



Ladies Gaelic Football Association

STRATEGIC ROADMAP 2017-2022

Ladies Gaelic Football Association
Croke Park
Dublin 3
www.ladiesgaelic.ie



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1. President's Message

It is my great honour to present to you the new Strategic Plan for the Ladies Gaelic Football Association (LGFA), mapping out the future of our sport up to 2022. The publication of this plan is the culmination of an exhaustive consultation with stakeholders of the LGFA, which has left no stone unturned as opinions and thoughts of our members, players, administrators and supporters have been catalogued to ensure that this plan is as inclusive as possible.

In the process of compiling this plan, a series of workshops were conducted with our playing membership, ensuring that all levels of our playing members were consulted throughout this process. I would like to thank the youth players, adult players, clubs, universities, Congress delegates, administrators and our Management Committee for giving freely of their time and for being so interested and interactive in our consultation sessions. Thanks also to the over 1800 members who filled out our comprehensive online questionnaire. Your feedback has been instrumental and will be vital in charting the course of our Association over the next six years.

In 2011, we released our previous strategic plan and I am very pleased to say that we have met many of the objectives that we set out back then. In many cases, we exceeded those expectations. We will now build on the foundations that 'Pathway for Success 2011-2016' set in place and we will strive to continue the stunning growth and development that we have experienced during the terms of that plan.

We can look to the future with a renewed sense of optimism and with a great feeling of determination that we can secure our position as the sport of choice for females. We will continue to strive to provide the opportunity to girls of all ages, no matter what their age, location, skill level or ambitions might be, to play football should they want to do so.

This plan sets out five key focus areas for the Association, which will be prioritised over the term of this plan.

- We will nurture our passionate volunteer base and continue to help them develop their skills.
- We will increase the visibility of the LGFA.
- We will maintain the incredible growth levels that the Association has enjoyed in recent years.
- We will build strategically beneficial and impactful partnerships
- We will enhance our support infrastructure to facilitate the growth of the Association.

I look forward to working closely with our CEO, Helen O'Rourke, and her staff in Croke Park as we implement this plan in the coming years. This is an ambitious plan but the objectives contained within are all achievable, with the help of our supporters and volunteers.

I would like to especially thank Pinta Consultants, including Peter Hannon, Orla Cullen and John Corcoran, for all of the work that they have put into compiling this excellent report. Thanks also to our own Steering Group, who worked closely with Pinta to provide their knowledge and expertise. Thanks also to former Dublin player, Clíodhna O'Connor, who chaired the Development Committee group and whose input was vital to this report.

The period governed by our previous plan, 2011-2016, was one of exciting and tumultuous growth and I am sure that we have similarly exciting times ahead.

Marie Hickey

Uachtarán



2. CEO's Message

We are delighted to launch our new 'Ladies Gaelic Football Association Strategic Roadmap 2017-2022', which will act as a guide for the LGFA into the next decade. We are about to embark upon an exciting new period in the growth and development of our sport and, should we repeat the success enjoyed in the last decade, we have much to look forward to.

Our partners in the production of our new plan, Pinta Consultants, have left no stone unturned in its development. They have been excellent collaborators in the production of this plan and the process that has led from our initial meeting right up until now has been an enjoyable, informative and educational experience.

In recent years we have secured new strategic partnerships and reached attendance and participation milestones. This plan will help us to ensure that we can continue to reach further milestones, ensuring that our sport and organisation continues to develop in the most efficient and sustainable manner.

We have undertaken an extensive consultation process with our stakeholders, who have helped us to form the basis of this plan. We have identified key objectives and key progress indicators to ensure that this is a living document to help guide us throughout the next six years.

We have identified five strategic focus areas that we will concentrate on in the coming years.

These are: volunteers, visibility, participation, partnerships and infrastructure.

Our volunteers are the bedrock of our Association and it is vital that we provide for their continued development. There are increasing demands on our volunteers and higher expectations placed on them. Through this plan, we will aim to support them by helping our clubs and counties to do things better and more efficiently. It is our job to support our volunteers and this plan puts a framework in place to allow them achieve our growth objectives.

The LGFA has a strong brand but we can work harder to increase our visibility. We have committed to designing an engagement model to help promote the activities of the Association, by closer aligning the aims of our clubs and counties with those of the National Association. Social media will play a vital role in increasing the visibility of our brand and we will continue to use the available channels to achieve growth in visibility.

To help us achieve the aims of increasing our visibility, it is of vital importance that we develop strong strategic partnerships with key partners, both within and outside of the Gaelic Games family. By forging strong partnerships within the Gaelic Games family, it will allow us to work closely together on coaching, refereeing, volunteer initiatives and other areas. Developing strong commercial partnerships will have a financial benefit to the Association, allowing for the provision of new initiatives as well as helping to attain a greater level of visibility. We will work closely with Government departments, universities and other similar partners to achieve the aims of the Association, whether those aims are to secure funding or educational support.

Our aims to increase participation are not just about attracting new players but also about retaining those who are already playing. We will also look to develop the skills of our existing players, to equip them with the abilities that they need to achieve their aims within the sport. We want to support our players and ensure that they participate in the best games possible. Key to achieving these aims is to ensure that our match officials have a standardised programme, thereby helping them to increase the quality of our games through top class officiating.

To facilitate the achievement of the aims set out within this document, it is a strategic priority that we provide an enhanced support infrastructure. As our organisation continues to grow annually, it is important that we provide the best structures and education for our volunteers at club, county and provincial levels, as well as ensuring that our professional structure is strong enough to facilitate the volume of work that is necessary to achieve our aims. This plan sets out the path to achieving the highest standard of governance, at both voluntary and professional levels.

This is an exciting plan that sets out the vision for our Association, and facilitates the achievement of all of our stated goals. In line with continued growth, we will need to assess and expand our staffing structures. This is a priority objective that is already underway, and will continue in the coming months.

This document is ambitious and will require a lot of hard work but I am sure that with our diligent staff, volunteers and administrators working together under the framework that this plan provides, we can achieve our objectives and secure the place of Ladies Gaelic Football as the sport of choice for females no matter what their age, level of ability or geographic location.

Helen O'Rourke
CEO



3. Executive Summary

The Ladies Gaelic Football Association has experienced significant growth and expansion during the implementation of the previous six-year strategy. In 2018, the LGFA has over 1,200 clubs with more than 188,000 members participating in the sport. There have been noteworthy successes in recent years; most notably in 2017 when a record 46,286 attendance was present for the TG4 All-Ireland finals in the junior, intermediate and senior grades. This figure was a world record in 2017 for a standalone female sporting event, and eclipsed the 34,445 figure recorded for the 2016 finals.

TV viewership also broke new ground as TG4 set a record of its own. An average of 303,800 people watched the live broadcast of the senior final between Dublin and Mayo, the highest-ever viewing figure for a Ladies' final on the station since it first started to broadcast games in 2001. The match reached 563,000 viewers in total and took a 40% share of viewing among individuals. Viewing peaked at 5:24pm as Dublin claimed their first senior crown in seven years. These records mark significant steps forward in positioning the LGFA as the leader within Women's Sport in Ireland.

In order to leverage on these milestones, the Association has taken stock to define its north star for the coming years and outline the roadmap the Association will take to continue to deliver success, inspire females to participate and provide opportunities to meet the needs of its members.

The intent of this strategy is to position Ladies Gaelic Football to be the sport of choice for females.

Therefore, this strategic plan drives a focus in five key areas:

- 1. OUR VOLUNTEERS:** Our strength lies in the relationship with our members and in the quality of our volunteer network. This plan focuses on establishing the next generation of leaders, further developing our people, providing them with the skills and capabilities they need to service our members and manage and administer our sport in an effective and efficient way.
- 2. VISIBILITY:** Increasing the profile of our sport, enhancing our engagement with our members, celebrating our success that will enable our players and members to follow in the footsteps of their heroes; on and off the pitch.
- 3. PARTICIPATION:** Expanding our network of clubs, increasing the number of players across all our touchpoints and driving retention rates within key moments of life transition of our membership.
- 4. PARTNERSHIPS:** Proactive engagement and management of key partners is a key enabler for the Association to leverage synergies, showcase our sport and maximise our brand presence.
- 5. INFRASTRUCTURE:** Delivering the required support to our members in an operationally excellent way that builds on the strength we have with our members enabling them to seamlessly engage with us in multiple ways.

“In 2018, the LGFA has over 1,200 clubs with more than 188,000 members participating in the sport.”

In summary, our plan is simple: We will grow our participation levels, enhance the experience of our members by providing greater support and access to our games, which we will provide in an efficient and effective way. We will achieve this through a focus on our volunteers and proactively engaging with our partners, on how we can collectively work better to drive excellence and be the sport of choice for females.



4. Strategic Planning Process

In developing the strategic plan for the period 2017-2022, several activities were undertaken to assess the environment within which LGFA was likely to operate and the demands that would be placed on it in the future. Key to this was a series of workshops and meetings with the staff members, referees, youth players, clubs, third level universities and players, management committee and congress delegates. The process also engaged with the GAA, Camogie and WPGA leaders to greater understand their strategic priorities and what potential considerations the LGFA should evaluate when developing the strategy.

To capture the insights of the wider LGFA membership, an online survey was completed with over 1800 members inputting their assessment of LGFA today and their aspirations for the future. Many key themes and proposed priorities emerged from this engagement and our consultations which informed the direction in which the plan needed to be driven.

- Increase LGFA media presence, profile & member engagement across digital platforms
- Drive participation across all touchpoints of our sport
- Focus on player life transitions & retention
- Recruit volunteers to administer our sport & establish the next generation of leaders
- Enhance the provision of playing facilities & drive match attendances
- Robust and compliant governance standards and policies
- Enhance the partnership & collaboration with the GAA Family
- Further develop the support provided to volunteers, creating effective & sustainable units at all levels
- Celebrate our volunteers & players and create role models on and off the pitch
- Investment in coaching, referee support & infrastructure to continue to enhance playing standards
- Enhanced player development pathways – youth & adult
- Educate and enable units to access available funding

“Many key themes and proposed priorities emerged from this engagement and our consultations which informed the direction in which the plan needed to be driven.”

MISSION, VISION & VALUES

Our sport has many qualities. It's exciting, fun, dynamic, open to all ages and abilities and possesses a willingness to innovate and progress. It is played by women and children who have developed a love of the game, of the camaraderie that comes from being part of a team and of the sense of belonging from allegiance to a club and community.

Ladies Gaelic Football aspires to deepen the passion of those who play, deliver and follow our great sport by providing the best possible environments and the best possible experiences. Meanwhile, we want to reach out to new audiences by making our sport more visible, available and relevant through the many promoters of our game.

Our Association aims to move closer to our vision over the next six years through the delivery of our strategic priorities, we will do this by living our mission and values that will guide our actions.



4. Strategic Planning Process

MISSION:

Building our sport to enhance the lives of players and communities

VISION:

The Sport for Females, The Game for Fun,
The Place for Community

VALUES: What We Believe in and Demonstrate

Our values are what we believe in. They guide our thinking and our decision-making. We will navigate towards our vision whilst remaining true to these values and we hope to continue to instil these values throughout the Association.

Integrity	We operate to the highest standards in our dealings with ourselves and all those we work with
Inclusiveness	We provide appropriate opportunity for all to take an active and satisfying role in our association
Encouraging	We provide the culture, structures, supports and resources to bring out the best in all our members
Respect	We promote mutual respect for all, between players, officials, units and for our systems and processes
Pride	We take pride in the quality and positive impact of all our activities, honouring outstanding achievements
Leadership	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
Innovation	We harness the creativity, practicality and energy of our members
Fairness	We build accountability and transparency into all activities of the Association and are just and impartial in our decisions
Dynamism	We value positive thinking, learning, decisiveness and action



5. Strategic Plan

We believe that progress and success in one area helps us to achieve more in another and by working together towards a shared vision we will strengthen all we deliver.

The plan is centered on supporting our members, built on operational excellence in a proactive and engaging way. It is challenged with establishing the next generation of leaders for the Association to continue our path of growth. However, it has one significant ambition:

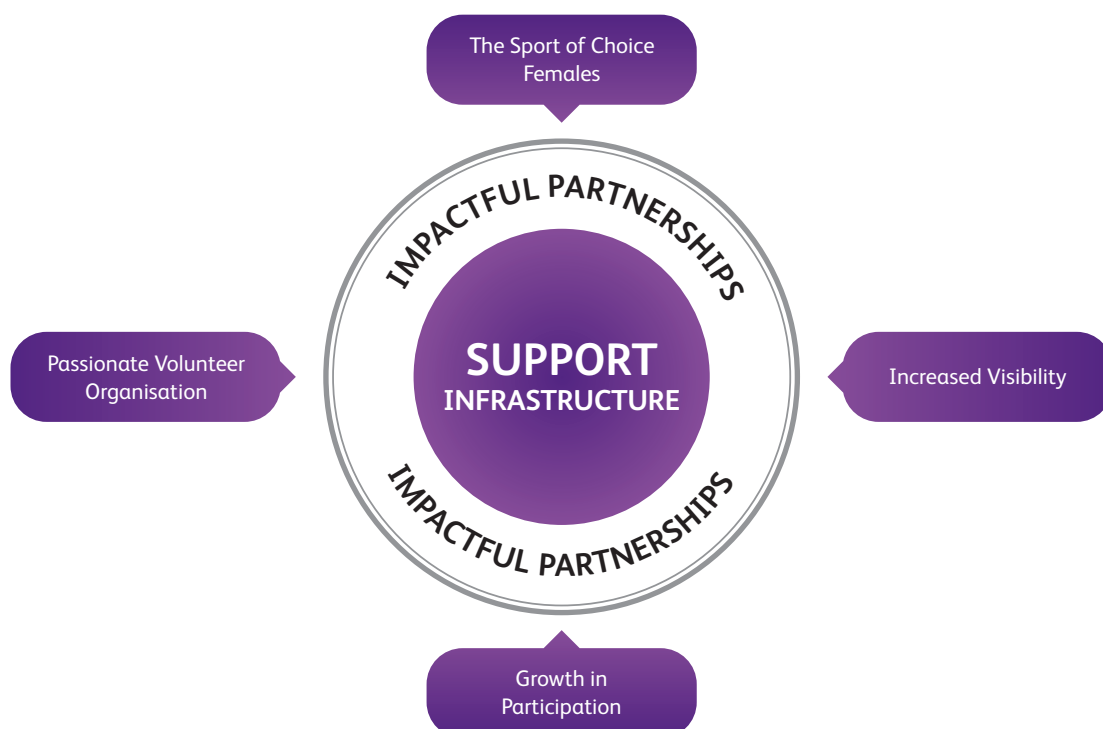
TO BE THE SPORT OF CHOICE FOR FEMALES

We define our strategic intent as a cycle of success. To become the sport of choice for females, there are key areas we aim to strengthen to enable this outcome. We know that delivering excellence on the pitch of play stimulates the interest and awareness of our sport.

With the right foundations in place, we will attract interest from spectators, sponsors, and media platforms alike. The visibility that comes from our playing experience and our special occasions will inspire young females to follow in the footsteps of their heroines and if the right opportunities are there to meet their participation and volunteering needs, our members will consider our game as a sport for life and enjoy wonderful experiences.

Driving strategic initiatives in each of these key focus areas and ensuring that everything we do is executed in a member centric way, this will position the LGFA to the fore as the sport of choice for females.

Strategic Cycle of Success





6. Strategic Focus Areas

1. A Passionate Volunteer Organisation
2. Increasing the Visibility of our Sport
3. Growing Participation
4. Building Impactful Partnerships
5. Enhancing our Support Infrastructure

“The plan is centered on supporting our members, built on operational excellence in a proactive and engaging way.”

Strategic Focus Area	Future Statements...what will success look like in 2022 if achieved?
Passionate Volunteer Organisation	We have transformed the capabilities and capacity of our volunteers at national, provincial, county and club level. We are proactively supporting and guiding our volunteers which has delivered an effective and enjoyable volunteer experience.
Increasing the Visibility of LGFA	Delivering excellence through innovative member engagement models, driving record high spectator numbers and optimising the profile of our players and our game.
Growing Participation	Delivering increased competitive and recreational playing opportunities for females and optimising the playing experience to drive retention and position LGFA as a sport for life.
Building Impactful Partnerships	The LGFA is recognised for proactively collaborating with the GAA family, resulting in sustainable innovative partnerships delivering value for our members. We are successfully attracting and managing partnerships with commercial and media partners, player performance professionals and with government and local authorities.
Enhanced Support Infrastructure	We are to the fore of how sport is administered and governed in Ireland. The function and operation of the Association is supported by an infrastructure that enables easy and efficient access to the tools and services required by volunteers, players and staff.



6.1 Strategic Focus Area 1: Passionate Volunteer Organisation

We have transformed the capabilities and capacity of our volunteers at national, provincial, county and club level. We are proactively supporting and guiding our volunteers which has delivered an effective and enjoyable volunteer experience.

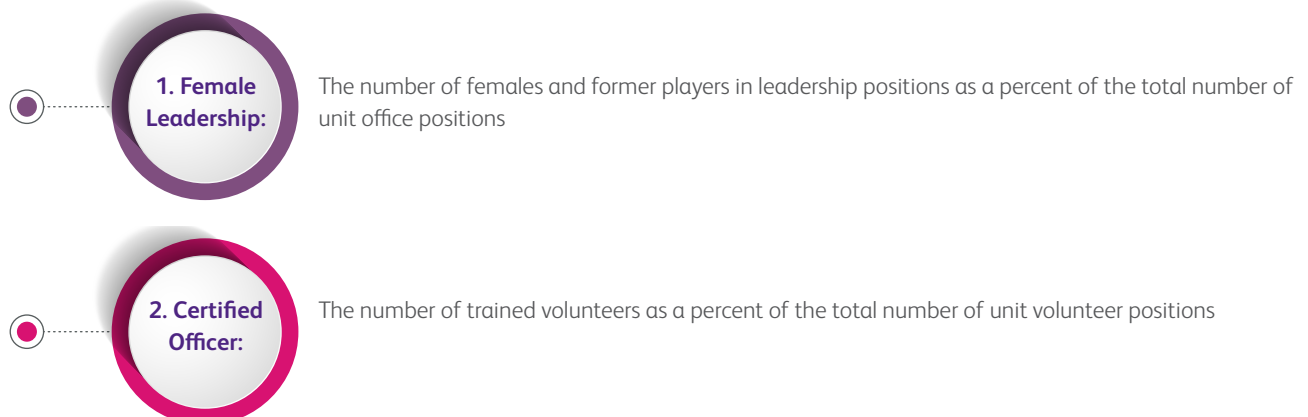
KEY INITIATIVES

- 1.1 Establish a comprehensive innovative volunteer recruitment program
- 1.2 Create a robust education framework and platform supporting volunteers
- 1.3 Develop a support model to enable volunteers to implement LGFA initiatives & policies
- 1.4 Create a model to transition players to volunteers and role models across the Association
- 1.5 Manage and roll out a county and club planning framework
- 1.6 Define a model to promote female leadership across the Association
- 1.7 Create a volunteer recognition program to create role models and celebrate volunteers
- 1.8 Complete a volunteer audit of existing units structures, create a standards map and develop a support model for each layer
- 1.9 Develop a review mechanism to assess & support volunteer structures, committees, capacity & capability
- 1.10 Design potential hybrid/size appropriate structures and models for units in Ireland and overseas

PERFORMANCE INDICATORS

PI	Performance Indicators	Detail	Key
P1	Number of clubs & counties with centrally registered plans	Trying to assess the proportion of the 32 counties that have completed and submitted a plan.	N
P2	Number of trained club/county planning facilitators	Ensuring national resources are not a necessity to roll out this program and measuring the number of trained facilitators	N
P3	Percent of females in Leadership roles	Tracking the number of females in leadership positions at county level	Y
P4	Number of former players in leadership positions	Tracking the number of players who transition to administration	Y
P5	Number of volunteers certified/ trained	Measure of those that are in volunteer positions who have been through a course or training module for their position	N
P6	Number of vacant volunteer positions at year end	Measuring both the filling of roles and the retention of those in position for the full year	Y

KEY PERFORMANCE INDICATORS





6.2 Strategic Focus Area 2: Increasing the Visibility of LGFA

Delivering excellence through innovative member engagement models, driving record high spectator numbers and optimising the profile of our players and our game.

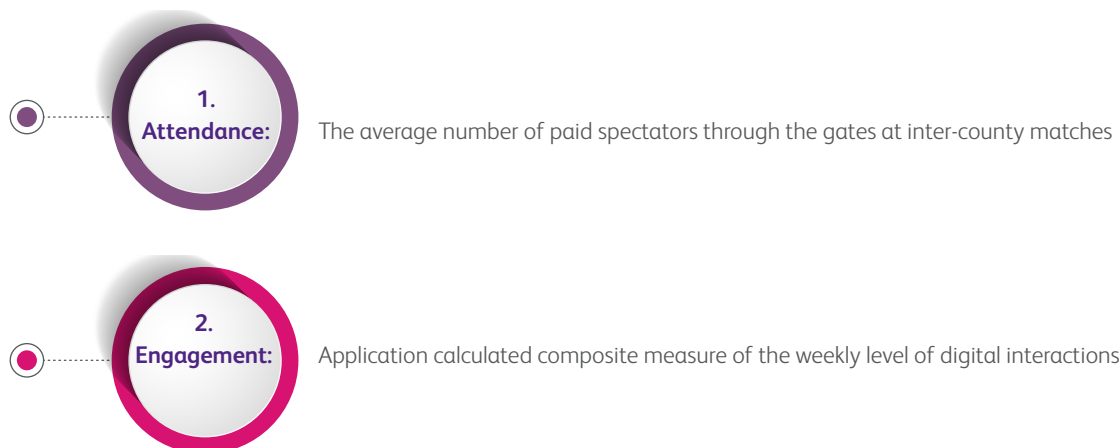
KEY INITIATIVES

- 2.1 Create a brand strategy and management framework to strengthen the LGFA brand presence & awareness
- 2.2 Design a member engagement model to promote activities, inclusive of content, approach and plan
- 2.3 Define the marketing and communications strategy (digital, traditional etc.) to promote LGFA participation programs, profile of the player, events, competitions and broadcast occasions
- 2.4 Create an annual LGFA programme of events to showcase the game, players and LGFA activities inclusive of All Ireland final event and marketing plan
- 2.5 Generate a robust social media plan and growth dashboard (KPI's) for the LGFA
- 2.6 Establish a data analysis framework to assess and understand reach, participation levels, platform interactions and create targets and measures of success
- 2.7 Design a suite of interactive, promotional tools, guides and outreach programs to increase the profile of our sport at all levels

PERFORMANCE INDICATORS

PI	Performance Indicators	Detail	Key
P7	Brand Awareness	Sampling of corporate and public to assess the level of awareness of Ladies Football	N
P8	Attendance at Matches	The level of attendees at all inter-county matches	Y
P9	Media Monitor	Measure/track of mention in traditional media	N
P10	Followers & Reach	The level of followers and reach on social media	N
P11	Engagement Level	Weekly composite measure of the level of engagement with all tools, access and interaction points	Y

KEY PERFORMANCE INDICATORS





6.3 Strategic Focus Area 3: Growing Participation

Delivering increased competitive and recreational playing opportunities for females and optimising the playing experience to drive retention and position LGFA as a sport for life.

KEY INITIATIVES

- 3.1 Develop a player development program to focus on player performance, experience and support requirements, inclusive of plans to support 'moment of life transition' for players
- 3.2 Create and implement a high performance Player Development Strategy
- 3.3 Review existing competitive structures and fixture programming at all levels to maximise the playing experience and enhance playing standards
- 3.4 Develop player participation, retention, performance and welfare policies to safeguard the playing experience and ensure best practice exists
- 3.5 Develop a referee retention and training program to enhance standards at county level
- 3.6 Deliver on the coach development pathway, and the programs to recruit coaches and deploy the established standards
- 3.7 Develop and deliver a national referee program and assessment model

PERFORMANCE INDICATORS

PI	Performance Indicators	Detail	Key
P12	Player progression – minor to senior	Tracking the number of minor players who eventually make the senior inter-county panel	N
P13	Player retention	The average length of time with the Association from 1 st registration	Y
P14	Coaching standard	Measures the number of coaches with accredited coaching training	Y
P15	Standard of Refereeing	% referees with rating of 'good' or better	N

KEY PERFORMANCE INDICATORS



The average number of years from 1st to final registration (no gaps)



of 32 counties, the number of coaches with accredited training on coaching methods and standards



6.4 Strategic Focus Area 4: Building Impactful Partnerships

The LGFA is recognised for proactively collaborating with the GAA family, resulting in sustainable innovative partnerships delivering value for our members. We are successfully attracting and managing partnerships with commercial and media partners, player performance professionals & with government and local authorities.

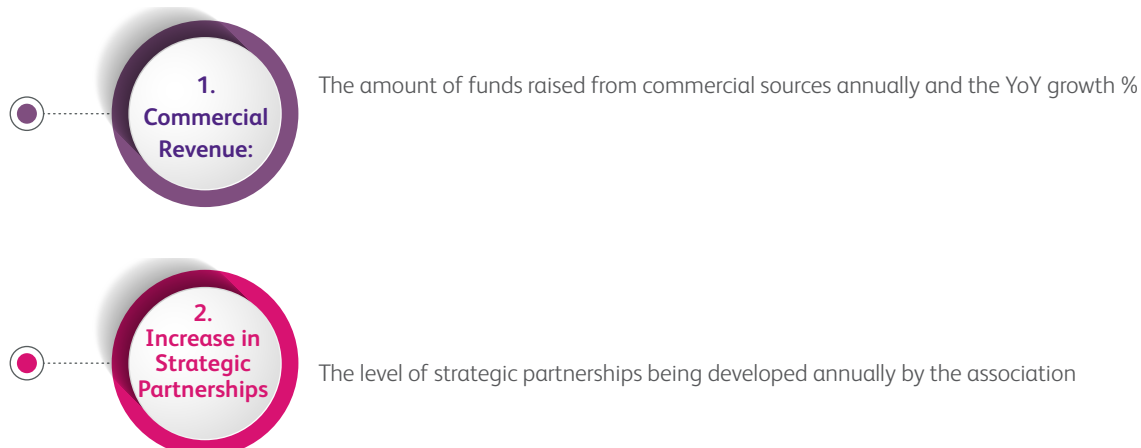
KEY INITIATIVES

- 4.1 Proactively build a GAA and Camogie Association partnership and engagement framework to define a phased approach to collaboration
- 4.2 Continue to develop partnerships to optimise the licensing framework and revenue streams for the LGFA
- 4.3 Continue to develop strategic commercial partnerships with tiered sponsorship models
- 4.4 Create pioneering player welfare and development frameworks through partnerships with performance partners i.e. sports and scientific subject matter experts
- 4.5 Leverage traditional and digital media partnerships to enhance how we showcase and increase the visibility of the Association
- 4.6 Proactively partner with Sport Ireland, Sport NI & Departments of Sport, Education, Health and Foreign Affairs and local authority funding partners
- 4.7 Agree a model for successfully engaging and leveraging synergies with players, representative bodies and key stakeholders

PERFORMANCE INDICATORS

PI	Performance Indicators	Detail	Key
P16	Commercial Revenue	Amount raised annually and the % increase year-on-year	Y
P17	Increase in strategic partnerships	The number of strategic partnerships being developed annually by the association	Y
P18	Live Games	Number of minutes of live broadcast	N
P19	Access of funding	Euro amount granted annually and % increase year on year granted to LGFA nationally and units	N

KEY PERFORMANCE INDICATORS





6.5 Strategic Focus Area 5: Enhanced Support Infrastructure

We are to the fore of how sport is administered and governed in Ireland. The function and operation of the Association is supported by an infrastructure that enables easy and efficient access to the tools and services required by volunteers, players and staff.

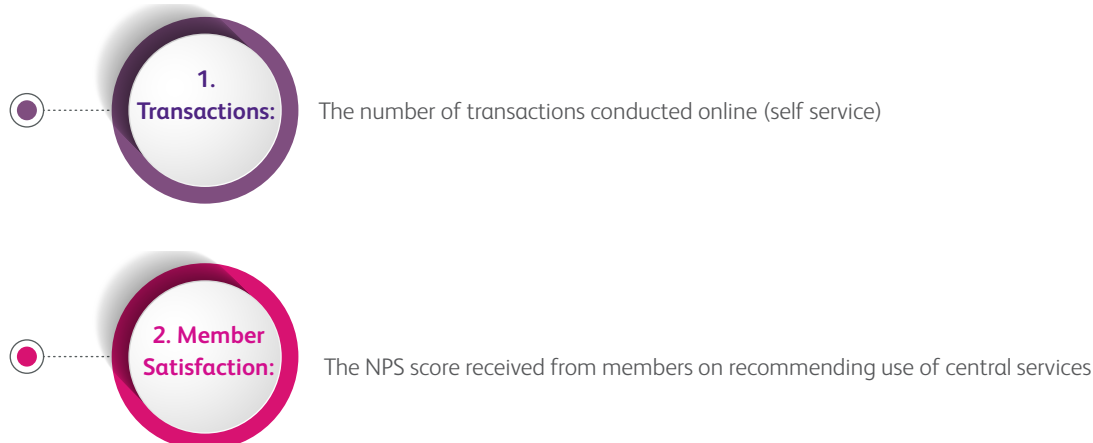
KEY INITIATIVES

- 5.1 Refine the national team structure to deliver the required infrastructure and support service
- 5.2 Conduct a review of governance framework and decision making process for each level of the Association and design a compliance process
- 5.3 Create a rigorous strategy implementation framework, operational plan review & monitor process
- 5.4 Establish an IT infrastructure that enables online/remote access to the tools and services required by volunteers, players and staff
- 5.5 Implement a rigorous and comprehensive financial framework that accurately reports & enhances the monitoring of the flow & use of funds
- 5.6 Conduct a review of member engagement processes and define an operating model to consistently deliver all support services
- 5.7 Develop a signposting process to provide clarity in how players and volunteers engage and gain support from the Association
- 5.8 Establish standards and policies of participation, player performance, administrative excellence to support the volunteers and players in the Association
- 5.9 Develop processes and procedures to comply with the requirements of new data protection legislation

PERFORMANCE INDICATORS

PI	Performance Indicators	Detail	Key
P20	Number of non-compliances	Tracking the number of non-compliances raised per audit conducted	N
P21	Electronic Transactions	The number of transactions conducted on line (self-service)	Y
P22	Member Satisfaction	Net Promoter Score (NPS) on use of member service	Y

KEY PERFORMANCE INDICATORS





7. Implementation & Monitoring

The strategic plan can be successfully implemented across all areas of the LGFA by defining the key objectives, specific actions and definitions of success that the National Team will be accountable for delivering. The projects that contribute to the specific focus areas must be cascaded to all team members through specific, measurable, achievable, realistic, timely goals and objectives.





Summary

The strategic roadmap is a living document and will need to evolve as events, particularly those unanticipated, impact the initial assumptions made.

It will be important to track the progress of the national staff team in delivering the strategy and this should form part of the goals & objectives for them.

Wherever you are in the Ladies Gaelic Football Association, we hope this strategy
has outlined our preferred future.

We truly believe that whatever your age, ability, location or desire, there is an opportunity
for you to excel in Ladies Football. From inspiring young players as a coach, to supporting
your club, volunteering at events or kicking a football for the very first time,
you are welcome to join our Association.

