



TABLE OF CONTENTS

1. Table of Contents
2. Chairman's Foreword
3. GAA Mission, Vision and Values
4. Strategic Goals/Themes
 - a. Infrastructural Development
 - b. Governance
 - c. Financial Management
 - d. Health and Safety
 - e. Communication and Public Relations
 - f. Player Participation and Development
 - g. Referees
 - h. Health and Wellbeing
5. Conclusion
6. Acknowledgements





CHAIRMAN'S FOREWORD

A chairde

On behalf of Cumann Luthchleas Gael Coiste Chontae Mhuineacháin, it gives me great pleasure to introduce the strategic plan 2016-2018. This plan seeks to build on all the excellent work that was achieved through the period of the last plan and looks at all levels of operations and governance across the organisation of the GAA within the county.

Let us quantify how far we have moved since the last strategic plan. We have achieved football success in Ulster at senior level, Minor level, Secondary schools level and Development squad level. Our players now believe that they have what it takes to compete successfully against anyone within the country. If we want to sustain this success into the future and aspire to competing at national level, we must examine repeatedly all of our playing and coaching structures in order to strengthen the talent pool available and to identify all key areas for additional focus.

This is of course only a single aspect of the operation of Monaghan GAA. Our pride in our organisation stems not only from the performance of our county teams but also the manner in which we conduct our programme of Gaelic games and all of our ancillary activities. It is incumbent on all those involved in our organisation that they do their work to the best of their ability and that they perform their duties in an open and transparent way.

It is recognised that only a small proportion of players will be lucky enough to represent their County, yet everyone has the right to participate in our Gaelic games programme. One of the critical goals within this strategic plan is to maximize participation both at juvenile and at adult level. It is clear that the strength of our club structures has contributed significantly to the success of our county teams. The position of our local clubs, with all its implicit rivalries, is pivotal to the existence of our organisation and we must continue to find a meaningful role for all those playing our sports at club level.

Some of the other key priorities for this strategic plan fall within the realm of governance and financial administration. Other targets include further improving the quality of the facilities and club structures around the county. What is important is that we continue to consult with our clubs on every significant matter for discussion or change and that we take on board the views and specific needs of the clubs.

We must also recognise that not all clubs are prospering at present within county Monaghan. This is an issue both in football and in hurling and it is important that every effort is made to make sure that all of our clubs remain in existence and in a viable state. It is my belief that this strategic plan reflects some of the actions and initiatives needed to sustain and develop these clubs.

To conclude, this strategic plan is not only a statement of what we are doing but also what else we want to do and sets in place the outline of a plan to achieve it. This document was prepared following an intensive process of consultation with all of the committees and sub-committees of Monaghan GAA. Thanks to all those who have contributed to this strategic plan. I take the view that these people offer their time and their suggestions because they implicitly believe that Monaghan GAA has the personnel within Coiste Bainistí who can put these proposals into effect. Finally, we must offer our thanks to Paul Curran, Chairman of the strategic plan sub-committee and to Aine Fanthorpe who has coordinated the activities of this group from the outset.





GAA: MISSION, VISION, VALUES

The GAA's values are the heart and soul of our Association. In every GAA unit around the world they are what binds it together; what makes it unique; and what attracts more and more players, members, volunteers and supporters to come on board.

MISSION

The GAA is a community based volunteer organisation promoting Gaelic games, culture and lifelong participation.

We are dedicated to ensuring that our games and values enrich the lives of our members, families and the communities we serve.

We are committed to active life long participation for all and to providing the best facilities.

We actively seek to engage with and include all members of our society.

We promote individual development and well-being and strive to enable our members to achieve their full potential in their chosen roles.

VISION

Our vision is that everyone be welcome to participate fully in our games and culture, that they thrive and develop their potential, and be inspired to keep a lifelong engagement with our Association.

VALUES

Community Identity

- Community is at the heart of our Association
- Everything we does helps to enrich the communities we serve
- We foster a clear sense of identity and place
- We support our members in contributing to the well-being of their respective communities

Amateur Status

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

Inclusiveness

- We welcome everybody to be part of our Association
- We support the needs of all our members

Respect

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

Player Welfare

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

Teamwork

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

Monaghan County Committee is proudly part of Ulster and it subscribes to the mission and values of the Ulster Council.





STRATEGIC GOALS/THEMES

Infrastructural Development

The Strategic Plan of 2010-2013 has seen the completion of significant infrastructural development with the support of Monaghan Gaa. The upgrade of the playing field and development of a new stand at our secondary county ground in Castleblayney now provides an ideal central location for both our local championship and county team games. The further development of facilities at our county training grounds in Cloghan play a huge part in the development and promotion of our games across all codes within the county and have proved to be a major factor in the success of our county teams.

Actions for 2016 - 2018

Action:	Involves	Complete by:
In collaboration with Clones St.Tiernachs Management Committee seek Government/GAA funding to upgrade Clones to meet health and safety requirements which will enable continued hosting of National League and Championship Games.	County Chairman and County Vice Chairman	March 2016
Support Castleblayney Club application to source funding to complete the works including floodlighting to enhance its position as a secondary county ground	County Chairman	February 2016



Media facilities at St. Mary's Park, Castleblayney





Governance

In recent years Monaghan GAA has seen a major transition with respect to voluntary and full-time personnel as well as the roles and workloads involved from the Management Committee to all the various sub committees. There are increased demands on both time involved and knowledge necessary to carry out our responsibilities efficiently. It is important that we continue to seek and encourage new people with the appropriate skills and commitment to become involved in our association both at county and club level.

Actions for 2016 - 2018:

Action:	Involves	Complete by:
Independent Review of the roles, operation and make up of Management Committee, Sub committees and County Committee	Chairman	January 2016
Appoint a Management Administrator to Monaghan GAA	Management Committee	May 2016
Development of documented policies, procedures and code of conduct	Chairman, Management Committee and Operations Manager	November 2016

Action:	Involves	Complete by:
Develop induction processes for new and re-appointed Committee Members and Officers	Chairman, Management Committee and Operations Manager	November 2016
Produce and make available to Staff Monaghan GAA Employee Handbook including recruitment, dignity at work and related HR policies.	HR Committee, Management Administrator and Operations Manager	November 2016
Strengthen governance and development planning at club level through encouraging 6 additional clubs to engage in getting Club Maith accreditation	Development/Health & Safety Committee	December 2017
Organise a seminar to promote and encourage clubs to develop their own strategic plan	Development/Health & Safety Committee	October 2016
Develop and introduce an appropriate Information Security Policy to include addressing the use of USB keys or other portable devices and detailing core security settings such as minimum password length, password complexity, password expiration, and other user access controls	Chairman, IT Committee, Management Committee and Operations Manager	October 2016





Financial Management

The Financial demands associated with the running and further development of our association both on and off the field are increasingly significant. It is an essential requirement that internal financial controls support and are in line with such development. The enhancement of existing internal financial controls are a key priority within this strategic plan.

Actions for 2016 - 2018

Action:	Involves	Complete by:
Develop and implement improved cash collecting and handling procedures	Treasurer	March 2016
Enhance budget preparation procedures, reporting and monitoring mechanisms	Finance Sub-committee	February 2016
Document current financial procedures for the performance of financial processes	Management Committee	November 2016
Establish a fixed asset register	Management Committee	March 2016
Provide continuous support to Clubs on all financial matters and introduce and provide training on Club Accounting Package.	Treasurer	December 2017

Action:	Involves	Complete by:
Establish a Corporate Fundraising Committee with a specific focus on overseeing the organisation of major fundraising events on an annual basis	Chairman Finance Committee	June 2016
Carry out a financial review in an effort to establish and reduce the baseline running costs for Cloghan.	Finance Committee	April 2016



Monaghan County Council Civic Reception for Ulster winning team





Health and Safety

The Health and Safety of our volunteers and supporters is a priority and will be a key area of focus within this plan. Risk assessment audits will be completed throughout the county and clubs aided to ensure that both they themselves and their members can enjoy our games in venues that are fit for purpose.

Actions for 2016 - 2018:

Action:	Involves	Complete by:
All potential championship venues will be required to provide a Safety Statement prior to commencement of Club Championships.	Development/Health & Safety Committee	April 2016
All remaining Clubs to provide Safety Statement to Monaghan GAA	Development/Health & Safety Committee	October 2016
Organise Level 1 Stewards Course with the objective of training 50 additional stewards within the county	Development/Health & Safety Committee	April 2016



Club Monaghan on Match day





Culture, Communication and Public Relations

Use of Social media as a promotional and informational tool has proven hugely beneficial to both our administrators and supporters in recent years. It is imperative that we continue to develop this medium at county level but importantly at club level as there is huge potential especially in the promotion of our games at juvenile level. Our Irish Cultural Committee continue to promote the Irish Language across Monaghan as well as participation in both Scor and Scor na nOg while our Archive Committee continue our pictorial history in Cloghan.

Actions for 2016 - 2018:

Action:	Involves	Complete by:
Develop a Pictorial Archive in Cloghan commencing with Footballing achievements in Monaghan	Archive Committee	June 2016
Ensure that all Clubs have an active Scor officer whose role is to increase participation in Scor and Scor na nOg by 20%	Irish Cultural Committee	March 2016

Action:	Involves	Complete by:
Support the promotion of the Irish Language: <ul style="list-style-type: none"> by seeking sponsorship for additional scholarships Organise Ciorcai Comhra Organise Trath na gCeist on an annual basis 	Irish Cultural Committee	April 2016
Organise Club forum to educate and promote the use of social media platforms among clubs, both hurling and football, such as websites, Twitter, Monaghan YouTube TV and Facebook to full advantage in line with the National Social Media Policy.	PR, Marketing and IT Committee	March 2016
Introduce an initiative to encourage all clubs to post reports on their juvenile games on their Club Websites through encouraging club PROs to identify persons within the club i.e. students/club mentors/up and coming journalists to write reports of their own juvenile games	PR, Marketing and IT Committee	March 2016
Ensure that all communications and data protection policies in Monaghan GAA comply with current Data Protection and Child Protection policies	Youth Committee	Ongoing





Player Participation and Development

As our population is small in relation to the majority of other counties and predominantly rural it is vitally important that we maximise participation in our games so as to assure the future of our clubs and our continued success at inter county level. Our juvenile structures have been overhauled in recent years to ensure that more children enjoy more involvement in more games. Our dedicated coaching staff continue to provide coaching throughout the schools and increasingly the clubs across County Monaghan.

Development Squads have successfully delivered on the development of talented players within the county. A co-ordinated schedule of fixtures is in place to maximise opportunities to participate in competitive matches at adult level. However, we must continually strive to reach higher by seeking and putting in place initiatives that are best suited to allow Monaghan teams to reach their maximum potential and be successful at the highest level.

Actions for 2016 - 2018:

Action:	Involves	Complete by:
Establish a Club Development Programme led by County Coaching Staff focusing on: <ul style="list-style-type: none">- Gaelic Start,- Skill Development,- Games Based Workshops,- Flexibility and Core Development Programmes,- Winter Programmes	Games Development Manager	October 2016
Establish a Football Development Committee to: <ul style="list-style-type: none">• Oversee the recruitment and development of managers for development squads• Establish and oversee a Football Academy for the further development of Post Minor Players• The further progression of football development squad system• Twice yearly meet with Coaching Staff to discuss and develop initiatives for Monaghan GAA	Chairman	January 2016
Devise a Management Development Pathway at Development Squad Level to provide potential county minor managers	Football Development Committee and County Committee	September 2016





Develop a definitive coaching template for Development Squads focused on establishing a Monaghan 'style of football'.	Games Development Manager, Coaching Committee, Football Development Committee	May 2016
Establish player profiling for members of Development Squads	Games Development Manager, Football Development Committee	October 2017
Strengthen team environment for Development Squad Members by increasing frequency of sessions in consultation with clubs	Games Development Manager, Football Development Committee and County Committee	May 2017
Appoint a full-time Strength and Conditioning Coach to enhance the County Strength and Conditioning Programme	Management Committee/Football Development Committee	January 2016
Organise a forum to discuss the following: <ul style="list-style-type: none">• Development of Handball in Schools• Organisation of Coach Education Courses• Establishment of Handball Development Squad	Handball Committee	September 2016



Determined to succeed





Action:	Involves	Complete by:
Initiate a campaign to promote the GAA Code of Conduct for Players, Referees, and Mentors	Youth Committee	April 2016
Re-energise the juvenile structures in small clubs through creation of a fun five competition	Youth Committee	May 2016
Engage with Coaching & Games to identify ways in which we can amend playing structures to reduce player burnout and protect all the players under our care	Chairman, Youth Committee and Children's Officer	April 2016
Organise a forum to discuss the following: <ul style="list-style-type: none"> • Hurling Development 2016-2018 • Strengthening/consolidation of existing hurling clubs • Approach to development of elite players • Hurling in our National Schools • Adult Competitions 	Hurling Committee & Coaching Committee	February 2016



County Final aerial combat





Referees

Arising from the 2010-2013 Strategic Plan and the Referee’s Review Task Force Report, the Referees Administration Committee was established with responsibility for recruitment, training, assessment, in-service training and respect for referees. This has led to the successful recruitment and training of 37 new juvenile referees and the provision of refresher courses for existing referees in the county. In addition, the Referees’ Advisor Programme has been introduced in County Monaghan with training provided to 17 advisors to date. The Respect for Referees Initiatives was introduced at Under 12 level.

Actions for 2016 - 2018:

Action:	Involves	Complete by:
Recruit and train 30 referees across hurling and football during the term 2016 – 2018.	Referees Administration Committee	December 2017
A career path to be established for referees to ensure a steady promotion from recruitment level to senior level	Referees Administration Committee	March 2016
Develop a comprehensive mentoring programme for all new referees	Referees Administration Committee	April 2016
Expand in-service training, fitness and rules test to all referees	Referees Administration Committee	April 2016
Expand the Respect Initiative introduced at Under 12 level to all Juvenile Age Groups.	Referees Administration Committee & Youth Committee	April 2016



County Final Day Officials 2015





Health and Wellbeing

Monaghan GAA wishes to promote an association in Monaghan that is aware of the health and well-being needs of its communities and is proactive in ensuring that all members feel valued and are enriched as a result of their lifelong engagement with the GAA.

Actions for 2016 - 2018:

Action:	Involves	Complete by:
Develop a skilled and proactive County Health and Wellbeing Committee and a network of club health and wellbeing officers	Health and Wellbeing Committee	January 2016
Deliver and evaluate 'best practice health and wellbeing policies and programmes in key priority area and groups	Health and Wellbeing Committee	February 2016
Integrate health and wellbeing into the daily activities of all aspects of the Association in Monaghan	Health and Wellbeing Committee	March 2017
Appoint a Player Welfare Officer	Management Committee	January 2016
Organise Player Welfare information Workshops for players/parents involved with Development Squads annually	Player Welfare Officer	February Annually
Liase with Development Squad and County Minor Managers as well as Youth and Adult Fixtures Committee on player welfare issues	Player Welfare Officer	December/ January Annually



Monaghan GAA Health & Wellbeing Committee Launch





Monaghan GAA - Dermot Earley Youth Leadership Initiative 2015



Conor O'Gorman representing Monaghan v Cavan





CONCLUSION

The Monaghan GAA Strategic Plan 2010 - 2013 was successful because its implementation was actively managed. This plan also will receive the same focused attention. For each action in this strategic plan, the sub-committee or officer responsible is set out with a clear timeframe for completion. An annual report will be provided to Convention setting out the targets achieved and the outstanding actions for implementation. The responsible sub-committee will provide detailed information on the progress to date on outstanding actions and timeframe for completion.

ACKNOWLEDGMENTS

Monaghan GAA would like to thank the County Committee and the members of the sub-committees who provided the information required in the Development of this Strategy.

The County Committee would also like to thank the members of the Strategic Plan Steering Group namely:

Padraig Sherry
Francis Ward
Paul Curran
John McArdle
Aine Fanthorpe
Michael Owen Mc Mahon

Finally we acknowledge that the photographs used in this document were provided by Fintan McTiernan.





Cumann na mBunscol Finals 2015



Minor championship 2015

