

THE PREMIER PLAN

Plean Straitéiseach Thiobraid Árann



TOWARDS 2020

Strategic Vision & Action Plan
for the G.A.A. in Tipperary 2018 - 2020

TIOBRAID ÁRANN

							
Na Sáirsleacha-Dúrlas Éile Thurles Sacfields	Árd Rionáin Ardfinnan	Béal an Átha Ballina	Fíoth Árd Fethard	Grúnaíocht Mhíochlaí Grangemocker	Béal Átha Póirín Ballyporeen	Boherlahan-Dualla Boherlahan Dualla	Imleach Emly
							
Teampall Uachtar-Ormháin Upperchurch Drombane	Cill Aodha Killa	Caiséal Rí Cormaic Castel King Cormac	Eatharlach Aherlow	Fíneithe Gléann Árann Arannalee Rovers	Béal Átha Lúgh-Cháinín Gríosaigh Ballykedy Castlegrace	Chluain Uí Chionnailth Clonsilla	Éire Óg na n-Éireann Éire Óg Anncarty Donohill
							
Gort na hAigle-Gleann An Ghaill Gortahoe Glangole	Carriga-Na-Solra, Na Dalmhín Carrick Davins	Chluain Uí Uilleigh-Rosmór Clonsilla Rossmore	Buiríos Uí Chéin Bortolane	Ballykean Grange	Dúrlas Óg Durlas Óg	S.C. Breachain JK Brackens Templemore	Láithín-Cullen Littin Cullen
							
Baile na hInse Ballinacinch	Portra Portree	Mullkenn na hIlamhan Mullinahone	Mairtín na Crois-Báil Ceathú Holycross Ballycathill	Chluain Meala Óg Connel Óg	Baile an Gharráil Ballygarry	Ceapach na bhFaoiteach Cappanville	Faoite Eilimáin Inare Rovers
							
Drim Agus Inse Drom Inch	Lothra agus Doire Lartha Dontha	Luach Mhích-Cáinín Lailigh Loughmore Castleknay	Iris Lounaigh Marfield	Buiríos Uí Lúich Borris Ingh	Carriga Na hEalaí Carrick Swans	Cnoc Si Gabhna Knockshingauna	Cill Siéin Agus Cill Chais Kilshann Kilchais
							
Cill Náile Kilnalea	Gabhán-Cill Fiada Golden Kilnaske	Na Tríchtálaí Chluain Meala Connel Commercials	An tAthair Síthigh Father Sheehy's	Fíneithe na nAilín-Buach Pécán Galtee Rovers Saint Pecan	Clérhan Clerrhan	Buiríos Burgess	C.L.G. Na Cathrach Cathair Dún Iascaigh
							
Cnoc an Bhile Dún na Scáth Knockaville Donohill Kichams	Magh Céire-Buiríos Moycarky Borris	Éire Óg Anach Ennagh Éire Óg	Tulach Sheasta Newport	Cnoc Knock	Cill Baisín Mhích Sheonacháin Kilbane Mac Donaghs	Cill An Dáirgean Kildangan	Mairtín-Teampall Tuatha Mayno Donohill
							
Teampall Doire Uí Chianáin Templemore Keryons	Tuaim Uí Mheara Toomevara	Fíneithe na Maoláig Moylagh Rovers	Caisleán Rua Newcastle	Dúrlas Éile K.B.E. Thurles Kichams Kichams Penally's	Fíneithe Carriga An Tobair Rockwell Rovers	Feiche Ró Roosgreen	Fíneithe na Sionnainne Shannon Rovers
							
Ros Cré Roscrea	Solchóid Solchead	Naomh Mhíre-Chluain Meala Saint Mary's Connel	Naomh Pádraig Saint Patrick's	Béal Átha Gabhann Shannon	Seán Uí Threasaigh Sean Treacy's	Scéithínarín Sheehansrilly	Maíne Gail Maynohill

Réamhrá

It is an honour and a privilege for me to introduce the Co Tipperary GAA Strategic Plan for 2018-2020. The original Strategic Plan, which was launched in 2011, was an extensive document and a substantial number of goals in that document have been successfully implemented in the intervening years. This follow-on plan deals with issues most relevant to our Association in the County as we approach the end of the second decade of the 21st century.

The County Chairman, Michael Bourke asked the County Development Committee in September 2016, to form a task force with a view to compiling a new Plan for the years 2018-2020. At our initial meeting, it was agreed that at the outset we needed to get the views of all the stakeholders in the County and to establish what were the issues, what were we doing well and where could we improve. In previous years this would probably involve asking all parties interested in the welfare of the GAA in Tipperary to attend a meeting or meetings, where views would be sourced. Inevitably, these meetings would attract relatively small attendances, particularly in the under 35 age category.

It was decided that we would use modern technology in the form of an Online Survey as a means of ensuring that the views received would reflect the opinions of the overall GAA community in Tipperary. Using this method, we targeted Players (adult and juvenile), Club Officers (adult and juvenile clubs) and the wider GAA public and used Divisional and County Conventions, County Board meetings and the Media to spread the word. When the Survey closed, a total of 638 responses were received, substantially more than might have been achieved, had we relied on the conventional meeting method.

Individual members of the Committee were tasked with reading through all the responses and to establish the issues that arose. We contacted all units and committees within the county, with follow-on meetings arranged and all were asked to focus on areas of concern and make suggestions for the betterment of the GAA in our county. These meetings took place during March and April 2017, with an interim report presented at the April County Board meeting. As is often the case in our Association, such consultation resulted in strong debate and wide-ranging views. This plan is a product of these meetings and consultations and focuses on the key areas of

- Games
- Governance, Development and Planning
- Communications
- Finance
- Club and Social

I acknowledge and thank all those that responded to our Survey, the various committee members that met with us and numerous individuals who contacted us with ideas and opinions. In particular, to my fellow committee members, a sincere thanks to you all for devoting so much of your time and expertise to this project.

The coming years will be challenging to our Association, particularly at a time when there is increased competition for the loyalty of our younger members. The old adage of “if you fail to plan, you plan to fail” was never more relevant than it is today and I do believe this Strategic Plan will assist our Clubs and County Board in retaining our status as the premier sporting organisation in the Premier County in the coming years.

Ar aghaidh le Tiobraid Árann

PS Ó'Meachair
Cathaoirleach
Coiste Phleain Straitéisigh Co Thiobraid Árann

Réamhfhocal ó Chathaoirleach an Choiste Chontae

I am greatly honoured as Co Chairman to introduce this Strategic Plan, a document that sets out a vision for the future of Tipperary GAA for the next three years: 2018-2020.

Like all, plans, it is necessary to regularly sit down and assess where we are and plan our vision for the future and where we are going.

These are challenging times for all involved in our great organisation but was it not always the same? There is no doubt that many clubs are struggling to field teams at various levels and find it difficult to attract volunteers to fill posts. Yet many others continue to thrive and a quick glance around the county highlights the major developments that have taken place and the local GAA club is the strong focal point in many parishes and communities.

This plan is the result of a lot of hard work by the members of the County Development Committee originally and others who were invited to join the Strategic Plan workgroup. They consulted with various parties involved in different aspects of the GAA in County Tipperary and showed great innovation by conducting an Online Survey. This survey involving over 600 responses has undoubtedly added authenticity to the overall plan.

I wish to acknowledge the work of all involved in putting this plan together. And also all those who responded either to the survey or members of the various County sub-committees who gave their time and opinions.

I want to especially acknowledge and thank all the people who work and have worked tirelessly at club level in maintaining the GAA at the forefront of community life throughout the county.

Ba mhaith liom buíochas a ghabháil le gach éinne a chuir an plean seo ar fáil. Agus is mian liom go gcuirfear go leor gnéithe den phlean i bhfeidhm.

Beir bua ar Thiobrad Árann.

Seán Ó'Dubháin.

Cathaoirleach Choiste Cho. Thiobraid Árann

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Our Games

Games Structures & Scheduling

The GAA is described as a Sports Organisation, tasked with the management and promotion of Gaelic Games, together with the promotion of Irish Culture and Language. To many people, this means the efficient running of Hurling and Gaelic Football competitions, across all grades at Divisional, County and Inter-County level in order to ensure regular and meaningful competitions for all our players, young and old, together with a reasonable level of entertainment for the public that regularly attend our games.

An online survey was used to assess the concerns which exist around the playing of our games. Once the results of the surveys were collated, it quickly became evident that the success of the Divisional and County Boards in the running of games for our players (particularly club players) fell far short of the required standard, in the eyes of Club Officers, Players and the general GAA follower in Tipperary.

Issues that emerged following surveys and discussions with various parties, including County CCC

- Scheduling and organisation of games
- Lack of regular Championship Games
- No certainty for the average club player as to when games might be played
- Unavailability of players on County panels to their Clubs.

What the people told us-

“I would like to see Tipperary Co Board be the champion of a whole new structure in club hurling and football.” (Club Officer)

“Does Tipperary want to become a leader in sorting the fixtures mess?” (Club Player)

- 79% of players and 77% of public believe there are too many Senior Hurling teams in Tipperary
- There is no clear schedule for club players - other sports have a defined fixture list (Public survey)
- 90% of club Officers regard games scheduling/organisation as very or critically important.
- 75% of players are not happy with current championship structures.

Targets

- More competitive and meaningful championships
- No Club to be eliminated from championship before 1st July (excl U/21 football, currently played earlier in the year)
- All teams to have a reasonable chance of winning at their grade - there must be enjoyment for the players.
- More emphasis on Leagues - the only way there can be any level of certainty for club players, particularly earlier in the year

Action on Tipperary Championships	Responsibility	Timescale	Outcome
<p>Hurling Teams 1 – 16 To comprise of 16 Senior Hurling Teams playing for the Dan Breen Cup. Winner to represent Tipperary in Munster Club Championship.</p>	County CCC	2020	More competitive and meaningful Championships and for all teams to have a reasonable prospect of competing successfully in the grade they are playing.
<p>Hurling Teams 17 - 32 To comprise of 16 Teams playing for the Seamus O Riain Cup. <u>Recommended Option by 2020</u> - Teams to be designated Premier Intermediate status, with winner progressing to represent Tipperary in Munster Intermediate Championship <u>Alternative Option</u> - Teams to be designated Senior status with no progression to Munster Club Championship.</p>	County CCC	2020	Better prospects for Tipperary teams competing at Munster/All Ireland Club level
<p>Hurling Teams 33 – 48 To comprise of 16 Teams playing for the County Intermediate Cup. Depending on status of Seamus O Riain teams, winner to represent Tipperary in Munster Intermediate or Junior Championship.</p>	County CCC	2020	Reasonable level of certainty as to when fixtures will take place.
<p>County Junior ‘A’ Hurling Championship Teams to qualify for County Championship via 4 Divisional Championships. Depending on status of Seamus O Riain teams, winner may represent Tipperary in Munster Junior Championship</p>	Divisional & Co CCC’s	2018	Status Quo to remain

County Junior 'B' Hurling Championship Teams to qualify for County Championship via 4 Divisional Championships.	Divisional & Co CCC's	2018	Status Quo to remain
County Senior Football Championship To comprise of 16 teams playing in a Stand-alone County Championship. Winner to represent Tipperary in Munster Senior Club Championship Co Intermediate Football Championship To comprise of 16 teams playing in a stand-alone County Championship. Winner to represent Tipperary in Munster Intermediate Club Championship	County CCC	2018	To comply with decision made at November 2017 County Board meeting
County Junior 'A' Football Championship Teams to qualify for County Championship via 4 Divisional Championships. Winner to represent Tipperary in Munster Junior Club Championship. County Junior 'B' Football Championship Teams to qualify for County Championship via 4 Divisional Championships.	Divisional & Co CCC's	2018	Status Quo to remain
Minor (Hurling & Football) <ul style="list-style-type: none"> Run the former 'A' Championships as a stand-alone County Championship, to be known as "PREMIER MINOR" Non 'Premier Minor' teams 	Divisional & Co CCC's	2018	Status Quo to remain
Minor (Hurling & Football) <ul style="list-style-type: none"> Run the former 'A' Championships as a stand-alone County Championship, to be known as "PREMIER MINOR" Non 'Premier Minor' teams 	County CCC	2019/2020	More meaningful and competitive Championships and to allow for Clubs with restricted numbers field their own teams rather than amalgamate with others.

<p>to compete in Divisional ‘A’ and ‘B’ Championships with winners advancing to Co. Championship – with option to reduce numbers to 13 or 11 a-side.</p> <ul style="list-style-type: none"> Reduce Minor to Under 17, with Bord na nÓg competitions reducing to U/15, U/13, U/11 etc. 	<p>Divisional & Co CCC’s</p> <p>County Board</p>	<p>2019/2020</p> <p>2019</p>	<p>Age criteria to coincide with Inter-County</p>
<p>Former Under 21 Hurling & Football</p> <ul style="list-style-type: none"> Run former ‘A’ competition as a stand-alone County Championship, to be known as “Premier Under 21”. Non “Premier” teams to compete in Divisional “A” and “B” Championship’s with winners advancing to County Championship – consider reducing numbers to 13 or 11 aside Reduce to U/20 for both codes. 	<p>Co CCC</p> <p>Divisional & Co CCC’s</p> <p>County Board</p>	<p>2019</p> <p>2019</p> <p>2020</p>	<p>More meaningful and competitive Championships and to allow for Clubs with restricted numbers field their own teams rather than amalgamate with others.</p> <p>Fill the void after minor to alleviate drop-out</p>

Divisional Championships			
1. Divisional Senior & Intermediate Hurling to be run on the basis of A . Winners do not progress to County Championship or B. Winners to progress to County Championships (if not already qualified)	Divisional CCC	2020	To allow Divisions play their Championships at a time and manner of their choosing, if Divisional winners do not progress to County Championships.
2. Option for Premier Intermediate Hurling teams and Intermediate Football teams to compete in Divisional Championship on the basis that winners do not progress to County Championship	Divisional CCC	2020	

Proposed Scheduling

- Play County Leagues from March to July - County players participate if available
- County Championships (excl Minor & U/20) to be played in April (1 round for grading purposes) and continue through August, September and October

Promotion/Relegation: To apply at all levels (excluding Minor & U21/U20).
Strictly adhere to the 10/17 day rule before Inter-County matches.

Implementation

Changes to the structure and running of Inter- County competitions have a direct effect on the timing and structure of Tipperary Club Championships.

The County CCC is the body with intimate knowledge/experience of the fixtures issues in the County and the recommendations/scheduling as outlined in this report are general in nature. Much debate has taken place as to continuing a link between Divisional and County Championships and at present a majority of Clubs wish to continue this link. The Strategic Plan Committee recommends that the County CCC bring forward proposals to the November 2019 County Board meeting, regarding structures for the 2020 Championships based on the experience gained during the 2018 and 2019 seasons.

Consideration should also be given to making the County CCC responsible for all fixtures pertaining to County Championships/Leagues, plus Divisional Senior Hurling, Senior Football, Intermediate Hurling and Intermediate Football to allow for better streamlining of fixtures. County CCC to have adequate representation in order to fully represent the interests of 4 Divisions, Bord na nÓg and other interested parties.

Coaching and Games Development

There are currently five people working full-time in Coaching and Games Development in Tipperary. The role of the GDA has changed considerably in recent times and there must be a realisation and acceptance that this role will change even further as Tipperary GAA continues to evolve, change and be proactive in tackling the many challenges facing our organisation.

The original employee worked mainly as a Primary School Coach. While this is still an important part of his work schedule, the duties have broadened considerably to the extent that the modern GDA is now very much an organiser, coordinator and educator, as well as a coach. Flexibility and mobility is very important as the GDA continues to support the large volunteer sector working on the ground. While most of the employee's work is within their allocated area, at times they are required to assist with county/provincial events and activities. With Croke Park, Munster GAA and County Board investing heavily in this area, it is vitally important that a thoroughly professional approach is taken by all concerned, thus ensuring the best possible product is delivered. The quality of delivery by the GDAs is vital to the success of all programmes.

The GDA's work can be categorised under one or more of the following National Key Areas:

1. Games Opportunities (Child)
2. Games Opportunities (Youth)
3. School Initiatives
4. Camps
5. Talent Academies
6. Learning & Development

GDA's Main Area of Work

Within the above key areas the following are the areas of responsibility to be covered by the GDA during the year.

- Club Development (Admin & Planning)
- Primary Schools
- Post Primary Schools
- Academies
- Camp Programme
- Go Games Blitzes/Leagues
- Super Games Centres Intra/Inter/Fixed and Open

- Skills Tests
- Adult Club Development
- Coach and Referee Education
- Planning and Reporting (MIS & TMS)
- Promotion & Publicity

Games Development Administrators' Allocated Regions

GDA	Allocated Area	Contact
Andy Ryan	Mid Tipperary + Killenale, Ballinahinch, Newport and Sean Treacys	087-9090985 andy.ryan.gda.tipperary@gaa.ie
Paudie Malone	North Tipperary	087-9698153 paudie.malone.gda.tipperary@gaa.ie
Kevin Halley	West Tipperary + Cahir, Fethard and Clerihan	086-1925188 kevin.halley.gda.tipperary@gaa.ie
Colm Canning	South Tipperary	083-1243725 colm.canning.gda.tipperary@gaa.ie

In the 2010-2015 County Strategic Plan, a wide range of activities was included. Many of these have now been subsumed into the operational side of coaching and games development. Examples would be “Go Games” and “Camps” which are now central to our operation. For the 2018-2020 plan we are concentrating mainly on two areas: Resources/Manpower and Youth Player Development.

As the work load increases, the demand on the GDAs has grown hugely. Currently, staff is at maximum in terms of workload. In spite of efforts to streamline and organise work around the key project areas it is still proving very difficult to avoid the fire-fighting effect that the workload always seems to throw up. While the staff is completely committed to their roles the danger with this type of pressure is that standards might drop and quality of work produced is not up to the mark. In this plan, changes are suggested to the running of the Primary School coaching scheme and how it operates. Also suggested is the employment of extra full time and part time personnel. We feel this is necessary to keep standards up and to cater for all programmes across the key areas.

A significant drop out (58%) occurs from 13 to 21 years of age. While there are a number of factors causing this, lack of perceived ability, loss of interest, lack of game time to mention a few, we must try to avert some of the drop out. Recent surveys tell us that games and the availability of playing opportunity is a major factor in players giving up. In the plan we propose to implement strategies, through the provision of extra games opportunities, to alleviate some, if not all, of the fall off in playing numbers.

Findings in the Strategic Plan Survey, from a games development point of view, provided vital information:

90% of clubs have a coach in their Primary Schools

70% of clubs provide other resources to the Primary Schools.

60% of clubs provide no assistance to the Post Primary sector.

Over 80% of clubs appoint their officers at the AGM while mentors and selectors are appointed in the same manner in 50% of clubs. Officers select team mentors in 40% of clubs.

There is a very obvious lack of real connect between the juvenile club and the adult club.

When asked what number of games per year would be considered adequate for juvenile players, all clubs agreed that 14 would be the minimum number required for each age group.

55% of clubs agreed that the club minor age should revert to 17 in line with county and that each subsequent age should drop one year.

Over 95% of clubs run coaching courses and other coach education events each year. This is very healthy from a games development point of view.

Objective: Increase participation and improve playing standards.

Action	Responsibility	Timescale	Outcome
Primary Schools:			
<ul style="list-style-type: none"> Primary School Coaching Recording System 	GM/GDA/CGC	Sept 2017 /Jan 2018	Electronically based recording and monitoring system to streamline and manage reporting of coaching scheme
<ul style="list-style-type: none"> Restructuring of Primary School Coaching Scheme 	GM/GDA/CGC Co. Comm.	Jan 2018 /Dec 2020	Consolidate scheme by employing full-time coaches on a part-time basis in schools.
<ul style="list-style-type: none"> GAA 'Get Fit 4 Fun' Programme / 5 Star Centres 	GM/GDA/CGC	Sept 2018 /Dec 2020	Child Physical Competence through Gaelic Games
Post Primary Schools:			
<ul style="list-style-type: none"> GAA Post Primary Support Groups 	GM/GDA/CGC Co. Comm	Jan 2018/Dec 2020	Code specific Support Groups in Post Primary School in the County.
<ul style="list-style-type: none"> Post Primary "Football Development" Project 	GM/GDA/CGC Football Comm	March/April 2018	Promotion and develop standard of Gaelic Football at Youth level.
<ul style="list-style-type: none"> Restructure U14 Football Blitz (Rockwell) 	GM/GDA/CGC	May 2018	More beneficial series of competitive games for the age bracket.

Premier Plan: Towards 2020

<ul style="list-style-type: none"> Post Primary School Transition Year Programme. 	GM/GDA	Sept 2018	Qualify this cohort of students to assist with GAA Development in schools and clubs
Fixtures Planning: <ul style="list-style-type: none"> Designated day per age group Integrate Munster and County CGD Fixtures into Div/County Fixtures 	Co./Div CCC/ Co. Comm Co./Div CCC/ Co. Comm/ GM/GDA	March 2018 March 2018	Smoother running of our championships across each age group To allow clubs the opportunity to participate in all available competitions/blitzes
Games Opportunities: Child <ul style="list-style-type: none"> Premier Go Games Club Blitz Programme Premier Go Games School Blitz Programme Winter Games Programme U11 Premier Leagues 	GDA/Volunteer Army GDA/Teachers/TY Students GM/GDA/Clubs GM/GDA/CGC	Annually March to October Annually Sept to June Annually November/Feb March/October	Two blitz opportunities in each club for each age group per month. Provide extra appropriate games opportunities to compliment Cumman na mBunscoil. Offer games opportunities to clubs during Winter months. Provision of Hurling and Football games for all clubs on a weekly fixtures programme.
Games Opportunities: Youth <ul style="list-style-type: none"> Winter Games Programme Premier Super Game Centres Initiate Youth County Leagues 	GM/GDA/Clubs GM/GDA GM/GDA/ Co BNG/ Co & Div Boards	Annually Nov - Feb Annually Sept-March Jan 2018- Dec 2020	Offer games opportunities to clubs during Winter months. Additional games for youth players in each division Players at youth level will receive a cluster of meaningful games

Premier Plan: Towards 2020

Camps <ul style="list-style-type: none"> Implement a Youth Camp Programme Consolidate Easter/Summer Camps 	GM/GDA GM/GDA	Jan 2018 Jan 2018	Extend camp opportunities to youth players Maintain current club and participant numbers
Coach Education <ul style="list-style-type: none"> Club Coach Pathway Club Coaching Community of Learning Club Youth Coach Knowledge Transfer Group Annual County Coaching Seminar 	GM/GDA GM/GDA GM/GDA/Tutors GM/GDA	Jan 2018-Dec 2020 Jan 2018 Feb 2018 Annually Feb	Coaches will have come through a systematic coach education programme in their club Knowledge transfer between coaches in the club Knowledge transfer between coaches county based Up skill and educate coaches on specific topics
Academy <ul style="list-style-type: none"> 3rd level student placement Appoint Recruitment officers in both codes Rookie Squad 	GM/GDA/CGD/LIT GM/GDA/Co. Comm GM/GDA/Co. Comm	Jan 2018 Oct 2017	To formally introduce an LIT student placement initiative to complement development in the areas of Academy, Primary, Post Primary and Coach level. Appointment of top quality mentors/coaches to Academy squads Provide development pathway for non county U21 players
Club Development <ul style="list-style-type: none"> Player/Coach/ Club Officer Pathway Club 2020 Youth Coach Development Annual Club Workshop/Seminar Programme 	GM/GDA/Co Dev Comm/Co. Comm. GM/GDA/Co Dev Comm/Co. Comm GM/GDA/Co Dev	Jan 2018 Jan 2018 Jan 2018	Clear avenue for development of the three strands Through a proper club/youth coach philosophy lead to a reduction in the fall off at youth level Dedicated series of workshops/seminars aimed at specific coach//player groups to further compliment the coach education programme.

Refereeing & Game Control

Target: Raise the standard of refereeing and increase the number of referees in the county.

Action	Responsibility	Timescale	Outcome
Setting Standards Set out the following qualifying criteria applicable for all Referees who wish to be considered for appointment at County Championship games: <ul style="list-style-type: none"> • Fitness Assessment 15.1 • Rules Test 80% • In service - Mandatory Attendance. 	Refs Comm.	2017	Higher standards of refereeing
Recruitment <ul style="list-style-type: none"> • Carry out a searching review of Referee Recruitment within the entire County with a view to achieving better responses and commitments from both clubs and applicants. • Conduct a Referee Recruitment process every two years • Implement a penalty system for clubs with NO active referee 	Co Management & Div Boards	2018	A continuous supply of referees available to service our games
Pathway for Referees <ol style="list-style-type: none"> 1. Continue the Young Whistlers for Go Games programme 2. Establish a Young Referees Academy to develop future Foundation Referees 3. Endeavour to grow the list of Elite Referees from Tipperary 4. Maintain a robust annual Grading of referees 	Refs Comm.	2019	A clearly defined path for the development and progression of referees
Referee Safety Provide access and egress for referees and officials through an alternative tunnel at Semple Stadium	Co Mgt & Stadium Mgt.	2020	Separation of players and referees to ensure safer passage when leaving the field

Refs' Administrator Maintain the five year limit for the post of referees' administrator. Select an Administrator Designate in Year 4	Co Management	2018	A smooth transition for new incumbent
On-field Communication Purchase sets of Number Boards, Linesmen Flags and Referee Headsets for use at games throughout the county	Co Mgt & Div Boards	2018	Improved control, communication and monitoring by match officials
Training Provide annual inservice for all referees Introduce training of umpires as a mandatory requirement Expand the panel of Referee Advisors and provide inservice annually	Refs Comm	Ongoing	All personnel involved in the control and monitoring of games are au fait with all requirements



Governance, Development and Planning

Good governance is about the processes for making and implementing decisions. It demands that policies and procedures are in place to ensure the organisation is run well. It is underpinned by the basic principles of effective leadership towards an agreed vision, exercising appropriate control, being transparent and accountable, working effectively and efficiently and behaving with integrity. An organisation guided by these principles and with competent personnel working within appropriate structures is on solid footing.

Current structures and practices in Tipperary GAA are largely fit-for-purpose but we need to:

- Ensure more engagement at County Committee meetings
- Make sub-committees work to better effect
- Have greater emphasis on recruitment, training and retaining volunteers
- Develop an ethos to ensure that all strands of the association within the county are working in unison.

What the public said

- “The overall performance of the GAA in Tipperary is satisfactory”
- “The divisional boards are an unnecessary level of hierarchy”
- “The development of GAA grounds is above average”
- “Club rep on County Board should be a club officer”

72% of survey respondents believe that county affairs are run in a professional and competent manner;

55% believe that affairs at divisional level are run competently;

19% are of the belief that the divisional board management structure is working effectively

33% believe that club officer training is adequately catered for

15% believe that we are good at recruitment of members at club level

Structures & Administration

Target: Efficient and effective management of all strands of Tipperary GAA activities

Action	Responsibility	Timescale	Outcome Sought
County Bye Laws 1. Review and amend Bye Laws to reflect the following: <ul style="list-style-type: none">○ Each club chairperson to be an ex-officio member of the County Committee and the club secretary	Management Committee	Q1 2018	A streamlined fit-for-purpose structure which includes all stakeholders in decision-making.

<ul style="list-style-type: none"> to act as proxy in their absence ○ Review sub-committee structure and clarify the duties and roles of all sub-committees ○ All sub-committees to provide a work plan for approval to the February county committee meeting of each year ○ Each sub committee will hold at least 5 meetings per year <p>2. Establish a Marketing, Communications and IT Committee chaired by the County PRO, including divisional PRO's, County IT Officer and at least two other members with good IT knowledge, to replace previous PR and IT Committees.</p>	Management Committee	Q1 2018	<p>Clearly defined roles and responsibilities</p> <p>Emphasis on forward planning by all sub-committees</p> <p>Consistent input from all sub-committees</p> <p>Better sharing of workload and facilitate shared learning between the four divisions. Meet at least 3 times annually and have overall responsibility for delivery on the strategic plan actions</p>
<p>Staff</p> <ol style="list-style-type: none"> 1. Review the contracts of all full-time staff, restate objectives and assess value for money. 2. Sustain the posts of Games Manager and GDA's. 3. Consider a new/extra post of GDA. 4. Redefine the role of the Co Sec 5. Redefine the role of Co Assistant Sec 6. Redefine the role of Co Treasurer 7. Consider the appointment of a Commercial Manager, operating on commission only 8. Appoint a Health & Well Being Officer to oversee the Healthy Club Programme 	Management Committee	2018	<p>Effective management and governance structures in place.</p> <p>Personnel in place to tackle the major challenges facing the GAA</p> <p>Clear understanding of officer roles.</p> <p>Increased commercial activity</p> <p>Delivery of an effective Health Programme in all clubs</p>
<p>Divisional Boards</p> <p>Define a developmental role for Div Boards including Club development and coaching</p>	Management Committee	2018	A more active and inclusive role for Divisional Boards
<p>Developing Partnerships</p> <ul style="list-style-type: none"> • Maintain links with Tipperary County Council and its various Municipal Districts. • Host a Public/Other Bodies planning/consultation event every 	Management Committee	Ongoing	<p>Awareness of funding opportunities, development issues and resources available.</p> <p>Improved understanding of</p>

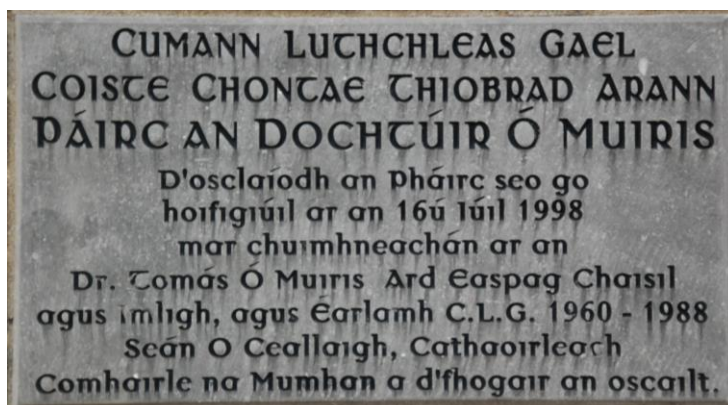
two years. • Liaise with educational authorities			issues of mutual interest.
Structures Review structures and facilities countywide to account for demographic changes in rural and urban areas	Management Committee	2018	Clear strategy in place to support the development of Gaelic Games in all areas.

Facilities

Target: Provide and enhance facilities to cater for the development of club and county teams at all levels

Action	Responsibility	Timescale	Outcome
Dr. Morris Park • Lay out an Astro Turf area at rear of Hurling Wall • Provide car-parking for 100 cars. • Initiate a plan/strategy for erecting covered accommodation and electronic scoreboard in Morris Park	Management Committee Management Committee	2017 2018 2018	Improved capacity to cater for players and patrons.
Needs analysis • Carry out an in-depth analysis of facilities in Morris Park, Semple Stadium, The Dome and Lár na Páirce to determine gaps in facilities, available development space and how best to combine the use of all. • Liaise with other bodies/organizations (e.g. LIT, St Patrick's College, Thurles Sars, Hayes Hotel, Elverys, etc.) to establish common interests and potential partnerships with regard to current and future developments • Review the location of Lár na Páirce Visitor Centre and the future of the Tipp GAA Merchandise Shop.	Management Committee Management Committee Management Committee	Winter 2017 2018 2018	Better understanding of what's in place and what's needed and ensure maximum benefit from all facilities. Maximum use made of available facilities through pooling of resources. Maximum benefit from available infrastructure
Centre of Excellence Set out a five year capital development plan to include provision of: • All-weather pitch • Conference Hall & Meeting Rooms	Management Committee	2018	Clear strategy in place to support the long-term development of a purpose-built centre to cater for teams and functions

<ul style="list-style-type: none"> Catering/Dining facilities for all county teams Physio & First Aid Centre 			
Facilities Management <ul style="list-style-type: none"> Arrange seminar on facilities management for club officers. Appoint personnel to undergo Event Controllers' Course 	Dev Officer	2018	Safe management of all games, events and functions held at club and county level.
Property <ul style="list-style-type: none"> Assist clubs to carry out a Health & Safety audit Set up a county database of club vesting documents 	Dev Officer Office	2017 2018	All grounds and premises meeting H&S regulations Updated record of legal documents available.



Officer Support**Target:** Assist club and county officers to perform to maximum efficiency

Action	Responsibility	Timeframe	Outcome
Insurance, Security, H&S Hold one seminar each year. Provide handouts for clubs on: <ul style="list-style-type: none"> • Players Injury Scheme • PL Insurance • Property Insurance • Employers Liability Insurance • Implications of hiring out facilities • Implications of hiring contractors • Player & Spectator safety 	Dev Officer Dev Officer	Annually Annually	Greater awareness of minimisation of risks Information readily available to clubs
Club Officer Training <ul style="list-style-type: none"> • Deliver at least one programme each year on club officer roles. • Provide training on <ul style="list-style-type: none"> - Use of Servasport - New on-line Transfer system - Club Trustees and the new Corporate Trust Company 	Dev Officer IT Officer	Annually Annually	Clearly defined roles and duties for all club officers. Club Officers familiar with online systems
County Officer Training Develop a structure for training and mentoring of all County Officers.	Management Committee	Annually	Quality, well-trained people in position
Job Roles <ul style="list-style-type: none"> • Review the County Bye Laws with particular reference to the roles and duties of all officers • Devise job specifications for all county officers 	Management Committee	2018	Clearly defined roles and duties for all county officers.
Facilitators Expand the team of facilitators to support club planning,	Dev Committee	2018	Adequate support available for clubs
Pitch maintenance Hold one seminar each year	Dev Officer	Annually	High standard of pitches in all clubs.

Communications

In today's ever changing digital world the importance of keeping pace with new communication channels cannot be understated. This is important for both clubs county board to realise and ensure all followers of Tipperary GAA are kept fully informed through whatever channels are most appropriate, be it smartphone apps or more traditional forms such as radio or printed media. The various surveys conducted of players, administrators & general public has highlighted a number of areas which need addressing. There is also a need to ensure cultural and historical records are maintained for future generations and IT may also play a part in aiding this. The most pressing item identified is the setting up of an IT/PR sub-committee to share knowledge and workload.

What the people said:

- Only 32% of clubs have an active IT officer in place yet 75% believe use of IT is very important or critically important
- 44% of clubs have an active cultural & social officer
- 42% of the public rate the current Tipperary GAA website as good or excellent.
- 52% of the public rate Tipperary GAA's public relations/communications as good or excellent
- 72% of players agree or strongly agree that local media currently provide good coverage of GAA games and affairs

County Level

Target: To spread the workload of IT & Communications among a wider group and modernise various platforms to reach more people

Action	Responsibility	Timescale	Outcome
Tipperary GAA Website	IT & PR Sub committee	2019	Complete re-design of Tipperary GAA Website
		2018 Q1	Agree method and process for updating of player profiles
		2018	Investigate Sponsorship opportunities for all social media platforms. To be tied in with proposed post of Commercial Manager.
		2018	Review and update current process of archiving materials on the website including expanding to include photographs and ways to allow clubs to submit material
Hold annual meeting with local media personnel	IT & PR Sub committee	Annually	Established forum for discussing matters of common interest and help ensure that Tipperary gets the maximum amount of publicity and exposure from all media outlets
Put management plan in place for access & usage of press areas in Semple Stadium	IT & PR Sub committee & stadium management committee	2018 Q2	Clear plan for usage of the press facilities, designated areas, restricted access etc.
Investigate ways of better promoting the	IT & PR Sub committee &	Annually	Increased revenue generation

"Tipperary' brand and use as a more powerful tool to generate revenue & increase corporate sponsorship levels	County Treasurer		
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Club Level

Target: To bring all clubs in the county up to a certain standard in terms of IT use to allow them to better promote their clubs and be aware of risks surrounding modern technologies

Action	Responsibility	Timescale	Outcome
Investigate possibilities of live streaming (both audio and visual) of club matches	IT & PR Sub committee	2018	Greater promotion of club games through latest available media
Increase number of club IT officers operating within the county	IT & PR Sub committee	2019	Currently only 32 % of surveyed clubs have an IT officer. Increase this to 90% by end of 2019
Design and roll-out a comprehensive IT training programme for club IT officers	IT & PR Sub committee	2019	Syllabus to include items such as: Electronic periodic newsletters, historical material archiving, cost effective texting service, increased regular contact with members via Apps etc., better promotion of work being done that regular member may not be aware of e.g. grants, coaching etc.
Develop a written social media policy for clubs with guidelines as to effective and safe usage of existing electronic communication tools	IT & PR Sub committee	2019	Rollout to all clubs by email and Include in all It & PRO officer training

Culture & History

Target: To ensure better promotion of local GAA culture and preserve club & county historical records for future generations

Action	Responsibility	Timescale	Outcome
Work with cultural & historical committees to better promote displays and exhibitions in Lár na Páirce and newly planned GAA trail of Thurles. Also liaise with local tourism bodies.	IT & PR Sub committee & Cultural officer	2019	Increased promotion and visitor numbers
Develop plan for improved preservation of club and county histories & records.	IT & PR Sub committee & Cultural officer	Annually	Divisional and County reports and final programmes sent to the county library for preservation
		2018	Facilitate and encourage clubs to collect oral & written club historical information from existing membership through presentation at divisional conventions. Records to be preserved in both digital and document form
		2018	Include notes in county & divisional convention handbook outlines key points for maintenance & preservation of club records
<ul style="list-style-type: none"> • Work in conjunction with the Munster Scór Committee to develop and implement a plan to further the development of Scór and provide resources to enhance club involvement. • Encourage clubs to liaise with Post Primary Schools for improved participation in Scór na nÓg 	Cultural Officer & County Scór Comm.	2018	<p>Scór committee to carry out review and provide recommendations.</p> <p>Increased participation in Scór and more clubs involved</p>
Work towards having an active Cultural Officer in each club and Divisional Board	Management Comm.	2020	Every Club and Divisional Board to have a registered and active Cultural Officer



CLUB, COMMUNITY & SOCIAL

What the Survey said

Adult club officers:

“The long-term sustainability of rural clubs is one of the most important areas for County Board to prioritise over the next 5 years.”

“Help and training must be provided for new mothers and fathers who volunteer to assist.”

- Almost 100% of club officers regard prospects of surviving as a stand-alone club as being very or critically important but nearly 20% of them rate their future prospects of survival as poor/average.
- 93% of clubs rate female participation as important but 43% of clubs rated female participation in their club as poor or average

Juvenile Club officers

“The manner in which divisional officers grade and allow amalgamations, leaves a lot to be desired. Grading and amalgamation are governed by self-interest.”

“We organised a fun night for the children and spoke to parents in a different room to try and get them involved.”

- Very few non- nationals playing in clubs
- 70% of clubs have no health and well-being officer
- Clubs unsure what to do when they lack numbers and need direction
- Mixed views on parish rule

Adult players

“Broaden the club circle to include people who would not normally get involved, encourage a club and community spirit which is seriously lacking in town clubs.”

“Stop combos which are clearly too strong.”

- 61% of adult players not involved in their club outside of playing
- 61% not in favour of current amalgamation system

General Public

“Small clubs have to be kept active.”

- 84% believe parish rule is a good thing but only 50/50 in favour of current system of amalgamation between clubs.

SOCIAL INCLUSION, DIVERSITY & INTEGRATION.

It is important that all members and the general public understand what is meant when we state that we wish to aspire to the key principles of Inclusion & Diversity.

Inclusion essentially means people having a sense of belonging. Diversity means being aware and accommodating difference. Inclusion and diversity in many ways go hand in hand. Real inclusion reflects

diversity in that it aims to offer that sense of belonging to everyone, irrespective of gender, marital status, family status, sexual orientation, religion, age, race, disability or membership of the traveller community.

It is important that we reflect the diverse Ireland that we live in today. Aside from being inclusive and it being the right thing to do, our clubs should be there to serve the community and many indeed form the hub of the community. We have an outstanding reputation for attracting and retaining members from all sections of the community and we welcome people of all nationalities, ethnicities, religions, ages and abilities making it easy for everyone to take part. We should act as a champion for equality and offer an inclusive and welcoming environment for everyone.

Aim: To offer an inclusive and welcoming environment for everyone. Foster a culture of inclusion that values and draws on the unique characteristics such as age, gender, ethnicity, and sexual orientation

Priorities:

1. Welcome all nationalities, religions, ages and abilities.
2. Ensure that we have an Association which offers something for everyone.
3. That children who may be socially disadvantaged are particularly supported in GAA clubs.

Key Project: Implement the new Inclusion Strategy, a series of dedicated initiatives to facilitate greater participation of non-nationals, disabled, isolated, young and old in GAA activities.

Action	Responsibility	Timescale	Outcome
1. Highlight issues of social inclusion and diversity at County level for implementation in clubs	Management Committee	At county Board meetings	Each club would have a social Inclusion and diversity plan
2. Run 'Have-a-go Days' in urban clubs	Urban club officers with aid from GDC	Ongoing with 2 to 3 per year	Increased participation and membership
3. Each club to take responsibility for recruiting new community members to the club	Club Executive	Ongoing	Increased participation and membership
4. Inclusion training to be completed by all club officers as part of Club Officer Education Programmes	Management Committee	Ongoing with other officer training	All club officers are aware of inclusion policies
5. GAA Club Volunteer Workshop to include a focus on attracting and retaining volunteers of all nationalities, ethnicities, religions, ages and abilities	Club Executive	On going	To provide new members

How is progress on the above actions measured?

- Clubs to assess registration of members on an annual basis and carry out a profile of new membership
- Clubs to conduct annual review of attendance at club officer training

URBANISATION & RURAL DEPOPULATION.

Ireland's transformation from a largely rural society to an urban one is arguably the greatest challenge the GAA has ever faced. The movement of people from rural to urban areas is weakening the GAA in two profound ways.

Firstly, rural GAA clubs are struggling more and more to field teams and many face amalgamation with other clubs in order to survive, or disbanding completely. Migration to urban areas should strengthen the GAA presence there, but this is not proving to be the case. Existing clubs in urban areas are incapable of serving everyone in their catchment area and so instead of being at the heart of their communities, are drifting to the periphery of them.

Society is changing and, the GAA must learn how to adapt better to that change.

The strength of GAA clubs has always been pride of place and how the jersey represents the local community, a tradition that's handed down from generation to generation.

Aim: Increase the number of active players and volunteers in all areas and put a comprehensive plan in place to provide meaningful games for all urban and rural clubs.

Priorities:

- Grow existing clubs in urban areas so that there will be increased numbers of players and volunteers active in clubs and schools in urban areas over the period of the plan.
- Develop new clubs where feasible.
- Support the existence of struggling rural clubs by addressing the impact of depopulation on some of our parishes.
- Re-energise the Urban Focus Team (as recommended in the previous plan) and working in conjunction with the County Development Officer and the Games Development Committee, devise urban specific plans to be delivered in unison with the GDAs. Quarterly reports to be provided to County Management Committee.
- Go into clubs with population decreases and who have been amalgamating for the previous number of years. Examine numbers within the club and devise a plan going forward which may be short-term amalgamation, participation in smaller-sided competitions, individual players lining out in some grades with other clubs, etc.

Key Project: Set up a committee to develop an Urban Development Plan to cater for the playing needs of all age groups and the inclusion of all across the county. Set up a similar specialised committee to assist and advise clubs experiencing a fall in population or similar issues. Identify and implement solutions for clubs with falling numbers.

Action	Responsibility	Timescale	Outcome Sought
1. Set up an Urban Focus group	Management Committee	After AGM 2017	Greater participation in urban areas.
2. Set up a working committee for struggling rural clubs	Management Committee	After AGM 2017	All players have a clear path for their future in the GAA and small clubs have a plan going forward
3. Work in unison with Games Development Plan	Games Dev Comm	Immediately	Games Development Plan based on total inclusion and reducing drop-off rates

How is progress on the above actions measured?

Carry out initial membership survey and assess current figures of participation. Resurvey after one year to determine % increase/decrease. Redesign and modify plans following feedback and assessment of participation levels.



The following tables will help inform decisions that need to be made in adapting structures to cater for clubs with varying levels of playing numbers both Urban / Rural

Population growth profile

Town	Population 2002	Population 2006	Population 2011	Population 2016
Clonmel	16,910	17,008	17,908	17,140
Nenagh	6,454	7,751	8,439	8,968
Thurles	7,425	7,682	7,933	7,940
Carrick-on-Suir	5,586	5,906	5,931	5,771
Tipperary Town	4,964	5,065	5,310	4,979
Roscrea	4,578	4,910	5,403	5,446
Cahir	2,794	3,381	3,578	3,593
Cashel	2,770	2,936	4,051	4,422
Templemore	2,270	2,384	2,071	1,939
Ballina	1,185	1,861	2,442	2,632
Newport	887	1,286	1,806	1,995
Fethard	1,388	1,374	1,541	1,545
Borrisokane	832	832	964	942
Ardfinnan	779	747	946	899
Killenaule	715	597	713	652
Ballyclerihan	408	678	807	862
Holycross	610	700	714	715
Borrisoleigh	598	626	708	679
Clogheen	550	509	491	478
Littleton	500	463	410	394
Kilsheelan	497	520	809	812
Two Mile Borris	474	550	548	672
Cloughjordan	431	394	511	612
Portroe	401	454	468	461
Mullinahone	348	372	481	499
Cappawhite	340	328	369	343
Templetuohy	325	322	323	282
Toomevara	321	286	311	280
Ballingarry	314	129	293	269
Bansha	302	272	349	333
Emly	278	293	348	302
Puckane	269	239	273	250
Golden	268	255	269	267
Silvermnes	257	269	288	310
Gortnahoe	207	219	304	286
Newcastle	201	245	328	352
Dundrum	191	191	220	165
Boherlahan	-	-	-	299
Monard	-	-	205	212
Newtown	-	191	296	309
Rosegreen	-	201	170	171

Premier Plan: Towards 2020

Enrolment in each primary school in Tipperary, along with the total per parish/club area.

NORTH		2009		2016	
Parish/Club	Schools	Roll	Total	Roll	Total
Ballina	Ballina	393		443	
	Boher	98	491	103	546
Ballinahinch	Ballinahinch NS	78	78	127	127
Borrisoleigh	BNS x	60			
	St Teresas	65		159	
	Fantane x	23	148		159
Borrisokane	Borrisokane	127		106	
	Aglish	23		35	
	Kylepark	37	187	22	163
Burgess	Burgess	74		72	
	Youghalarra	118	192	128	200
Kildangan	Puckane	156		137	
	Carrig	162	318	226	363
Kilruane	Cloughjordan 1	82		100	
	Cloughjordan 2	86		130	
	Kilruane	122		112	
	Ardcroney	102	392	153	495
Knockshegowna					
Lorrha	Lorrha	60		39	
	Rathcabbin	56		80	
	Redwood	14	130	23	142
Moneygall	Killeen, Birr	97	97	102	102
	Carrig, Birr	94	94	71	71
	Moneygall	55		78	
	Dunkerrin	71	126	55	133
	St Mary's			372	
Nenagh	Convent	423			
	CBS	239		229	
	Gaelscoil	201		228	
	Jun Boys School	142		175	
	Church of Ire	61	1066	66	1070
Newport	Convent	221		323	
	Boys National	86		153	
	Birdhill	136		164	
	Lackamore	31	474	33	673
Portroe	Portroe N.S.	150	150	114	114
Roscrea	Sacred Heart	248		126	
	Scoil Eoin	149		180	
	Dromakeenan	235		217	
	Corville	176		331	
	St Cronans	55	863	40	894
Shannon Rovers	Terryglass	58		47	
	Kilbarron	76	134	62	109

Premier Plan: Towards 2020

Silvermines	Silvermines	70		81	
	Lissenhall	94		120	
	Ballinaclough	34	198	38	239
Templederry	Templederry	94		103	
	Killeen	24	118	16	119
Toomevara	Toomevara	77		91	
	Ballinree	89		84	
	Gurtagarry	46		58	
	Kilkeary	37	249	52	285
	North Total	5505	5505	6004	6004

MID		2009		2016	
Parish/Club	Schools	Roll	Total	Roll	Total
Boherlahan	Boherlahan	108		103	
	Dualla	45		97	
	Ballytarsna	96	249	74	274
Drom Inch	Drom	89		57	
	Inch	50		62	
	Barnane	61	200	47	166
Clonakenny	Lismackin	82	82	99	99
Gortnahoe	Gortnahoe	111		120	
	Glengoole	55		41	
	Ballysloe	39	205	20	181
Holycross	Holycross	209		238	
	Ballycahill	68		59	
	Gaile	20	297	45	342
Killea	Killea	34	34	37	37
Knock					
Loughmore	Loughmore	91		87	
	Castleiney	32	123	32	119
Moycarkey	Two Mile Borris	141		132	
	St Peters	148		133	
	St Kevins	77	366	74	339
Moyne	Moyne	84		99	
	Templetouhy	77	161	51	150
Templemore	St Colmcilles	89		91	
	St Josephs	140		170	
	St Marys	25		28	
	Clonmore	85	339	69	358
Thurles	CBS	246		177	
	Presentation	221		235	
	Ursuline	272		281	
	Gaelscoil	219		227	
	Rahealty	82		87	
	Leugh	68	1108	97	1104
Upperchurch	Upperchurch	129	129	136	136
	Mid Total	3293	3293	3305	3305

Premier Plan: Towards 2020

SOUTH		2009		2016	
Parish/Club	Schools	Roll	Total	Roll	Total
Ardfinnan	Ardfinnan	213		237	
	Grange	186	399	210	447
Ballingarry	St Josephs x	60		100	
	Mohober x	41			
	Lisnamrock	61		52	
	Sl Ardagh	53	215	49	201
Ballylooby	Ballylooby	161	161	181	181
Ballyneale	Ballyneale	81		96	
	Grangemoockler	98	179	73	169
Ballyporeen	Ballyporeen	116		114	
	Skeheenarinky	36	152	44	158
Cahir	Boys School	180		166	
	Mercy Convent	298	478	250	416
Carrick-on-Suir	CBS	164		145	
	Presentation	396		305	
	Gaelscoil	160		164	
	Newtown	50	770	56	670
Clerihan	Clerihan	175	175	196	196
Clogheen	Clogheen	82		69	
	Burncourt	39	121	67	136
Drangan	St Patricks Jun	63		46	
	St Patricks Sen	52		61	
	Cloneen	82	197	97	204
Fethard	Convent	140		217	
	St Patricks Boys	64			
	Killusty	38	242	44	261
Killenaule	Killenaule	170		161	
	Ballinure	54		33	
	Moyglass	117	341	131	325
Kilsheelin	Kilsheelin	135		132	
	Kilcash	46		75	
	Killurney	40	221	40	247
Mullinahone	Mullinahone	110		124	
	Kilvemnon	48		49	
	Poulacapple	50	208	57	230
Newcastle	Newcastle	91	91	124	124
Powerstown	Powerstown	288		373	
	Lisronagh	107		96	
	Rathkeevan	125	520	127	616
St Mary's				327	
Clonmel	St Peter & Paul	288			
	St Olivers	472		352	
	Gaelscoil	201		213	
	St Marys	179		247	
	Presentation	270		270	
	Muire na nAing	437		430	

Premier Plan: Towards 2020

	St Marys			34	
	Parochial	31	1878		1873
	South Total	6348	6348	6434	6454
WEST		2009		2016	
Parish/Club	Schools	Roll	Total	Roll	Total
Aherlow	Lisvernane	65		95	
	Kilross x	33	98	x	95
Anacarty	Anacarty	96		76	
	Garryshane	21	117	37	113
Bansha	Bansha	59		75	
	Tankerstown	92		97	
	Ballydrehid	30	181	56	228
Cappawhite	Cappawhite	94		111	
	Ayle	87	181	100	211
Cashel	J Baptist boys	219		281	
	J Baptist girls	266		315	
	Deanery	41	526	39	635
Clonoulty	Clonoulty	56		71	
	Rossmore	60		71	
	Ballagh	37	153	14	156
Emly	Emly +	90	90	116	116
Golden	Golden	63		112	
	Thomastown	109	172	80	192
Knockavilla	Knockavilla	151		114	
	Donaskeigh	77	228	85	199
Lattin	Cullen	23		21	
	Shronell	81		59	
	Mount Bruis	102	206	64	144
New Inn	New Inn Boys	38		46	
	New Inn Girls	92	130	132	178
Rosegreen	Rosegreen	134	134	148	148
Sean Treacys	Rearcross	69		60	
	Kilcommon	39		40	
	Hollyford	42	150	45	145
Solohead	Monard	56		74	
	Newtown	22	78	23	97
Tipperary	CBS	222		199	
	Gaelscoil	71		86	
	St Josephs Girls	165		162	
	Junior Boys Sch	110		120	
	St Michaels G	168	736	148	715
	West Total	3180	3180	3372	3372

HEALTHY CLUB ETHOS

A healthy club is a club that promotes health and wellbeing amongst its membership and the wider community. All clubs are encouraged to form a “Healthy Club Committee” drawing membership from some / all of the following: ASAP Officer, Children’s officer, Coaching Officer, School Liaison Officer, Player (adult and/or juvenile), Coach, Parent, others with relevant skill sets (interest in health promotion/ diet / wellbeing etc.)

Aim: The overall GAA Healthy Club Project aims to assist the broader GAA community in identifying and responding to the most important health issues amongst the membership and in the community

Priorities:

- Healthy eating and diet
- Drug and alcohol awareness
- Mental well-being and resilience development
- Suicide prevention and response
- The promotion of health and wellbeing through physical activity
- Activities for older and non-playing members

Key Project: Each club would implement a Healthy Club Plan

Action	Responsibility	Timescale	Outcome Sought
1. Conduct an audit of every club	County Mgt Committee	Completed by 2018	Identify each club’s existing strengths and areas for improvement to give a realistic starting point.
2. Each club to engage in a consultation process with its members and the wider community.	Club executive	Completed by 2018	Inform the development and content of a healthy club model Identify gaps in existing structures / policies and target these in order of priority
3. Each club to appoint a Health Officer and develop a healthy club plan.	Club executive	Completed by 2018	Personnel and policy in place to develop the healthy club ethos
4. Create and develop local partnerships e.g: HSE, Schools, community groups etc.	Club Executive	Ongoing	Use partnerships to assist in and facilitate the roll-out of and implementation of a Healthy Club Plan.

How is progress on the above actions measured?

Measure the percentage of clubs following a Healthy Club Protocol

How many clubs have a plan in place?

Number of events concluded by each club

Finance & Fundraising

Tipperary GAA is a significant business, generating many millions of euro annually. It is vital, therefore, that Financial Excellence is top of the agenda at all times. Income and expenditure fluctuate with changes in the economy, but we must plan to ensure that investment in county teams, programmed activities, capital projects, support initiatives and promotional work will continue to maintain Tipperary's status to the forefront of the Association. We must also maintain a balance between the increasing number of paid staff and the huge army of volunteers, which is the cornerstone of the GAA. Traditionally, gate receipts were the main source of revenue for county and divisional boards, but in today's world we must embrace new and innovative means of fundraising, using technology, new resources and facilities.

Targets:

- Develop our funding structures**
- Comply with the highest financial regulatory standards**
- Maximum benefit from all assets**
- Develop a marketing plan to maximise commercial revenue and promotional potential.**
- Seek innovative methods of fundraising**
- Develop the fundraising potential of our various IT platforms**

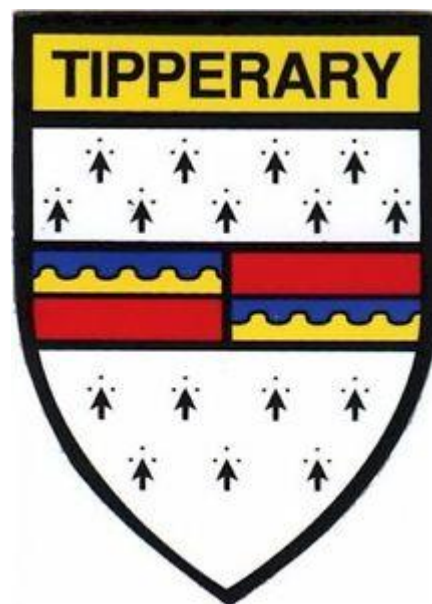
Action	Responsibility	Timescale	Outcome
The Dome 1. Set up a separate committee to: <ul style="list-style-type: none"> a. Identify all current and potential uses of the venue. b. Ensure the venue is being used to full capacity. c. Identify innovative ways of expanding the business/maximising all areas within the building, etc. d. Map the process of holding an event from first enquiry to holding the event. Identify areas of improvement to achieve efficiencies/cost savings opportunities. e. Look at options to utilise the Dome during the day. f. Look at the possibility of utilising volunteers to help with events and at cost effective ways to reward them for their time/efforts g. To run the venue on a voluntary basis 2. Details on booking the Dome to be included on the Tipp GAA website/on Tipp GAA apps. 3. Liaise with County PRO/Communications group to put in place an effective advertising strategy for the Dome. 4. Set out an annual budget and monthly and yearly financial targets.	Management Committee	2018	The Dome operating at maximum usage as a conference, leisure, training, concert and fundraising facility
	Committee set up to run the Dome	2019	
	Do.	2019	
	Co. Treas. with above comm.	2019	

5. Review the possibility of modernising the venue.	Mgt Committee	2020	
Semple Stadium			
1. Plan one major sporting and music event and any other appropriate event per annum.	Mgt Committee & Stadium Comm.	Commence in 2019	The Stadium upgraded to an ultra-modern facility, providing optimum return as a games venue, centre of excellence and source of fundraising
2. Intensify the search for a sponsor who will pay at least €100 K for the naming rights on Semple Stadium	Do.	Commence in 2018	
3. Agree/Put in place a plan to upgrade/ modernise Semple Stadium	Do.	2020	
4. Examine the possibility of purchasing additional land around Semple Stadium	Do.	2018	
5. Examine the possibility of the new Centre of Excellence being located as part of the Kinane Stand.	Do.	2018	
Lár na Páirce			
1. Carry out a feasibility study to see if it would be more beneficial to sell the building and use the funds to relocate/build offices/meeting rooms/museum/shop etc at the Centre of Excellence at Dr Morris Park or at the Dome.	Mgt Committee	By 2020	Clear vision of Lár na Páirce's role for the future of the Tipp GAA
2. If sale is not an option, examine the possibility of renting out parts of Lár na Páirce to other third parties.			
3. If the premises is leased, look at the possibility of negotiating a new cheaper/longer term lease.			
4. Examine the possibility of expanding the shop into the office/museum spaces to facilitate a bigger shop.			
5. Carry out a feasibility study on longer opening hours, Sunday opening, for the shop etc.			
6. Examine the possibility of a mobile shop (selling County jerseys, shorts, socks, helmets, sliothars and hurleys) visiting the clubs during the summer months. Could be linked to Cúl Camps.			
Dr Morris Park			
1. Aggressively chase a loan from Central Council to pursue the Centre of Excellence at Dr. Morris Park. This should include a development academy for players aged 18-20 with an emphasis on strength and conditioning.	Management Committee	2018	Morris Park as a fully functioning state of the art centre of excellence
2. Set up a committee (utilising volunteers from the clubs) to make and sell teas/coffees/rolls, sandwiches	Mgt Committee	2018	

etc to parents, while underage matches are taking place at Dr Morris Park. Could be achieved on a rota basis with reps from all clubs in the county during the hurling/football season.			
Club Finances			
1. Develop an accounts template for use by all clubs.	County Finance Committee	2018	All clubs producing standardised high quality annual reports
2. Look at a software package/automated process of filing accounts with the County Board or at a minimum the option of scanning the accounts into a secure portal.	County Finance & IT Committee	2018	
3. Publish a policy document and provide training on how accounts must be generated and submitted.	County Dev Committee	2018	
4. Make submission and examination of club accounts on an annual basis mandatory.	County Finance Committee	Commence 2019	
5. Club treasurers to meet with the County Treasurer/Finance Committee at an appropriate frequency to ensure annual account submission deadlines are met.	Clubs/Finance Committee	Commence 2019	
6. Involve Camogie and Ladies Football Clubs, as users of GAA Club facilities, in local fundraising ventures.			
Gate Receipts			
1. Review all admission prices in relation to value for money and adjust accordingly. Standardise the admission prices across the county (e.g. all early round games set at €5, semi final and finals €10)	County Finance Committee	2018	Greater attendances at games and increased revenue
2. Increase the club pass fee to €50 on a staged basis across the board for all holders.	County Finance Committee	€40 in 2018 and €50 in 2020	
3. Investigate ways of making the Season Ticket more attractive and present as a package (e.g. in the case of husband and wife; make the second ticket cheaper; special deal for a family ticket where children are over 16, etc.)	County Finance Committee	2019	

Fund Raising			
1. Appoint a head of advertising /sales/marketing etc. to look after sponsorship/ fundraising / corporate deals/ commercial activities	Mgt Committee	2019	Tipperary GAA benefiting from all available sources of funding
2. Identify new fundraising territories. (e.g. UAE, China, Australia etc).	Commercial Manager	2019	
3. Put together an aggressive fundraising plan /schedule for each year, utilising former/current players etc. All fundraising activities (over a certain value) must have a formal cost benefit analysis and must be operated to tight targets/budgets etc.	Mgt Committee & Commercial Manager	2018	
4. Look at the possibility of generating revenue from the following: a. Tourist based initiatives such as setting up a walking tour of Semple Stadium linked with the GAA Museum, Hayes Hotel. Tour guides could be local, retired, interested personnel. Could link to overnight stays in local B&B /hotels and offer packages. b. Developing a Tipperary GAA app with revenue generated from advertising etc., include details on the Tipp GAA website, promote with other county boards, promote within schools etc. c. Replicate what other successful counties /bodies do to fundraise. Utilise County players and establish a rota to share the load (i.e. Jersey Days, where the jersey could be bought and signed by the player etc)	Mgt Committee in conjunction with Commercial Manager	2020	
5. Set targets for amounts of money to be raised by Friends of Tipp Football/Tipp Supporters Club and put plan in place for expenditure areas to be covered	County Treasurer	2018	
Sponsorship/ Grants			
1. Review all current sponsorship deals and aggressively chase better/new deals, in conjunction with assessing what else could be sponsored (e.g. catering for teams, training camps, travel, etc). Set targets. Look at sponsorship of underage teams - separate to the Elverys sponsorship of the senior teams.	Commercial Manager	2018	Full utilisation of the Tipperary Brand and available facilities to maximise funding.
2. Look at other possibilities for naming rights e.g. fields in Dr Morris Park, which would help provide towards maintenance of the fields etc.	Commercial Manager & Mgt Comm	2018	
3. Review examples of successful sponsorship deals/advertising campaigns (i.e. Lidl sponsorship of LGFA) and replicate same.	Commercial Manager	2018	

4. Examine all grant aid opportunities in Ireland and EU and ensure that all available are obtained. As part of this review, examine alternatives to the current Post Primary schools annual grant totalling €11K from Co. Draw funds and seek a more beneficial return from the investment	Management Comm	2019	
5. Pursue inclusion in the new Munster Budgetary Plan Framework before any further development is undertaken at Morris Park	Management Comm	2018	
Commercial activities			
1. Look at establishing a greater retail partnership with Elverys rather than being in direct competition with them and focus on expanding the online business further afield.	Commercial Manager	2018	Increased revenue from sale of gear and equipment
2. Examine any other potential partnerships that would yield a beneficial arrangement, e.g. development of facilities in conjunction with like-minded organisations such as LIT Thurles, Thurles Sarsfields, etc.	Commercial Manager	2018	Sharing of resources and facilities for games and functions
3. Actively promote the use of Semple Stadium, Dr Morris Park, etc. for training/matches with other county boards/provincial councils and agree deals with them. Promote all inclusive packages (accommodation, catering etc).	Commercial Manager	2018	Beneficial arrangements in place with other bodies.
Tipperary GAA County Board Draw			
1. Look at ways of attracting new members/increasing sales, e.g. pick a club each month and guarantee that one of the members from that club will win a prize.	County Treasurer & Draw Comm	2018	Increased revenue from County Draw
2. Examine ways of attracting new promoters	Do.	2018	
3. Hold forums with promoters, co-ordinators, etc. to establish how the current format/process can be improved	Do.	2018	
4. Incentivise clubs to gain more members, etc.	Do.	2019	



Tipperary Supporters Club: Supporting Tipperary Hurling

The Tipperary Supporters Club is a sub-committee of Tipperary County G.A.A Board established in 1986 for the purpose of raising finance to enable the Tipperary senior hurling team prepare to the highest possible standards. Our basic mission remains similar to that put in place by our founding committee back in 1986. We thank those true Gaels for their foresight in establishing the Club and all the members and officers who have worked so hard on a voluntary basis on behalf of the Club in the intervening years. We will continue to work closely with the County Board to implement the Plan as we look forward to a very bright future for Tipperary Hurling.

Our Mission

Our mission is to support Tipperary hurling and to give Tipperary hurling supporters at home and abroad the opportunity to make a worthwhile contribution to that cause.

- In fulfilling this mission, we will:
Ensure that the necessary finance is available to support the Tipperary Senior Hurling team in achieving success.
- Work with the Tipperary County Board on special financial projects that are beneficial in ensuring that Tipperary teams in all grades remain competitive into the future.

Our Vision

1. To contribute in every way that we can to continuing that great tradition and in so doing help to provide the support services that meet the requirements of the modern player
2. That Tipperary hurling will remain strong into the future and that our hurling teams will be successful and remain competitive at all times.

Goals Implementation and Review

Goal 1: To develop a strong working committee and a framework that allows Tipperary Supporters Club to maximise their potential and achieve their goals.

The Supporters Club (TSC) Committee will establish a number of work groups that will operate on an annual basis. The work groups will report to the TSC Committee on a regular basis. The work groups can be drawn from within the committee or from outside or a combination of both. The work groups to be established will relate to five specific areas:

- Membership,
- Golf fundraisers,
- Corporate sponsorship and fundraisers,
- Tipperary Diaspora funding
- Digital Marketing.

Terms of reference will be provided to all work groups. Targets will be set each year for each area of fundraising. Targets will be realistic in accepting that we will not be in the All-Ireland final every year.

- Every member of the TSC Committee will be assigned a specific role on an annual basis.
- The TSC Committee will meet at least on a quarterly basis or more often as required.
- In the interests of clarity in regard to financial support for the Senior Hurling team, the Officers of the County Board and the Supporters Club will meet in early February each year to agree on the level of financial support required for support services and other areas.
- Following the meeting with the County Board Officers, a budget will be drawn up by the Officers and presented to the next meeting.
- All payments for support services and associated personnel must be authorised by the County Board and signed off by the County Secretary and County Treasurer before payment is made.

The TSC Committee and its Officers will in the course of each year and in advance of the A.G.M explore the possibility of enlisting new members, in particular those who may aspire to leadership roles, and who have a track record and the potential for same.

The TSC Committee will proactively promote the concept that the Supporters Club exists for the benefit of the Tipperary Senior Hurling team and other Tipperary hurling teams and that membership and involvement is primarily an opportunity to benefit those teams.

In order to promote awareness of its activities, the most powerful endorsement of the Supporters Club fund raising activities comes from management and players. This can be improved in 2 specific ways:

- 1) Ensure that Team Management explicitly endorse and are involved in all fundraisers,
- 2) Ensure that Team Management and Players are more aware of how the funds raised by the Supporters Club are used for their benefit and promote the importance of assisting Supporters Club activities

Goal 2: To increase membership and support for Tipperary Supporters Club.

Membership fees have been a financial lifeline for the Supporters Club since its foundation. There has always been a feeling that there is more potential for increasing the number of members. This can only be achieved with a structure that will target all the relevant areas. November to March is a key time to target membership sales as it does not coincide with any other Tipperary GAA fundraising. The work group taking on the challenge must consider implementing the measures outlined below.

- At least one seller of membership to be recruited from every club/parish in the county.
- Contact details for all those selling membership to be available to the Tipperary public.
- Joining online and by Direct Debit to be highlighted in all advertisements and Tipperary G.A.A publications and website.
- Consider a free phone number for telephone sales and advertise that number.
- Recognise the contribution of key sellers via invites and priority seating at games and interaction with Management and Players via Team Tipperary initiative
- Campaigns in targeted areas (An Post), partnerships with local radio and newspapers to promote sales.

- Target suitable G.A.A gatherings and events to promote sales
- Target and connect with the Tipperary community at home and abroad through the Tipperary GAA and Supporters Club websites and other social media outlets.
- The target for membership for 2018 will be set at 2,400 and rising by 200 each year to an eventual target of 5000. The target for a year after an All-Ireland victory should be increased by 300.
- Enlist pro-active support from County Board officers and Senior Hurling Team Management & Players for Tipperary Supporters Club initiatives

Goal 3: To develop a stronger link between Tipperary Supporters Club and the County Board and the Clubs of the County.

As a Sub-Committee of the County Board there is a requirement that a report be provided at every County Board meeting on the activities of the Supporters Club. This will create an awareness of the work being done and the activities taking place. A member of the TSC Committee who is a member of the County Board will make this report; the recruiting of a membership seller in each club will create a stronger club link. Quarterly meetings between the Officers of the County Board and the Officers of the Supporters club will create a stronger connection between both bodies.

Goal 4: To Create a wider vision for the support of Tipperary hurling.

Tipperary supporters want the county to be continually successful and competitive at all times. The Supporters Club can play a role in assisting the County Board in this area. To remain at the top of your game, forward thinking and initiatives to promote skill and provide top class coaching are all relevant to achieving this aim. Initiatives that are deemed by the County Board to be required from time to time will be supported financially where this is required. The senior team and other hurling teams of the day will always be the priority but the bigger picture and the long term view must also be considered.

Goal 5: To increase the funding available to the Tipperary Supporters Club through greater promotion and support from individual and corporate sponsors.

Increased funding provides greater resources to our hurling teams and relieves some of the financial pressure off the County Board. Sponsored golf events have been very successful and have raised substantial funds. Funding from corporate bodies and individual donors has not been fully explored and there is potential for greater success in this area.

- The specific work group for Golf fundraisers will set a target to raise €50,000 annually
- The target for the work group responsible for corporate and individual funding will be set at €50,000 in the first year rising to €100,000 during the lifespan of the strategic plan. The work group will explore 3 year deals to raise this target on an annual basis.

Small corporate events sponsored either by the Supporters club or jointly with the County Board should be organised before home league games and home championship games or at other appropriate occasions. Sponsors and potential sponsors will be invited. Former high profile players should be part of these functions

and participate in encouraging support for the Supporters Club. Membership sales can also be part of these events.

The Supporters Club and the County Board will jointly explore the possibilities of raising funds from supporters in New York and other American cities and in London.

Opportunities for specific fundraisers should be explored to include the following:

- Commemorating special events or teams from the rich history of Tipperary hurling
- Raising funds for specific development initiatives such as enhancing Dr. Morris Park training facilities
- Special corporate fund-raisers post All-Ireland victories. Outline plans for such events could be put in place on a provisional basis.
- Individual donors should be targeted in conjunction with the County Board.

Goal 6: Utilise all the Communications Platforms to Raise Revenue

Over the years, in Tipperary, we have not maximised the connection with the Tipperary Diaspora which is scattered all over the world. With modern communications and through our websites and social media this matter will be addressed. A small group of people with experience in technology and modern methods of communication will be recruited to form a work group. The aim will be to research and examine the potential of this area and report on how best it might be addressed. The key to success in this area is to create the connection.

- The recruitment of a person with excellent IT skills and knowledge of digital marketing is essential to the success of this work group. This person will be required to assist in membership promotion and the promotion of all other fundraising events.

The Officers of the Supporters Club with two other nominated people will be the Implementation and Review Group. On a quarterly basis they will review the progress of the work groups and ensure that the various goals and targets set out in this strategic plan are being achieved. Where targets are not being met corrective action will be taken.

Founder and First Committee

Babs Keating – Founder. George Kinnane (Chairman), Denis O'Connor (Secretary), Don O'Mahony (Treasurer), Committee Members - Liz Howard, Michael O'Kennedy, Ken Hogan, Richard Stakelum, Michael O'Riordan, Christy Roche, Jim Ryan, John McGrath, Christy Kelly, Tom Long, Louis Fitzgerald, Andy Lacey, and Kieran O'Meara Current Committee John Tierney (Chairman), Eamonn Buckley (Secretary), Bryan Maher (Asst Treasurer), John Coman (PRO), John Malone, Charlene O'Shea, Martin McKeogh, Jerry Moynihan, Sean Nugent, Danny O'Connell, Paul O'Donoghue, David O'Dwyer, Terry O'Neill, Declan O'Rourke, Jim Reidy, John Ryan (D), John Ryan, Ger Ryan, Richard Strappe, Joe Tuohy, Eddie Walsh, John Carew, JP Brennan and Tom Hayes



Strategic Plan Committee

PJ Maher (Chairman), Boherlahan-Dualla

Denis Floyd (Secretary), Newport

Jackie Meagher, Toomevara

Conor O'Dwyer, Upperchurch-Drombane

Jim Nagle, Nenagh Éire Óg

Phil Ryan, Sean Treacys

Michael Ryan, Thurles

John Currivan, Golden-Kilfeacle

Martin Bourke, Upperchurch-Drombane

Tom Dawson (Co Bord na nÓg Chairman), Éire Óg Annacarty

Dinny Maher (Tipperary Games Manager), Thurles

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The many club officers and players and the members of the general public who completed the survey in January 2017.

Representatives of the following sub-committees of County Board who attended meetings and/or made submissions on various topics:

County CCC, County Board Officers, Mid Board, North Board, West Board, Coaching & Games Development, County Bord na nÓg, County Youth Officer, County Cumann na mBunscol, Post Primary Games Committee, County Referees Committee, Tipperary Supporters Club, County Scór Committee, County Publications Committee.

