---|
| <b>Pat Quill</b>       | President, LGFA                           |
| <b>Helen O’Rourke</b>  | CEO, LGFA                                 |
| <b>Nickey Brennan</b>  | Former President of the GAA               |
| <b>Finbarr Crowley</b> | Chairman of the IRFU Management Committee |
| <b>Marian Bergin</b>   | Human Resource Specialist                 |
| <b>Michaela Downey</b> | Inter-County Player (Down)                |
| <b>Sinéad McNulty</b>  | Head of Sport, DIT                        |
| <b>Peter Hanan</b>     | O’Kelly Sutton Strategic Consultants      |
| <b>Paul O’Kelly</b>    | O’Kelly Sutton Strategic Consultants      |
| <b>Paula Prunty</b>    | National Games Development Officer LGFA   |

The Steering Committee acted as an Advisory Team in the design and implementation of the visioning and development planning process.



Working with the leadership and the Steering Committee, O'KellySutton designed an Appreciative Inquiry process which required the active involvement of more than 2,000 members, potential members and other stakeholders in Ireland and internationally.

#### The process was designed to:

- Build on the Association's values and principles
- Listen to 2000 plus members and non members to fully understand the strengths and expectations of the Association in Ireland and internationally.
- Identify and understand the positive core of the Association to fully understand the cause of the momentum for growth and expansion of the game.
- Learn from the innovation, dynamism and commitment of visionary leaders, players, officers and members at all levels since 1974.
- Identify the best opportunities to improve the day to day experience, enjoyment and value for all members and those we co-operate with in the GAA family of games and other organisations.
- Through listening to those directly involved in the game at all levels, establish the short, medium and long term aspirations for the Association; and refine the Vision and Mission.
- Establish clearly how to measure success in future, how to track progress, decide how to bring the learning from the past and experience of others into designing the means and methods for implementing the plan.

The process was built around workshops which were designed to give every person attending their full voice. Every experience, opportunity, aspiration and dream expressed or documented during the process was included in the strategic thinking and planning process.

#### Workshops were held with:

- Provincial Officers
- County Officers
- Club Officers
- Players and Club Members from every County
- Players
- Coaches
- Referees
- Teachers
- Third level colleges
- Full time staff at National and Regional level
- Players at All Ireland Club 7's competition
- Great Britain Units
- European Units in co-operation with GAA International Committee
- North American Units in co-operation with GAA International Committee
- Canadian Units in co-operation with GAA International Committee
- Sponsors
- Developers of new branding and members

During the consultative process Workshops were held in every Province and every County took part and every Club in the Association had the opportunity to contribute; and members of all ages and abilities took an active role in the reflecting, thinking, learning, decision making and planning.

A web survey was completed which captured the views of parents and players from all over Ireland and the world who were unable to attend the workshops, an excess of 1,000 people were included in the process.

One of the priorities identified by the Steering Committee was the need to build up planning and facilitation skills within the Association. The role of “Plan Sponsor” was created. The Plan Sponsors were trained in facilitating meetings at Club level to gather the views and aspirations of a broad representation of Clubs. In addition the Plan Sponsors took part in larger group workshops and are being prepared to facilitate the implementation process in every County.

Dozens of workshops often involving more than 100 people were held throughout Ireland and abroad. Participants engaged in deep reflection on their experience of the Association, on what is important to them as individuals or families, what

is important for their Clubs, their counties and the future of the Association.

Each workshop identified every opportunity the participants could see to make an immediate or long term difference to the Association’s performance at all levels.

The aspirations and dreams for the practical development and most visionary future of the Association were explored through the individuals, small groups and through the full participation of the large workshops.

Officers and the fulltime team at all levels worked together to identify the developments in structures, processes, performance management and communications that are required to deliver the plan.

In all the workshops and meetings in Ireland and beyond, participants were enthusiastic in identifying practical steps to enhance the Association and very ambitious for the long term future of the game in Ireland and beyond. In the workshops, common opportunities began to emerge. As people looked to the future, similar aspirations emerged in workshops. These common themes were developed into 7 strategic outcomes. Each theme was expanded to include initiatives and milestones which will deliver the organisation of the future. These draft themes

and plans were reviewed, built on, refined and enhanced through a series of workshops involving players, members, officers, the fulltime team and expertise from outside the organisation where required.

The Ladies Gaelic Football Association has now a process in place that engages the entire organisation in Ireland and internationally in an open, transparent and innovative planning and management process. The opportunities to refine structures, reporting, and accountability and decision making processes that emerged through the process will enable the Association to grow and prosper effectively and efficiently.

The methodology employed in the development of this plan was challenging and highly demanding on the leadership, officers at all levels, volunteers and full time staff who contributed.

One of the core values identified in the 2003 plan said we will “Be innovative, dynamic and make our members proud of the way we lead and develop our sport”. This value was fully honoured by all those who contributed.

*“Dozens of workshops often involving more than 100 people were held throughout Ireland and abroad.”*

# Our Identity



A review of Ladies Gaelic Football Association brand was undertaken as part of the process. The review involved research within the Association, amongst potential members, sponsors, media and the market in general. Extensive consultation with members was undertaken through the workshops, including reflecting on several options for a new brand. The outcome of this work is the identity and branding used in this document.

The research found that the existing logo of Association had become dated, and did not serve the purpose of representing the Ladies Gaelic Football Association as we are today. The consultation process identified that we wish to have an identity that:

- Members and participants can relate to and have pride in
- Reflects the nature of the organisation and the exciting future it has
- Reflects the heritage and position in Irish life
- Reflects an organisation of excellence and international standing
- Captures the momentum and passion of the LGFA

Through the work on the identity the following brand values were identified, these are the words that people, members and the general public associate with the Ladies Gaelic Football Association.

Irish  
Inclusive  
Professional  
Modern  
Athletic  
Competitive  
Feminine  
Community  
Vibrant  
Healthy  
Skilful



# What This Plan Means For You...

## *The Benefits*

### Clubs

Clubs will have access to a set of “My First Guides to”...Meeting, Training session, preparing a Club budget, etc. to assist volunteers to take on new responsibilities and challenges within the Club.

Clubs will be issued with a practical guide to fundraising that will be developed from identifying what works really well in raising funds within other Clubs in the Association.

Clubs will be provided with practical guidelines to assist Clubs in developing their own Club plan to assist each Club reach their potential within the Association.

Clubs will be supported by a new fixture planning process that will deliver an optimal number of games for players at all levels.

Clubs will be provided with a model to assist the voluntary integration of their Club with co-located Clubs who are part of the GAA family of games.

Clubs members will get a greater voice in the Association through increased representation for players and Club members at County, Provincial and National bodies.

### County

Counties will be recognised and rewarded for delivering excellence in the area of Games Development within their County through a Merit Based Funding Program.

Counties will be provided with a Leadership and Teamwork framework to support the work and contribution of volunteers at County level.

Counties will receive guidelines to assist the development of County Games Development Plans allowing them to leverage off the work being completed at all levels of the Association.

Counties will be provided with assistance in how to promote and grow the game within their County and to support that growth with the achievement of financial excellence.

### Provincial

Provinces will be recognised and rewarded for the achievement of delivering excellence in the area of Games Development within their Province through the Merit Based Funding Process.

Provincial structures will provide greater access to Club members and in particular players through the new structure for representation.

Each Province will have in place a dedicated Provincial Development Officer to assist the Counties in the Provinces in promoting the game and increasing the standards within each County.

Each Province will have established a regular rhythm of communications and consultation with both National and County units maximising transparency and cooperation.

## National

The Association will annually develop a National Games Development Plan that will allow each unit focus on a set of key priorities that will give assistance to each player, coach, referee and team to reach their potential.

The Association will develop a Leadership and Teamwork workshop to allow our coaches, volunteers and mentors to continue to contribute to the growth and development of Ladies Gaelic Football.

The Association will provide guidelines for achieving excellence in financial governance and assist Club and County units in the important area of fundraising by producing a best practice fundraising toolkit.

The Association will hold a bi-annual National forum that will allow the Association consult with its members at all levels of the Association in identifying priorities for the future.

Ladies Gaelic Football Association will introduce a fixture planning training program to deliver the optimal number of games for each player.

The Association will introduce a National Merit Based Funding program to recognise excellence at County and Provincial level.



# What We Heard, What We Discovered

*“The structure of our games provides opportunities for women of all ages, from Gaelic4Girls to Gaelic4Mothers”*

*“All National and Secondary schools should have Ladies Gaelic coaches driving the game”*

*“Ladies Gaelic introduced me to new friends away from home, team work, team spirit and friends for life”*

*“Integration with our Men’s Club helped with our success on and off the field”*

*“Optimise the link between our Clubs and Schools and develop the communication”*

*“Non-competitive games should be continued as far as possible so participation is the key focus”*

*“Each County’s website should be built from the same template as the National site”*

*“Our parents and players can contribute so much, further involvement should be encouraged”*

*“70% of our referees should be female”*

*“There is a requirement for our Clubs to have greater guidance when it comes to finance and fundraising”*

*“Our PRO’s would like training to provide an accurate profile to the media at local level”*

*“The whole organisation is like a family, everyone is there to help one another”*

*“Ladies Gaelic provides opportunities for dynamic females to travel all over Ireland and Internationally”*

*“Our Club’s focus is on participation and inclusion”*

*“Workshops like these generate fresh ideas and are welcome. These workshops can enable our younger members to have a voice want to be heard”*



# Where and How We Want to Be in 2016

## Guide to Using the Plan

### In each section of the plan we will:

- outline what we are going to achieve and by when
- how we are going to achieve it
- who is responsible at Club, County, Provincial and National level
- how we will measure our progress on an annual basis

### Growth Engine

**We will have achieved:** The organisation is structured to support the sustained growth of Ladies Gaelic Football in Ireland and Internationally. The leadership, management and structure of Ladies Gaelic Football ensures that it is consistently the fastest growing recreational and competitive sport whilst providing a social and networking outlet for women of all ages.

### PR, Marketing and Funding

**We will have delivered:** Ladies Gaelic Football Association is recognised as the number one women's sports and recreation brand in Ireland. It has the most positive reputation in attracting outstanding partners to support its continued growth in Ireland and internationally.

### Communications and IT

**Role in our Association:** Ladies Gaelic Football is successfully utilising traditional media and systems, and the most effective new media and technology to provide members, supporters and sponsors with the communications and IT systems to deliver outstanding services and information to all members of the Association in Ireland and internationally.

### Games Development

**Our work over the 6 years:** Ladies Gaelic Football is the most attractive and enjoyable field game for women to play, coach and attend. The systems and resources are in place at Club, County and Provincial level to continuously support the development of our

referees, player performance, coaching standards and enjoyment. Our participation levels continue to grow through a balanced program of recreational and competitive games.

### We are Living our Vision, Mission and Values

Our players, members, officers, referees, full time staff, supporters and sponsors experience an Association which fully lives up to its Vision, Mission, Values.

### Developing Leadership and Teamwork throughout the Association

The Ladies Gaelic Football Association provides life-long opportunities for girls and women of all ages to develop and practice outstanding teamwork, leadership and organisation skills– on and off the field in developing, players, people, teams, Clubs and vibrant communities and networking opportunities.

This means that the Ladies Gaelic Football Association sets the highest standards in how it conducts its affairs, seeks innovative ways to utilise the wisdom of the most experienced members and attracts the most talented and committed volunteers to support the continued growth of our game.

### Internationalisation

We have put in place structures and frameworks, in close co-operation with the GAA family of games, which support the sustained growth of our game internationally and gives our players international playing opportunities.

## Outcome

The organization is structured to support the accelerated growth of Ladies Football in Ireland and internationally. The leadership, management and structure of Ladies Gaelic Football ensure that it is consistently the fastest growing recreational and competitive sport whilst providing a social and networking outlet for women of all ages.

## What are we going to do?

### Initiative 1

**Online Resources:** The Association makes all its resources, services and support systems available online.

### Measurements of Performance

Using systems provided centrally from the Ladies Gaelic Football Association, all Clubs and Counties have access to online resources to support excellence in the following areas:

- Coaching and Skill Development
- Club and County Administration
- Registration
- Child Protection
- Finance

### Initiative 2

**Club/Team Start Up Support:** The Association provides all the expertise and mentoring to assist new Clubs and teams to become established. A designated person within the National team is responsible for supporting the County Development Officer to support the development needs of the County.

### Measurements of Performance

- Each County has a County Development Officer in place and utilizes a standard start up tool kit for new teams and Clubs.

### Initiative 3

**My First...:** A dedicated First Steps guide is in place to support new and existing volunteers for all essential roles in the Association.

- My First Club Meeting
- My First AGM
- My first training session
- My First Registration
- My First time to recruit volunteers
- My First time processing an injury fund claim
- My First time approaching a sponsor
- My First time preparing a Club Budget
- My First time approaching a Primary/Secondary School in our area

### Measurements of Performance

- The “My First”... guide is to recruit more volunteers, give them practical steps and training to becoming efficient and competent in their new role, and to help Clubs to retain volunteers at Club and County level.

## Major Milestones

| 2011/12   | 2013  | 2014  |  |
|---|---|---|--|
| Phase 1 - National “My First Guide” Launched    |   | All Officer roles and responsibilities, profiles and training guidelines in place |  |
| Develop online resources and Club Start up Pack | Second level Schools review launched                      | Each County and International unit has dedicated start up person in place.        |  |
| Launch volunteer recruitment workshop           | 5000 new members in place as a consequence of G4G and G4M | Female participation at Summer camps is 40 %                                      |  |

#### Initiative 4

**Post-Primary Schools:** All Post-Primary schools in Ireland are supported in the promotion of recreational and competitive games. All second level schools who wish to participate have access to recreational and competitive games fully supported by the local Club(s) and the Ladies Gaelic Football Association.

#### Measurements of Performance

- Number of schools with Ladies Gaelic Football in the PE Program/recreation program
- Number of schools participating in school Competitions
- Number of qualified coaches involved with school teams

**3<sup>rd</sup> Level Institutions:** Ladies Gaelic football is the Primary female recreational and competitive team sport established at 3<sup>rd</sup> level.

Every 3<sup>rd</sup> level Institution in the Country is actively involved in recreational games and has the opportunity to participate in Regional and National competition.

#### Measurements of Performance

- Number of Colleges/Universities with 'Lady GAGA' Program
- Number of teams competing at 3<sup>rd</sup> level
- Number of qualified coaches in the 3<sup>rd</sup> level system

#### Initiative 5

**Volunteers:** The Association is expert in inviting, training, and retaining volunteers to enable growth and enrich the Association.

A program is put in place which provides each Club and County with a system and support materials that will attract and retain committed volunteers to support our continued growth.

#### Measurements of Performance

- Development of materials to support Ladies Gaelic Football Association volunteers being recognised for embracing the "Leadership and Teamwork" standards.
- A volunteer recruitment workshop is held in each county
- Number of young adult volunteers recruited (18-30 yrs)

#### Initiative 6

**Urbanisation Projects:** Maintain the 4 dedicated Urban Development Officers that are in place to support our continued growth in Urban areas depending on the availability of funding

#### Measurements of Performance

- Delivering 10,000 new members over the duration of the plan.
- 40 new Clubs established in targeted Urban areas.
- Gaelic4Girls and Gaelic4Mothers growth

#### Initiative 7

**International:** All appropriate guides, resources and materials are localised as required to meet the needs of our members, potential members, Clubs/teams as we implement our internationalisation plan.

#### Measurements of Performance

- Every International location is equipped with the appropriate localised support material and in conjunction with the GAA to promote Ladies Gaelic Football Association in their region.
- A named individual within the National Team is responsible for availability of these resources.

|  | 2015  | 2016   |
|--|---|--|
|  | Online Registration System in place<br>Networking pilot established | A minimum of 85 teams participating<br>in 3 <sup>rd</sup> level competitions |
|  | 50% of colleges participating in Lady GAGA program                  | All International units have localised support<br>materials in place         |
|  | 2000 new volunteers recruited (50% under 35 years of age)           | 10,000 number of women participating<br>in Gaelic4Mothers                    |

# PR, Marketing and Funding

## Outcome

Ladies Gaelic Football Association is recognised as the number one women’s sports and recreation brand in Ireland which attracts outstanding partners to support its continued growth in Ireland and International.

## What are we going to do?

### Initiative 1

**Launch of New Brand and Image:** To achieve the image which demonstrates a dynamic balance between an elite high performance sport and fun recreation and networking for Women of all ages.

#### Measurements of Performance

100% conversion to new branding within 24 months at National, International, Provincial, County and Club levels with Strategic Partners.

### Initiative 2

**Evaluate and Implement Apparel, Products and Merchandise License program:** Comprehensive range of leisure products available in the Irish Market and Internationally via online sales

#### Measurements of Performance

- In 6 years 2% of Revenue comes from Licensing
- Value of sales of Ladies Gaelic Football Association Merchandise e.g. All-Stars, Leisurewear line
- Measured Brand awareness
- Number of Clubs who are utilising the online store to market products

### Initiative 3

**Marketing and Commercial Plan including Sponsorship Profile:** Develop and implement a comprehensive sponsorship model offering opportunities which give an outstanding return to sponsors.

#### Measurements of Performance

- Recruit a dedicated PR and Marketing Manager to support the growing needs of the Association.
- Grow the revenue to the Association from International, National, Provincial, County and Club sponsorship.
- Total Attendance at games growing 10% per annum
- Qualitative measure of the quality of match day presentation

### Initiative 4

**Increase Media and TV Profile:** with Strategic Partners, create a flow of high quality content which is very attractive to our target audiences in Ireland and International. This includes creating an up to date online resource Nationally and Internationally on teams, players, and officials; to provide the media with the information they require to profile and comment on the game effectively.

## Major Milestones

| 2011/2012   | 2013   | 2014                   |  |
|---|--|------------------------|--|
| Launch the new brand and Strategic Plan Smartphone e.g. iPhone application in place | New Brand fully adopted by all units                             | Launch of Online Store |  |
| PR and Marketing Manager appointed – commercial strategy in place                   | Attendance promotion kit launched by all counties                |                        |  |
| National to pilot Merit Based Funding with Provinces and Counties                   | Fundraising and financial management toolkit issued to all Clubs |                        |  |
| Heroes program in place   |  |                        |  |

**Measurements of Performance**

- Grow the hours of coverage from the current base of 23 televised games.
- Viewership increase Nationally and internationally (this includes all mediums, TV, Digital streaming, etc)
- Develop online monthly newsletter and track readership.
- Apple iPhone Application specific to Ladies Gaelic Football.

**Initiative 5**

**Heroes and Ambassadors Program:**

Ladies Gaelic Football identifies a number of Role Models who capture the essence of excellence in Ladies Gaelic Football Association. They will endorse the game with our own membership, make the game very attractive to potential members and actively support the activities of our sponsors.

**Measurements of Performance**

- Select participants for the hero's/ambassador's program and promote their association with the Ladies Gaelic Football Association

- Effectiveness of the program in supporting the needs of sponsors
- Impact of program in attracting new membership and sponsorship support.

**Initiative 6**

**Funding:** To ensure our flow of funds is managed using best practice governance principles, whilst ensuring we create a 'value for money' culture at all levels of the organisation.

**Measurements of Performance**

- Introduction of National Merit Based Funding to Provincial Councils and County Boards within the Association.
- County and Club Financial planning, governance and excellence checklist created
- Fundraising and financial management toolkit issued to all Clubs

| 2015  | 2016                                 |
|---|--------------------------------------|
| Every Club in the organisation compliant with Financial checklist | 2% of Revenue comes from Licensing   |
|   | 35,000 attendance at National Finals |
|   |                                      |
|   |                                      |



## Outcome

Ladies Gaelic Football is successfully utilising traditional media and systems, and the most modern technology to provide members, supporters and sponsors with the communications and IT systems to deliver outstanding services and information to all members of the Organisation.

## What are we going to do?

### Initiative 1

**Establish a Global Website:** New Look/New Feel which is the central resource for communications for members of all ages, governance and accounting systems, membership, education and online commerce with access to current and archived games and events.

#### Measurements of Performance

- Establish an Online shop to sell merchandise via the Ladies Gaelic Football Association
- Set and monitor targets for Web Traffic, game and event viewership
- Set and monitor targets for Advertising Revenue at National level
- Blending of International, Provincial, County websites; all Club and team sites linked to ladiesgaelic.ie

### Initiative 2

**Evaluate an Online Membership Management System:** Under the full control of the Ladies Gaelic Football Association. This allows full tracking of membership and enables two way global communications for the entire membership.

#### Measurements of Performance

- 100% membership linked via email and mobile to central administration
- All counties and units enabled for 100% utilization of the system
- All members register via the online system.

## Major Milestones

| 2011/12   | 2013                            | 2014                                      |  |
|---|---------------------------------|---|--|
| New Website Launched  | Commercial strategy for the Web | County panellist profile available online |  |
| Communications and IT Strategy developed  | Bi-Annual National Club Forum   | All County websites active                |  |
| Communications calendar in place  |                                 |   |  |
| Rhythm of Communications and Meeting Structures with National and County units in place |                                 |   |  |
| County PRO Training in place  |                                 |   |  |

### Initiative 3

**Establishment of Ladies Gaelic Football Association Communications Strategy:** The Ladies Gaelic Football Association will benchmark the existing reputation in the market (members and target audience) satisfaction levels and put in place an organisation wide plan to bring the highest standards of communications.

#### Measurements of Performance

- All County and Provincial PRO's fully understand the communications strategy and receive appropriate training
- Ladies Gaelic Football Association – membership satisfaction regarding communications within the organization and in the media.
- Bi-Annual National Club Forum

### Initiative 4

**Proactive PR Strategy:** Strategy to increase Ladies Gaelic Football as the highest profile female field sport in Ireland.

#### Measurements of Performance

- County, Provincial and National press bulletins to be circulated to media partners on a weekly basis during the playing season.
- National Communication calendar in place
- All Counties and International units have website in place built on National Template
- Fully updated profile of Adult County panellist available online to the press on an annual basis

|  | 2015  | 2016   |
|--|---|--|
|  | 50% Membership linked via email through the registration scheme | Commence a Review of the overall Strategic plan.                 |
|  | All units have a full online presence                           | 100% Membership linked via email through the registration scheme |
|  | Bi-Annual National Club Forum                                   |  |
|  |   |  |
|  |   |  |



## Outcome

Ladies Gaelic Football is the most attractive and enjoyable field game for Women to play, coach and attend. The support systems are in place at Club, County and Provincial level to continuously support the development of our referees, player performance, coaching standards and enjoyment through a balanced games program.

## What are we going to do?

### Initiative 1

**Coach Education:** Collaborating with existing coaching systems, processes and the international governing bodies of Women's sports, create a Standard pathway for coaches. This pathway strikes a balance between achieving elite performance and fun participation. National and International list of currently qualified coaches at all levels to be maintained. Introduce a 5 Year re-certification program. Develop a coaches discussion forum moderated by the top 3 coaches in physical preparation, communication and Psychology.

### Measurements of Performance

- Coaching Standard identified and plan in place
- Recruitment plan in place to migrate retiring players to coaches
- 100% of Clubs have fundamental coaches at the end of the plan
- County and development squads coached by certified level 1 coaches
  - 2011 – 25%
  - 2012 – 50%
  - 2013 – 100%

### Initiative 2

**Referee Education:** LGFA refereeing systems, processes and the international governing bodies of Women's sports, to create a standard pathway for referees

### Measurements of Performance

- Identified referee pathway in place
- Recruitment plan in place to migrate retiring players to referees
- 40% of trained referees are female officiating at County levels and 30% officiating at National Level by 2016
- Provincial and County referee assessors in place by 2014, county by 2016
- Develop the referee database

### Initiative 3

**Go Games/Summer Camps:** In partnership with the GAA, we will provide Go Games for all of our players up to 12 years of age and summer camps in line with the existing GAA camp structures.

### Measurements of Performance

- By 2016 30,000 girls are participating in the camps
- Children in every area served by our Association have the opportunity to participate in Go Games/Summer Camps

## Major Milestones

| 2011/2012  | 2013  | 2014  |  |
|--|---|---|--|
| Fixture Planners in place at National and in each County   |   | Recruitment plan to encourage players to participate in coaching activities   |  |
| Provincial Development Officer in place in each Province 2012  | Games Development Plan in place in each County and Province | In conjunction with the GAA and with Education authorities evaluate the potential of an in-service program aimed at attracting 1000 teachers. |  |
| National Games Development Plan in place and a Plan in each County, including participation targets for each unit. |   |   |  |
| Master fixture plan in place for each County   | Referee development plan in place                           | Targets in place via fixture planners for frequency of games for player at all levels   |  |

#### Initiative 4

**Transition Year/AS Coaching, Refereeing and Education Program:** Establish a rigorous coach education program for students, this enables them to successfully coach underage children. Whilst learning more about the game themselves as players and preparing them for eventual roles as players, coaches, and administrators in the future, build leadership and team working, and networking skills into all programs.

##### Measurements of Performance

- Number of coaches who successfully complete the program (program includes 20 hrs active coaching)
- Number of TY/AS coaches who migrate to adult coaching or refereeing programs.
- Number of schools adopting the program and ratio of TY/AS coaches to under 14 playing population.

#### Initiative 5

**Master Fixture and Games Opportunities:** Ladies Gaelic Football Association will develop its own structures and resources to review the quality and quantity of fixtures provided for players at all levels within the Association.

This will result in targets being set as to the number of games for players so that every player in every unit will have the optimum number of games at their own standard. The program will integrate County, Club, schools, and 3rd level competitions.

##### Measurements of Performance

- Fixture planner is in place in each County
- Number of games for players at all grades in all units
- Through the County fixtures planners, develop a system for collecting, reporting and monitoring games activity in all counties. (Servasport)
- Annual review completed with recommendations by the fixtures planning advisory team.

#### Initiative 6

**'A Game for Every Girl':** each County creates and supports the flexible development of Clubs or teams in every area of their County, so that every girl has the opportunity to take part in our game. (In many areas this will mean the establishment of Clubs or teams to spread over a number of parishes).

##### Measurements of Performance

- Target a percentage of primary schools in each County participating in Ladies Football
- Set Targets for membership and number of teams of each County and each unit internationally.
- Ratio of membership numbers in the Ladies Gaelic Football Association in each County as a percentage of the population.

#### Initiative 7

**Provincial Development Officers:** Appoint Provincial development officers dedicated to assisting the Counties in each Province to achieve their annual games development targets and to facilitate each County reach their potential.

##### Measurements of Performance

- Provincial Games Development Officer in each Province
- Annual targets in place for each Province/County
- Games Development Plan in place in each Province/County

|  | 2015   | 2016  |
|--|--|---|
|  |  | 60% of all active referees are female at County level 30% at National |
|  | 30,000 girls participating in Summer Camps     | Every team has a FUNdamentals coach in place.                         |
|  |  | All County and development squads have Level 1 coaches.               |
|  | Target of 20 games per adult player per season | Targeted average participation rate to be achieved in each County     |

# Living Our Vision, Mission and Values

## Outcome

Our players, members, officers, full time staff, supporters and sponsors experience an Association which fully lives up to its Vision, Mission, Values and Leadership Principles.

## What are we going to do?

### Initiative 1

**Vision, Mission, Values, And Leadership Principles:** these are included in the plans for all units and clearly publicised as appropriate on all websites, and materials. A detailed plan is put in place to have this delivered.

### Measurements of Performance

- Vision, Mission, Values, Leadership Principles published on National, International, County and Club Websites
- Performance Management Process and training needs in place supporting the “Vision, Mission and Values” for all full time staff
- Included in all training and development materials for coaches, officers and staff and volunteers

### Initiative 2

**Players Charter:** Ladies Gaelic Football Association will develop a charter which defines the relationship between players, coaches, managers, referees, Clubs, Counties and the Association.

### Measurements of Performance

- Charter adopted by Counties
- Charter adopted by Clubs

## Major Milestones

| 2011/12  | 2013  | 2014   |  |
|--|---|--|--|
| Performance Management Process in place for all full time staff within the Association   | “Vision, Mission and Values” published on all unit websites and integrated into all materials | Players Charter adopted by all Clubs and international units |  |
| Child Welfare Charter adopted by all units in the Association  | Players Charter adopted by all counties   |  |  |
| Association to explore the establishment of a One Club Model in conjunction with GAA Family of Games                                     |   |  |  |
| Launch the Vision, Mission and Values of the Association and all materials and documentation to include the “Vision, Mission and Values” |   |  |  |

### Initiative 3

**Child Welfare:** Ladies Gaelic Football finalises its development of the Code of Ethics and Good Practice for Young Players in consultation with its sister organisations and extends the Code of Best Practice in Youth Sport through a structured plan to meet the required standards in all international units.

#### Measurements of Performance

- Annual training and awareness seminars for Children's Officers
- Investigating and development of a joint Code of Ethics with Gaelic Families at National Level
- All relevant coaches, volunteers and officials meet regulatory requirements and adopt the Code of Best Practice in Youth Sport.
- Garda Vetting of all coaches, officers and officials by 2016

### Initiative 4

**Define the Strategic relationship between Ladies Gaelic Football Association and the GAA, Camogie, Handball and Rounders:** To ensure the sustained development of all our games Nationally and Internationally

#### Measurements of Performance

- Participate in the feasibility assessment of a One Club Model with the GAA and Camogie.
- National and Provincial plans in place to promote greater co-operation between LGFA and Camogie
- Annual fixtures optimisation process with the GAA family of Games

|  | 2015 | 2016 |
|--|------|------|
|  |      |      |
|  |      |      |
|  |      |      |
|  |      |      |



### Outcome

The Ladies Gaelic Football Association provides life-long opportunities for girls and women of all ages to develop and practice outstanding teamwork, leadership and organisation skills– on and off the field in developing, players, people, teams, Clubs and vibrant communities and networking opportunities.

This means that the Ladies Gaelic Football Association sets the highest standards in how it conducts its affairs, seeks innovative ways to utilise the wisdom of the most experienced members and attracts the most talented and committed volunteers to support the continued growth of our game.

### What are we going to do?

#### Initiative 1

**The Ladies Gaelic Football Association adopts a “Leadership and Teamwork” education and behaviour model which is applied through the Association:**

This model and ongoing training includes the Values, Standards and Leadership principles of the Ladies Gaelic Football Association and applies to all levels of the Association including officers, coaches, volunteers and fulltime staff. This model includes the opportunity for members to become “Certified” for positions. Implement a “5 Year Rule” for all officer positions.

#### Measurements of Performance

- Develop leadership and training workshop and include this module in training for officers and volunteers throughout the Association.
- Completion of training for Central Council and Full Time Staff
- County and Club Officer and Volunteer Training including certification process

#### Initiative 2

**The Ladies Gaelic Football Association puts in place a practical ongoing planning and implementation system designed to engage the maximum number of members and potential members on an annual basis:**

This means that every unit of the Association will have in place a current plan for the future which is linked with the Ladies Gaelic Football Association plan and the plans of the other units. There will be common focus areas and measures across every unit, with the opportunity for each unit to add areas of special focus to meet local opportunities.

#### Measurements of Performance

- Assign responsibility for the implementation of the plan
- Planning model adopted by the Ladies Gaelic Football Association with Plan Sponsors identified in every County and unit Internationally.
- Develop a planning model to assist Clubs reach their full potential
- 50% of attendees at Club, County, National, and International forums are non officers. 25% of attendees are current players.
- Develop annual goal setting reviews with the Provinces linked to National Plan.

## Major Milestones

| 2011/12   | 2013   | 2014   |  |
|---|--|--|--|
| Introduce 3 Club delegates including one current player to represent the Club at the County Board           | Introduce 3 County delegates including one ex or current County player to represent the County at Central Council. | Leadership and Teamwork Certification program in place for all office positions at National and Provincial level |  |
| Introduce 3 County delegates including one current player to represent the County at the Provincial Council | Achieve a representation of 40% of delegates under 40 years old on Provincial and National committees              | Complete a review of the appeal and discipline structures at all levels. Develop a set of recommendations.       |  |
| National Strategic Implementation Committee appointed to deliver the plan.                                  | Complete a Review the composition of all Standing Committees at National and Provincial level                      |  |  |
| Development of the “Leadership and Teamwork” program  |  |  |  |

### Initiative 3

*Deliver the active participation of players and past players in the development of an administration of the Association.*

#### Measurements of Performance

- Quota of 3 Club delegates including one current player to represent the Club at the County Board
- Quota of 3 County delegates including one current player to represent the County at the Provincial council
- Quota of 3 County delegates including one ex or current County player to represent the County at Central Council.
- Deliver a greater representation of young female delegates on Provincial and National committees.

### Initiative 4

*Review the composition of all standing committees at Provincial and National Levels, including the provision of Disciplinary and Appeals Committees at Club, County Provincial and National levels.*

#### Measurements of Performance

- Complete a review of all existing standing committees at Provincial and National Level
- Develop a set of recommendations for Provincial and National committee structures.
- Complete a review of existing appeal and discipline review structures at all levels of the Assoc.
- Develop a disciplinary training module for counties to enable them to become more self-sufficient in the management of disciplinary matters in their area.

|  | 2015  | 2016  |
|--|---|---|
|  | Leadership and Teamwork Certification program in place for all office positions at County level | Leadership and Teamwork Certification program in place for all office positions at Club level |
|  |   | Every unit in the Organisation to have a current strategic plan in place                      |
|  |   |   |
|  |   |   |



### Outcome

The Ladies Gaelic Football Association is creating the support structures and frameworks to allow our presence in International territories continue to grow exponentially in terms of Clubs, membership and participation levels in over 60 countries.

### What are we going to do?

#### Initiative 1

**Assign an International Contact Resource:** This National team member is fully accountable for delivering service and support to Clubs and players Internationally

#### Measurements of Performance

- 20% growth in International membership per annum for the duration of the plan.
- Membership, players, coaches, and administrators' satisfaction levels equal to that experienced to members living in Ireland.

#### Initiative 2

**Strategic Plan in place for developing the game internationally:** Ladies Gaelic Football will work with the GAA in the development of the Internationalization plan for the GAA family of games.

#### Measurements of Performance

- Internationalization plan in place, which integrates into and builds on this strategy.
- Specific plan in place for each International unit with metrics aligned to the National plan and additional metrics and objectives to meet local strategic needs.

#### Initiative 3

**World Participation Day:** In conjunction with the GAA, evaluate the potential of hosting a world participation day to bring the maximum number of members, supporters and sponsors and potential members together to promote active sustained participation. (This will be on a fixed "iconic day" for 3 years trial period). Promoting GoGames, Cul Camps, Gaelic4Mothers, coaching and Refereeing.

## Major Milestones

| 2011/12                                  | 2013  | 2014   |  |
|--|---|--|--|
| Assign an International Contact Resource | Strategic Plan in place for all International units aligned with GAA family of games. | Online Internationalisation complete   |  |
|  |   | Core standard coaching modules available in partnership with the GAA for all International Units |  |

#### Measurements of Performance

- Evaluation completed with the GAA
- Pilot agreed if appropriate

#### Initiative 4

**One Standard of Support:** Ladies Gaelic Football will provide every member around the world with access to all the resources and supports that are available to members in Ireland. On a phased basis relevant materials will be translated and localised and made available online for each country in association with the GAA.

#### Measurements of Performance

- Materials available in the Language of the teams
- Evaluate the potential, in conjunction with the GAA for accreditation of Referees, Coaches, and officers.

#### Initiative 5

**International Standard Coaching:** The Ladies Gaelic Football Association will work with the GAA to integrate Ladies Gaelic Football Association coaching standards with the National standards in each country it operates. (Standards in Ireland will be continuously developed to meet the highest European standards). Our coaching ethos will combine a focus on fun, participation, and achieving elite performance; which means our members will stay with our games for fun or to achieve their full potential as International competitors.

#### Measurements of Performance

- Detailed agreement in place with the GAA to deliver this outcome
- Partnership established with country accreditation body in chosen countries

| 2015 | 2016                                    |
|------|---|
|      | Double the numbers of Clubs and members |
|      |   |







**How Are We  
Going To  
Get There?**

| Who           | Theme 1<br><i>Growth Engine</i>   | Theme 2<br><i>PR, Marketing and funding</i>  | Theme 3<br><i>Communications and IT</i>   |  |
|---------------|---|--|---|--|
| <b>Club</b>   | <ul style="list-style-type: none"> <li>• My First Guides utilised Club school link in place</li> <li>• Urban Clubs linked to Urban Development Officers</li> <li>• Participation in the leadership and teamwork workshop that incorporated volunteer recruitment</li> <li>• Successful roll out of the National Strategic Plan</li> </ul> | <ul style="list-style-type: none"> <li>• Brand in place</li> <li>• Utilisation of online merchandise outlet</li> <li>• Attendance promotion initiative in place</li> <li>• Promotion of Hero's/ambassador program</li> <li>• Financial governance and fundraising toolkit in place</li> </ul>  | <ul style="list-style-type: none"> <li>• Standardised website in place</li> <li>• All members registered via the online system</li> </ul>   |  |
| <b>County</b> | <ul style="list-style-type: none"> <li>• County Development Officer training in place</li> <li>• County Games Development Plan in place</li> <li>• Leadership and Teamwork Workshop completed</li> <li>• Volunteer recruitment workshop completed</li> </ul>  | <ul style="list-style-type: none"> <li>• Brand in place</li> <li>• Attendance promotion initiative in place</li> <li>• Promotion of Hero's/Ambassador Program</li> <li>• Participate in Merit Based Funding pilot</li> <li>• Financial governance and fundraising tool kit in place</li> </ul> | <ul style="list-style-type: none"> <li>• Standardised website in place</li> <li>• Club PRO training in place</li> <li>• County panellists profiles available</li> <li>• Rhythm of communication and meeting structures with National and County units in place</li> </ul> |  |

| <b>Theme 4</b><br><i>Games Development</i>  | <b>Theme 5</b><br><i>Living Our Vision, Mission and Values</i>  | <b>Theme 6</b><br><i>Leadership and Teamwork</i>  | <b>Theme 7</b><br><i>Internationalisation</i>   |
|---|---|---|---|
| <ul style="list-style-type: none"> <li>• Recruitment plan in place to migrate retiring players to coaches</li> <li>• Fundamental Coaches in place for all teams</li> <li>• All Clubs promoting Summer Camps</li> <li>• Club School link in place to drive TY/AS Program</li> </ul>  | <ul style="list-style-type: none"> <li>• Vision, Mission, Values and Leadership Principles communicated via website and other communications</li> <li>• Players Charter adopted</li> <li>• Annual Child Protection Awareness training</li> <li>• All Clubs to adopt the Code of Ethics and Good Practice for Young Players</li> </ul> | <ul style="list-style-type: none"> <li>• Volunteer certification program available</li> <li>• Completion of Leadership and teamwork Workshop</li> <li>• Club planning checklist</li> <li>• Discipline awareness program available</li> </ul>                            | <ul style="list-style-type: none"> <li>• In conjunction with the GAA each Club will have a strategic plan in place</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Recruitment plan in place to migrate retiring players to coaches</li> <li>• Level 1 coaches in place for all County teams and development squads</li> <li>• Referee Assessors trained and in place</li> <li>• All counties promoting Summer Camps</li> <li>• County Fixture Planners in place</li> <li>• Target % of primary schools in each County participating in Ladies Football</li> <li>• Games Development Plan in place in each County</li> <li>• Annual participation Targets in place</li> </ul> | <ul style="list-style-type: none"> <li>• Vision, Mission, Values and Leadership Principles communicated via website and other communications</li> <li>• Players charter adopted</li> <li>• Annual Child Protection Awareness training</li> <li>• County plan for co-operation with sister organisations</li> </ul>                    | <ul style="list-style-type: none"> <li>• Completion of Leadership and Teamwork Workshop</li> <li>• Volunteer certification program available</li> <li>• County Board one player delegate per Club in place</li> <li>• Discipline awareness program available</li> </ul> | <ul style="list-style-type: none"> <li>• In conjunction with the GAA each Region will have a strategic plan in place</li> </ul> |

| Who               | Theme 1<br><i>Growth Engine</i>  | Theme 2<br><i>PR, Marketing and Funding</i>  | Theme 3<br><i>Communications and IT</i>   |  |
|-------------------|--|--|---|--|
| <b>Provincial</b> | <ul style="list-style-type: none"> <li>• Complete volunteer recruitment workshop</li> <li>• Successfully roll out Strategic Plan in the Province</li> </ul>  | <ul style="list-style-type: none"> <li>• Brand in place</li> <li>• Attendance promotion initiative in place</li> <li>• Promotion of Hero's / Ambassadors program</li> <li>• Financial governance and fundraising toolkit in place</li> <li>• Participation of the Merit Based Funding pilot</li> </ul>   | <ul style="list-style-type: none"> <li>• Standardised website in place</li> <li>• Rhythm of communication and meeting structures with National and County units in place</li> </ul>   |  |
| <b>National</b>   | <ul style="list-style-type: none"> <li>• Develop online resources / Start Up Pack developed / My First Guides developed</li> <li>• National Games Development Plan Leadership and Teamwork workshop developed</li> <li>• Designated person responsible for International within the National Team</li> <li>• Gaelic4Girls and Gaelic4Mothers growth</li> <li>• Develop Referee database</li> </ul> | <ul style="list-style-type: none"> <li>• Brand in place with commercial strategy</li> <li>• National licensing agreements in place/online merchandise outlet</li> <li>• PR / Marketing Manager recruited</li> <li>• Attendance promotion initiative toolkit in place</li> <li>• Development of the Hero's/ambassador's program</li> <li>• Financial governance and fundraising toolkit developed</li> <li>• Provincial Merit Based Funding program in place</li> </ul> | <ul style="list-style-type: none"> <li>• New website in place</li> <li>• Evaluate online Membership System</li> <li>• County PRO Training in place</li> <li>• Bi-Annual National Forum in place National Communication calendar in place</li> </ul> |  |

| <b>Theme 4</b><br><i>Games Development</i>   | <b>Theme 5</b><br><i>Living Our Vision, Mission and Values</i>   | <b>Theme 6</b><br><i>Leadership and Teamwork</i>  | <b>Theme 7</b><br><i>Internationalisation</i>  |
|--|--|---|--|
| <ul style="list-style-type: none"> <li>Recruitment plan in place to migrate retiring players to coaches</li> <li>Referee Assessors trained and in place</li> <li>All Provinces promoting Summer Camps</li> <li>Provincial Games Development Officer in each Province</li> <li>Annual Targets in place for each Province/County</li> </ul>  | <ul style="list-style-type: none"> <li>Vision, Mission, Values and Leadership Principles communicated via website and other communications</li> <li>Performance management process in place linked with Vision, Mission and Values</li> <li>Provincial plan for co-operation with sister organisations</li> </ul>  | <ul style="list-style-type: none"> <li>Completion of Leadership and Teamwork Workshop</li> <li>Develop proposals to introduce 3 club delegates including one current player to represent the club at County Board</li> <li>Develop proposal to introduce 3 County delegates including one current player to represent the county at Provincial Council</li> <li>Review of all existing standing committees</li> <li>Goals of the National plan to be incorporated into existing Provincial Plans</li> </ul>   |  |
| <ul style="list-style-type: none"> <li>Coach pathway developed</li> <li>Referee Pathway developed</li> <li>Recruitment plan in place to migrate retiring players to coaches</li> <li>Assessor training program in place to support Provincial and County Assessors</li> <li>Fixture planning training program in place</li> <li>Set Targets for membership and number of teams of each County and each unit internationally</li> </ul> | <ul style="list-style-type: none"> <li>Formally launch the Vision, Mission and Values and leadership principles of the Association</li> <li>Performance management process in place linked with Vision, Mission and Values</li> <li>All Training material to incorporate Vision, Mission and Values on each of the principles</li> <li>Players Charter agreed</li> <li>Investigating and development of a joint Code of Ethics at National Level</li> <li>Evaluate feasibility of One Club Model</li> <li>Annual fixtures optimisation process with the GAA family of Games</li> </ul> | <ul style="list-style-type: none"> <li>Development of a Leadership and Teamwork workshop</li> <li>National planning resource identified</li> <li>National Club planning checklist developed</li> <li>National County and Club officer and Volunteer certification program developed</li> <li>Develop proposals to introduce 3 club delegates including one current player to represent the club at the County Board</li> <li>Develop proposal to introduce 3 County delegates including one current player to represent the county at the Provincial council</li> </ul> | <ul style="list-style-type: none"> <li>Assign an International contact resource</li> <li>In conjunction with the GAA develop a strategic plan for the game internationally</li> <li>In conjunction with the GAA evaluate a world participation day</li> <li>In conjunction with the GAA develop a one standard of support for Clubs internationally</li> <li>In conjunction with the GAA develop an international coaching standard</li> </ul> |



# “Our Vision... and Getting There ... Together”

## *Learning and building as we go:*

This Plan was developed by the members, for the members. It is designed to ensure that our Association develops and grows in an energised and healthy way over the next five years. The plan is a tool for the Leaders at each level in the organisation. It identifies the key priorities and focus areas for Clubs, Counties, Provinces, nationally and internationally.

The leadership of the Association is committed to keeping the plan alive, to regularly monitoring progress at all levels, to learning from our experience as we go, and to refining and enhancing the plan on a regularly.

## *We will achieve this through:*

**ROLLOUT:** A detailed roll out plan has been developed which commences with the launch of the plan nationally. This involves a dedicated information evening for the Clubs, a launch of the plan and County planning process in each County, and a launch in each International unit in co-operation with the GAA family of games.

This process will outline the role that each County/unit will play in delivering its components of the plan, who will be responsible and detail the backup, support and resources available to support implementation.

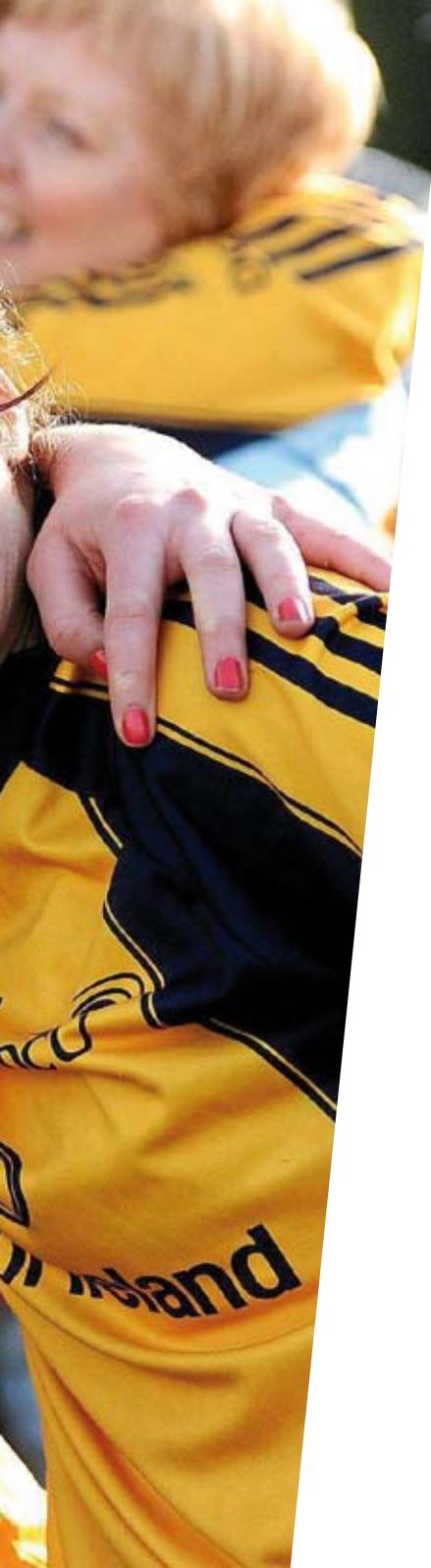
**MONITORING IMPLEMENTATION:** A National Strategic Planning Committee will be appointed by Central Council. This committee will oversee the implementation of the Strategic Plan at all levels with the Association. The Committee, which will have

designated resources from the full time team, will link with the administration committees in each one of the Counties and Provinces to ensure a cohesive/consistent approach is being taken to achieve all the components of the Plan. This Committee will produce an annual report for Central Council and Congress. This report will track progress and make specific recommendations for enhancing the implementation of the plan.

**LISTENING, LEARNING, REFINING:** Every two years a full review of the plan will be completed under the leadership of the National Strategic Planning Committee. The Association will host a bi annual Forum with 150 plus participants. The forum will be similar to those utilised in the formulation of this plan, and will involve players, coaches, referees, officers, members, parents, sponsors and other stakeholders. The forum will learn from the participants what is working, identify opportunities to improve performance, set new targets, and define what is required to deliver the best experience for all our members.

Based on the work of the 2 bi-annual Forums the plan and implementation process will be refined at all levels of the Association.

This plan was developed by the membership of Ladies Football for its membership today and to meet the anticipated needs of the many thousands of new members who will join us over the next few years. This process ensures that we will at all times to continue to listen to our members needs and adapt and modify our plans accordingly.



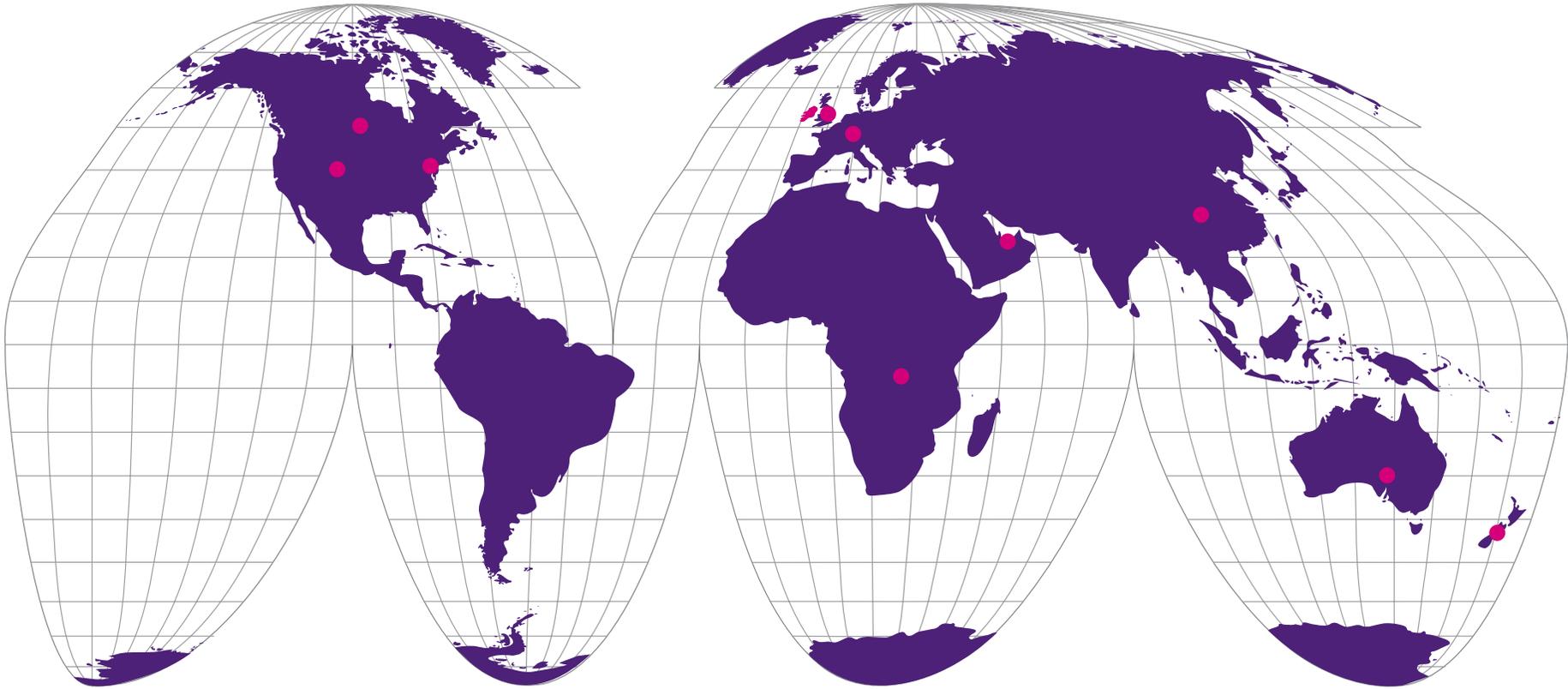
# Benchmarking Where We Are Now *and Where We Are Going*





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