



**MAYO GAA
DRAFT STRATEGIC ACTION PLAN
2011-2016**

**PRODUCED BY
MAYO GAA STRATEGIC ACTION PLAN COMMITTEE
FEBRUARY 2011**

The Who, Why, What, When, and How of...

...the Mayo GAA Strategic Action Plan committee

Who are we?

A group appointed by Mayo County Board of 19 passionate Mayo GAA people with diverse backgrounds and experience. Like so many others, we have the best interests of Mayo GAA at heart.

What were we asked to do?

We were asked by Mayo County Board to develop a five-year strategic action plan for Mayo GAA.

What we did

We reviewed the structures and effectiveness of the GAA in Mayo. We came up with recommendations we believe will help to transform Mayo GAA. However these are also only a starting-point and we hope our work inspires others to follow with new ideas, plans and vision for Mayo GAA.

How we went about our work

Ten separate areas for review were agreed with the County Board and we set up subcommittees to look into each one. In total, 86 people served on these sub-committees.

What have we come up with?

We have come up with recommendations outlined in the report under various headings. A timeframe has been provided in all cases.

What now?

It's up to Mayo County Board, as represented by Board members and the county's GAA Clubs, to adopt or reject the plan. If it is adopted, we believe work can start immediately.

Steering Committee

1. Aodan MacSuihbne (St Jude's, Dublin)
2. Charlie Gilmartin (Kiltimagh)
3. Danny McHugh (ex-St Colman's College, Claremorris)
4. Denise Horan (Ballinrobe)
5. Eamon Kennedy (Castlebar Mitchels)
6. Jimmy Lyons (Aghamore)
7. JJ Costello (Carramore)
8. John Healy (Ballina Stephenites)
9. Liam Horan (Ballinrobe, chairperson)
10. Maria Staunton (Ballintubber)
11. Martin Carney (Castlebar Mitchels)
12. Neil Sheridan (Balla)
13. PJ Monaghan (St Sylvester's, Dublin, and Belmullet)
14. Robert Grealis (Kilmeena)
15. Sean Deane (Breaffy)
16. Sean Hannick (Killala)
17. Stephen Carolan (Belmullet)
18. Stephen Rochford (Crossmolina)
19. Tony O'Connor (Ballintubber)

Members of the ten sub-committees

Finance & Funding

(FinanceFundingActionPlan@mayogaa.com):

PJ Monaghan (St Sylvester's, Dublin, & Belmullet, chairperson), Thomas Mitchell (Dublin & Belcarra), Michael Duffy (Dublin and Balla), John Cox (Dublin and Aghamore), John Cuffe (St Peter's,

Dunboyne, Co. Meath, & Belmullet), Frank Walsh (Dublin & Kiltimagh) Jonathan Mullin (Dublin & Kilmaine), Mary Davis (Dublin & Kiltimagh), John Gunnigan (St Vincent's, Dublin, & Aghamore), Kevin O'Neill (Dublin & Knockmore), John O'Boyle (Naomh Mearnog, Dublin, & Parke), Billy Joe Padden (St Patrick's, Carrickruppen, Armagh, & Belmullet), Jimmy Walsh (Ballyboden St Enda's & Westport).

Coaching and Games Development

(CoachingGamesDevelopmentActionPlan@mayogaa.com):

Tony O'Connor (Ballintubber, chairperson), Declan Ronaldson (Shrute-Glencorrib), Tony Duffy (Ballintubber), Anthony Egan (Bonniconlon), Billy McNicholas (Swinford), Padraic Walshe (Louisburgh), Marty Roughneen (Swinford), Jimmy Lyons (Aghamore), Brian Kilkelly (Westport).

Bridging the Gap: Bringing Through our High-potential Players

(BridgingGapActionPlan@mayogaa.com):

Stephen Rochford (Crossmolina, chairperson), Noel Connelly (Hollymount), Gavin Duffy (Ballina Stephenites and Connacht Rugby), Brendan Prendergast (Tourmakeady), Paul Cunney (Swinford), John P Kean (Claremorris), Andy Hanley (Ballaghaderreen), Gerry Leonard (Ballina Stephenites).

Urbanisation and Rural Depopulation

(UrbanRuralActionPlan@mayogaa.com):

Neil Sheridan (Balla, chairperson), Stephen Carolan (Belmullet & Parke/Keellogues/Crimlin), Padraic Carolan (Parke/Keellogues/Crimlin), Padraig Staunton (Moygownagh), Pat Ryan (Islandealy), James Armstrong (Balla), Sean O'Coisdealbha (Belmullet), Maurice Sheridan (Salthill-Knocknacarra & Balla), Padraig McDermott (Claremorris).

Club-board Relationship and Structures

(ClubBoardActionPlan@mayogaa.com):

Denise Horan (Ballinrobe, joint chairperson), Sean Deane (Breaffy, joint chairperson), Sean Higgins (Davitts), Tom Canavan (Breaffy), John Gilrane (Ballinrobe), MJ Reddington (Breaffy), Richard Cosgrove (Kiltane).

Public Relations

(PublicRelationsActionPlan@mayogaa.com):

Robert Grealis (Kilmeena, chairperson), Ita Hannon (Connacht Ladies GAA), Billy Horan (Ballinrobe), Peter Walsh (Shrute-Glencorrib), Edwin McGreal (Breaffy), Tommy Morahan (Louisburgh), Liam Henry (Bonniconlon), Michael Gallagher (Castlebar Mitchels).

Harnessing Support of Mayo People Worldwide

(MayoWorldwideActionPlan@mayogaa.com):

Charlie Gilmartin (Kiltimagh, chairperson), JJ Costello (Carramore), Ciaran Loftus (Crossmolina), Tom Meenehan (Kiltimagh), Tommy Grogan (Ballyhaunis), Sandra Murphy, Tony Walsh (Shannon Blues, Boston, and The Neale), Mary Cribbin.

Mayo GAA as Stimulator of Economic Activity

(EconomicActivityActionPlan@mayogaa.com):

Sean Hannick (Killala, joint chairperson), Stephen Carolan (Belmullet & Parke/Keellogues/Crimlin, joint chairperson), Mitch

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Commane (John Mitchels, Kerry), Aidan Kilcoyne (Knockmore), Gerry O'Neill (Balla), Frank Browne (Ballyhaunis).

Hurling (HurlingActionPlan@mayogaa.com):

Aodan MacSuibhne (St Jude's, Dublin, chairperson), Sean Campion (Ballina Stephenites), Paddy O'Brien (Castlebar Mitchels), John Cawley (Ballyvary), Johnny Cunnane (Tooreen).

Secondary Schools (SchoolsActionPlan@mayogaa.com):

Danny McHugh (ex-St Colman's College, Claremorris, chairperson), Daniel Forde (St Gerald's College, Castlebar), Shane Conway (Rice College, Westport), Vinny Walsh (St Colman's College), Padraig Costello (Ballinrobe Community School), Sean McLoughlin (St Joseph's Secondary School, Foxford), Padraic Costello (Gortnor Abbey, Crossmolina), David McDonagh (Ballyhaunis Community School), Dermot Costello (Balla Secondary School), Emmet Peyton (St Muredach's College, Ballina).



‘The jersey is our common bond’

The love of the Green and Red is a defining characteristic of thousands upon thousands of Mayo people all over the world. Those thrilling colours stir something deep within us.

We love the jersey, the history it embodies, the permanent prospect of sensation it offers. See it now in your mind’s eye – the rich, traditional Green, above the bold, unpredictable Red.

We’re Mayo!

We’re proud!

And, yes, we dare to dream!

For so many of us, the Green and Red of Mayo, and the colours of our own club, are the most potent symbols of the only place we call home.

This Strategic Action Plan seeks to build upon this wave of emotion and support to harness the county’s undoubted potential as a Gaelic games force. In many ways it, too, dares to dream.

It aims to re-focus the GAA at almost every level in the county, from the U-8 footballer enjoying his or her first day at the local GAA Club Nursery to those glorious Croke Park days.

After five months of intensive activity, featuring direct input by 86 people, and indirect input by approximately another 200 people, we put this plan before the full Mayo GAA body and respectfully request that it be approved.

We believe it marks a fresh start, a first step. Our hope is that not only will these recommendations be adopted and implemented, but that they will be the precursor to many more recommendations in the years ahead.

We believe Mayo GAA should embrace the concept of ongoing review and planning. It is only by commitment of that nature that we, as a Gaelic games county, can fully realise our potential.

This plan proposes change. Change can be difficult. But all changes we propose have been proposed for the right reasons. In our meetings, each recommendation was run through a simple filter: Do we, as a group of GAA members and supporters, believe this recommendation will help to improve Mayo GAA?

It is in this spirit of trying to improve Mayo GAA that we invite you to consider this plan.

We feel this plan gives Mayo GAA control over its own destiny, and gives itself every chance of reaching its potential.

The work carried out by our sub-committees also reveals an essential truth about Mayo GAA: namely, the willingness of volunteers to participate and contribute. We had 86 people serving on sub-committees. We could have had 86 more, and 86 more again. The savage loves its native shore.

The momentum generated by the process leading to this plan can be built upon.

In every case, all we had to do was ask.

I know that many of the Action Plan members are available to work in the future for the betterment of Mayo GAA, and it is my strong belief that many others are also willing to play their part.

They just need to be asked.

We urge Mayo’s GAA clubs, County Board delegates and officers, and grassroots members to support this plan. This plan was mooted in the aftermath of last year’s disappointing senior football championship campaign and a realisation that the status quo could not be allowed to prevail.

Mayo GAA sought fresh ideas. We believe this plan contains many such ideas – and we also know there are hundreds more out there waiting to be unearthed. We were simply unable to

reach into every aspect of Mayo GAA, but we hope those areas omitted will be looked at closely in the years ahead.

The absolute need to put the county on a sound financial footing is highlighted throughout this plan. The current debt on McHale Park is a major drain on resources at all levels of the GAA in Mayo, and a plan to deal with this debt is urgently needed. It is a major challenge, but one Mayo GAA can surmount.

By adopting this Mayo GAA Strategic Action Plan, we can all take a first step in the right direction.

The jersey is our common bond.

*Maigh Eo abú
Liam Horan
(CLG Baile An Róba)*

Overview

The process of producing this report has led our committee to a number of key conclusions, as follows:

- The future success of Mayo GAA is dependent on the county's finances being placed on a sound footing. This will involve proper financial planning taking place immediately. Many of our recommendations depend on this financial plan being put in place.
 - To put finances in context, we estimate that Mayo GAA has to raise an additional €0.9m this year, and €0.5m for each of the subsequent nine years, to meet its obligations on McHale Park. This is a dramatic increase, particularly when set alongside the fact that turnover in 2010 was €2m. This is a major burden on an already hard-pressed Mayo GAA.
 - The inadequacy of the information provided by Mayo County Board made it very difficult for our Finance & Funding committee to carry out a proper review. Virtually all of the information we received was already in the public domain and did not help our committee in any significant manner. Accordingly, our first key recommendation is to propose a full independent and professional review of the finances of Mayo GAA, and the creation of a five-year financial and fundraising plan.
 - We have identified a number of other key recommendations which, we feel, are essential to future progress. We have grouped these recommendations together at the outset of this report, and believe they must be addressed as a matter of priority.
 - Where feasible, we have recommended appointment of volunteers to oversee initiatives included in this report. This is because of our belief that amateur status is a fundamental principle of the GAA. However, in some cases, due to the expertise required and workload anticipated, we have found it necessary to suggest full-time professional appointments. These appointments are needed to effect the change and advancement required to put us on a solid footing, both on and off the field.
 - We have made a number of recommendations about governance. This reflects our view that the current structures are no longer fit for purpose, and must be amended.
 - Enhanced voluntary input will be needed to deliver on the recommendations suggested in this plan. This will require a broader base of people to work for Mayo GAA. However, we believe that there exists a large cohort of people in Co. Mayo and beyond who are willing and able to make a huge contribution, if given a defined role and a sense of their contribution being valuable.
 - The Mayo GAA strategic Action Plan Steering committee plan to meet a number of times each year during the lifetime of this Strategic Action Plan to review progress made. The committee also remains available to the Executive to advise on aspects of the plan.
- In instances where our recommendations may potentially be in conflict with GAA rules, Mayo GAA should change, or lobby to change, those rules.

Mission, Vision, Values

Mayo GAA Mission

Mayo GAA is a volunteer organisation. We develop and promote Gaelic games at the core of Irish identity and culture. We are dedicated to ensuring that our family of games, and the values we live, enrich the lives of our members, families and the communities we serve. We are committed to active lifelong participation for all and to providing the best facilities. We reach out to and include all members of our society. We promote individual development and well-being and strive to enable all our members achieve their full potential in their chosen roles.

Mayo GAA Vision

Mayo GAA's vision is that everybody has the opportunity to be welcomed to take part in our games and culture, to participate fully, to grow and develop and to be inspired to keep a lifelong engagement with our Association.

Mayo GAA Values

Community Identity

- Community is at the heart of our Association. Everything we do helps to enrich the communities we serve
- We foster a clear sense of identity and place

Amateur Status

- We are a volunteer led organisation
- All our members play and engage in our games as amateurs
- We provide a games programme at all levels to meet the needs of all our players

Inclusiveness

- We welcome everybody to be part of our Association
- We are anti sectarian
- We are anti racist

Respect

- We respect each other on and off the playing fields
- We operate with integrity at all levels
- We listen and respect the views of all

Player Welfare

- We provide the best playing experience for all our players
- We structure our games to allow players of all abilities reach their potential

Teamwork

- Effective teamwork on and off the field is the cornerstone of our Association
- *Ní neart go cur le chéile* (There is no strength without working together)

Methodology

The process of developing a five-year Strategic Action Plan for Mayo GAA (2011-2016) began in October 2010, following the publication of the national Strategic Vision and Action Plan 2009-2015.

Liam Horan, CLG Baile an Róba, was appointed Chairperson of the Mayo GAA Strategic Action Plan committee to oversee the production of the Plan. The Executive of Mayo county board agreed that this committee would look at ten specific areas for review and development, as follows:

- **Finance & Funding**
- **Coaching and Games Development**
- **Bridging the Gap: Bringing Through our High-potential Players**
- **Urbanisation and Rural Depopulation**
- **Club-board Relationship and Structures**
- **Public Relations**
- **Harnessing Support of Mayo People Worldwide**
- **Mayo GAA as Stimulator of Economic Activity**
- **Hurling**
- **Secondary Schools**

Liam Horan selected the following to serve on a 19-strong Steering committee:

1. Aodan MacSuibhne (St Jude's, Dublin)
2. Charlie Gilmartin (Kiltimagh)
3. Danny McHugh (ex-St Colman's College, Claremorris)
4. Denise Horan (Ballinrobe)
5. Eamon Kennedy (Castlebar Mitchels)
6. Jimmy Lyons (Aghamore)
7. JJ Costello (Carramore)
8. John Healy (Ballina Stephenites)
9. Liam Horan (Ballinrobe, chairperson)
10. Maria Staunton (Ballintubber)
11. Martin Carney (Castlebar Mitchels)
12. Neil Sheridan (Balla)
13. PJ Monaghan (St Sylvester's, Dublin, and Belmullet)
14. Robert Grealis (Kilmeena)
15. Sean Deane (Breaffy)
16. Sean Hannick (Killala)
17. Stephen Carolan (Belmullet)
18. Stephen Rochford (Crossmolina)
19. Tony O'Connor (Ballintubber)

This Steering committee drew up Terms of Reference for each of the ten areas for review and development listed above. Twelve members of the Steering committee were appointed to chair sub-committees to deal with each of these ten areas (in two cases, the sub-committees had joint chairpersons.)

Each of the sub-committee chairpersons selected people to join them on their sub-committees. The full list of sub-committee members is detailed on Pages 3 and 4. One sub-committee – Finance & Funding – was established in Dublin to avail of the expertise available there. Though based in Dublin, this sub-committee consisted entirely of Mayo people.

In each case, the sub-committees were challenged to go beyond conventional thinking as exists in the GAA, and to adopt an exploratory approach. While we felt it was important they would look at tried and trusted methods deployed in other counties, we also challenged them to set new standards.

The Steering committee held ten meetings and concluded by producing the final report, drawing on recommendations from each of the sub-committees, and also on recommendations generated by the Steering committee itself. On average, each of the ten sub-committees held five meetings. In total, over 67 meetings were held.

Each sub-committee consulted widely with people and organisations relevant to the topic. The format of these consultations included:

- Visits to other GAA counties
- Visits to other sporting bodies
- Telephone contacts
- Email contacts
- Invitations to key people to attend meetings of the sub-committee to outline their thoughts on the particular topic
- Surveys of clubs, members
- Youth Focus Group
- Coaching and Games Development Forum attended by representatives of GAA clubs throughout Mayo
- Public submissions invited through the media

Terms of reference – sub-committees

Coaching & Games Development

To establish the current status of Coaching and Games Development in Mayo, and, from there, to document approximately six concrete recommendations that can improve this area.

Bridging the Gap: Bringing Through our High-potential Players

To look at the whole area of 'bringing through' players of high-potential – i.e. players who, for example, make a Mayo minor panel. How many come through? Of those who don't, why not? Can we make improvements here? Can we handle the arrival of new high-potential players who may not have made a Mayo minor panel? This sub-committee to look specifically at the 18-22 age-group, and to conclude with approximately six concrete recommendations.

Urbanisation and Rural Depopulation

To assess the impact of both Urbanisation and Rural Depopulation on Mayo GAA, and to come up with approximately six recommendations to deal with both. Sub-committee to bear in mind that Urbanisation and Rural Depopulation are two different issues in terms of how they impact on the GAA. Sub-committee to conclude with approximately six concrete recommendations.

Club-Board Relations/Structures

To assess the existing nature of relations between Mayo GAA Board and its clubs, and the structure of the Board itself, and how all of this may be improved. Sub-committee to conclude with approximately six concrete recommendations.

Finance and Funding

To assess the current financial status of Mayo GAA, both at County Board and at club level. Following a detailed review and analysis of the current situation, to make recommendations for immediate 'cost savings' and 'revenue generating' initiatives, coupled with 'sustainable' annuity revenue opportunities to support Mayo GAA into the future.

Public Relations

To establish the current arrangements in place for Public Relations in Mayo GAA, and to come up with approximately six concrete recommendations to improve them.

Harnessing Support of Mayo People Worldwide

To look at how effectively Mayo GAA is tapping into the widespread support all over the world for the county GAA activities, and to document approximately six concrete recommendations that can improve this area.

Mayo GAA as Stimulator of Economic Activity

To investigate ways in which Mayo GAA can help to stimulate economic activity in the county, and to document approximately six concrete recommendations that can improve this area.

Hurling

To assess the current state of play with the development of Hurling in Mayo, and to document approximately six concrete steps to improve it.

Secondary Schools

To assess the current state of play with the development of Gaelic football in secondary schools throughout Co. Mayo, and to document approximately six concrete steps to improve it.

Key recommendations

KR1: Key recommendation 1

Financial Review and formulation of five-year Financial Plan

- (a) That an independent and professional review, under the direction of the Non-executive Advisory Group (see Key recommendation 2), be undertaken to accepted accounting standards of the financial status of Mayo GAA for the three-year period 2008-2010 (inclusive). This should incorporate a line-by-line review of all income and expenditure, cash flow, balance sheet, and external income items, and identify significant items that have the potential to impact, both positively and negatively, on the financial wellbeing of Mayo GAA. This should include items such as, but not exclusively, County Board Draw, McHale Park, Team Costs, and all other sources of income from affiliated or external bodies. The final report shall be presented to Mayo County Board.
- (b) That based on the outcomes of the financial review, a comprehensive five-year financial plan, subject to rigorous stress-testing, be drawn up. Detailed income and expenditure, balance sheet, and cash flow projections should be established to address matters arising from the financial review, and to also incorporate recommendations from this Strategic Action Plan. Progression of the financial plan should be monitored on a regular basis.

Timeline: May 2011

Responsibility of: Non-executive Advisory Group

KR2: Key recommendation 2

Non-executive Advisory Group

That a Non-executive Advisory Group be established to advise on and review the implementation of this Strategic Action Plan. In addition, this group will provide strategic advice and support to Mayo County Board, chairperson, and commercial director, in relation to fundraising, finance, and commercial development activities.

This group should consist of a chairperson and a minimum of four other members who, between them, have a broad mix of skills and experience (Gaelic games, marketing, strategy, fundraising, finance, and commercial development).

The chairperson of the group shall be selected by a panel of three consisting of the Mayo County Board chairperson and two members of the Strategic Action Plan Steering committee. The recommendation for chairperson by the panel shall be put before a full meeting of Mayo County Board for ratification.

Once appointed, the chairperson of this group shall then select the other members of the committee. The group shall provide and present an annual report to a full meeting of Mayo County Board, and may meet with the County Board throughout the year if necessary.

Timeline: April 2011

Responsibility of: Chairperson

KR3: Key recommendation 3

Director of Football Coaching

That a full-time, paid position of Director of Football Coaching be created and that this person have overall responsibility for, and oversight of:

- The development of a football coaching strategy for the entire county
- Development and implementation of a strategic plan for the

development of football in the county to cater for age-groups from Nursery level through to the Academy level

- Development of specific football coaching plans for clubs, schools, and county teams
- Development and management of a coaching structure in the county to source and train volunteer coaches at club and school level
- Development of a mentoring system for club and schools coaches
- Development and implementation of an online communication plan for delivering coaching materials to clubs and schools
- Management of the financial budget to support football coaching development in the county
- Inter-action with the Academy to ensure best possible football coaching for players in the key 18-22 age bracket

This position shall report to the chairperson of Mayo County Board. The Director of Coaching to work in conjunction with the current Games Manager.

This position shall be filled through an open competition which shall be overseen by an interview board. The holder of this position shall be appointed to the County Board Executive.

Continued: Coaching, Games and Player Development recommendation 2, CG2

Timeline: June 2011

Responsibility of: Chairperson

KR4: Key recommendation 4

Commercial Director

That the full-time, paid position of Commercial Director be created and that this position shall have overall responsibility and oversight for the day-to-day management of the commercial, financial, fundraising, and marketing activities of Mayo GAA. This position shall report to the chairperson and Mayo County Board. This position shall be filled through an open competition which shall be overseen by an interview board. The Commercial Director shall be appointed to the County Board Executive.

Timeline: June 2011

Responsibility of: Chairperson

KR5: Key recommendation 5

Mayo GAA Brand

That the Mayo GAA brand be developed with its own brand image and message. This brand to be a key element in driving all commercial activity, and capitalising on the vast support for Mayo locally, nationally, and internationally. The brand to be developed with deep respect for the county colours, crest, and traditions.

Continued: Public Relations, Marketing and IT recommendation 1, PR3

Timeline: October 2011

Responsibility of: Commercial Director

KR6: Key recommendation 6

Mayo Gaelic Football Academy

That a Mayo Gaelic Football Academy be established for high-potential players in the 18-22 age-group, and that an Academy Manager be appointed in a voluntary position to oversee its work with the assistance of an Academy Steering committee. The holder of this position shall report to the Director of Coaching, and shall also be appointed to the County Board Executive.

Continued: Coaching, Games and Player Development
recommendation 1, CG1)

Timeline: July 2011

Responsibility of: Director of Football Coaching

KR7: Key recommendation 7

Worldwide Mayo Supporters' Club

That the existing framework of support for Mayo GAA throughout the world be developed by establishing an active Mayo Supporters Club/Association in major Irish centres worldwide, under the direction of the Commercial Director. This should be positioned as a key fundraising vehicle for Mayo GAA, and its structures, activities, and brand should reflect this.

Timeline: July 2011

Responsibility of: Commercial Director

Finance & Funding recommendations

In addition to Key recommendation 1 on the need for an independent financial audit and five-year financial plan, Key recommendation 4 on the appointment of a Commercial Director, and Key recommendation 7 on the creation of a worldwide Mayo Supporters' Club, the Strategic Action Plan committee recommends the following:

FF1: Finance & Funding recommendation 1 **Fundraising strategy**

That a comprehensive fundraising strategy be prepared and this strategy should:

- Have reference for the revenue targets identified in the Financial Plan for fundraising
- Establish an independent Mayo Foundation, with respected Trustees, which will attract support from the Mayo Diaspora worldwide who are favourably disposed to the aims and objectives of Mayo GAA, and are willing to contribute to their achievement. The Foundation shall aim to raise funds to disburse to worthy Mayo GAA projects, subject to a formal application procedure.
- The conference of worldwide Mayo associations is being held in Westport in May 2011. We propose that the GAA should have a strong presence at this event to foster relations with overseas Mayo people.

This strategy should incorporate the identification of potential donors, projects, structures, and fundraising ambassadors for Mayo GAA.

Timeline: July 2011

Responsibility of: Commercial Director

FF2: Finance & Funding recommendation 2 **McHale Park**

That a sub-committee be set up to look at how the MCHale Park debt situation can be managed with minimum impact on the development of the GAA in Mayo.

It should also explore how MCHale Park can be utilised to raise funds to support the Financial Plan, and help fund the long-term development of the GAA in Mayo.

Timeline: Sub-committee in place, May 2011;

Report completed Aug 2011

Responsibility of: Commercial Director / Chairperson

FF3: Finance & Funding recommendation 3 **Support for clubs**

That a Review Group be established by the Commercial Director to assess how clubs can be assisted in their financial planning, and identify keys areas where bulk purchasing can take place between clubs resulting in savings to the clubs. This may also generate income for Mayo GAA.

Timeline: Aug 2011

Responsibility of: Commercial Director

FF4: Finance & Funding recommendation 4 **Risk Assessment**

That a Risk Assessment Procedure be prepared by the County Board for all major financial developments proposed by Mayo GAA in the future.

Timeline: September 2011

Responsibility of: Chairperson

Coaching, Games & Player Development recommendations

In addition to Key recommendation 3, on the appointment of a Director of football Coaching, and Key recommendation 6, on the establishment of a Mayo Gaelic Football Academy, the Strategic Action Plan committee recommends the following:

CG1: Coaching, Games and Player Development recommendation 1

Mayo Gaelic Football Academy (contd from Key recommendation 6, KR6)

(a) That a voluntary committee structure to oversee this Academy be appointed, as follows:

- Academy Manager (a new voluntary position on Mayo County Board executive)
- Academy Steering committee
- Mentors for Academy members (each Mentor provides mentoring to no more than three players. Mentoring to involve a number of meetings each year, plus more regular phone contact)
- Tutors and invited expert guests to provide specialist coaching and tuition on all aspects of the game
- Career/Education Development Officer, who will consider the education/work career implications and needs of every member of the Mayo Gaelic Football Academy, and what assistance, if any, can be provided to ensure the developing player is able to reach his potential on and off the field.

Timeline: July 2011

Responsibility of: Director of Football Coaching

(b) That in addition to managing the overall Academy structure, the Academy Manager's role will include initiating and maintaining regular communication with key figures in the lives of the developing players, namely: Mayo senior manager, Mayo junior manager, Mayo U21 manager, individual club managers, third-level managers, Academy mentors, and any others who may be making demands on the playing and training time of the player.

Timeline: July 2011

Responsibility of: Director of Football Coaching

(c) That the Academy be set up in such a way that it facilitates every player involved to reach their maximum potential. Specialist coaching, tuition, and guidance to be provided in all key areas of the game, as identified on an ongoing basis by the Academy. The initial starting-point for selection for the Academy will be the Mayo minor football squad each year, but the Academy will also be set up in such a way to encourage the 'late developer'.

Timeline: October 2011

Responsibility of: Director of Football Coaching

(d) That the Academy be empowered to make recommendations to Mayo County Board that the Academy feels will best serve the needs of the developing players. These recommendations could reach into areas such as games development, coaching, or anywhere else they feel they need to make their voice heard, all for the betterment of the developing player.

Timeline: October 2011

Responsibility of: Director of Football Coaching

CG2: Coaching, Games and Player Development recommendation 2

Director of Football Coaching (contd from Key recommendation 3, KR3)

- (a) That the Director of Coaching provides a detailed report at each County Board meeting. Coaching staff to report to Director of Coaching.
- (b) That there be quarterly meetings of all county team managements with County Board officers and the county coaches.
- (c) That divisional coaching officers be appointed by divisional boards
- (d) That adequate funding be ring-fenced each year for coaching activities

Timeline: July 2011

Responsibility of: Director of Football Coaching

CG3: Coaching, Games & Player Development recommendation 3

Coaching Office

That an office be allocated on a permanent basis in McHale Park for use by and staffed by the coaching personnel of Mayo County Board. This coaching office to be the 'nerve-centre' of all coaching-related activities within the county and its resources to be accessible to all units of the GAA within the county.

Timeline: September 2011

Responsibility of: Secretary

CG4: Coaching, Games & Player Development recommendation 4

Club Coaching Officer

That every club have an active coaching officer who will participate fully in the Mayo Coaching programme and ensure that the National Coach Education Plan is implemented.

Timeline: July 2011

Responsibility of: Director of Football Coaching

CG5: Coaching, Games & Player Development recommendation 5

Club Underage Coaches Workshop

That new managers / coaches of club underage teams attend a pre-season workshop run by the coaching staff of Mayo County Board and also attend follow-up workshops.

Timeline: July 2011

Responsibility of: Director of Football Coaching

CG6: Coaching, Games & Player Development recommendation 6

U14 School of Excellence

That the countywide 'School of Excellence' be replaced by Divisional Schools of Excellence.

Timeline: July 2011

Responsibility of: Director of Football Coaching

CG7: Coaching, Games & Player Development recommendation 7

Parent Education and Involvement Programme

That a Parent Education and Involvement Programme be implemented at club level for parents of children participating in GAA activities under the age of 12.

Timeline: February 2012

Responsibility of: Director of Football Coaching

CG8: Coaching, Games & Player Development recommendation 8

Modification of Playing Rules up to U14

That the playing rules of underage football, up to and including U14 level, within Mayo be modified to encourage players from an early age to develop skills such as kicking, shooting, long range foot passing, decision-making, etc. These modified rules to be agreed with coaches of all underage teams and coaching officers of Mayo County Board and Bord na nOg before the start of the playing season (2012).

Timeline: February 2012

Responsibility of: Director of Football Coaching

CG9: Coaching, Games & Player Development recommendation 9

Football/Hurling Skills Walls

That Football / Hurling Skills Walls be included in future facilities developments by clubs.

Timeline: Ongoing

Responsibility of: Chairperson

CG10: Coaching, Games & Player Development recommendation 10

Minor Summer League

That a summer league (perhaps featuring eleven-a-side teams) be run off in the years when Mayo minors make significant progress in the All-Ireland championship. This to give games to club players left idle by the postponement of club minor championship games.

Timeline: July 2011

Responsibility of: Director of Football Coaching

CG11: Coaching, Games & Player Development recommendation 11

Schools Committee

That the recently-formed Mayo Schools' GAA committee (including all school categories) be supported in the development and promotion of schools football in Mayo.

Timeline: July 2011

Responsibility of: Director of Football Coaching

CG12: Coaching, Games & Player Development recommendation 12

Flanagan Cup

That the Flanagan Cup be "A" competition only, comprising, for example, of Davitt College, Rice College, St. Colman's College, St. Gerald's College, and St. Muredach's College and amalgamated teams from the other schools. These amalgamated schools will also continue to play at their own levels under their own names. The composition of the teams to be reviewed annually to ensure ongoing competitiveness.

Timeline: September 2011

Responsibility of: Director of Football Coaching

CG13 Coaching, Games & Player Development recommendation 13

School/Club Liaison Officer

That a Schools' Officer be appointed in every club to liaise with local schools and that Mayo County Board appoint a Schools

Officer to co-ordinate clubs' Schools' Officers and liaise with Mayo Schools' GAA committee.

Timeline: September 2011

Responsibility of: Director of Football Coaching

CG14 Coaching, Games & Player Development recommendation 14

School Football Development Committee

That a Football Development committee be established in all secondary schools, comprising representatives of school management, teachers, parents' committee and clubs, to be chaired by a past-pupil, teacher or other interested party.

Timeline: October 2011

Responsibility of: Director of Football Coaching

CG15: Coaching, Games & Player Development recommendation 15

Schools Coaching

That coaching courses for teachers be provided by Mayo GAA coaching staff on a regular basis, to agreed level, on school grounds at a time suitable to the school and staff. Maximum of three schools to be combined in a locality.

Timeline: 2012

Responsibility of: Director of Football Coaching

CG16: Coaching, Games & Player Development recommendation 16

Club & School Coaching Co-operation

That clubs supply coaches to local schools, following discussions with schools as to how this can best be done. Each school team to be managed by school staff member assisted by club volunteer(s) where agreed.

Timeline: September 2011

Responsibility of: Director of Football Coaching

CG17: Coaching, Games & Player Development recommendation 17

Club nurseries

That the successful Nursery under-age model now deployed by a growing number of clubs throughout Ireland be studied by Mayo County Board, with a view to helping clubs in Mayo to start their own nurseries.

Timeline: July 2012

Responsibility of: Director of Football Coaching

CG18: Coaching, Games & Player Development recommendation 18

Over 40s inter-county football

That Mayo GAA support the concept of Over 40s inter-county football, which has been so successful for our county, and which also provides a competitive outlet for those who wish to remain competitive past their 40th birthday. This does not conflict with CG21 which supports the promotion of recreational, non-physical contact games for those who wish to enjoy games of that nature.

Timeline: July 2012

Responsibility of: Chairperson

CG 19: Coaching, Games & Player Development recommendation 19

Fixtures

That the following aspects of fixtures planning be implemented by the trained County Fixtures Planner(s) with a view to reducing the length of the season, i.e. play the same amount of games over a shorter time period:

- Ways to be explored to provide a more regular programme of matches for club players. Possible methods to include re-visiting the concept of “starred” league games, i.e. a number club league games where clubs play without their players who are required for the county senior team
- Clearly define and communicate a break period (over two consecutive weekends) during the summer when club fixtures will not be scheduled. This break period will allow players / management etc to schedule holidays. These breaks have been scheduled in the past but there has been confusion over its implementation with many players / managers not aware of the dates
- Review the format and timing of U21 championship to minimise conflict with other competitions
- No adult club matches be postponed as a result of players being involved with Mayo minor panel.

Timeline: November 2011

Responsibility of: Chairperson

CG 20: Coaching, Games & Player Development recommendation 20

Skills Development

A Skills Development Programme for all up to the age of 12 be developed and introduced at club level.

Timeline: February 2012

Responsibility of: Director of Football Coaching

CG21: Coaching, Games & Player Development recommendation 21

Recreational Games

That Mayo GAA promote recreational, non-physical contact Gaelic games through tournaments and other events. This does not conflict with CG18, and is aimed at those who wish to maintain a playing interest in Gaelic games at a non-competitive level.

Timeline: March 2012

Responsibility of: Chairperson

CG22: Coaching, Games & Player Development recommendation 22

Mayo Junior Team

That Mayo GAA take the All-Ireland Junior championship more seriously. This to include exploring the possibility of Mayo being granted ‘second team’ status for the championship, which would allow players from senior clubs to line out for the Mayo junior team.

Timeline: March 2012

Responsibility of: Chairperson

Structures & Governance recommendations

In addition to Key recommendations 2, on the appointment of the Non-executive Advisory Group; Key recommendation 3, on the appointment of a Director of Football Coaching; and Key recommendation 4, on the establishment of a Commercial Director, the Strategic Action Plan committee recommends the following:

SG1: Structures & Governance recommendation 1

Election of County Board chairperson

That the County Board investigate the feasibility and desirability of direct elections for the position of county chairperson, whereby any member of Mayo GAA may stand for election should they be nominated by a minimum of five affiliated clubs.

Timeline: May 2011

Responsibility of: Chairperson

SG2: Structures & Governance recommendation 2

Role of divisional boards

That the role of the divisional boards be reviewed.

Timeline: October 2011

Responsibility of: Chairperson

SG3: Structures & Governance recommendation 3

County Board committees

That all committees of the County Board shall be constituted under the following guidelines:

- The chairperson of each committee shall be nominated by the County Board chairperson, and each committee shall include a representative of the Executive
- The chairperson of each committee shall recruit/co-opt members based on their expertise and shall agree with the county chairperson terms of reference and objectives, both short and medium term, for the committee
- Special emphasis on recruiting past players where appropriate
- Each committee will produce an annual report which will be tabled for consideration at the annual county convention, and circulated in advance to all clubs. The report will review progress against the goals and objectives set out at the start of the year.
- Process to be put in place whereby clubs can make submissions to any committee or have a question regarding the work of any committee put to monthly County Board meeting

Timeline: October 2011

Responsibility of: Chairperson

SG4: Structures & Governance recommendation 4

Appointment and role of County Board delegates

That the position of County Board delegates be constituted under the following guidelines:

- That each club be permitted to appoint two delegates to the County Board, and that, where possible, one should be a senior officer of the club, and that at least one delegate is in attendance at all County Board meetings. Voting rights per club remain as per the current situation.
- Clubs to ensure they hold a club meeting ahead of the County Board meeting each month in order to discuss feedback from the previous County Board meeting, consider items due for discussion at the forthcoming County Board meeting and mandate their delegate on how to vote and on issues to raise.
- The County Board to send detailed agendas for County Board meetings to all clubs at least ten days in advance of the monthly

meeting and send detailed minutes of all meetings to club delegates within ten days of the meeting taking place.

- A mechanism to be established to make it easier for clubs to raise issues and put items on the agenda at County Board meetings.

Timeline: June 2011

Responsibility of: Chairperson

SG5: Structures & Governance recommendation 5

Strategic Action Plan Steering committee

That the Mayo GAA Strategic Action Plan Steering committee shall continue to remain as a committee of Mayo County Board during the lifetime of this Strategic Action Plan. The committee will review the progress of the plan and provide advice to the county chairperson as required.

Timeline: April 2011

Responsibility of: Chairperson

SG6: Structures & Governance recommendation 6

Appointment of County Team Management

That a review body be established to set up a consistent approach to all county team management appointments in line with best practice. Cognisance to be taken of coaching qualifications appropriate to the roles.

Timeline: June 2011

Responsibility of: Chairperson

SG7: Structures & Governance recommendation 7

Amalgamation of Junior Clubs in the Senior Championship

That a county committee be established to oversee the possible amalgamation of junior clubs to play in the senior championship. Amalgamation boundaries should be clearly established whilst allowing junior clubs to maintain their own status and compete in competitions at their own level. A structure should be put in place in defined areas where the development of an amalgamated area would facilitate the creation of a senior football team, a senior hurling team, a ladies football team and an adult handball team. Where possible, a camogie team should come from this structure. This committee may also oversee a facilities management service for clubs.

Timeline: February 2012

Responsibility of: Chairperson

SG8: Structures & Governance recommendation 8

Club Forum

That a Forum be established to allow clubs share experiences and provide advice and support to each other through the establishment of a club pairing and mentoring system. This Forum to support the development of clubs and the adoption of best practice and, through the examination of successful clubs from outside the county, to identify improvements that can be implemented by Mayo GAA.

That this Forum would establish and oversee a rewards system for clubs to recognise excellence, innovation and advancement.

Timeline: March 2012

Responsibility of: Secretary

SG9: Structures & Governance recommendation 9

Administrative support

That the duties and responsibilities of the full-time and voluntary officers of Mayo GAA are reviewed, and that appropriate workloads and administrative supports are put in place.

Timeline: February 2012

Responsibility of: Chairperson

***SG10: Structures & Governance recommendation
10***

Charter for Governance

That a clearly-defined Charter be developed for Mayo GAA that upholds the mission, vision, and values of Mayo GAA. Upon election, all members of the County Board to sign up to this Charter.

***Timeline: September 2011
Responsibility of: Chairperson***

Public Relations, Marketing and IT recommendations

In addition to Key recommendation 5 on Mayo GAA Brand, the Strategic Action Plan committee recommends the following:

PR1: Public Relations, Marketing and IT recommendation 1

PR Structures and Resources

- That the existing PRO position be renamed that of Communications Officer with clearly-defined terms of reference that places greater emphasis on communications, public relations and brand building, and less emphasis on administrative areas such as fixtures.
- That the Communications Officer (voluntary) should be supported by two newly-formed committees (1) PR Advisory Group, and (2) Web and IT development. These committees will provide Mayo GAA with clear, agreed guidelines on Communications and PR management, and also provide IT training and supports for Mayo GAA clubs.

Timeline: June 2011

Responsibility of: Communications Officer

PR2: Public Relations, Marketing and IT recommendation 2

Web & IT Development

- That MayoGAA.com be the primary medium for information dissemination for Mayo GAA and that MayoGAA.com be developed to act as an interactive information and news portal which is frequently updated.
- That, in the short term, investment in MayoGAA.com to be funded from the existing IT levy
- In the long-term, MayoGAA.com to be developed to attract sponsorship.

Timeline: May 2011

Responsibility of: Communications Officer

PR3: Public Relations, Marketing and IT recommendation 3

Building the Mayo GAA brand (contd from Key recommendation 5, KR5)

- That the Mayo GAA brand be developed with its own definable logo, message and merchandise. That the brand be built on the belief that Mayo GAA is already one of the primary distinguishing characteristics of the entire county of Mayo, and can capitalise on this support base with a strong formal brand.
- That the Mayo jersey and crest, as two of the great icons of this county, remain core elements of the Mayo GAA brand.
- That ways be explored to achieve the goal of having the Mayo crest as the dominant image on the Mayo jersey.

Timeline: September 2011

Responsibility of: Commercial Director

PR4: Public Relations, Marketing and IT recommendation 4

Website and Systems development

That MayoGAA.com and IT systems be further developed to:

- Aid in the online distribution of coaching materials and manuals
- Act as the first point of reference for Mayo GAA supporters worldwide

- Provide an online presence for the Mayo Supporters' Club and the Mayo Foundation
- Provide a members' area
- Provide an online store
- Enhance commercial income opportunities
- Support other initiatives identified in this plan and as a result of this plan.

Timeline: June 2011

Responsibility of: Communications Officer

PR5: Public Relations, Marketing and IT recommendation 5

Youth Communications

That the communication tools which are used and preferred by our underage players and supporters should be utilised to provide them with relevant, interactive and timely information and results, as a means of increasing participation and retention at underage levels i.e. Facebook, web, etc.

Timeline: June 2011

Responsibility of: Communications Officer

PR6: Public Relations, Marketing and IT recommendation 6

Informal Communications Forums

That Mayo GAA establish Communication Forums whereby members of the County Executive informally meet with clubs by division, the media and others on a regular basis to share views and information in an informal setting.

Timeline: September 2011

Responsibility of: Communications Officer

PR7: Public Relations, Marketing and IT recommendation 7

Text Messaging Service & Communications Database

That Mayo GAA establish a subscriber text messaging service to provide text alerts on match postponements, results, fixtures, draws etc. and that it create a database of subscribers as well as a general database of all individuals who have an interest in its activities. It is also recommended that the text messaging service be structured to allow commercial income opportunities to be developed.

Timeline: June 2011

Responsibility of: Communications Officer

PR8: Public Relations, Marketing and IT recommendation 8

The Mayo Diaspora Project

- That Mayo GAA and its clubs actively participate in the Mayo Diaspora project being undertaken by Mayo County Council, and that all clubs register on the Mayo Diaspora website currently being developed.

Timeline: June 2011

Responsibility of: Commercial Director

PR9: Public Relations, Marketing and IT recommendation 9

Club and County Websites development

That MayoGAA.com, and all club websites, be developed so that:

- All club websites have a link to mayogaa.com

- A launch page (sub-domain) for all club sites is created on mayogaa.com
- All clubs are encouraged and supported to develop an online presence and online income opportunities.

Timeline: October 2011

Responsibility of: Communications Officer

***PR10: Public Relations, Marketing and IT
recommendation 10***

Developing Tourism and Economic Activity

That PR & Marketing initiatives are implemented to support recommendation CE3 – ref. development of economic activity at Mayo GAA flagship events.

Timeline: October 2011

Responsibility of: Commercial Director

Community & Economic Activity recommendations

CE1: Community & Economic Activity recommendation 1

Training for Work initiative

That a 'Training for Work' initiative be established whereby unemployed GAA members in the county be provided with opportunities to train as GAA coaches, administrators and referees, and that this initiative be developed in conjunction with the relevant agencies, including FAS, Mayo Sports Partnership, Mayo County Development Board, Local Development Companies, Local Employment Service, Department of Social Protection, amongst others.

Timeline: October 2011
Responsibility of: Secretary

CE2: Community & Economic Activity recommendation 2

Tús initiative

That the new government initiative Tús be explored for opportunities to provide employment and training for members of Mayo GAA. An immediate expression of interest to be tabled with the appropriate agencies.

Timeline: June 2011
Responsibility of: Secretary

CE3: Community & Economic Activity recommendation 3

Development of economic activity at Mayo GAA flagship events

That opportunities to promote economic activity be explored around Mayo GAA flagship events, including county finals and major games in the county. These opportunities could include ideas such as business expos for the businesses of GAA members, business exchange visits, and a Mayo GAA Business Roadshow.

Timeline: September-October 2011
Responsibility of: Secretary

CE4: Community & Economic Activity recommendation 4

Festival of Gaelic games weekends

That an annual Festival of Gaelic Games weekend be developed and involve every club in the county. Suggested venue is McHale Park, and would include a competitive element (e.g. Mayo 7-a-side tournament), while also incorporating an economic dimension with business expos and related trade events.

Timeline: September-October 2011
Responsibility of: Secretary

CE5: Community & Economic Activity recommendation 5

Promotion of clubs and member business information

That Mayo GAA creates directories for the following:

- Club contact details and facilities information
- A business directory for GAA members who wish to promote their business, and that the list of local businesses listed in this directory be displayed on a noticeboard in each club

Timeline: October 2011
Responsibility of: Secretary

CE6: Community & Economic Activity recommendation 6

Youth Involvement

That divisional youth seminars are held with a view to providing opportunities for our youth to become more involved in all aspects of Gaelic games.

Timeline: June 2012
Responsibility of: Secretary

CE7: Community & Economic Activity recommendation 7

Economic Impact Assessment

That the impact of Mayo GAA on economic activity in the county be quantified with a view to using this information for the purposes of advocacy on behalf of Mayo GAA.

Timeline: March 2012
Responsibility of: Commercial Director

CE8: Community & Economic Activity recommendation 8

Mayo GAA & Mayo County Development Board

That Mayo GAA, as the largest community organisation in the county, engage with Mayo County Council with a view to establishing a presence on the Mayo County Development Board.

Timeline: April 2011
Responsibility of: Chairperson

CE9: Community & Economic Activity recommendation 9

Drug Awareness Programme

That a drug awareness programme be initiated by Mayo GAA for all players and members over the age of 12.

Timeline: March 2012
Responsibility of: Secretary

CE10: Community & Economic Activity recommendation 10

Reach Programme

That well-resourced open days be established in each division to address the issues surrounding a more transient population and greater participation by non-nationals.

Timeline: June 2012
Responsibility of: Secretary

CE11: Community & Economic Activity recommendation 11

Scholarship Scheme

That a Scholarship Scheme be established to promote Primary School Teaching as a career option for GAA members and to promote Gaelic Games at national school level.

Timeline: September 2012
Responsibility of: Secretary

**CE12: Community & Economic Activity
recommendation 12**

Recreational Gaelic Games

That recreational, non-physical contact Gaelic Games are promoted wherever possible in clubs. That events be organised at Bank Holiday weekends for recreational Gaelic Games in clubs. This could include mixed gender games.

Timeline: May 2011

Responsibility of: Secretary

**CE13: Community & Economic Activity
recommendation 13**

Adopt a Cause

That Mayo GAA would adopt a worthy community cause annually and support it with appropriate initiatives as part of its role in the community. That Mayo GAA adopts the Integration of People with Physical Disability as its 2012 cause, while integration of elderly people living in local areas could be a cause in 2013. (See Appendix A for more details)

Timeline: January 2012

Responsibility of: Chairperson

**CE14: Community & Economic Activity
recommendation 14**

Twinning Arrangements

That GAA clubs in Mayo actively pursue a twinning arrangement with other clubs, elsewhere in Ireland, and overseas. A strong link should be made to all past players to enhance this idea, especially those who live abroad.

Timeline: October 2011

Responsibility of: Chairperson

**CE15: Community & Economic Activity
recommendation 15**

Ongoing Enterprise Development

That Mayo County Board establish an Enterprise Development committee, which will develop ways in which the GAA can continue to make a meaningful contribution to enterprise in its local communities. This committee to build on the great work done informally by the GAA since its inception.

Timeline: October 2011

Responsibility of: Secretary

**CE16: Community & Economic Activity
recommendation 16**

Mayo GAA Employment Forum

That a Mayo GAA Employment Forum be established to engage with major employers in Mayo, and major employers with Mayo connections elsewhere in Ireland and abroad. The main purpose of this Forum is to provide a link between those members seeking employment and those providing employment.

Timeline: October 2011

Responsibility of: Secretary

**CE17: Community & Economic Activity
recommendation 17**

Mayo GAA Business Network

That a Mayo GAA Business Network be formed to allow individuals connected with Mayo GAA to network for the betterment of their businesses. This should be rolled out on a county, national, and, ultimately, worldwide basis. This network to link in with established business networks in major cities throughout Ireland, and major Irish centres worldwide.

Timeline: October 2011

Responsibility of: Commercial Director

Hurling recommendations

HU1: Hurling recommendation 1

Coaching

That a second hurling coach for the county be recruited in order to promote the game of hurling at schools level (mainly second-level) and for clubs in North Mayo. The cost of employing an additional coach and equipment could possibly be part-funded by the Connacht Council and/or Croke Park.

Timeline: May, 2011

Responsibility of: Hurling Board

HU2: Hurling recommendation 2

Expansion of current competitions

That current hurling competitions be expanded to include the participation of clubs from other Connacht counties, in addition to teams from some third-level institutions (e.g. GMIT Castlebar).

Timeline: 2011 season

Responsibility of: Hurling Board

HU3: Hurling recommendation 3

Mayo Senior B Championship

That a Mayo Senior B Championship be created to help new clubs to make the transition to adult hurling or, alternatively, that regional teams be allowed to compete in the Mayo Senior A championship.

Timeline: 2011 season

Responsibility of: Hurling Board

HU4: Hurling recommendation 4

Schools Development Plan

That a Development Plan be prepared by teachers in conjunction with Mayo GAA coach(es) to ensure that hurling is coached throughout the education system in Mayo.

Timeline: September 2011

Responsibility of: Hurling Board

HU5: Hurling recommendation 5

Hurling Development Budget

That a ring-fenced budget for the development of hurling in the county be provided by Mayo County Board and administered by the Mayo Hurling Board.

Timeline: May 2011

Responsibility of: Hurling Board

HU6: Hurling recommendation 6

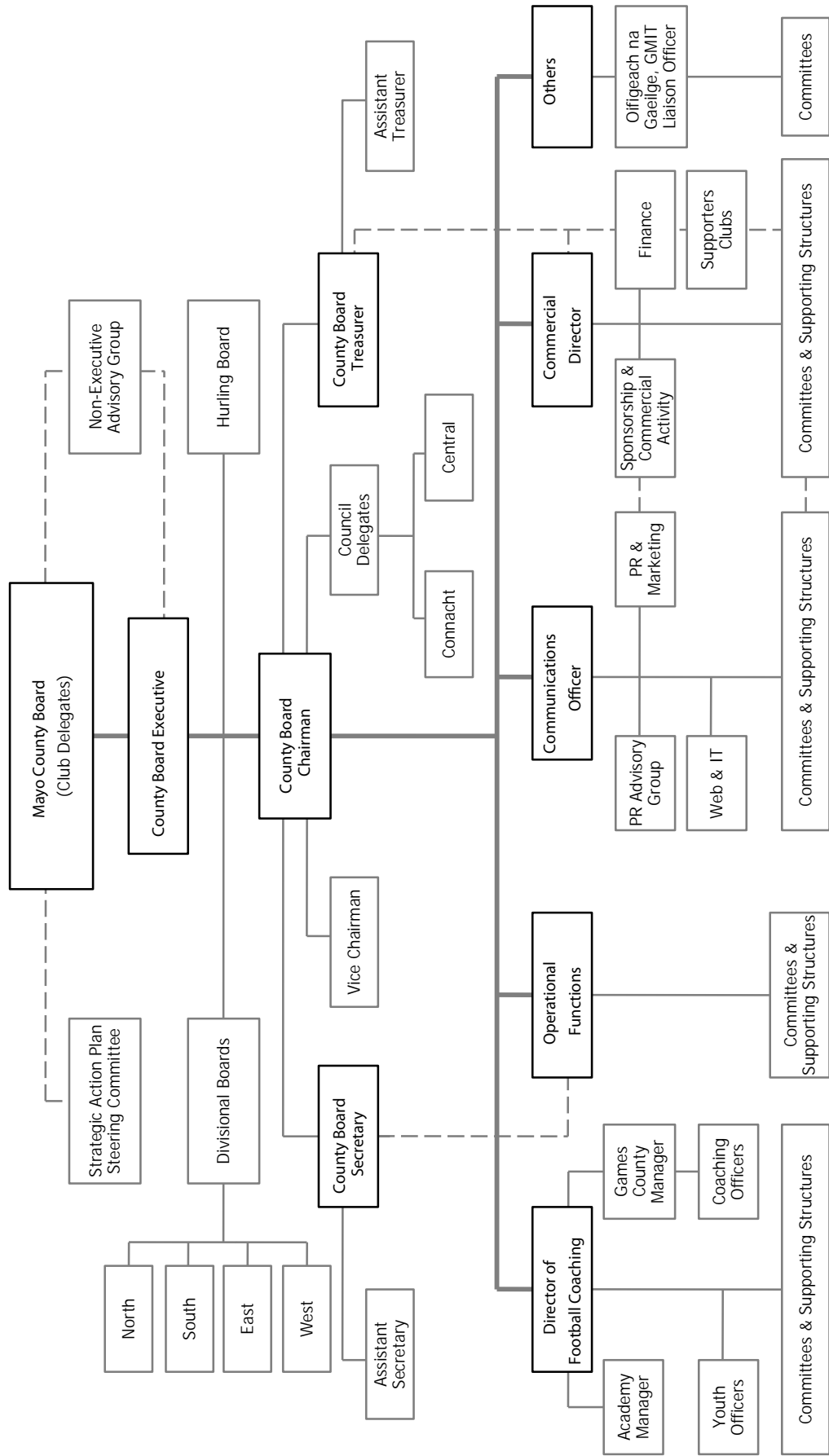
GMIT (Castlebar) Liaison Officer

That a GMIT Liaison Officer be appointed by Mayo County Board to create linkages with students and staff from strong hurling backgrounds with a view to capitalising on their expertise for the improvement of Mayo hurling.

Timeline: September 2011

Responsibility of: Hurling Board

Proposed Management & Governance Structure



Recommendations Implementation Plan

Ref	Timeline	Chairman	Secretary	Treasurer	Non-executive Advisory Board	Strategic Action Plan Steering Committee	Coaching Director	Commercial Director	Communications Officer	Operations Function	Others
Key Recommendations											
KR1	May-11				Direct	Direct					
KR2	Apr-11					Direct					
KR3	Jun-11	Direct									
KR4	Jun-11	Direct									
KR5	Oct-11							Direct			
KR6	Jul-11						Direct				
KR7	Jul-11							Direct			
Finance & Funding											
FF1	Jul-11							Direct			
FF2	Jul-11							Direct			
FF3	Jul-11							Direct			
FF4	Sep-11	Direct									
Coaching, Games & Player Development											
CG1	Jul-11						Direct				
CG2	Jul-11						Direct				
CG3	Sep-11	Direct									
CG4	Jul-11						Direct				
CG5	Jul-11						Direct				
CG6	Jul-11						Direct				
CG7	Feb-12						Direct				
CG8	Feb-12						Direct				
CG9	Ongoing	Direct									
CG10	Jul-11						Direct				
CG11	Jul-11						Direct				
CG12	Sep-11						Direct				
CG13	Sep-11						Direct				
CG14	Oct-11						Direct				
CG15	2012						Direct				
CG16	Sep-11						Direct				
CG17	Jul-12						Direct				
CG18	Jul-12	Direct									
CG19	Nov-11	Direct									
CG20	Feb-12						Direct				
CG21	Mar-12	Direct									
CG22	Mar-12	Direct									
Structures & Governance											
SG1	May-11	Direct									
SG2	Oct-11	Direct									
SG3	Oct-11	Direct									
SG4	Jun-11	Direct									
SG5	Apr-11	Direct									
SG6	Jun-11	Direct									
SG7	Feb-12	Direct									
SG8	Mar-12	Direct									
SG9	Feb-12		Direct								
SG10	Sep-11	Direct									
Public Relations & Marketing											
PR1	Jun-11								Direct		
PR2	May-11								Direct		
PR3	Sep-11							Direct			
PR4	Jun-11								Direct		
PR5	Jun-11								Direct		
PR6	Sep-11								Direct		
PR7	Jun-11								Direct		
PR8	Jun-11							Direct			
PR9	Oct-11								Direct		
PR10	Oct-11								Direct		
Community & Economic Activity											
CE1	Oct-11		Direct								
CE2	Jun-11		Direct								
CE3	Oct-11		Direct								
CE4	Oct-11		Direct								
CE5	Oct-11		Direct								
CE6	Jun-12		Direct								
CE7	Mar-12		Direct								
CE8	Apr-11		Direct								
CE9	Mar-12		Direct								
CE10	Jun-12		Direct								
CE11	Sep-12		Direct								
CE12	May-11		Direct								
CE13	Jan-12	Direct									
CE14	Oct-11		Direct								
CE15	Oct-11		Direct								
CE16	Oct-11		Direct								
CE17	Oct-11							Direct			
Hurling											
H1	May-11						Hurling Board				
H2	2011						Hurling Board				
H3	2011						Hurling Board				
H4	Sep-11						Hurling Board				
H5	May-11						Hurling Board				
H6	Sep-11						Hurling Board				

A word of thanks to...

Adrian Hassett, Connacht GAA Council
Adrian Hession, Mayo Hurling Development Officer
Aiden McLoughlin, Mayo GAA Board

Ballintubber GAA Club
Billy Fitzpatrick, Claremorris
Breaffy GAA Club
Brendan Moran, Kilcommon
Brian Hennelly, Castlebar Mitchels
Brian Ryan, Kilkenny GAA Games Development Officer

Castlebar Mitchels GAA Club
Charlie Lambert, Mayo Sports Partnership
Christy Loftus, former Mayo County Board Chairperson
Club Tyrone
Collingwood AFL Club
Colm Burtchaell, Dublin GAA
Cork GAA
Craig McRae, Development Coach, Collingwood AFL Club

Damien Mulligan, Crossmolina
Declan Marley, Tuam & Burrishoole
Denis O'Boyle, Claremorris

Ed Donnelly, Tipperary

Frank Kelly, Ballaghaderreen
Frank Walsh, Grant Thornton, Dublin
Fr Leo Morahan, former Mayo County Board Chairperson

Ger Aherne, St Brigid's, Roscommon

Hugh Hennelly, The Neale

Jackie Coyne, Secretary, Mayo Hurling
James Horan, Mayo senior football team manager & Ballintubber
James Waldron, former Chairperson, Mayo GAA Board & The Neale

Joe Barrett, Belmullet and Duiblin
Joe O'Brien, Longford GAA
John Carlin, Club Tyrone
John Brogan, Knockmore
John Hopkins, chairperson, Mayo Hurling
John Hynes, Galway GAA
John Magee, Mayo County Council
John Maughan, Crossmolina senior manager
John Morrin, Claregalway and The Neale
John Mullins, Sligo Hurling GPO
John Murphy, former chairperson, Sligo GAA Board
John O'Mahony, TD, former Mayo senior football manager
John Prenty, Connacht GAA Council
John Tobin, Connacht GAA Council
JP Lambe, Mayo GAA Board Treasurer
Judith Feehan, Premier Marketing Support
Justin Browne, Wexford GAA

Kevin O'Toole, former Mayo GAA PRO, Tuar Mhic Éadaigh
Kevin Foley, Kiltimagh & Dublin

Liam Moffatt, Crossmolina

Mark Conway, Club Tyrone
Martin Gibbons
Mary King, Dublin
Mayo County Council
Mayo GAA Board
Mayo U15 Development Squad & Management
Members of the media
Michael Fitzmaurice, Lacken
Michael McGeehin, Coaching Ireland
Mike Connelly, Vice-chairperson, Mayo GAA Board
Mike Jennings, Hollymount

Nigel Carolan, Academy Manager, Connacht RFU
Nigel Jennings, GMT (Castlebar) Sports Officer
Noel Tierney, Athlone IT

Pat Cafferkey
Pat Commons, Mayo Gaels
Pat Holmes, Castlebar Mitchels
Pat McCartan, Claregalway & Hollymount
Pat McCarthy, Ballintubber and Donegal
Paddy McNicholas, Chairperson, Mayo GAA Board
Paddy Naughton, Chairperson, Connacht GAA Council
Paudie Butler, National Hurling Co-ordinator
Paul Jordan, Castlebar Mitchels, and Mayo senior selector
Pauric Duffy, Director-General, GAA
Peter Collins, Islandeady
Philip Heneghan, Caretaker, McHale Park

Raymond Dempsey, Knockmore & Mayo U21 Manager

Seamus Gallagher, Claremorris
Sean Feeney, Secretary, Mayo GAA Board
Sean Horan, Ballintubber GAA
Sean McCaughey, Westport GAA and Mayo O40s
Sean McManamon, Galway & Claremorris
Shane Fitzmaurice, Castlebar Mitchels
Shane Flanagan, Leinster Council
Stephen Drake, Ballaghaderreen
Stephen Healy, Charlestown

Thomas Connaughton

Vincent Nally, Sligo & Garrymore

Willie Hegarty, Games Development Manager, Roscommon

Clubs who responded to Club Questionnaire/took part in discussions re club/county board structures

Achill
Ardagh
Ballycroy
Belmullet (H)
Belmullet(F)
Bonniconlon
Ballina Stephenites
Ballinrobe
Ballintubber
Castlebar Mitchels
Charlestown
Cill Chomáin

Claremorris
Davitts
Eastern Gaels
Garrymore
Kifian
Killala
Lacken
Louisburgh
Moygownagh
Shrute/Glencorrib
Tourmakeady

Clubs who made financial submissions:

Ardagh
Ballinrobe
Ballycroy
Beal an Mhuirthead
Cill Chomáin
Garrymore
Knockmore
Lacken
Tuar Mhic Éadaigh

Youth Forum participants

Aisling Gallagher, Castlebar
Andrew Grealis, Kilmeena
Anthony O'Boyle, Castlebar
Cathal Brady, Aghamore
Conor Browne, Snugboro, Castlebar
Conor Duffy, Castlebar
Conor Ludden, Castlebar
Daire Morrin, Breaffy
Daniel McAndrew, Claremorris
David Conlon, Castlebar
David O'Connor, Ballinrobe
Eóin Togher, Snugboro, Castlebar
James Lyons, Aghamore
John Brennan, Claremorris
Mark Finnerty, Ballinrobe
Matthew Ruane, Breaffy
Patrick Collins, Breaffy
Patrick McHale, Parke
Rebecca Lawless, Castlebar
Sean Barrett, Kilmeena

All club members who participated in the Coaching Forum
If we have omitted anyone who helped out in any way, our
apologies.

Appendix

Appendix 1: Ref CE13 – Adopt a Cause

An area forgotten and neglected in the GAA world is the area of disability. We do see wheelchair access, and some structural work done in grounds and buildings, but often that is the entire acknowledgement of the world of the disabled person.

The current review has brought on board many people who given their time, expertise and ideas to make Mayo the premier county in the world of GAA. Pat McCarthy is one of those people.

Pat was a member of the 1985 Minor All-Ireland winning panel. His skills in the workplace come from a Social Work background. Allied to those skills are his passion for all things GAA and Mayo.

Pat has many ideas. One is a game of Gaelic football for wheelchair-bound people with a modified set of rules. It's done for basketball. There should be no barriers in this area. The physically disabled overcome huge barriers. It behoves those who can, to enable them to participate in our national game.

People who suffer a disability may be precluded from taking part in a full blown match but there is no reason that a game under GAA auspices could not be developed for their needs. At a time of cutbacks and a difficult job market, perhaps some of the HSE funding might be diverted to employ coaches who can pass on their expertise and work with the disabled. Many disabled people have top-class coaching qualifications themselves and the GAA has many fine sports complexes.

Being physically disabled does not preclude a person from acting as a coach, secretary, treasurer, rules officer, Irish officer or any administrative role including chairperson.

In furthering this recommendation the Mayo County Board has a great chance to show the wider GAA world that it is willing to embrace and utilise those that suffer a physical handicap. They would be seen as a body breaking down the barriers existing between the able-bodied and the physically-restricted.

This is a win-win situation for the Mayo Board. It is innovative, it is forward thinking and it is tapping into a skill base that is neglected. Finally it might be no harm if all clubs had an officer who concentrates on physical disability and who better to do the job than a person who has a physical disability themselves.

In the words of the Tyrone people “inclusive NOT exclusive”

MAYO GAA STRATEGIC ACTION PLAN

