

Cill Dara
KILDARE GAA

KILDARE STRATEGIC PLAN

2019 - 2023





1. CHAIRMAN'S EXECUTIVE SUMMARY

I am truly honoured and delighted to present to you Kildare GAAs Strategic Plan for 2019 to 2023.

This is an exciting and ambitious plan that reflects five key focus areas that were identified through a thorough workshop engagement process, namely Club Development, Games Development, Capital Development, Financial Development and Urban/Rural Development.

It outlines a clear vision and pathway for our county for the next five years by setting out goals specific for Kildare GAA supported by objectives, actions and progress indicators to enable our county to achieve superior performance across all focus areas. More than anything this plan encourages us to work together both at Management Committee level and Club level, to face our challenges and achieve success.

This plan recognises the importance of providing a meaningful games programme for all our members, both young and old, as they experience the myriad of emotions through participation, both as players, coaches, referee's and supporters. It promotes life-long involvement in the association whilst also acknowledging our greatest challenge moving forward centred around volunteerism. It allows for players, coaches and administrators to be encouraged and supported to reach their full potential and there are clear pathways to enable individuals achieve the highest standard.

The population of Kildare has increased dramatically over the last number of years with the vast majority mainly residing in our urban areas. The demographic profile of our county has changed from rural to urban and many commute out of Kildare for work on a daily basis. This poses serious challenges for both rural and urban clubs and the strategic plan acknowledges this and identifies actions that cater for the needs of both club demographs. A large number of the population is now non-national and the onus is on us all to welcome them into our clubs and to give them the opportunity to play our games and experience our culture through involvement in Scór.

One of our key focus areas is facilities development and we will continue to improve both Manguard Plus Centre of Excellence and our county grounds, St Conleths Park over the lifetime of this plan. Next year we will embark on the re-development of St Conleth's Park having already received planning permission for a new stand, flood lights and pitch improvements. In our centre of excellence it is our intention to build a gymnasium that will further allow all our teams reach their potential.

Finances are a very important aspect of all activity and it is essential that a sustainable financial model is put in place at both club and county level. We must continue to promote our games to maximise commercial revenue and do our utmost to increase attendances.



The publication of this plan is the culmination of an extensive consultation process that gathered the views and ideas of the various stakeholders in the county with a view to improving the standards in Kildare GAA. I want to acknowledge our management committee, club chairpersons and secretaries, club representatives, club coaching officers, full-time coaching staff, development squad coaches, county managers and players for giving freely of their time and for being so interested and interactive in our consultation process.

I want to especially thank the three members of our Steering Committee, facilitator Dr Brian Ladden, Cormac Kirwan our Operations Manager and Ronan Murnaghan who worked tirelessly over the last number of months to develop and compile this plan. Our collective challenge moving forward will be the implementation of this plan and I look forward to working with you all closely in 2019 to achieve our goals.

Ger Donnelly
Chairman Kildare GAA



TOM CROSS
JUNIOR
CHAMPIONS
2018

2. INTRODUCTION

This Strategic Plan aims to provide a blueprint for the direction of Cumann Luthchleas Gael Cill Dara over the period 2019-2023.

The plan addresses the specific issues and challenges facing our county and will provide a roadmap for success for the county at all levels. The primary aim of this plan is to achieve superior performance across several areas for the association in Kildare.



This plan will help drive our activities across several functional areas during the five-year timeframe and allow us to benchmark our success against our objectives as we progress.

The plan was commissioned by the Cumann Luthchleas Gael Cill Dara and was overseen by a three-man Steering Committee lead by Cormac Kirwan (Bainisteoir Oibríochtaí), Ronan Murnaghan and facilitated by Dr. Brian Ladden.

The Strategic Plan was developed in consultation with all the different stakeholders involved in the GAA in Kildare, with primary focus on our clubs. An overview of the methodology employed, and the historical and strategic context for the plan is provided.



THE PRIMARY AIM OF THIS PLAN IS TO ACHIEVE SUPERIOR PERFORMANCE ACROSS SEVERAL AREAS FOR THE ASSOCIATION IN KILDARE.



The Mission, Vision and Values of the GAA are detailed, as is the Vision for the GAA in Kildare, as articulated by our stakeholders. This is followed by the goals and strategic objectives of the GAA in Kildare for the next five years.

The report is concluded by outlining how the Strategic Plan will be implemented and reviewed.



HAVEN HIRE SENIOR HURLING CHAMPIONS 2018

3. PLANNING PROCESS OVERVIEW

Developing the Strategic Plan involved an extensive process of collaboration and consultation including a series of workshops and interviews with the different GAA stakeholders in Kildare.

These included the Management Committee, club chairpersons and secretaries, club representatives, club coaching officers, full-time coaching staff and development squad coaches as well as county managers and players. The consultation process gathered the views and ideas of as many relevant stakeholders in the county with a view to improving the standards in Cumann Luthchleas Gael Cill Dara.



Dates and venues of main consultation meetings:

- **9th April** Management Committee in The Osprey Hotel Naas Co. Kildare
- **14th June** Club Representatives, in Carbury GAA club
- **19th June** Club Representatives, in Rathcoffey GAA club
- **20th June** Club Representatives, in Sarsfields GAA club
- **21st June** Club Representatives, in St Laurences GAA club
- **29th Aug** Full-time Coaching Staff and Development Squad staff, in Hawkfield Centre of Excellence
- **Week starting 12 Nov** Engagement with County Senior Captains of both Football and Hurling Squads

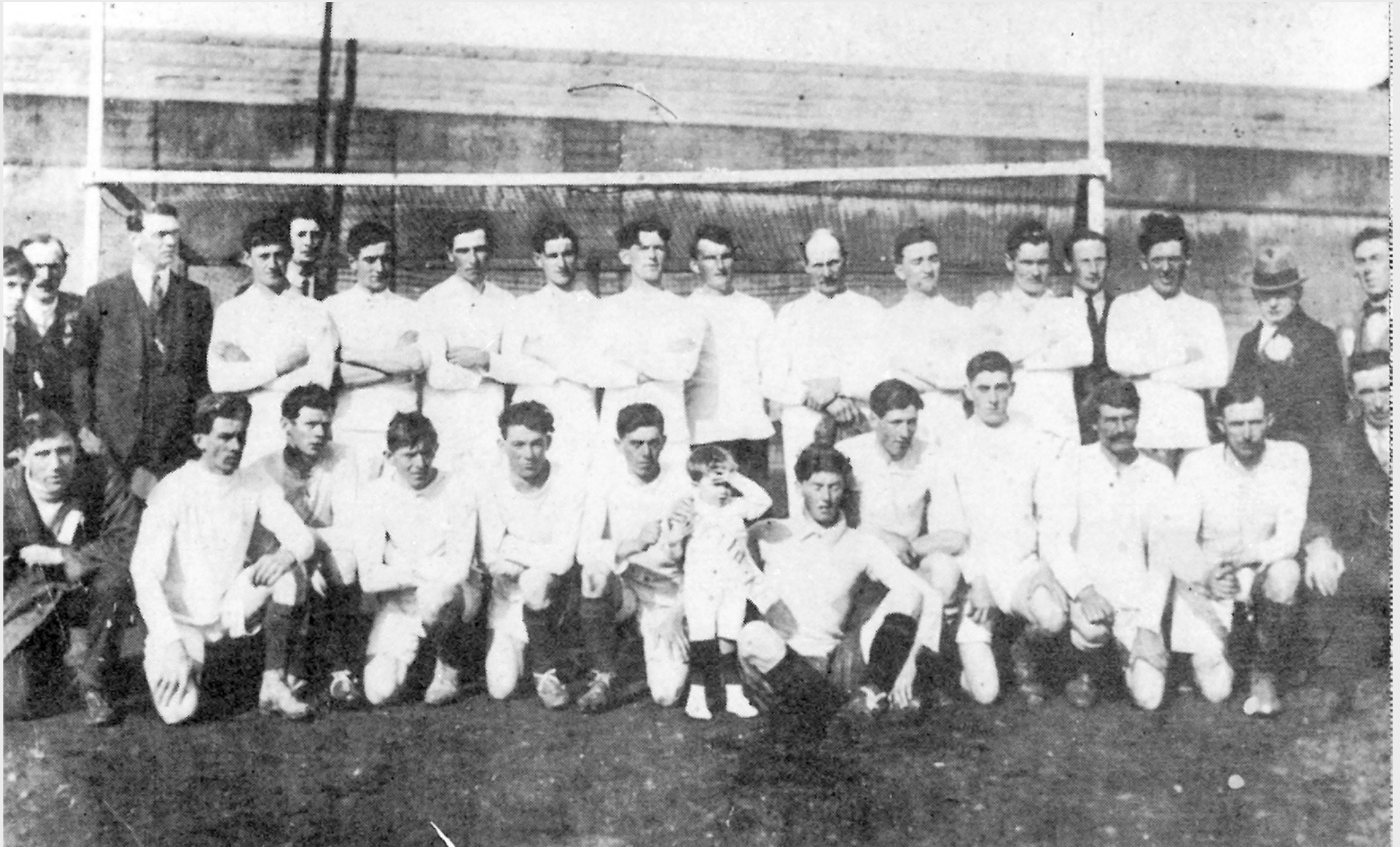
Members from the following clubs attended the consultation meetings: Allenwood, Ardclough, Athgarvan, Ballymore Eustace, Balyna, Broadford, Cappagh, Carbury, Castlemitchell, Celbridge, Clane, Coill Dubh, Confey, Johnstownbridge, Kilcock, Kildangan, Kill, Leixlip, Maynooth, Milltown, Monasterevin, Moorefield, Naas, Rathcoffey, Rheban, Robertstown, Round Towers, St Laurence's, Sarsfields, Straffan, Suncroft, Two Mile House.

An online questionnaire focused on our Juvenile Games Programme, which surveyed club officers, coaches and mentors to get their views on issues relevant to underage games and how it could be improved, was also undertaken. In total there were 220 respondents to the survey.

Additional to this, individuals who might have unique insights into Kildare GAA were interviewed. The Steering Committee met with the Club and County Planning Committee in Croke Park and got very good feedback and direction from Ciaran MacLochlainn, Emmet Haughian and Ruairi Harvey. The Steering Committee also met Colm Cummins who is Chairman of the Urban/ Rural Committee of the GAA to get guidance and input regarding Urban/ Rural issues. County hurling and football players and the senior county manager were asked for their input separately.

The methodology used was a three-step process of analysis, strategy development and action planning. Participants were asked for their input into answering three key questions:

1. What is good about the GAA in Kildare at present?
2. What is not going so well and could be improved?
3. How can Kildare GAA be improved?



1919 Kildare Senior Football team

4. HISTORICAL CONTEXT

Kildare's Leading Role in the Evolution of the GAA

By Eoghan Corry

Kildare people were extremely prominent in the lead-up to the foundation of the GAA, organising inter-county football and hurling matches from at least the middle of the 18th century. From the 1860's, Kildare was organising sports meetings, notably in Clane and Monasterevin, that predicated the foundation of the GAA on November 1st 1884, for which the then editor of the Leinster Leader, John Wyse Power, travelled from Naas to Thurles.

In February 1885, the day that rules for Gaelic football were first published, two of the three first ever Gaelic football matches were played in Kildare. Even more significant was the role of Kildare in transforming Gaelic football from a niche sport to the heart of popular and sporting culture in Ireland. This was achieved by two teams of different generations. In 1905 Kildare's selected team played Kerry in a twice-replayed All-Ireland final. Over the course of the three matches, attendances rose from 12,000 to 28,000, and coverage of the event spread to dominate not just the sports, but

also the news sections of print media. Live action photographs were first published by newspapers and special trains were commissioned by railway companies to convey fans from outside the competing counties. The all-white Kildare kit that dates from this period was associated with the glamorisation of what had hitherto been seen as a heavily politicised rural based sport confined to Munster and South Leinster.

Over the 1919-35 period Kildare football teams succeeded in improving the game further, with tactical innovations such as the hand pass and solo run, the emergence of the first superstar of Gaelic football, Olympic high jumper Larry Stanley, and an all-consuming rivalry with their counterparts from Kerry.

Print and radio media built larger audiences by their coverage of these events. At the All-Ireland final between Kildare and Kerry in 1929 Gaelic Football supplanted rugby as the sport that attracted the highest attendances and has held that position since.

Kildare led the association in hosting All Ireland and provincial finals, the introduction of new competitions such as the National Leagues, innovated the policy of GAA clubs owning, rather than renting, their own grounds and was a pioneering force in the role of the



SUPPORT FOR THE COUNTY TEAM REMAINS CONSISTENTLY HIGH, DELIVERING LARGE ATTENDANCES TO BIG EVENTS FOR WHICH THE COUNTY TEAM QUALIFIES.

association in repairing political divisions created by the 1921 Treaty with England and subsequent civil war.

The move of the GAA to larger and more modern venues; the restructuring of club competitions to enhance participation and the widespread use of social media are initiatives that have been spearheaded by Kildare's dedicated burgeoning GAA family.

County Kildare remains the beating heart of the GAA. Support for the county team remains consistently high, delivering large attendances to big events for which the county team qualifies. The county final between the best clubs attracts an annual attendance of 6,000 - among the highest averages on the island. It consistently rates as one of the top eight football teams in the county and the story of their near misses as they strive to repeat the successes of the 1920s have acquired a mythology of their own.



OUR
FUTURE IS
BRIGHT

5. STRATEGIC CONTEXT

Kildare GAA as an organisation faces many unique challenges mainly due to its close proximity to the capital city of Dublin and the rapidly changing demographic profile of the county. Some of the factors that influence the GAA in Kildare are discussed in this section.



POPULATION GROWTH

Kildare has one of the most rapidly increasing populations of any county in Ireland. While it is only the 24th largest county by area, it is the seventh largest in terms of population.

Kildare experienced a 71.5% increase in its population base from 1991 to 2011 and an increase of 5.6 percent since 2011 (census 2016). In particular, Kildare has a very high young population with over 28% of Kildare's population being under 18 years of age.

This large young population provides an opportunity for clubs to increase its playing base but it also seriously stretches resources to capacity in some urban areas.



URBANISATION

Undoubtedly the large population provides opportunities for clubs, however, the shift from Kildare being a largely rural county to a predominantly urban county poses serious challenges for both rural and urban clubs.

According to the 2016 census figures, Kildare now has 68% of its population living in urban areas and just 32% living in rural areas. Over 72% of the county's population lives on 5% of the county's total land area, mainly in the northeast of the county near Dublin.

A Rural Communities Workgroup headed up by Syl Merrins (former Chairman CLG Cill Dara and Leinster Council Treasurer) shows that the movement of people from rural to urban areas is threatening the GAA in a number of ways. Some rural clubs experience outmigration on a large scale and have difficulty fielding teams and recruiting volunteers.

At the same time, the larger clubs in urban areas have difficulties coping with the influx of new members and lack space, resources and personnel to deal with the large numbers. Despite Kildare's rapid population increase the county actually lost clubs. At the same time, only one new club has been formed in the county (Confey in 1989).



HURLING

The numbers playing hurling in Kildare is quite small. In particular, there is little hurling in the south of the county. There is a lack of hurling clubs in the county and many players play football in their local club but have to go to another club to play hurling.

A Hurling Action Plan devised by a workgroup of Coiste Stiúrtha Cill Dara (Kildare's Hurling Steering Committee) under the stewardship of the Management Committee, Cumann Luthchleas Gael Cill Dara, was established to maximise participation at Child, Youth and Adult levels.

They aim to optimise performance at all levels – Clubs, Schools, Talent Academy and Inter-County and promote “Wellness” in Clubs and Communities by providing healthy recreational and competitive hurling opportunities at all levels. In time their aim is to create a network of hurling communities throughout Kildare.



NON-IRISH NATIONALS

Kildare has a growing population of non-Irish nationals. 10.6% or 23,279 of the population residing in county Kildare are born outside Ireland. This is the 13th highest rate in the State. In general, non-Irish residents live in the main urban centres. Polish nationals make up the largest proportion of non-nationals in Kildare, representing 30% of all non-nationals or 3.3% of the total population - the 5th highest rate in the State.

There is undoubtedly an opportunity to recruit many of these individuals as playing members in the GAA. However, there are challenges involved in recruiting and retaining non-Irish nationals mainly due to the lack of familiarity with the traditions and culture of the GAA. Despite the challenges it is incumbent on us to welcome these individuals into our organisation and introduce them to our great games and to help integrate them into the wider community.



A COMMUTER COUNTY

Kildare has one of the largest commuting populations in the country. Over 40% of those living in Kildare, work outside the county. Much of the population works in Dublin and commutes to and from work on a daily basis.

Approximately 73% of all commuters from Kildare work in Dublin. 32% of all Kildare workers have a daily return commute of between one and two hours while over 15% of all Kildare workers having a daily return commute of more than 2 hours.

This daily migration of workers and the subsequent traffic congestion, places huge pressure on many volunteers in our clubs to make training and matches in the evening time. Many volunteers who might wish to become involved in the GAA may find this daily commute prohibitive.

REFERENCES

- Socio-Economic Baseline Report as part of the Kildare Local Economic & Community Plan (LECP) 2016-2021 Prepared by the All-Island Research Observatory (AIRO), Maynooth University.
- Rural communities workgroup report, 2017
- Census 2016 reports CSO Central Statistics Office
- Kildare Hurling Action Plan 2017, Coiste Stiurta Cill Dara



6. MISSION, VISION AND VALUES

The GAA's values are the heart and soul of our Association. In every Club around the world they are what binds us, what makes us unique and what attracts more and more players, members, volunteers and supporters.

Mission

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

The GAA is a volunteer led 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, enriches 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.



Vision

Our 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.

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

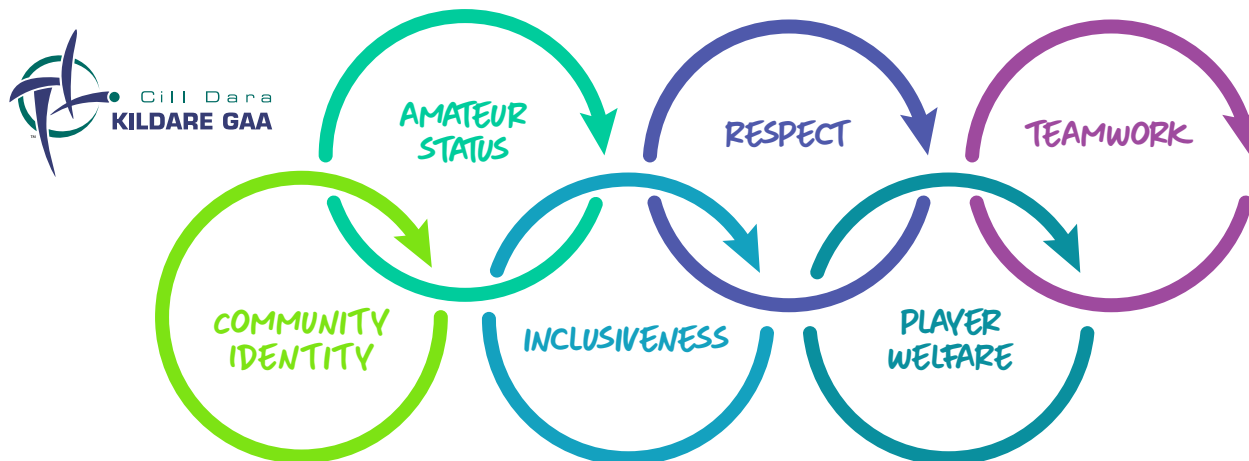
- We respect each other on and off the playing fields
- We operate with integrity at all levels
- We listen and respect the views of all

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)





CHRISTY
RING CUP
WINNERS
2018

7. A VISION OF SUCCESS FOR KILDARE GAA

Our vision of success is that:

Cumann Luthchleas Gael Cill Dara is a vibrant, inclusive, family-based organisation that promotes life-long involvement in the association. Players, coaches and administrators are encouraged and supported to reach their full potential and there are clear pathways for individuals to reach the highest standard of performance. On an inter-county level, Kildare teams are consistently performing at the highest level and play an exciting, skillful, distinctive Kildare brand of football and hurling.



Key point of the vision

- There is a strong focus on underage sport, with a well-structured programme of meaningful games.
- There is an emphasis on coach education and there is a high standard of coaching at club and county level.
- Referees are afforded respect from all involved in our game and their numbers are increasing especially among young referees. The referees are well trained, and the standard of refereeing is high.
- The senior county football team is extremely competitive in Leinster, is consistently competing in the Super 8's competition and will bring the Sam Maguire cup back to Kildare.
- The numbers playing Hurling is increasing and the game is played to a high standard. The senior hurling team is playing in Division 1B and have a short to medium term goal of winning the Joe McDonagh Cup.





8. GOALS AND STRATEGIC OBJECTIVES

Following consultation with the different stakeholders it was decided that the following key areas would be focused on over the five years of the plan.



 FOCUS AREAS	 GOAL
Club Development	Increase participation and sustainability of Clubs within their respective communities
Games Development	Improve opportunities for participating in our games and playing standards across schools, clubs and county.
Capital Development	Continuously strive to improve our facilities
Financial Development	Build and maintain a sustainable financial development model for Kildare GAA
Urban/ Rural Development	Cater for needs arising from the population shift from rural to urban

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<p>Increase volunteer recruitment within Clubs</p>	<p>Organize Club Leadership Development Programme (CLDP) Workshop on recruitment of Volunteers</p> <p>Appoint a Club Recruitment Officer internally</p> <p>Initiate ‘Outstanding Achievement’ recognition for Club Volunteers</p> <p>Encourage and mentor Clubs to focus on engagement in new urban areas</p> <p>Promote Scór’s activities within Kildare GAA Clubs</p> <p>Increase and promote the National ‘Healthy Club’ model in Kildare</p>	<ul style="list-style-type: none"> • CLDP scheduled annually with focus on Volunteer / Recruitment Workshop <ul style="list-style-type: none"> ◦ Alternative means of delivery explored • 48 Clubs appoint Recruitment Officer • Club Recruitment Officer register with Kildare County Board • Clubs to nominate one Club Volunteer for ‘Outstanding Achievement’ recognition annually • Presentation at home NFL or NHL game, TBC • Increase numbers of Club members from new areas or communities • Increase number of new first-generation nationals playing our games with focus on new schools, new communities • Promotion of Rounders and Handball • Programme of activities circulated to all Clubs/Schools focused on promoting Ireland’s traditional pastimes and culture. • Enable all interested Clubs to access the Healthy Club project resulting <ul style="list-style-type: none"> ◦ Greater numbers participating ◦ Greater awareness of project within County • Trial Recreational Games in Kildare



OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<p>Improve Financial Structures of our Clubs</p>	<p>Review Hawkfield payment over the lifetime of the loan</p> <p>Reflect breakdown of capital and operational funding quarterly in infogramme</p> <p>Develop a Club Financial plan as part of overall Club Plan</p> <p>Provide CLDP training for Treasurers annually</p> <p>Advise Clubs regarding Grant applications available to them and process of application</p> <p>Liaise with Croke Park regarding Rates, Insurance premiums etc effecting Clubs</p> <p>Request review from Croke park on injury Fund contribution for clubs submitting U 21 teams</p> <p>Identify potential areas for coordinated 'purchase power' as cost saving opportunity</p>	<ul style="list-style-type: none"> • Analysis conducted regarding outstanding loan amount v's Hawkfield payments • Breakdown in selected National League and County Football and Hurling Finals programmes. • Club Planning facilitators to develop Club Financial Plan checklist • Identify 10 Clubs and engage and work with 5 annually • Club Treasurer workshop delivered annually as part of CLDP Programme. • Any new workshops developed by Croke Park regarding Club Finances trialed. • Identify grants available to Clubs • Inform Clubs of available grants • Assist Clubs in grant applications. • Maximum numbers applying for Grants • Case submitted to Croke park representing Kildare GAA Clubs • Review Case submitted to Croke park representing Kildare GAA Clubs • Identify and list common club costs • Engage with local business regarding competitive offers for Clubs • Inform Clubs of offers



OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<p>Develop Club Coaching within Clubs</p>	<p>Facilitate Club Coaching Audit</p> <p>Clubs Appoint Coaching and Games Development Officer on Executive</p> <p>Mentor programme initiated for Club Coaching and Games Development Officer</p> <p>Assist Club Coaches reaching compliance with all legal requirements</p> <p>Plan and advertise Coach Education Calendar annually for Kildare GAA clubs and schools.</p> <p>Facilitate Club nursery workshops</p> <p>Establish greater Club - School Coaching Co-operation</p> <p>Develop County Board – School Coaching initiatives</p>	<ul style="list-style-type: none"> • Identify 18 Clubs in 2019, 2020 & 2021 to audit • Report submitted to Club Coaching Officer and County Coaching Officer • 48 Clubs to appoint Club Coaching Officer as part of Executive • County Mentor’s identified for each Club • Clubs establish Coaching and Games Development Club Committee using ‘One Club Model’ • Courses organized and delivered countywide • Record maintained of participants • Calendar of events reflected on Kildare GAA Website • Teacher Workshops facilitated regionally • Frobel College, NUIM, engaged with • Identify 10 Clubs in 2019 • Advise and guide Clubs regarding Club Nurse establishment and operation. • Coordinate meeting between Second Level School and surrounding Clubs <ul style="list-style-type: none"> ◦ Support with provision of facilities ◦ Support with Coaches where available. Each School team managed by School Staff and supported by Club Coaches • Pallet of coaching options circulated to Schools for consideration <ul style="list-style-type: none"> ◦ Athletic Development and Skill Development/Coaching Workshops to be implemented • Increase number of Schools completing TY Future Leaders Programme



FOCUS AREA 2: GAMES DEVELOPMENT

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
Defined Games Calendar promulgated annually	<p>Produce and circulate an Annual Games Programme inclusive of all ages from Senior down reflecting both codes, schools, Squads.</p> <p>Establish a Consultation process between North, South and Bord Na nÓg to formally meet quarterly to review underage programme</p> <p>Appoint a County Fixtures Coordinator</p>	<ul style="list-style-type: none">• General Games Programme circulated to all Clubs before end Jan, annually• Games Review Group to review Games programme quarterly and recommend changes for consideration• Meeting to be held quarterly to review underage Games Programme and report to Games Review Group• Identify suitable candidate for role• Liaise with Schools, All Boards, Provincial and National governing bodies
Improve standard of Hurling and increase participation	Implement in full the Kildare Hurling Action Plan 2018 to 2021	<ul style="list-style-type: none">• Action Plan targets reviewed annually• External facilitator appointed



OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
Recruit and retain Referee's at Adult level and improve standards	<p>Create active list of referees' and their Club affiliations showing matches referred, in service courses etc</p> <p>Retention and Recruitment initiatives for Referees' explored</p> <p>Implement Kildare Referee Capability Plan</p> <p>Create culture of 'Respect' towards referees</p>	<ul style="list-style-type: none"> List developed Q 1 2019 using statistics from 2018 season Identify Clubs with no active referee's Foundation Courses organized, and Clubs informed Retention initiatives in other counties explored for Kildare Mentoring system further developed Referee's advisor panel increased Fitness standards improved Zero tolerance towards Ref abuse within County
Review and develop Lily Óg Schools of Coaching	<p>Audit current Lily Óg Coaching Schools to determine if fit for purpose</p>	<ul style="list-style-type: none"> Chairperson & Review Group established Q 1 2019 with specific Terms & Conditions
Kildare Development Squads to be Reviewed	<p>Review group established to audit all Kildare Development Squads</p>	<ul style="list-style-type: none"> Chairperson & Review Group established Q 1 2019 with specific Terms & Conditions and report back Q 2 2019
East Leinster Project to be developed	<p>Review East Leinster Project for Kildare Clubs</p> <p>Expand East Leinster Project within Kildare GAA Clubs</p>	<ul style="list-style-type: none"> Chairperson & Review Group established Q 2 2019 Review of Kildare East Leinster Project commence Q 2 2019 Lessons Identified discussed Increase number of Clubs with GPO's in Kildare GAA



OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
<p>Consistent superior performance of all county teams</p>	<p>Resource, within means and capability, all Kildare County GAA teams</p>	<ul style="list-style-type: none"> • Kildare SF Squad competing Div 1 NFL • Kildare SH Squad competing Div 1B NHL • Kildare SF Squad competing in Super 8's annually and reaching Provincial Final • Kildare SH Squad competing in Joe McDonagh Competition • Kildare U 20's Football winning Provincial Championship and competing in All Ireland series • Kildare U20's Hurling competing Provincial A Championship. • Kildare MF Squad to reach Provincial Final and competing in All Ireland series • Kildare MH Squad to progress to Provincial Q/Finals stage





FOCUS AREA 3: CAPITAL DEVELOPMENT

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
Redevelopment of St Conleths Park	<p>Finalize funding model for St Conleths Park project.</p> <p>Procurement of Contractors</p> <p>Commencement of Re-Development Project.</p>	<ul style="list-style-type: none"> Regional Govt Grant allocated to project Croke park Grant allocated to project Bank loan approved Club Kildare Funding plan implemented Contract awarded Commencement of work Q 2 2019 Substantial completion certificate issued to contractor
Further development in Manguard Plus Kildare GAA Centre of Excellence	<p>Development of Kildare GAA Gymnasium in Manguard Plus Kildare GAA Centre of Excellence</p> <p>Explore 4G pitch development for Manguard Plus Kildare GAA Centre of Excellence</p>	<ul style="list-style-type: none"> Funding model Finalised Tender process commenced Contract awarded Options to be explored regarding 4G capability development
County Board to lobby Kildare County Council regarding rezoning for recreational and additional GAA pitches	<p>Register Kildare GAA as lobbyist on Lobbying.ie</p> <p>Lobby from Kildare GAA regarding recreational pitches</p>	<ul style="list-style-type: none"> Registered as lobbyist Q 1 2019 Seek advice regarding lobbying activity





FOCUS AREA 4: FINANCIAL DEVELOPMENT

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
Build a sustainable Financial Development model for Kildare GAA	<p>Increase Kildare GAA turnover initially to €2.5 million</p> <p>Increase Club Kildare revenue</p>	<ul style="list-style-type: none">• Increase numbers attending matches• Increase sponsorship & commercial activities • Increase Club Kildare numbers to 600/700 by 2023• Increase participating Clubs in All County Draw• Explore possibility of Business lunch• Grow Corporate Race Day
Kildare GAA to scope appointment of Marketing Manager	Increase corporate engagement and investment	<ul style="list-style-type: none">• Develop packages for corporate sponsorship





FOCUS AREA 5: URBAN/RURAL DEVELOPMENT

OBJECTIVES	SPECIFIC ACTIONS	PROGRESS INDICATORS
Cater for needs arising out of population shift from Rural to Urban	<p>Review and Define rural and urban issues separately</p> <p>Provide mechanisms to support rural clubs access additional players, coaches and volunteers</p>	<ul style="list-style-type: none"> Conduct SWOT analysis of both Rural and Urban Club demography Review Bye Laws to assist rural clubs regarding transfers Utilise GIS tool being developed by Croke Park to provide accurate and relevant information to clubs in relation to demographics of their region.



9. IMPLEMENTATION AND REVIEW

The intention is that this Plan will be a living document and will guide the activities of the management committee and Kildare County Board over the next five years.

It will be reviewed, assessed and adapted annually to ensure it is being implemented and that the actions specified are appropriate for the needs of the County, Clubs and members.

The County Chairman will develop an Operational Plan yearly that will deliver on the specific actions referenced in this Strategic Plan. The Management Committee will report quarterly on their actions regarding the implementation of the Operational Plan. The implementation of the operational plan will form the basis of all County Management Committee meetings with all Officers reporting on progress.

The strategic plan will be reviewed on an annual basis, which will involve an assessment of the current initiatives, and the identification of additional initiatives where deemed necessary.



THE STRATEGIC PLAN WILL BE REVIEWED ON AN ANNUAL BASIS.



KILDARE GAA PARTNERS

Your continued support to Kildare GAA is greatly appreciated.



Kildare County Council
Comhairle Condae Chill Dara

Kildare Tidy Towns Network



Dundara Television & Media
www.dundara.ie



JOE MALLON
SENIOR
FOOTBALL
CHAMPIONS
2018



Joe Mallon
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Broadly Supporting the