



KERRY GAA

STRATEGIC PLAN 2019 - 2021

THE ROAD TO GOLD



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CONTENTS

- Chairman's Address.....?
- Introduction.....?
- Methodology.....?
- Overview of Present Structures.....?
- Kerry GAA Mission Statement.....?
- Back to Gold.....?
- The Kerry Ethos/Cultural Identity.....?
- Kerry GAA Crest.....?
- Development & Planning**.....?
- Rural Depopulation/Urbanisation
- Volunteerism
- Key Development Projects
- Club, Culture & Community
- Planning & Club Officer Support
- Coaching & Games Development**.....?
- Coiste na nÓg
- Schools
- Club Development & Administration
- Development Squads & County Teams
- Hurling
- Finance**.....?
- Financial Excellence
- Funding Opportunities
- Marketing
- Facilities and Infrastructure**.....?
- Austin Stack Park
- Fitzgerald Stadium
- Currans**.....?
- IT Tralee
- Caherslee
- Sports Complex
- Club Development Non Capital
- Implementation & Review of Plan**.....?
- Acknowledgements**.....?
- Appendix 1 - Club Ór**.....?

CHAIRMAN'S ADDRESS

Teachtaireacht ón gCathaoirleach

Ba mhaith liom comhghairdeas a ghabháil do na daoine a chur an fhoilseachán agus an phlean thábhachtach seo le chéile go mórmhór an Cathaoirleach Seosamh Ó Crualaoich agus an Runaí Liam Ó Conchúir.

The Kerry branch of the Gaelic Athletic Association was formed in 1888.

This year marks the 130th Anniversary of our foundation and Kerry through its vast Club network has been successful in the promotion and development of Gaelic Games. This success is based on good planning, leadership and effective delegation.

Tonight, we are honoured to have Uachtarán CLG John Horan amongst us to formally launch our Strategic Plan which, over the next three years will provide a roadmap of where the County is now, where the County intends to be in three years time and how that will be achieved.

There are many challenges facing the GAA at present and we in Kerry are not immune from such challenges.

Some of the challenges we face may appear daunting but with careful planning, proper structures and implementation our County will meet these challenges head on and succeed.

This 3 year Strategic Plan clearly outlines the challenges facing the County but equally sets out a roadmap for all to adhere, in order to overcome these obstacles.

Earlier this year I asked Joe Crowley to form a Steering committee to look at all aspects of our organisation and to consult with people working in all the respective areas.

The committee was asked to look at the following in particular:

1. **Development/Planning**
 - a) Rural Depopulation/Urbanisation
 - b) Volunteerism
 - c) Club, Culture & Community Planning,
 - d) Planning & Club Officer Support
2. **Coaching & Games Development and Games Scheduling**
3. **Hurling Strategic Plan**
4. **Finance**
 - a) Marketing
 - b) Funding Opportunities
 - c) Financial Excellence
5. **Facilities and Infrastructure**

I would like to heartily congratulate all the Committee members who worked tirelessly in the production of this document.

This plan is unique to Kerry and has been compiled with the input of all relevant stakeholders.

In line with the GAA's National Strategic Plan published earlier this year our plan will focus on achieving the objectives set-out but will also continue to address our operational goals.

Successfully implementing this plan will allow the Kerry CLG to adapt and flourish within the ever changing and challenging environment that is modern Ireland.

It is an opportunity for all of us to hand on a better GAA to our successors.

“Start by doing what’s necessary; Then do what’s possible; And suddenly you are doing the impossible” – Francis of Assisi

In conclusion I wish to sincerely congratulate the Committee under the Chairmanship of Joe Crowley and Secretary Willie O’ Connor on the publication of this strategic plan which I have no doubt will turn the visions set out therein into reality.

Ar Aghaidh Linn le Chéile,

Tadhg O’ Murchú

Cathaoirleach

Coiste Chontae Chiarraí



INTRODUCTION



KERRY GAA Strategic Plan 2019 - 2021

INTRODUCTION



Kerry GAA continues to be the strongest and most recognised sports organization in the county.

Winning 5 in a row All-Ireland Minor Football Finals 2014 – 2018, 4 in a row All-Ireland Junior Football titles 2015-2018, Munster U21 Football titles 2017 & 2018. The future of football in the county is assured. Hurling, also, is making great strides winning two Christy Ring Cup Finals 2011 & 2015 at Senior Intercounty level, currently proving competitive in the first year of the Tier 2 Senior Hurling Championship for the Joe McDonagh Cup and adding 2 in a row All-Ireland Under 21B Hurling titles to earlier All-Ireland Minor B Hurling titles giving hope of even greater achievements to come.

Our clubs continue to prosper, as evidenced by their successes in the Munster and All-Ireland Senior, Intermediate and Junior Football Club Championships. However there are many challenges facing our organisation. Amongst these are Depopulation/Urbanisation, decreasing family size, competition from other sports, changing leisure activities by our youth, different culture in the National school structures from heretofore, societal demands on parents and families to name just a few..

This strategic plan tackles many of the above challenges. In developing our plan we have been cognizant of the wide range of interests in Kerry GAA. Kerry GAA we believe is like a well built and presented house. Our Club structure is the foundation, the contribution of all our Players Juvenile and Senior, Volunteers, Sponsors, etc are the visible house and the success of our various County teams is the roof which ensures the house remains weather and waterproof.

The aim and purpose of the plan is to ensure that we as a county retain our eminent position in the National GAA family by making sure that all the constituent parts outlined above blend.

Having consulted widely the plan we believe proposes a roadway to ensure that Kerry GAA will continue to prosper and develop at all its levels.

Over the duration of the plan we will learn,

Where we want to go,

How we are going to get there.

The different people responsible for getting us there.

On conclusion of the Plan KERRY GAA will be more au fait with the changing problems facing an Amateur sporting organization such as ours and be more than capable of dealing successfully with any problems which could present themselves.

In essence this is the start of the Road to Gold.

WE are KERRY

Joe Crowley and Willie O'Connor

METHODOLOGY

Following Club Forums in January and November of 2017 Coiste Chontae Chiarraí immediately began the process of developing a three-year Strategic Plan. Joe Crowley, Assistant Treasurer County Committee was appointed to have overall responsibility for the development of a County Strategic Plan.

A Steering Group comprised of Joe Crowley as chairman, Willie O'Connor as secretary, Focus Groups led by Donal Daly, John Griffin, Eamonn Whelan, Terence Houlihan, John Joe O'Carroll, Tomás Hayes and Michael John Kearney met monthly and proceeded with the work of putting the details of the plan in place.

The Steering Group carried out a detailed review of all components of the Plan. Each component was allocated to the appropriate member of the County Management Committee and the existing sub-committees for review and assessment. The Steering Group then met with the key sub-committees and reviewed their assessments. The sub-committees were also asked to liaise with Focus Groups and key stakeholders to finalise initiatives for the Plan by identifying these on a local basis.

Meetings were held with the Management Committee where the output from each workgroup was assessed, areas of duplication and synergies identified, and each timeline reviewed to ensure all of the commitments contained in the Plan could be achieved within the timeframes set out.

A presentation was made to the County Committee in May where the components of the Plan were outlined, discussed and reviewed, and a timeline for the completion of the Plan was agreed.

As part of the consultation process a presentation was made at a Forum held at the Kerry GAA Centre of Excellence, Currans in May 2018. The further marketing of the Kerry GAA Brand and a certain disconnect with clubs emerged as relevant to much of the actions proposed in this Strategic Plan. These were reviewed and the county officers had the opportunity to input into each of the focus areas. Subsequent to this forum a questionnaire was sent to all clubs for their views and proposals.

Draft Plans were completed, reviewed and revised further by the Steering Group. A final draft was forwarded to the Management Committee where it was adopted. This was sent to the clubs for their views prior to a meeting with club chairpersons and secretaries. The Final Draft was then adopted by the County Committee.

Many of the targets set out involve officer support for clubs in their ongoing development. The expertise of the members of these committees under the chairmanship of the Development Officer will be at the disposal of clubs as they prepare their own strategic plans and implement them.

BACKGROUND OVERVIEW

Structure of the GAA in the County

Number of Clubs:	73 (13 hurling and 60 football)
Number of divisions:	10 (2 hurling and 8 football)
Number of schools:	28 post-primary (5 all-girls, 4 all-boys, 19 mixed) 135 primary
County Coiste Na nÓg:	1
Divisional Coiste na nÓg:	10
Coiste Na nÓg Regions:	4 Regions, North, South, East & Central Regions

Structure of Adult Leagues and Championships

Co. Football Leagues: 5 Divisions + Junior Leagues
Co. Hurling Leagues: 3 Divisions
Divisional Board Football and Hurling Leagues
Co. Senior, Intermediate, Premier Junior,
Junior and Novice Football Championships
Co. Senior, Intermediate and Junior Hurling Championships
Divisional Board Football and Hurling Championships

Units involved in making fixtures from minor to under age

Coiste Na nÓg
County CCC
Minor Competitions Committee
Divisional Boards
The 4 Coiste na nÓg Regions, North, South, East & Central Regions
Coaching & Games Development Committee
Cumann na mBunscol
Post Primary Schools Committee
Hurling Steering Committee

Co. Committee Structure

89 delegates + 4 non-voting delegates + 15 officers.
17 sub-committees

County Grounds

Fitzgerald Stadium, Killarney:
Austin Stack Park, Tralee: Flood-lit

Training Facilities

Centre Of Excellence, Currans, Flood-lit
Tralee IT
Sports Complex
Caherslee, Tralee: Flood-lit

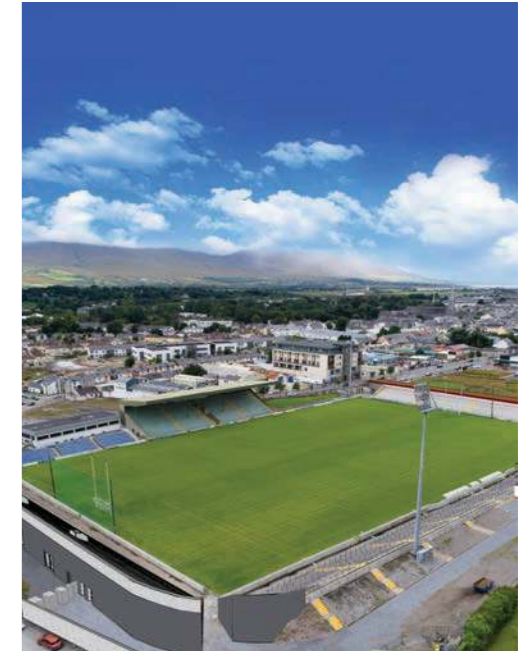
County Demographics

According to April Census 2016, the population of County Kerry is 147,707. Over a third of Kerry's population lives in urban areas. The Central Statistics Office data shows that of the people living in Kerry in April 2016, 35.6% or 52,126 lived in urban areas and 64.7% or 95,581 in rural areas. Tralee, which has a population of 23,691 people, is the largest town in the county but shows no population growth since the previous census. Kenmare is the fastest growing town with a 9% jump in population between 2011 and 2016. Cahersiveen's population fell by 11% and Listowel dipped by less than 1%. Numbers living in Killarney grew by 2%, Killorglin by 5% and Dingle by 4%.

Of the 6,333 usual Kerry residents who moved in the year to April 2016, 4,797 moved elsewhere within the county. Only 402 of the 2,617 Kerry households who moved in the year preceding the census bought their new home with a mortgage or loan, while 1,725 rented their accommodation.

Tralee is the county capital of Kerry, although Killarney has long been one of the most popular tourist destinations in Kerry and Ireland. Other significant towns are Dingle, Kenmare, Cahersiveen, Listowel, Castleisland and Killorglin. Most of the population lives in or near the urban centres.

Of the 73 registered clubs in Kerry, 57 of them are in rural parishes 16 in urban areas. On the basis of this each urban club has an average catchment of 2% of the population and each rural club has an average catchment of 1% of the population.





Areas of focus

In developing this plan, we were conscious of the main themes outlined by the Management Committee. We have added further themes, which are equally important to the development of CLG in Kerry. In order to ensure uniformity and facilitate the implementation of Kerry and Club Plans simultaneously, all of the actions identified in this plan have been categorised under the following themes:

1. Development/Planning

- a) Rural Depopulation/Urbanisation
- b) Volunteerism
- c) Key Development Projects
- d) Club, Culture & Community Planning,
- e) Planning & Club Officer Support

2. Coaching & Games Development

- a) Coiste na nÓg
- b) Schools
- c) Club Development & Administration
- d) Development Squads & County Teams
- e) Hurling

3. Finance

- a) Financial Excellence
- b) Funding Opportunities
- c) Marketing

4. Facilities and Infrastructure



Kerry Group's Proud Partnership with Kerry GAA

The success and history of County Kerry is inextricably linked to the County's proud tradition and success in Gaelic games. Kerry GAA is central to the lifeblood of communities throughout Kerry and to Kerry people all over the world.

Kerry Group is proud to be the exclusive team sponsor of all Kerry GAA teams since 1991. Our involvement with Kerry GAA started back in 1987 when the Company was to the forefront in supporting coaching initiatives, in particular at juvenile and minor team level.

With an unrivalled 37 All-Ireland Senior Football titles, it is testament to the 'strength in- depth' and resilience of Kerry football that since 1997 the County has contested a further 11 All-Ireland Senior Finals – winning seven Championships. The work being done by the Kerry County Board at juvenile level has also seen Kerry win the last five All-Ireland Minor titles, a unique feat and one that indicates another exciting period for Kerry football lies just around the corner.

Conscious of the importance of developing our young players and providing them with the necessary facilities and environment to reach their full potential, Kerry Group in 2013 announced a contribution of €1 million to the Kerry GAA Centre of Excellence Project. This contribution is in addition to the Group's annual Corporate Sponsorship of all Kerry Inter-County GAA teams.

Our commitment to sponsorship of Kerry GAA and the Centre of Excellence Programme emphasises our wish to support the continued development of Gaelic Games in Kerry and the proud heritage of Kerry in Ireland and throughout the world.

Beir bua agus beannacht

Frank Hayes

Kerry Group

KERRY GAA MISSION STATEMENT

Kerry GAA will be the GAA's Leading County at Intercounty, Club and Colleges at all grades and levels it participates in:-

- a) the development of sustainable Club structures
- b) the development and retention of our talent pipeline from Coiste na nÓg through to senior levels
- c) the creation of a sustainable legacy for future generations through the standard of team preparation, the quality and competitiveness of our county competitions.

BACK TO GOLD

Through the wholehearted commitment and leadership of our county and club officers, employees, committees, team management, players, Referees, and volunteers we will be the leading exponents of our Gaelic traditions, excelling in the quality and effectiveness of team performance. This will be delivered through leading edge management, technical and facility infrastructures supported by marketing and brand creativity attracting the sustainable funding required to deliver the success demanded by our loyal support base worldwide

THE KERRY ETHOS/ CULTURE IDENTITY

We are committed to the best traditions and proud history of Kerry GAA and to the values of the Gaelic Athletic Association- its amateur status, the highest standards of ethical and sporting behaviour, player and child welfare, administration, PR communications and financial control. We keep these traditions to the forefront of our minds as we continue to innovate and improve with the aim of fulfilling our responsibilities to the communities which we serve and to the creation of long term value for all our stakeholders in a sustainable manner.



KERRY GAA CREST

The Kerry GAA Crest features symbols representing various aspects of Kerry life. Green and Gold dominates the design which features elements that represent the county; Kerry's people, landscape, flora, fauna and artistry. Each component is carefully chosen, illustrated and blended together to make a cohesive composition that is attractive to the eye and practical to reproduce in the many different applications required of a modern GAA county crest.

Ciarraí: Ciarraí is designed in a bold decorative Celtic font featuring a crowned C that pays homage to the county's moniker, The Kingdom.

Kerry's Landscape: Skellig Michael's iconic silhouette rising out of the Atlantic Ocean. A designated UNESCO World Heritage site and famous around the globe.

Kerry's People: St. Brendan and his epic voyage is an inspiring tale of bravery, skill and innovation. The naomhóg (a craft associated with the coastal communities around Kerry) is propelled by a sail featuring a Celtic Cross – the symbol of the GAA.

Kerry's Birdlife: Storm Petrel (An Guairdeall): Kerry plays host to the largest numbers of this species anywhere in the world and is the world headquarters for breeding pairs.

Kerry's Artistry: A background pattern of concentric circles is inspired by the gilding on the Ballinclemisig 'gold box' (part of the "KerryGold Hoard" in the National Museum) and by Bronze Age stone carvings found throughout Kerry.

Kerry's Flora: Woodland fern that thrives in wild exotic places is intended as an evocation of our majestic mountains, valleys and hills.

Kerry's Fauna: Red Deer (Fia Rua) — Ireland's largest wild animal, whose only remaining native herd is found on the slopes of Torc and Mangerton near Killarney. These animals are believed to have had a continuous presence in Ireland since the end of the last Ice Age (c. 10,000 BC) and are steeped in folklore. It is said that "Tuan", the King of the Deer was given rights of free passage by Fionn Mac Cumhail to the mountains of Kerry and that his blood line lives on in the present herd.



DEVELOPMENT AND PLANNING



KERRY GAA Strategic Plan 2019 - 2021

DEVELOPMENT AND PLANNING

a. Rural Depopulation/Urbanisation

Responsibility for developing and delivering initiatives within this Plan in the area of 'Rural Depopulation/Urbanisation' rests with the following sub-committees:

(1) Management Committee

(2) Coaching and Games Development Committee

(3) Planning/Physical Development and Safety Committee

This plan will examine the structures of the GAA in the urban and rural areas in relation to the number of clubs in an area versus the population and will develop proposals in assisting current clubs and Divisional Boards.

We will examine our current competition structures to address the difficulties associated with changing demographics and will work with clubs to assist them retain their club identity.

We will liaise with local Government agencies to develop the best approach for each unique opportunity.

Action	Involves	Completion by	Outcome Sought
<p>Monitor the population movement and change within the county, highlighting:-</p> <ul style="list-style-type: none"> the issue of planning supporting rural economic development. 	<p>A workgroup called Population Monitoring Workgroup under the Planning, Physical Development and Safety Committee to be put in place by County Committee in January 2019</p>	<p>January 2019 and ongoing</p>	<ul style="list-style-type: none"> review statistical data on population movement lobby for special status in the County Development Plan. establish a benchmark population base for all clubs.
<p>Engage with Clubs and Divisional structures in open information evenings</p>	<p>Population Monitoring Workgroup</p>	<p>January 2019 and ongoing</p>	<p>Advice on enterprise and development supports available. Develop Club/District/County Executive Links</p>

Action	Involves	Completion by	Outcome Sought
<p>Disseminate information on "Jobsmatch" and similar schemes to all clubs.</p>	<p>Management Committee</p>	<p>January 2019 and ongoing</p>	<p>Provide accurate information on self-employment and employment options</p>
<p>Population Monitoring Workgroup to hold at least 2 meetings annually with Management Committee</p>	<p>Management Committee & Workgroup</p>	<p>January 2019 and ongoing</p>	<ul style="list-style-type: none"> up to date information on population change within the county the impact of planning regulations
<p>Establish a specific workgroup in 2018 to review the status of rural and urban clubs. Examine the capacity of clubs to deliver based on future demand for services.</p>	<p>Population Monitoring Workgroup</p>	<p>December 2018 and ongoing</p>	<ul style="list-style-type: none"> develop a club audit handbook initiatives to attract new players improve facilities increase the role of the GAA in the community possible merging & consolidation of club teams examine best practice guides on facilities development
<p>All clubs to either produce or have in the pipeline a Strategic Plan for the period up to 2023</p>	<p>Development Officer</p>	<p>2019 and ongoing</p>	<p>The number of clubs who have produced Strategic Plans and are working towards their aims.</p>

b. Volunteerism

Our aim: We will continue to value and encourage our volunteers

In Kerry we will be able to say:

“Our amateur ethos continues to be at the heart of our Association. We have attracted talented volunteers at all levels within the county and we recognize how important it is to encourage and support them. Their work keeps the GAA at the centre of the community. Our training programmes attract and retain volunteers by providing a clear education path that allows them to progress according to their ability. We have trained all volunteers and helped them to develop their skills.”

Responsibility for developing and delivering initiatives within this Plan in the area of ‘Volunteers’ rests with the following sub-committees:

- 1) Management Committee
- 2) Planning/Physical Development and Safety Committee
- 3) Youth Committee
- 4) Public Relations & Marketing Committee

Action	Involves	Completion by	Outcome Sought
Recruit former players	Development Officer, Children’s Officer, Planning, Physical Development and Safety Committee	2019 and ongoing	We will roll out a one-year volunteer commitment scheme. In this scheme, former players can commit to volunteering for at least one year in recognition of the satisfaction they enjoyed by playing with the club. This is open to all other club members.
Have a County Workshop for all clubs – Club Forum to be held in February 2019	Development Officer, Children’s Officer, Planning, Physical Development and Safety Committee	Club Forum held in February 2019	We will attract talented volunteers at all levels within the county and we recognize how important it is to encourage and support them.



Action	Involves	Completion by	Outcome Sought
Club Officer Training to continue using our own trained facilitators	Development Officer, Children's Officer, Planning, Physical Development and Safety Committee, PRO and Public Relations & Marketing Committee	January 2019 and ongoing	Player Welfare to be at the forefront
Encourage greater equality and inclusiveness in Club & County Administration	Development Officer, Children's Officer, Planning, Physical Development and Safety Committee	November 2018	We will attract talented volunteers at all levels within the county and we recognize how important it is to encourage and support them.
Parents will be encouraged to attend under age games.	Development Officer, Children's Officer, Planning, Physical Development and Safety Committee	Spring 2019	We will attract talented volunteers at all levels within the county and we recognize how important it is to encourage and support them.
Review club subcommittee structures to spread the workload and retain volunteers. Avoid trying to clash with other volunteering commitments	Development Officer, Planning, Physical Development and Safety Committee	2019 and ongoing	We will attract talented volunteers at all levels within the county and we recognize how important it is to encourage and support them.
Enhance the use of technology & Social Media to attract and recruit volunteers	Development Officer, Children's Officer, Planning, Physical Development and Safety Committee	2019 and ongoing	We will attract talented volunteers at all levels within the county and we recognize how important it is to encourage and support them.
Social employment schemes to be maintained and available to GAA clubs	Development Officer, Children's Officer, Planning, Physical Development and Safety Committee	2019 and ongoing	We will attract talented volunteers at all levels within the county and we recognize how important it is to encourage and support them.

c. Key Development Projects

Officer structure review

We will review the County Committee and Sub-Committee structure to:

- find out if the current structures are suitable to meet the changing needs of the county
- make sure that no-one is overwhelmed by their role
- reduce the chance of one role duplicating another.
- define the roles of each member of the County Executive where more clarity is required.

Action	Involves	Completion by	Outcome Sought
County and club Officers to attend CLG officer training programmes	Planning, Physical Development and Safety Committee, Children's Officer and Croke Park	2019 & Ongoing	To up-skill county and club officers
An agreed advertised common registration period in place in all clubs	County IT Committee & Planning, Physical Development and Safety Committee	2019 & Ongoing	All clubs registering players and members on-line
Volunteer commitment scheme, volunteer recruitment toolkit in place in each club	Planning, Physical Development and Safety Committee, Children's Officer, and Croke Park	2019 & Ongoing	To encourage players and new volunteers to participate in our clubs
GAA Player welfare is placed at the forefront of all our activities	County Management Committee and Croke Park	2019 & Ongoing	To ensure the best possible experience is provided for all our players

d. Club, Culture and Community

Our aim: Keep and strengthen our links with all communities

By 2021 we will be able to say::

“The heart of the GAA continues to be the club, our culture and the community. We have attracted and retained active players, members and volunteers from all of society. The GAA is recognised as the leading organisation in the county for providing voluntary activity and events for families and communities. The Association’s core values and ethos are understood and help to hold society together in an ever-changing world.”

Responsibility for developing and delivering initiatives within this Plan in the area of ‘Club and Community’ rests with the following sub-committees:

- (1) Management Committee
- (2) Cultural Committee
- (3) Youth Committee
- (4) Health & Well-Being Committee
- (5) Planning, Physical Development and Safety Committee
- (6) District Board Review Committee

Key Projects

Child Welfare and Protection

Kerry GAA is committed to the Safeguarding of Children/Young People (under 18 years of age). This Code of Behaviour (Underage), the joint Code of Best Practice in Youth Sport has been agreed between the GAA, the Ladies Gaelic Football Association, the Camogie Association, GAA Handball Ireland and the Rounders Council of Ireland and launched in April 2018.

The Code replaces all previous Codes and is a mandatory Code of Best Practice for all Gaelic Games Associations in our work with underage players. It is a comprehensive good practice guidance publication and we are anxious that as many players, coaches, parents and other Club personnel have immediate access to its contents. We will meet the national and provincial coach education targets to make sure every player is coached by a person qualified to the appropriate level.

- Member of the Association
- Code of Best Practice Course completed and certified
- Foundation or higher level Coaching Award completed and certified
- Garda Vetting Certificate

Health and Well-Being

The health and well-being of our members, clubs, and communities is at the core of all GAA activity. This is achieved by providing all units and members of the Association with access to appropriate support and information.

Action	Involves	Completion by	Outcome Sought
100% of clubs with Health and Well-being policy in place	County Health and Well-Being Committee	2019	To ensure our clubs are as proactive as possible in the Health and Well-Being of players and members
Develop the GAA Healthy Club Project	County Health and Well-Being Committee	2019	To ensure our clubs are as proactive as possible in the Health and Well-Being of society

Culture

Gaeilge - We will encourage use of the Irish language in our activities.

Scór - We will promote Scór to all of our clubs

Action	Involves	Completion by	Outcome Sought
All clubs to have a cultural officer and an updated listing of same	County Cultural Committee	ongoing	To improve the promotion of our culture in our clubs
Active encouragement of clubs to participate in Scór competitions	County Cultural Committee	ongoing	To improve the promotion of our culture in our clubs
Use of Gaeilge at meetings, games & public events, match programmes, scoreboards, posters, PA announcements, club names, signposts etc	County Cultural Committee	ongoing	To improve the use of Gaeilge in all GAA facilities, activities and publications
50% of clubs with As Gaeilge section on their website	County Cultural Committee	2019	To improve the promotion of our language in our clubs

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50% of clubs with As Gaeilge section on their website	County Cultural Committee	2019	To improve the promotion of our language in our clubs

Club Ór

Kerry GAA will promote a club accreditation programme. Clubs are encouraged to identify areas where they currently excel and meet targets but also recognise important areas they may need to address. See Appendix 1

Education

Kerry GAA will distribute materials to educate parents about the GAA, and the value and benefits of getting involved.

Club Open Days

Kerry GAA will encourage our clubs to hold open days, similar to the “Lá na gClub”

Ambassador role for current and former county players

Other groups

We will develop relationships with kindred bodies and communities.



e. Club, Culture and Community

Our aim: Build on existing planning skills

In Kerry we will be able to say:

“We have put structures in place to monitor and review the implementation of our county plan. We have increased our ability to respond to new challenges. Our clubs are developing club plans through the GAA Club planning programme.”

Responsibility for developing and delivering initiatives within this Plan in the area of ‘Planning’ rests with the following sub-committees::

- (1) Management Committee
- (2) Planning/Physical Development and Safety Committee
- (3) Youth Committee

Every club has areas of strength and areas where further growth can be encouraged. A sharing of ideas and resources will help all clubs to improve.

Planning

- County Management Committee need to plan the direction for the county
- Officers play a vital role as individuals in specific areas – the roles of all full time staff in the county is critical for the implementation of the plan.
- Targets as outlined are possible but will overlap – synergy
- Need to establish links in county with other bodies who have similar aims (ideas) and expertise

Focus for the County Committee

- A. Running the County Committee – staff/finance
- B. County Teams – costs/procedures/players
- C. Sponsors
- D. Facilities
- E. Games/Coaching
- F. In depth review of all areas (this is needed for overall view for planning)
- G. Need for County Management Committee to liaise with Divisional Boards & Coiste na nÓg
- H. Need to take time out to plan: full day/ weekend – must find time to focus otherwise it will be ad hoc
- I. County Management Committee and County Committee must be central



Key Projects:

Training - We will identify facilitators to deliver the club planning programme and other GAA officer training programmes.

Club Planning - We will roll out the GAA club planning programme.

County Strategic Implementation Committee - We will set up a County Strategic Implementation Committee that will oversee the implementation of the County Strategic Plan. We will carry out reviews to make sure we are meeting our targets; and an annual review to assess and update the plan as required.

Action	Involves	Completion by	Outcome Sought
Outline the role of the Planning, Physical Development and Safety Committee	Management Committee	2019	The Development Officer's role as chairperson of this committee is outlined and documented.
County Strategic Implementation Committee in place with quarterly meetings	County Plan review committee	2019	To monitor and review the roll out of the county plan
County full time staff roles, responsibilities and performances linked with county plan.	County Secretary, County Games Manager, Management Committee	2019	To ensure the plan is delivered in full and is reviewed as required
Facilitators identified and trained to deliver the GAA club planning programme and other GAA officer training programmes	National club and community committee and Planning, Physical Development and Safety Committee	2019	To put in place the facilitation resources needed to roll out the club planning programme. To help out clubs to plan ahead for the future

Cul Camps Images from Programme

COACHING AND GAMES DEVELOPMENT



COACHING AND GAMES DEVELOPMENT

Our aim: To provide games for everybody

Responsibility for developing and delivering initiatives within this Plan in the area of ‘Games Development’ rests with the following sub-committees:

- (1) Management Committee
- (2) Coaching and Games Development Committee
- (3) Youth Committee
- (4) Coiste Na nÓg
- (5) Cumann Na mBunscol
- (6) Post Primary Schools Committee
- (7) Hurling Steering Committee

Player Pathway

We will implement the GAA players’ and games pathway from child to adult. It will promote full participation and encourage players to take part in our games in the long term. We will pay particular attention on Post Primary Schools and students due to the large drop off in participation at this age level.

Code of Best Practice

We will roll out the GAA’s Code of Best Practice for Youth Sport, incorporating a code of conduct that shows respect for and by fellow players, mentors and match officials, parents and supporters. Best practice will also be developed in the recruitment and selection of those working with our underage players. This will comply with the appropriate legislation requirements and guidelines in which we operate.

Respect Initiative

We will roll out the GAA Respect Initiative which promotes respect and discipline for players towards match officials and each other.

Qualified Coaches

We will meet the national and provincial coach education targets to make sure every player is coached by a person qualified to the appropriate level.

- Member of the Association
- Code of Best Practice Course completed and certified
- Foundation or higher level Coaching Award completed and certified
- Garda Vetting Certificate.

Coiste Na nÓg

Action	Involves	Completion by	Outcome Sought
Review all underage club activity and fixtures in the county	Specific subcommittee to be appointed	February 2019	Streamline competitions and reduce the possibility of player burnout
Establish a reporting structure between the County Management Committee and Coiste na nÓg	Management Committee	February 2019	To support communication between Underage Fixtures Committees at County & the 4 Underage Regions

Primary Schools / Cumann na mBunscol

Action	Involves	Completion by	Outcome Sought
Put in place a Club/School Link Structure for Primary Schools	Coaching & Games Committee Cumann na mBunscol	Ongoing	<ul style="list-style-type: none"> • January 2019 30% of schools have a Club/School Link & 75% clubs have a Club/School Liaison Officer • January 2020 50% of schools have a Club/School Link • January 2021 100% of schools have a Club/School link • May 2019 80% of schools take part in Monster Primary Schools Blitz in Kerry Centre of Excellence
Review and reassess the GDA structure	Management Committee	2019	Develop a programme to assist players to improve fundamental skills & games related skills

Post Primary Schools

Action	Involves	Completion by	Outcome Sought
The role of GDAs to be reassessed in Post Primary Schools	Games Manager GDAs & Post Primary Schools Committee	September 2019 and ongoing	<ul style="list-style-type: none"> All students that want to play Gaelic Games are given the opportunity. September 2019 75% of schools to organise internal 1st & 2nd Year leagues 25% of schools to organise internal Transition Year Leagues
Pilot five schools in setting up a Club/School support structure	Games Manager, GDAs, & Post Primary Schools Committee	January 2019 and ongoing	2021 all Post Primary Schools have a Club/School Support structure in place
One school in North Kerry (St. Michael's College) to pilot a Coaching & Games Programme	Games Manager, GDAs & Post Primary Schools Committee	September 2019 and ongoing	Compete in A level Munster Colleges in September 2021



Club Development & Administration

Action	Involves	Completion by	Outcome Sought
Hold Coach Education Workshops & put in place a programme to assist clubs become self-sufficient from a coaching personnel perspective	Games Manager, GDAs & Coaching & Games Committee	January 2019 and ongoing	<ul style="list-style-type: none"> 2 clubs per year have been assisted in putting a suitable Club Coaching Structure in place 3 Education workshops on a County basis & 2 on a Divisional basis organised by June 2019 and completed by June 2020 All coaches of teams to have Foundation Level. At least one Award 1 Course holder per team
Coaching & Games Development Committee produce a Club Coaching Plan template	Games Manager, GDAs & Coaching & Games Committee	January 2019 and ongoing	<ul style="list-style-type: none"> Promote Best Practice in Clubs Assist club members to complete a Foundation Level Coaching Course & higher level coaching courses
Club Coaching Officers activate the Club Coaching & Games Plan	GDAs & Coaching & Games Committee	January 2019 and ongoing	<ul style="list-style-type: none"> Promote Best Practice in Clubs Assist club members to complete a Foundation Level Coaching Course & higher level coaching courses
Club Officers to be notified & supported before January 15th of each year of their obligations with regard to membership and registration of members and players.	Management Committee	January 2019 and ongoing	Best Practice in the registration of club members & players.
All clubs should hold registration meetings as early in the year as possible	Management Committee, Coiste Na nÓg	January 2019 and ongoing	Promote Best Practice in Clubs in the registration of club members & players

Action	Involves	Completion by	Outcome Sought
All clubs to assess their Youth Membership in October each year to promote a structured system for underage team amalgamations	Management Committee, Coiste Na nÓg	January 2019 and ongoing	To identify the numerical strength of teams for the following year. Structured system for underage team amalgamations
All clubs to check the national school enrolment in their catchment area annually	Management Committee, Coiste Na nÓg, Cumann na mBunscol	January 2019 and ongoing	To assess the future numerical strength of teams in their catchment area.
Review & assess any research relevant to Kerry GAA	Management Committee	January 2019 and ongoing	To ensure best practise in all areas involving Kerry GAA



Development Squads & County Teams

Our county teams are the yardstick for judging the performance of the county. No matter how we do things in other areas, people inside and outside the county will judge us by how our county teams perform. It is important, therefore, to prepare our teams in a modern sporting environment, using the latest techniques under the guidance of efficient management teams. Our county teams, especially at senior level, have a tremendous impact on the public and our supporters. A successful team will garner support from around the county and from the Kerry diaspora.

Action	Involves	Completion by	Outcome Sought
Examine all aspects of our county teams to ensure they comply with our mission statement.	Subcommittee of former Kerry captains	Spring 2019	Our county teams will be best prepared to represent Kerry before, during and after competitions
Redesign and review Player & Coach pathways.	Games Manager, GDAs & Coaching & Games Committee	2019 & ongoing	Improve the skill levels of all players and provide coaches with the latest developments in coaching techniques and strategies
Continue and review focus on Technical and Tactical development of players	Games Manager, GDAs & Coaching & Games Committee	2019 & ongoing	Emphasis on individual player development programmes.
Host at least 2 meetings of all Development Squad Coaches & County team managers and selectors annually	Games Manager, GDAs & Coaching & Games Committee	2019 & ongoing	<ul style="list-style-type: none"> Continued success of all Kerry teams at Under Age grades at both Munster & National competitions Ensure a streamlined system of handover of squads is in place
Put in place, develop and improve an Educational and S & C programme for all players	Games Manager, GDAs & Coaching & Games Committee	2019 & ongoing	Continued success of all Kerry teams at Under Age grades at both Munster & National competitions. In the longer term it incentivises these players to become volunteers.

Action	Involves	Completion by	Outcome Sought
All coaches of Development Squads to complete an Award 1 Coaching Course	Games Manager, GDAs & Coaching & Games Committee	January 2019	Continued success of all Kerry teams at Under Age grades at both Munster & National competitions
Disseminate information on "Jobsmatch" and similar Educational topics to all relevant Development Squads, where relevant, to present and past players	Games Manager, GDAs & Coaching & Games Committee	January 2019 and ongoing	Provide accurate information on self-employment and employment options
Present & past players mentor players on Development Squads	Present & Past Players	January 2019 and ongoing	The experience of current & past players in managing the role of full time employment with their involvement on County Panels



Hurling

Action	Involves	Completion by	Outcome Sought
Develop an active club in Killarney/East Kerry	Hurling Steering Committee, GDAs & Coaching & Games Committee	Ongoing	To improve the player base for all Kerry Hurling Squads by developing the game in the East Kerry area.
Progress Tralee Parnells to become a Senior Hurling Club	Hurling Steering Committee	January 2019 and ongoing	To expand the progress made at Juvenile level and consolidate the position of a hurling club in Tralee.
Aim for a new hurling club in Kerry	Hurling Steering Committee	January 2019 and ongoing	To improve the player base for all Kerry Hurling Squads
Develop a Nursery programme in each club	Hurling Steering Committee, GDAs & Coaching & Games Committee	January 2019 and ongoing	To develop players and coaches
Improve and develop further fixtures at Primary & Post Primary Schools	Cumann na mBunscol & Post Primary Schools Committee	January 2019 and ongoing	To develop players and coaches
Increase the number of qualified coaches at Development Squads	Games Manager, Hurling Steering Committee, GDAs & Coaching & Games Committee	January 2019 and ongoing	To develop players and coaches
Structured Annual Plan to be given to Development Squad players & clubs in October	Hurling Steering Committee, GDAs & Coaching & Games Committee	January 2019 and ongoing	To develop players and coaches
Align and streamline fixtures making bodies to one	Management Committee & County Committee	January 2019 and ongoing	<ul style="list-style-type: none"> • A meaningful Games Programme for all age groups to allow adequate preparation for games • To develop higher standards





FINANCE



KERRY GAA Strategic Plan 2019 - 2021

FINANCE

- A. Funding Opportunities,
- B. Financial Excellence,
- C. Marketing

Our aim: Build on existing financial excellence and develop our funding structures.

In 2021 we will be able to say:

“As the county’s foremost sporting and cultural organization, financial excellence is at the core of our growth and success. We work with our commercial partners in a completely professional way and continue to invest in developing clubs and our games.”

Responsibility for developing and delivering initiatives within this Plan in the area of ‘Funding Opportunities’ rests with the following sub-committees:

- 1) Management Committee
- 2) Finance Committee
- 3) Commercial Committee
- 4) PR & Marketing Committee
- 5) Planning Physical Development & Safety Committee

Factual Assessment

- Raising the necessary funds for day to day operations is one of our areas for growth
- Development Funding for clubs is satisfactory in getting GAA Grants
- Means of increasing attendances at games needs to be examined
- Further sponsorship & funding opportunities to be explored
- Fundraising Events to grow the Capital Fund & the preparation of County Teams to be reviewed
- The role of Cáirde Chiarraí is acknowledged and appreciated

County Committee

- Standardised Format for Accounts
- Standard GAA accounting system in full operation
- Preparation of annual budgets to be sent to Croke Park at the end of March
- Preparation of teams and coaching are our big spending areas
- Team Liaison Officers to have a bigger say in preparing and implementing their budgets
- Early meeting with auditors to prepare for a full audit

Clubs

- A balance must be achieved between spending on physical development and the coaching of players.
- Physical development has to be in proportion to our requirements.
- Each club must look after its own needs, with a good working finance committee in charge to prioritise areas of expenditure on facilities, teams and coaching.
- Check that all clubs have a tax exemption certificate
- Encourage more people to get involved in raising finance in the club and the County Finance Committee will give advice and support to clubs in raising finance.
- Budgeting and Financial Planning is a priority for club finance.
- Make finance and fundraising more interesting for younger club members in order to get them involved.
- Involve the entire community in fund raising ventures.
- Club merchandise will raise the club profile.
- Regular maintenance of property will avoid unnecessary spending.

Key project:

Our key project focuses on three main areas:

- Financial Management
- Funding Excellence
- Marketing.

Governance

Ensure that all units comply with the highest accounting and financial regulatory standards by:-

- a) having appropriate financial controls in each unit;
- b) always getting value for money;
- c) protecting our assets;
- d) having the appropriate resources to achieve our aims;
- e) having clear lines of responsibility and accountability throughout the Association integrated with the role of the County treasurers and other officers.
- f) Annual club and District Board accounts submitted to County Finance Committee

Training and Development

We will provide the GAA treasurer training programme to all our club and District Board treasurers.

Marketing Plan

We will develop a marketing plan to assist the county in reaching its commercial revenue and promotion potential.

Fundraising

Lotto, Golf Classics, Race Nights are specific fundraising initiatives in place.

Sponsors

We will work to continually improve our relationships with our sponsors

Property

We will review property ownership structures at county and at club level

Match attendances

We will develop a marketing strategy based on the new club membership card network that will drive attendances at matches



A. Financial Excellence

Action	Involves	Completion by	Outcome Sought
Governance recommendations from Croke Park in place	County Finance Committee	Ongoing	To ensure best practice in all of our financial dealings
GAA Finance Software Packages in place	County Finance Committee	Ongoing	County is using the latest and best in class financial packages
County Financial Budget developed each year	County Finance Committee	Ongoing	County is planning ahead its finances each year
GAA Club Treasurer training programme delivered to club treasurers	Planning Physical Development & Safety Committee, County Finance Committee	Ongoing	Club Treasurers receive the information they need to carry out their roles
County Marketing plan developed	County PR & Marketing Committee, Commercial Committee	2019	To ensure that we maximise sponsorship and commercial revenue in order to develop the Association in the county
Complete audit of trustees at club and county level	Planning Physical Development & Safety Committee	2019	To ensure all our club property is vested in the correct manner
Introduce Standard format technologies and procedures. Standard Audit Process in place	Treasurers in conjunction with Planning, Physical Development & Safety Committee	2019	To set up club treasurer development programme

Action	Involves	Completion by	Outcome Sought
GAA Funding templates and funding toolkits available to all clubs	County PR & Marketing Committee, Commercial Committee	2019	To make information on fundraising available to all our clubs
Introduce Value for money audits and zero based budgets	County Finance Committee	2019	To ensure best practice in all of our financial dealings
Consolidated accounts for all clubs, District Boards & sub committees to submitted to County Secretary before March 1st	County Finance Committee	2019	To ensure best practice in all of our financial dealings
Complete audit of trustees at club and county level	Planning Physical Development & Safety Committee	2019	To ensure all our club property is vested in the correct manner



B. Funding Opportunities

Action	Involves	Completion by	Outcome Sought
Set up a Marketing Sub Committee	Management Committee, County Finance Committee	2019 and ongoing	Identify sustainable fundraising schemes to ensure that we maximise sponsorship and commercial revenue in order to develop the Association in the county
Examine Funding Opportunities used in other counties	Marketing Sub Committee	2019 and ongoing	Identify sustainable fundraising schemes
Attendance promotion plan in place. Review attendances at club & county games annually	County Finance Committee, Commercial Committee, PR & Marketing Committee	2019 and ongoing	To increase attendances by 10%
GAA Club Treasurer training programme delivered to club treasurers	Planning Physical Development & Safety Committee, County Finance Committee	Ongoing	Club Treasurers receive the information they need to carry out their roles



C. Marketing

Our aim: Maximise the commercial and funding opportunities available to Kerry GAA.

In Kerry we will be able to say:

“We maximise all available commercial and funding opportunities and other marketing strategies that may be employed in the future in the rapidly expanding and changing technological era.

5 Year Ticket
Brochure
Cover Here

Responsibility for developing and delivering initiatives within this Plan in the area of ‘Planning’ rests with the following sub-committees:

- (1) Management Committee
- (2) Public Relations/Marketing Committee which will have a Marketing specific Sub Committee whose membership will be persons with the particular skill sets appropriate to the respective functions of the Committee

Action	Involves	Completion by	Outcome Sought
Develop the potential which is provided by the Cúl Camps over the 8 week summer period.	Coaching Officer, Games Manager, PRO and Public Relations/Marketing Committee	Ongoing & reviewed annually	Introduction of the broadest collection of youth and adults to GAA activities in our clubs and County Grounds with long term playing member and volunteer recruitment
Public Relations/Marketing Committee has a Marketing Specific Sub Committee	Management Committee, County Committee, PRO and Public Relations/Marketing Committee	2018 and ongoing	Maximise fully the marketing potential of Kerry GAA as a brand
Develop the potential which is provided by Kerry GAA TV	PRO and Public Relations/Marketing Committee	Ongoing & reviewed annually	Maximise fully the marketing potential of Kerry GAA as a brand
Develop the marketing potential of Kerry GAA brand	PRO and Public Relations/Marketing Committee	Ongoing & reviewed annually	Maximise fully the marketing potential of Kerry GAA as a brand



FACILITIES AND INFRASTRUCTURE



KERRY GAA Strategic Plan 2019 - 2021

FACILITIES AND INFRASTRUCTURE

Development of Facilities

Our aim: Develop suitable facilities that will serve the needs of all our Teams and Development Squads.

Responsibility for the development of facilities within the County rest with the following Sub-Committees:

- 1) Management Committee
- 2) Finance Committee
- 3) Planning, Physical Development and Safety Committee
- 4) Austin Stack Park Committee
- 5) Fitzgerald Stadium Committee

Specific Actions: Austin Stack Park

Action	Involves	Completion by
Planning Approval granted for redevelopment work	Management Committee	2018
Roof Mitchels End Terrace	Austin Stack Park Committee	2021
Extend Media Building	Austin Stack Park Committee	2019
Improve Broadband Infrastructure	Austin Stack Park Committee	2018
Concrete Horans End Terrace	Austin Stack Park Committee	2021
Build 2 Dressing Rooms at Horans End	Management Committee	2021
Create access to Sports Complex Pitch	Management Committee	2021

Fitzgerald Stadium

Action	Involves	Completion by
Purchase HSE land	Management Committee	2018
Erect new Boundary wall, stiles at Michael O'Connor Terrace	Management Committee & Fitzgerald Stadium Committee	2019
Planning Permission Extension Application for Western End Development	Management Committee	2019

Currans

Action	Involves	Completion by
Develop & Drain two natural grass pitches	Management Committee	2019
Complete Landscaping	Management Committee	2018
Construct Machinery Shed & Compound	Management Committee	2019
Install Irrigation System	Management Committee	2021
Provide an Auditorium	Management Committee	2019

IT Tralee

Action	Involves	Completion by
Construct 2 dressing rooms, offices & meeting rooms	Management Committee	2020
Implement agreed usage plan for gym (Non Capital)	Management Committee	2020

Caherslee

Action	Involves	Completion by
Self-financing of operation of pitch (Non Capital)	Management Committee	2019
Develop sand based pitch or 4G Pitch	Management Committee	2021

Sports Complex

Action	Involves	Completion by
Develop sand based pitch or 4G Pitch	Management Committee	2020
Upgrade dressing rooms to support pitch	Management Committee	2020
Install floodlights	Management Committee	2020
Self-financing of operation of pitch (Non Capital)	Management Committee	2019

Club Development Non Capital

Action	Involves	Completion by
Identify clubs that require additional pitches	Facilities Sub Committee	ongoing
Assist Clubs in preparing plans for additional pitches	Facilities Sub Committee	ongoing
Provide all relevant information for club facilities management, event control, Stewarding, Health & Safety audits	Management Committee	ongoing

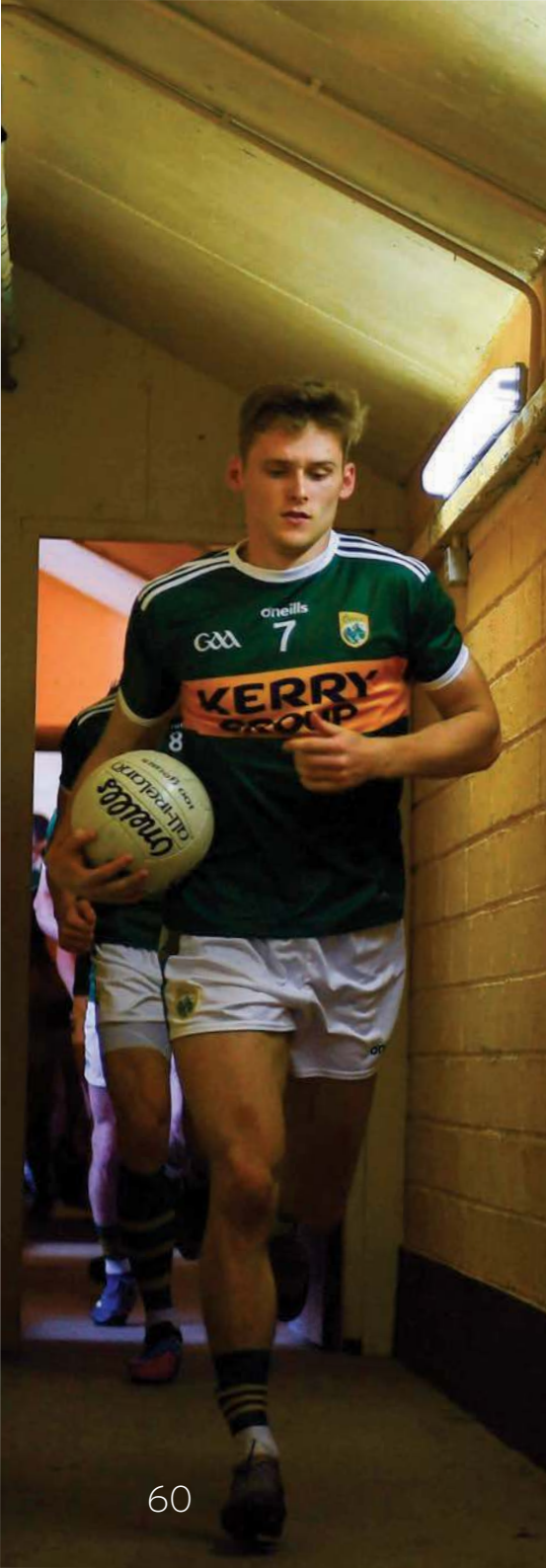




IMPLEMENTATION AND REVIEW PLAN



KERRY GAA Strategic Plan 2019 - 2021



IMPLEMENTATION AND REVIEW MECHANISMS FOR THE PLAN

The County Committee will put in place a Strategic Implementation Committee. This team will meet on a quarterly basis and assess the progress of the plan against its stated objectives. The committee will be comprised of the County Chairman, County Secretary, Assistant Secretary, Treasurer, Assistant Treasurer, Central Council Delegate, Munster Council Delegates and Games Manager.

This Plan is a living document: it will be reviewed, assessed and adapted to ensure it facilitates all units of the Association in Co. Kerry to reach their potential over the duration of the Plan. It will be possible to assess the success of the Plan in the county and indeed at club level within the county.

The Implementation Committee will decide on the most appropriate method to carry out a comprehensive annual review of the Plan. This will include completion of an annual Club Questionnaire where a detailed review of all relevant aspects of the Plan will be completed by Club representatives. This will involve the assessment of the current initiatives, their appropriateness for the needs of the club/county and the identification of additional initiatives to assist in the completion of achieving the goals and objectives outlined in the Plan.

Once the review is completed, information, suggested modifications and ideas will be forwarded to the Strategic Implementation Committee for review and discussion. If required, the Plan will be modified and adapted based on the inputs. The Committee will also be responsible for communicating the modified Plan to all units at club and county level within the county.

Image of Senior Kerry v Kildare to Come...



ACKNOWLEDGEMENTS



KERRY GAA Strategic Plan 2019 - 2021

ACKNOWLEDGEMENTS

Many people have helped to put this Plan together. It would be impossible to thank all the individuals, committee members and officers who contributed to each section of the Plan. It is appropriate, however, to single out the following organisations and people for special mention:

- **The Members of the GAA**
- **The fulltime Staff in the County**
- **Focus Groups and Leaders**
- **Coaching & Games Development Committee**
- **Planning, Physical Development & Safety Committee**
- **Hurling Steering Committee**
- **Finance Committee**
- **Our Sponsors**

Photos courtesy of:

- Sportsfile
- Kerrys Eye
- Maurice Whelan
- George ????
- Dominic Walsh





APPENDIX 1 CLUB ÓR



KERRY GAA Strategic Plan 2019 - 2021

APPENDIX 1 - CLUB ÓR

What is the Programme?

Club ÓR is a resource developed as part of overall GAA Club Development Programme, modified and adapted for use by clubs in Kerry. The planning programme is an initiative by Kerry GAA and its delivery is supported by Games Development Officers, focused on improving the coaching and games aspect within your club in line with good practice.

The purpose of Club ÓR is to provide clubs with a practical tool to assist your club get an understanding of:

Where your club is now

Where Your Club Wants to Be

How your club will get there

Background for your future

Club ÓR is user friendly and designed in such a way to enable and empower club members to carry out a review of current situation and develop a plan to improve the overall performance of your club teams.

Club Details

Club Name

Club Address.....

Club Secretary.....

Email.....

Club Coaching Officer

Please complete the following checklist as applicable to your club and codes played

SECTION 1. WHERE ARE YOU NOW?

Activity Audit – Football

Players	Nursery	U7	U8	U9	U10	U12	U13/14	U15/16	U17/19
1 No. of Players									
2 No. of Teams									
3 No. of County Organised Games per year									
4. No. of Regional organised games per year									
5 No. of Club run Blitzes									
6 No. of Challenge Games									
7 No of Coaches per Team									
8 No. of GAA Qualified Coaches per Team									
9 No. of young referees under 17									
10 No. of Weeks of Activity									
11 No. of Coaching Sessions									

Please complete the following checklist as applicable to your club and codes played

Activity Audit – Hurling

Players	Nursery	U7	U8	U9	U10	U12	U13/14	U15/16	U17/18
1 No. of Players									
2 No. of Teams									
3 No. of County Organised Games per year									
4. No. of Regional organised games per year									
5 No. of Club run Blitzes									
6 No. of Challenge Games									
7 No of Coaches per Team									
8 No. of GAA Qualified Coaches per Team									
9 No. of young referees under 17									
10 No. of Weeks of Activity									
11 No. of Coaching Sessions									

1 (b) WHERE ARE YOU NOW?

Club Structure

	YES	NO
a) Does your club have a Coaching & Games Committee in place?		
b) Does your club have a Club Coaching Officer/Coordinator in place?		
c) Does your club have a Children Officer?		
d) Are all new club coaches Garda Vetted?		
e) Does your club have a Code of Conduct for Coaches, Players and Parents?		
f) Does your club have a newsletter promoting games and underage activities?		
g) Does your club use Social Media, Facebook, Twitter, Instagram etc. ?		
h) Does your club hold a registration period?		
i) Do your club coaches plan and review activities annually?		
j) Does your club promote the GAA RESPECT Programme?		
k) Does your club track/record player participation?		
l) Do your club coaches meet regularly over the year to share experiences and progress?		

Community Links

	YES	NO
a) Does your club have a Club/School Link Scheme in place?		
b) Does your club help with local Cumann na mBunscol teams(s)?		
c) Does your club support local Post-Primary School(s)?		
d) Does the club monitor local population trends?		
e) Does your club organise community fun days?		
f) Does your club organise any social inclusion initiatives?		
g) Are children with disabilities included in activities?		

Coach Education

	YES	NO
a) Does each team have at least one coach with a Coaching Qualification (Award 1 in line with GAA Mandatory Coaching Standards)?		
b) Have all your coaches participated in Child Protect Course (Safeguarding 1) before getting involved with coaching children?		
c) Are all coaches Garda Vetted before getting involved with coaching children?		
d) Does each team have at least one person qualified in First Aid?		
e) Do club coaches attend county Coach Education workshops		
f) Are all new coaches asked to complete Compulsary GAA Foundation Course?		

The Games

	YES	NO
a) Does your club host a GAA Cul Camp?		
b) Does your club participate and promote Go Games?		
c) Does your club organise street leagues or host Go Games blitzes?		
d) Does your club organise blitzes for teenage players ?		
e) Does your club organise Social/Fun Days for players?		
f) Is your club active in playing challenge games to provide additional games?		
g) Are coaching sessions regular?		
h) Is indoor activity provided during the winter?		
i) Does the club have active young referees?		
j) Does your club have an active Nursery (4-6 year olds) in place?		
k) Does your club do any skills testing with players?		
l) Does your club go play teams from outside of the county?		
m) Has participation in club increased over last 2-3 years?		

2. WHERE YOU WANT TO BE

In this section review the checklists and through a SWOT Analysis exercise identify what are the Strengths, Weaknesses, Opportunities and Threats related to your clubs. Carry out this exercise in a group setting.

Strengths	Weaknesses
Opportunities	Threats

2. WHERE YOU WANT TO BE

Review the results of the SWOT Analysis and as a group, agree what should be the Clubs expectations for the next 1, 2 or 3 years. In a group set out what the key priorities are for the Club going forward. These should be critical to the improvement of the Club.

What are the four key priorities for your Club in THE NEXT 1, 2 OR 3 YEARS?
1
2
3
4
5
6
7



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