



WATERFORD GAA

STRATEGIC PLAN

2021 - 2030





CONTENTS

VISION, MISSION & VALUES	3
UNDERAGE ACTIVITY	6
<i>Well!Kids</i> programme, Beginning to learn U4 – U8	8
Learning through play U9 – U12	11
Developing schools of excellence and supporting our academies	12
Supporting our underage clubs	14
Graduation - Minor and Under 20	16
INVESTING IN OUR ASSETS	17
Club development	20
Adult competition structures & fixtures	22
Commercial and fundraising	24
Excellence in marketing and communications	27
APPENDICES	29
Páirc An Bhreathnaigh Stadium Interim Report	30
Waterford GAA Internal & External Research	50



OUR VISION

To make a real difference to the wellbeing of our communities through voluntary effort, the promotion of our games and culture and the provision of an outlet for meaningful lifelong involvement in the GAA family.

OUR MISSION

Our mission should be to achieve this vision by:

INCREASING THE NUMBERS OF PLAYERS AND VOLUNTEERS AT ALL LEVELS ENGAGED WITH OUR GAMES.

All our efforts must focus on the attraction and retention of as many people as possible to our games and activities – to do so we must be open and transparent and above all else welcoming. We must not fall into the trap of targeting our offer at those already integrally involved but must seek to address those audiences on the fringes of our activities who sometimes find us forbidding and closed.

EMBEDDING A CULTURE OF FUN AS PART OF OUR ACTIVITIES AND FOSTERING A LOVE OF OUR GAMES IN CHILDREN FROM A YOUNG AGE.

Children from a young age are essential to a successful future and their experience will determine how successful we are, in our journey to success. The attraction of children at ever younger ages, along with their parents, will only be achieved where we place fun, togetherness and learning at the heart of our activities.

TO PROVIDE VIGOROUS BUT FAIR COMPETITION FOR PLAYERS WHERE AGE APPROPRIATE TO DO SO.

Our games involve physical contact and while ensuring safety, we should not shy away from this essence. Youth require vigorous physical activity as an outlet from many other pressures in life, whilst also enjoying the benefit of competition. Our games need to reflect this, while placing respect for others and the wellbeing of all participants at its core.

TO EMBED EXCELLENCE IN THE DEVELOPMENT OF OUR FINEST TALENT.

Our young people are far more enlightened, having wider life experiences and access to education and communication. As a consequence, they have become ever more discerning and demanding of the highest of standards. Where we propose excellence in the development of elite talent, it behoves us to achieve it – the alternative is simply to lose credibility with those we are seeking to develop and fail.

TO WIN ALL-IRELANDS IN HURLING AND IMPROVE OUR STATUS IN FOOTBALL.

As a traditional hurling county our failure to win a Senior Hurling All-Ireland in over sixty years is damaging, given that Waterford have been in the top four counties for sustained periods during that time. To maximise the potential of our games and organisation, we must seek to remedy this in order to enthuse our volunteers/young people and impart confidence to all involved in our games. We must also strive to improve our status in football and an early improvement in our league status from our general presence in the bottom half of Division 4 should be our immediate objective.



OUR VALUES

Our values (behaviour on our journey to success) should guide everything that we do and describe the core ethics and principles which the Waterford GAA Family must always adhere to. Total compliance here will inspire our members best efforts and also constrain our actions where natural human emotions are inclined to lead us astray.

The Strategic Review Group believe that the following values reflect the essence of Waterford GAA. They are strongly reflected in the broader commentary of members in the research undertaken. For all that, they need to be continually stated and restated again, to ensure our actions align with them, on an ongoing basis.

COMMUNITY

Community is at the very heart of our Association and everything we do is and should be with the intent of adding value to the communities we serve. Identity is at the core of our success and needs to be enhanced at every opportunity through our main activities, but equally through any areas where our efforts will enrich and support the fabric of our communities.

VOLUNTEERISM

We are a volunteer led organisation and all our members play & engage in the games as amateurs. This amateur ethos needs to be retained and natural pressures towards professionalism resisted, other than where it is geared towards support to volunteers, that is undeliverable otherwise.

INCLUSIVENESS

To succeed in an ever changing society and demographic we have to ensure that we are inclusive to others regardless of background. The challenge will be not just to be welcoming in disposition but to reach out and be proactive in seeking to include more and more people outside of our traditional base.

TRANSPARENCY

The GAA is actually inherently transparent given its structures, but we need to be extremely vigilant in guaranteeing the safe-guarding of our total community, accountability, good governance, and good standing in the community. Our duty of care to young people demands no less, while our credibility in fundraising will be directly affected by our openness and accountability in respect of spending.

<https://www.gaa.ie/the-gaa/child-welfare-and-protection/>

CHILD WELFARE & PROTECTION

Waterford GAA at all levels will comply with both the GAA's "Code of Behaviour" and "Maintaining Appropriate Levels of Behaviour in our work with Children and Young People".

In conjunction with the GAA National Children's Office, we will comply with the Children First Act 2015 by ensuring that we carry out Child Safeguarding Risk Assessments and displaying Child Safeguarding Statements at both Club and County level.

<https://www.gaa.ie/the-gaa/child-welfare-and-protection/>

RESPECT

Creating the necessary culture for everybody involved in our games, requires us to put respect for every individual, their viewpoints/opinions and different elements of the organisation at the centre of everything we strive for. Expression to our regard for people must be given through example, (*walk-the-talk*), through creating a culture of positivity and through not allowing the fear of failure dictate our actions.



WELLBEING

Wellbeing is defined as the state of being comfortable, healthy, or happy and is much abused as a term in today's society. Traditionally the GAA has been focussed, as any sports organisation should, on the physical well-being of its members and particularly of its players. It is particularly important in an era where our youth face unprecedented pressures that we help to build their capacity to be resilient rather than heaping further pressure on their shoulders. Evidence would indicate that well rounded people with high standards of integrity, teamwork and solid decision making are winners who also contribute more to their families, communities, and society in general, than those people with singular focus only.

EXCELLENCE

“Commitment to excellence” can easily become a platitude and common sense would suggest, it is only the persistent commitment to betterment. Our people are passionate and really believe in what they are doing. The challenge is to structurally support that existing desire and the practice of continuous improvement. Further facilitating and encouraging learning & development in individuals, will only re-enforce the commitment to continuously deliver excellence, hence maintaining the culture of striving for perfection.



UNDERAGE ACTIVITY

It is difficult to argue that underage activity has not waned somewhat in recent years relative to others, despite some great work by many volunteers.

Performance at inter-county level of academy and minor squads would suggest that other counties have passed us out and that the depth of our pool of elite players at most age levels is an issue. There is, however, an opportunity to re-energise the organisation and levels of activity across all age groups with a view to achieving our main goals and objectives of efforts in this space.

The ultimate objectives are simple enough, hence we need to;

- Develop more senior inter-county players of excellence (as people and players) that will ultimately lead to the winning of Senior All-Irelands.
- Enhance participation at all levels in our games.
- Make the GAA the go-to-outlet for children, young adults and their parents/guardians, in Waterford.
- Ensure the experiences of young people lead to lifelong relationships within the organisation.

For the purposes of analysis in this paper we are examining the player development pathway in four segments;

- Beginning to Learn U4-U8
- Learning to Play U9-U12
- Learning to Compete U12-U16
- Graduating to Senior U17-U20

At a strategic level, the objectives are simple enough. We must increase the level of participation & penetration significantly at the beginner level and retain & develop these players through the quality of their interaction with all aspects of the organisation. Much great work is being done across the GAA and this strategy is concentrated on the areas where we feel the greatest level of improvement is attainable, leading to maximising our potential impact over a ten year timeframe.

The current challenges facing Waterford GAA are;

- Relatively low population.
- Registered player numbers and club bases have been decreasing.
- A demographic shift featuring significant relative population increase in the East of the county that is served by a limited number of clubs.

This means that new approaches must be adopted to;

- Attract parents and children without historical attachments to the GAA.
- Ensure that the support base continues to grow in line with population.
- Invigorate clubs in high population areas (or in the absence of this happening establish new clubs).
- Ensure excellence is embedded across the organisation.
- Support struggling clubs in low population areas.

In reality we must seek to resource the clubs in the high population areas to attract and cater for greater numbers, whilst seeking to ensure that clubs from small population centres sustain themselves through excellence, adaptation, and consolidation where necessary.

Waterford GAA as an organisation needs to reorientate its thinking in having regard to the areas of highest population and potential, not at the expense of smaller centres, but through the development of measures, that can assist everyone in the generation/use of additional resources, within these areas of high potential.



The Strategic Review Group is of the view that particular emphasis in the immediate future needs to be placed on:

- Developing an innovative and Waterford specific programme to attract parents and children from a very young age and from of all backgrounds & gender to our games. We view that doing so will assist clubs with a tool for revitalisation and further community engagement. Ensure that new energy is applied to the development of a broader pool of elite players, through alignment and reconfiguration of our clubs, schools, and academy squads. Guarantee that all resources available to us (including our GDA colleagues) are used optimally to reinvigorate our clubs and support the wider efforts at underage level.
- Tightening the oversight structure of Déise Óg so that clear lines of reporting and responsibility are established for everyone. It is the view of the Group that Déise Óg should operate as a tight six member group consisting of Team Leaders in the areas of Academies/Post Primary Schools, Coach Education, Club Development and Participation, facilitated by the Coaching Officer and the Games Development Manager.

The strategic review committee would also be clearly of the view that;

- An relationship needs to be generated between coaches and referees at all levels to ensure that physical competition and integrity of effort are at the core of our games, rather than over complicating the technical coaching and refereeing of our games.
- Large numbers of dual players involved with our academy squads do not serve the long-term interest of either code and a limitation cap on the numbers should be put in place to facilitate the development of excellence in both codes.

The following are the selected and most key recommendations of the Group.



WELL!KIDS PROGRAMME BEGINNING TO LEARN U4 – U8

OVERVIEW

Sport and community are twin pillars of GAA activities. Well!Kids is intended to be Waterford GAA's innovative entry-level pathway for children to sport. The tailor made programme is being developed to build on the **Have-a-Ball** national programme and to give Waterford its own unique introduction to Gaelic Games that will:

- Embrace fun, wellbeing in a safe environment.
- Be inclusive for children and their parents/guardians.
- Makes participation easy for everyone regardless of background.
- Brand unique to Waterford GAA.

The Well!Kids programme will be developed in tandem with clubs as a resource to reenergise beginner programmes across the county and will provide exciting and newly branded collateral and activities for a new beginning for all juvenile clubs.

OVERSIGHT STRUCTURE

The Programme will be developed by a three person oversight group reporting to the Waterford GAA Management Executive through the Coaching Officer with the Team Leader being a member of Déise Óg.

OBJECTIVES

Objective 1 - Expanding Participation and Retention Through Fun and Fulfilment

The Well!Kids programme will seek to increase participation numbers by 20% in the U4 – U8 age groups over a 3 year period.

Objective 2 - Instilling Connection and Belonging

The Well!kids programme will seek to instil connection and belonging through inclusive participation by both parents and children.

Objective 3 - Expanding The Pool of Leaders

The Well!Kids programme will seek to expand the pool of leaders by 10% (measured by numbers undertaking Introductory Coaching Course) through facilitating involvement of parents from the outset and creating easy entry to involvement by adults of limited knowledge/historical involvement in GAA.

Objective 4 - Development of The Pool of Leaders

Create a specific introductory coaching course for leaders in the Well!Kids programme and target young people such as students/younger players for start on the coaching ladder.



OUTLINE ACTIVITY PLAN

Well!Kids will attract four to eight year old children. The preliminary model is based on a one-hour session per week. Adaptable sessions based on the following model:

- Group warm-up
- Rotating station based activity drills
- Group warm-down

Well!Kids will aim to attract, involve and retain children in GAA activities. Taking account of the children's age, it will be activity rather than skill centred. Activities will be delivered in pods and will be designed and structured to encourage activity as distinct from achievement. The model aims to deliver constant fun-based content, with kids rotating between pods for different activities under different leaders (who only need to achieve competence initially in one activity).

Well!Kids recognise young children have short attention spans. Consequently, each session will be divided into sub-sessions of approximately fifteen minutes. Kids will rotate through each pod, encountering different activity leaders, thus aiding variety. Numbers of activity leaders will vary depending on numbers of participating children.

The best practice model will consist of;

- An experienced sports person in a co-ordinating and oversight role.
- Enthusiastic leaders, one per pod, encouraging and leading activity within individual pods. These leaders will be suitably vetted under-age sportspeople. Pods will cater for up to ten children each.

TRAINING AND DELIVERY MODEL:

- A series of training modules will be delivered to clubs.
- These will incorporate leader and child recruitment strategies.
- Full activity session plans and schedules will be provided.
- Training roll-out to commence in Q2 2021.

LEADERSHIP AND RESPONSIBILITY:

- Programme adopted and driven by individual clubs.
- Developed and implemented under the control of the Oversight Group.
- Supported by GDA structures.
- Directed by Club Juvenile Officers.
- Staffed by Club Volunteers and Parents.

RESOURCES REQUIRED:

- Child friendly and size appropriate games equipment.
- Novel drills equipment to facilitate activities by small participants.
- Information packs and resources for leaders.
- Recruitment packs and guidelines for clubs.
- Parent friendly resources for all sessions.



FINANCIAL DEMANDS

- Development of Well!Kids brand imagery.
- Development, design and printing of activity packs and recruitment tools.
- Development/Purchase bespoke games equipment
- Well!Kids branded jerseys.
- Aim to deliver 5 x 2 leader training seminars.

Finance Required (Estimate) To Be Shared By County Board, Sponsor, Clubs and Parents:

- Three year pilot programme: €15,000 per annum

TIME FRAMES AND MILESTONES:

- Preliminary Testing – June 2020
- Pilot Program with 6 clubs – Summer 2021
- Juvenile Officer Consultation/Training with all Clubs– Autumn 2021
- Leader Training with all Clubs – Autumn/Winter 2021
- Participant Recruitment and Full Club Roll-Out – March 2022

REVIEW:

A voluntary team will be appointed to monitor individual sessions of the programme as it rolls-out in year one. The monitoring group is not an inspectorate. The team will monitor the model, not the Activity Leaders. Their mission is to assist Déise Óg, Clubs and Activity Leaders in adjusting the practical delivery of the model for Well!Kids, in light of how the programming is actually interacting with children and parents on a weekly basis. At the end of year one of the cycle, leaders will be invited to gather for a facilitated de-brief of their experiences. This feedback will be used to strengthen the Well!Kids delivery model and experience for children.

Again, GDA skills and structures will be an invaluable resource in a continuously evolving Well!Kids concept, in order to ensure and maintain a consistent excellent outcome for all children.



LEARNING THROUGH PLAY U9 – U12

OVERVIEW

This is the time period where many players really develop their skills in Gaelic games. By this stage, children will have been through the Well!Kids Programme and will hopefully have 'fallen in love' with the games. From age 9 -12, many kids will start to achieve a level of mastery that derives from the constant repetition and practice that will only take place when a kid has developed a level of interest that leads him / her to the gable wall of a house for endless hours (particularly for hurling).

It is also a period where the Activity Leader (Coach) will need to acquire additional skills to coach and guide the young player in the basic, intermediate & sometimes more advanced skills/nuances of the game and work to ensure that his/her technical skill-set is expansive/comprehensive, whilst appropriate to the modern game.

OBJECTIVES

Objective 1 - Coaching the coaches (Train the Trainer)

To focus the GDA, along with clubs, on the identification and development of coaches for clubs and schools, i.e. Coaching the Coaches including the assessment of coaching sessions.

Objective 2 - Activation of Schools and Clubs

To establish a baseline of current activity and set targets for activity in clubs and schools, with particular emphasis on low performing/high population areas.

Objective 3 - Enhancing the Fun and Play

To develop innovative initiatives to ensure that kids love playing GAA. This could include activities such as Hurling/Football Festivals, a new Love the GAAME campaign, and U11 & U12 Open days (where kids from all clubs get access to expert coaches in a fun environment).

The over-riding objective is to ensure that the kids continue to love playing the game and therefore practice regularly on their own, developing further mastery, enjoyment and connection with their local GAA club.

OUTLINE ACTIVITY PLAN

This age group is largely the remit of the club and school's coaches, rather than development squads. Although some activity commences at U12 in terms of fun games that are open to all kids from all clubs.

In the context of what we want to achieve, a GDA should be assigned specifically to these age groups to develop specific proficiency & expertise and along with the oversight group should focus primarily on the following activities:

- Coach development, annual review with clubs, procurement targets, development targets, coaching courses.
- Club and school activation - Baseline, targets, and milestones to be identified so that success can be measured.
- Schedule of blitzes, hurling festivals, a new Love the GAAME campaign, and U11 & U12 Open days.

LEADERSHIP AND RESPONSIBILITY:

The responsibility for this area should fall to the participation sub-group of Déise Óg.



DEVELOPING SCHOOLS OF EXCELLENCE AND SUPPORTING OUR ACADEMIES

OVERVIEW

Success at underage inter-county level is closely aligned with the performance of our secondary schools which has waned somewhat in recent years, with mixed alignment between development squads, clubs and the schools. Activity in the September to March period is concentrated at inter-county level on physical work without significant co-ordination with schools. It is the view of the strategy review group that the development squad system is currently too narrowly focussed on a restricted number of elite players with some evidence that players from clubs operating in lower divisions and players born later in the calendar year are struggling to excel. The schools of excellence programme is intended to create alignment between the schools, clubs and development squads, such that the schools are empowered and facilitated to perform, whilst a far wider pool of players are exposed to excellence in development through these formative years. It also proposes to maximise the potential of the period from September to March for player development, recognising that the schedule for players during the 'playing season' is already extremely demanding.

It is equally the case that our academies or development squads need to be further supported by ensuring the highest quality coaching is available to them, that there is a clear development pathway for elite coaches and that the best advice or support are available, from a sports science perspective.

OBJECTIVES

Objective 1 - Expanding The Pool of Excellence

To facilitate our secondary schools to be centres of excellence in Gaelic games, through the development of four/five school/clusters of excellence.

Objective 2 - Aligning Our Clubs, Development Squads and Schools of Excellence

To ensure liaison between the school centres of excellence, development squads and clubs, while always placing the club at the centre of the development process.

Objective 3 - Refocusing Our Academies

Refocusing our academy squads through the appointment of best quality mentors and the provision of key supports, along with ongoing monitoring and mentoring.

Objective 4 - Developing An Elite Leaders Programme

To provide education, support and mentoring to leaders, to ensure alignment with the required values and to expand the elite leadership & coaching pool.

Objective 5 - Employment Of Sports Science Officer

Employ a Sports Science Officer to co-ordinate the athletic development objectives for schools and academies of excellence.



OUTLINE ACTIVITY PLAN

The Schools of Excellence Programme is intended to be a series of eight intensive weekend morning sessions for each age group for the five school clusters. This would be run separately throughout the winter period (September to March), including elite coaching, coaching of coaches, personal development objectives, inter-cluster leagues and parental involvement. The programme will be executed by club & school coaches with support from the games development officers and integrated with schools and development squad activities.

It is intended that the Programme will help to re-energise GAA activities in the schools and that the structures & supports made available will assist/enhance the existing efforts, particularly in schools where activity has waned somewhat.

The academy squad restructuring will be focussed on identifying key leaders/coaches and providing the appropriate supports & development pathways for these key people and their respective squads.

Action Required:

- Appoint oversight committee.
- Appoint nominated club coaches to school clusters.
- Create liaison with school coaches
- Develop clear activity schedule
- Deliver coach development programme
- Develop player and parent communication strategy
- Appoint nominee from each cluster to academy squads
- Develop physical development programme

Timelines:

- Q2 2021
- Q3 2021
- Q3 2021
- Q3 2021
- Q3 2021
- Q3 2021
- Q3 2021
- Q3 2021

LEADERSHIP AND RESPONSIBILITY

- A minimum of a three person Oversight Group reporting to the County Board through Déise Óg will drive these initiatives, with the Team Leader a member of Déise Óg.
- Specific Schools of Excellence and Academy Development Sub-Groups shall be set up. The programme will be supported by;
 - A newly appointed Games Scientific Officer in due course, with a primary Sports Science Qualification/GAA background.
 - Games Development Manager.

RESOURCES REQUIRED:

- Equipment, gear, sliotars & footballs.
- Long-term improvement to school facilities (addressed elsewhere).
- Additional €30,000 per annum plus portion of Games Scientific Officer dedicated.

KEY PERFORMANCE MEASURES OF PROGRESS (KPM'S)

- Schools competition performance
- Player and parent feedback.
- Feedback from academy coaches.
- Summary of individual player monitoring.



SUPPORTING OUR UNDERAGE CLUBS

OVERVIEW

The development of our underage clubs in terms of their structures, volunteer numbers and quality coaches is critical to our success. While all clubs do excellent work at some level, there are clubs who require assistance and need to be restructured and reenergised to deliver on their potential. The development of school/club relationships and outreach to new volunteers & leaders is key to achieving this successfully. All volunteer surveys reflect 'not being asked' as the prime reason that people do not become involved.

It would be the view of the strategy review group, coupled with the findings of a Games Development Committee set up to review the workings of underage activities across the county in 2019/2020, that the role of the Games Development Administrators (GDA's) needs to be concentrated on the areas of club structure/strategy, along with the development of club coaches/leaders. The GDA's represent a significant resource and this should be concentrated on those areas of optimum outcomes. It is the view of the Group that direct coaching in the schools by GDAs does not represent effective use of the resource given the limited contact time annually with any individual. We believe that this time should be used differently and that the GDA's role with schools should be confined to supporting the club/school interface and those coaches from the clubs undertaking consistent work in the schools.

Priority should be given to those clubs in most need or with most potential based on available evidence. Programmes should not be democratic in nature through the equal distribution of resources across all clubs. The group views that all clubs should receive a base level of support but with very specific concentration of resources on those areas of under-performance/potential, where highest long-term yield is achievable for Waterford GAA as a whole.

OBJECTIVES

Objective 1 - Maximising the role of the GDA's.

Focusing our GDA's predominantly on club appraisal, activation and coach education through planned and rostered visits to all clubs, prioritising clubs of highest potential.

Objective 2 - Developing a survey and club development template.

Developing a survey and development template for underage clubs, such that a real appraisal of club activity and structural strength can be undertaken across the county.

Objective 3 - Coach Education Programme.

Develop a countywide coach education programme geared towards attracting more and more club coaches to continual learning and personal development.

OUTLINE ACTIVITY PLAN

Action Required:

- Appoint oversight committee.
- Develop revised schedule of activities for GDAs.
- Undertake activity/strength appraisal of clubs.
- Prioritise clubs for interaction
- Commence intensive interaction with selected clubs

Timelines:

Q1 2021
Q2 2021
Q3 2021
Q2 2021
Q3 2021



LEADERSHIP AND RESPONSIBILITY:

- A minimum of a three person Oversight Group, reporting to the Waterford GAA Management Executive through Déise Óg will drive these initiatives, with the Team Leader a member of Déise Óg.
- The resources of the full-time GDA's will be committed primarily to this area.

RESOURCES REQUIRED:

- Volunteers/Mentors to assist with initial club/interfaces.
- Measurement/templates, workshop venues for club appraisal.

KEY PERFORMANCE MEASURES OF PROGRESS (KPM'S)

- Club activity and performance
- Numbers of volunteers
- Numbers of coaches completing training courses.
- Membership of clubs.



GRADUATION - MINOR AND UNDER 20 (U20)

OVERVIEW

The Minor and U20 age groups are key to the graduation of players to senior level, with the phase being transformational in the development of players in a physical, personal and mental context. It is the strategic committee's view that ensuring the teams in these age groups are surrounded by the best personnel and support systems. Personnel in charge should be multi-year, with minor coaches doing a two year stint and U20, three years interfacing with the preceding year's coaches. It is viewed that key high potential players at U20 should be identified for additional supports and involvement with the Senior inter-county programmes, albeit prioritising U20 involvement. It should be a presumption that success by coaches at inter-county level in these grades would lead to involvement with the Senior Coaching set-up and that a natural progression path would be established from Underage to Senior.

NEW LEADERSHIP

A sub-committee of the County Board should concentrate on this area with outside assistance to review and monitor performance.

GOALS & OBJECTIVES

Objective 1 -Player Development

To facilitate elite players in maximising their future potential through reinforcement of the values enshrined in the schools of excellence & the academies. Also through the support of elite leaders/coaches and sports science practitioners.

Objective 2 - Coach Development

To ensure coaches are selected on a merit based system and facilitated through mentoring & support to develop personally to levels of excellence across a broad spectrum of skills.

Objective 3 - Player Progression

To recommend players based on clear criteria for inclusion in Senior County Programmes.

OUTLINE ACTIVITY PLAN

The view of the Strategic Committee is that the Minor and U20 grades need to be viewed as the pathway to Senior, for players and coaches. They need to be resourced with the best people possible and preparation needs to be focussed on the individual players as well as the team, while being supported with best practice in the sports science arena. The Activity Plan will be determined by the coaching group.

Action Required:

- Appoint Board sub- committee
- Develop elite long-term leadership strategy
- Develop strategy for player personal development
- Review third-level sports scholarship awards to players

Timelines:

Q3 2021
Q3 2021
Q4 2021
Q2 2021

RESOURCES REQUIRED

Additional €20,000 per annum plus portion of Games Scientific Officer dedicated.

KEY PERFORMANCE MEASURES OF PROGRESS (KPM'S)

- Championship performance at U17 and U20 levels.
- Player transition to County Senior teams.



INVESTING IN OUR ASSETS

OVERVIEW

It is critical that Waterford GAA invest in its assets on an ongoing basis to ensure that:

- Dilapidation does not become an issue.
- The assets are continuously future proofed.
- They are fit for purpose and attractive for all users.
 - Club facilities will remain at the core of our activities and need to be continuously improved.
 - Key county grounds are critical to servicing our games, while there is a need to prioritise other strategic infrastructure to service our wider county team needs and the progression of schools and development squads.

In general, throughout the county, club grounds are well developed, although all reasonable sized clubs need additional playing space (particularly where only one pitch exists) and all-weather & gym facilities for strength and conditioning need to be developed in the longer-term for all clubs. The focus of clubs should be on the development of facilities to attract all members of the community regardless of age, gender or origin and to seek to make clubs family friendly/attractive to the wider community. Doing so will further foster the sense of belonging that is core to the GAA's success. While club development can understandably be in competition for scarce resources with County Ground development, it is imperative that both strands move forward knowing that clubs should receive all possible assistance with capacity building and access to funding to match their ambitions.

Walsh Park as a headquarters is not meeting current day expectations at any level and Fraher Field, though superior in setting and space, requires tender loving care and investment to reach its potential. The shining light in infrastructure is in fact Carriganore which is available to us at little capital cost and is of a quality and presence that needs to be the mark for all our developments. Cost is always the issue but the reality is that Walsh Park and Fraher Field represent the traditional and iconic homes of GAA in Waterford and not to have them fit for purpose and a source of pride is damaging to the organisations image, attractiveness and self-worth. They simply have to be brought to a standard that will meet:

- Modern day consumer expectations
- Be visually attractive and best in class in comparison with our peers.

The question of cost is of course relevant but non-investment cannot be an objective and a long-term view has to be taken:

- The envisaged life of this plan of 10 years is considered necessary but realistic to address all of the main issues. In this timeframe, we need to budget a spend of €10M – €12M at current prices to deliver Walsh Park as a compact stadium of character and unrivalled family friendliness and comfort to the core.
- While delivering on the excellent setting and available space in Fraher Field, we need to strive to build a compelling second home of smaller capacity but of even greater excellence. To achieve this, it is our view that approximately €3M or €300K per annum, needs to be raised to attract matching funding from National Sources and an excellent start has already been made in securing funding of €3.75M for Walsh Park from Sports Capital Grants. Of course it has to be recognised that current Covid-19 circumstances for the GAA and the National Exchequer are difficult, but Waterford GAA has to maintain the ambition to deliver change from 2022 onwards.



- The final element that needs emphasis is in the area of cluster/school's facilities. There are serious constraints with such facilities and given the time of the year they are operating and the inclement weather, we need to assist our schools to achieve improvement in their facilities. We cannot expect them to succeed and play the central role we want them to without this happening.

Objective 1 - Developing Walsh Park As Our HQ and A Source Of Pride.

It is imperative that a reconfigured Walsh Park is completed over the next five years, on a phased basis if necessary, such that it will provide best in class facilities for over 10,000 patrons and that such facilities will be:

- Family friendly and accessible with comfort to all.
- Visually attractive from the main approaches.
- Designed in the context of the wider experience and patron/customer friendly.

Objective 2 - Undertake A Strategic Review of Walsh Park Proposals

It is timely to undertake a complete review of the existing development proposal, including a financial appraisal, by professionals with appropriate competencies to inform the approach in the circumstances now prevailing.

Objective 3 – Formulate a Project Delivery Team

Put in place a Project Delivery Team with appropriate competencies as a sub-committee of the County Board. Agree a clear brief for the Committee and procure an appropriate effective project delivery professional team.

Objective 4 – Engagement with GAA and Sports Capital Decision Makers.

Negotiate with the GAA at central level and the Sports Capital programme regarding the availability and phasing of financial support.

Objective 5 – Maximising the Potential Of Fraher Field.

Fraher Field in its core setting and available space is a venue that meets its current demands reasonably well, but there remains a need to improve the spectator facilities and services on an ongoing basis to ensure the experience it presents is best in class.

The primary improvements envisaged are:

- Access for the disabled.
- Upgrade the existing seating in the stand.
- Catering facilities.
- An all-weather facility at the Showgrounds side to facilitate dev. squads/schools of excellence.
- Upgrade Media/Press and referee facilities.
- IT Infrastructure Upgrade

Objective 6 – Assist Our Schools/Clusters To Develop Their Facilities.

Schools' facilities need to be improved on an ongoing basis, given the demands on pitches in inclement weather during the Autumn to Spring period, when most schools activity takes place.

The Committee views that the following actions should be prioritised:

- The development of all-weather pitches at De La Salle and Blackwater.
- The development of the Fraher Field all-weather.
- The development of St. Declan's pitch to sand-based all-weather and proactive partnership with Kilmacthomas club on the use of its facilities.
- Partner with a club in the North East of the City, to facilitate the Rest of City School of Excellence, through the development of all-weather sand – based facilities.



Objective 7 – Maximising The Use Of The WIT Arena/Carriganore

The WIT Campus at Carriganore represents the best Centre of Excellence in the country and the county must maximise the use of its facilities for all development squads and county teams through entering into formal agreement with WIT for its long term and preferred use for Gaelic Games.

Objective 8 – Supporting Continuous Improvement of Club Facilities.

It is vital in a post-Covid environment that clubs continue to be ambitious in the development of their facilities. They need to be assisted by the County Board Development Officer with specific responsibility assigned in respect of capacity building for clubs, to access funding through GAA, Sports Capital or other sources.

LEADERSHIP AND RESPONSIBILITY

- A specific Delivery Oversight Group, with appropriate project management skills, reporting to the Executive of the County Board is necessary to oversee development of Walsh Park.
- A task group should be put together to develop a strategic plan for the development of facilities at Fraher Field/five cluster schools.
- The County Development Officer should have responsibility for appraisal and supporting the development of club facilities.

RESOURCES REQUIRED

- It would be appropriate to view the redevelopment of Walsh Park to best in class standards as being a €10M - €12M project at today's costs with a local contribution of €3M necessary.
- Approximately €100K per annum needs to be spent on additional maintenance and minor projects to sustain the existing facilities.
- A further €1M will be required over the next 10 years to develop Fraher Field to its optimum.

TIME FRAMES AND MILESTONES

Action Required:

- Agree long-term anchor deal with WIT Campus at Carriganore
- Commence substantial element of Walsh Park redevelopment
- Undertake Fraher Field Strategic Plan

Timelines:

- Q3 2021
- Q3 2023
- Q3 2021

REVIEW

As one of the biggest elements of expenditure and one of the most visible permanent manifestations of GAA activities, this area needs to be kept under constant monitoring and review by the County Board. Circumstances have changed dramatically as a consequence of Covid-19, but there will be an opportunity to deliver a phased programme of developments, cutting our cloth to suit our measure, as we go. The reality is that no less a project than Croke Park was delivered on this basis.

CLUB DEVELOPMENT

OVERVIEW

Clubs are the bedrock of the GAA and the continuous development within Waterford clubs is essential, regardless of their size, location or whether they are rural or urban. The aim in club development is to enable each club to perform to its optimum potential and provide training and playing facilities to a standard that is required and expected in the modern era. Club structures, leadership, willingness to change and numbers of volunteers are critical to club success which isn't always measured by winning titles, but is certainly reflected in the level of club activity and in the development of quality players.

In general, our clubs fall into ball-park groupings as follows:

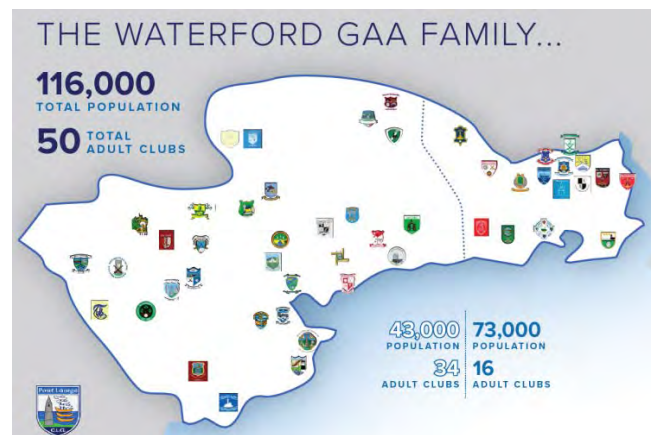
- **Serving > 6,000 Population**
Tramore, Ballygunner, De La Salle, Erins Own, Abbeyside/Ballinacourty
- **Serving > 3,000 to 6,000 Population**
Passage, Gaultier, Dungarvan, Mt. Sion, Roanmore, Ferrybank,
- **Serving > 1,000 to 3,000 Population**
Lismore, Cappoquin, Kilmacthomas, Portlaw, Tallow, Ardmore, An Rinn, Stradbally, Dunhill, Butlerstown, Ballyduff Lower, Stradbally, Clashmore/Kinsalebeg, Fourmilewater/Nire, Geraldines.
- **Serving < 1,000 Population.**
Colligan Emmetts, Ballinameela, Ballyduff Upper, St. Saviours, Kilrossanty, St. Pauls, Kilgobinet, Brickey Rangers, Sliabh gCua, Newtown/Ballydurn, St. Mollerans, Fenor, An Sean Phobal, John Mitchels, Shamrocks, Modeligo, Bonmahon, Kill, Tourin, Ballysaggart, Melleray.

A number of clubs are obviously not fulfilling their potential, relative to others:

- Having regard to tradition.
- Available youth population.
- Grade of underage teams.
- Contributions to county panels.
- Future population trends.

Engagement with these clubs should be a priority in order to facilitate them to contribute further to the Waterford GAA family. While ensuring support is available to every club, we simply must prioritise areas of high potential or underperformance, if we are to maximise the performance of Waterford GAA.

The core objective of the County Board should be to ensure clubs undertake regular strategic review and have clear development plans, while engaging with intensively with those in need of assistance and with particular potential for improvement.





OBJECTIVES

Objective 1 – Club Development Sub-Committee

Establish a new Club Development Sub-Committee of the County Board chaired by the Club Development Officer.

Objective 2 – Template for Self- Appraisal

Develop a template reporting model for club self-appraisal covering Coaching & Games Development, Club Structures & Administration, Finance, Facilities, Communication, Officer Development and Alignment with Camogie/LGFA.

Objective 3 – Reporting Structure

Generate a formal reporting and interface schedule for appraisal between the clubs and the County Board Sub-Committee.

Objective 4 – Baseline Metrics

Establish baseline parameters for membership, officer training activity and a five year profile of facilities grants.

Objective 5 - Communications Training Strategy

Develop a communications training strategy and a facilities advisory group at county level to support clubs.

LEADERSHIP AND RESPONSIBILITY

- A specific County Board Sub-Committee is proposed to lead club development.
- The County Development Officer to Chair and lead the Sub-Committee.
- Specific taskforces should be put in place relating to clubs of high potential/underperformance in liaising with the clubs themselves.

RESOURCES REQUIRED

No resources of consequence are required to drive this area forward, other than the intellectual capital of leaders at county and club level.

TIME FRAMES AND MILESTONES

Action Required:

- Position a revised Club Development Sub-Committee
- Establish baseline parameters for membership
- Provide Officer training activity
- Create a five year profile of facilities grants

Timelines:

Q1 2021.
Q2 2021.
Q3 2021.
Q3 2021.

REVIEW

The strength of our clubs is critical to ongoing success and the baseline proposed above should facilitate ongoing monitoring and review by the County Board at minimum on an annual basis.



ADULT COMPETITION STRUCTURES & FIXTURES

OVERVIEW

It is critical for clubs & players to have competitive games on a clear and known schedule, in order to realise their potential and to maximise the enjoyment of involvement in our games for everyone. A great opportunity now presents itself, with the commitment to a specific club playing season a welcome outcome of the Covid-19 pandemic.

It is vital we take this opportunity to ensure there is a clear:

- Championship season in late Summer/Autumn.
- A league season in late Spring/early Summer.
- A clear window in Summertime where players can plan for family holidays.
- A clear close season of decent extent for clubs, except Provincial/All-Ireland participation.

The scheduling of these games needs to be rigorous and clear at the commencement of any season to allow clubs, players, mentors, and supporters to plan accordingly and should not be variable or dependant on local pressures. To this end it is the clear view of the Strategic Review Group that there should only be one fixtures body in Waterford GAA to ensure the optimum coordination of games and appointment of officials across all adult grades and divisions. This has only limited impact on the operation of the Divisional Boards but in our view is the only way where scheduling certainty can be delivered. From 2022 onwards there should be no excuse for a comprehensive calendar of activity not being available to everybody – it needs a single entity to decide it, however, and to this end a single Competition Controls Committee should be in place for 2022.

In respect of the hurling championships, it is our view there are too many teams in the current Senior hurling championship, with too few teams at the appropriate standard to compete and excel. The creation of a further championship combining a number of teams from the current SHC with teams at the upper end of both divisional IHC's would deliver a *win-win* for Waterford Hurling, giving teams a further championship of quality to aspire to win and enhancing competition across each of the main grades.

It is less clear in respect of the football championship that the standard exists to sustain an additional championship below Senior though the same position pertains in respect of quite a number of Senior Teams not being to the required standard. In our view a simple reduction in the number of teams at Senior should apply, achieved over time, obviously.

The revised club season requires serious clarity to be brought to this space and transparency is required.

It is also the view of the Group that further consideration should be given to the issue of regraded or lower grade players losing their status for simple and limited involvement in games at a higher grade. The current proposals allow a certain element of play at a higher grade should be further expanded or consideration given to a work-around to ensure players and clubs aspire at all times to exposing their players to the highest grade possible.

With respect to County leagues, Waterford has never managed to achieve buy-in to the league set-ups. The post-Covid scenario will present an opportunity for revitalisation of the leagues in the late Spring/early Summer period. In our view the leagues should be a simple merit based structure of groups of six teams from top to bottom with relegation and promotion of consequence applying. It is also our view that the traditional Sargent and Phelan Cup competitions add little value and that, in the new calendar scenario, early season blitz competitions should be held perhaps at the Easter and May Bank Holiday weekends using the Super 11s format for all grades.



OBJECTIVES

Objective 1 – Single Competitions Control Committee (CCC) & Fixed Schedule

Establish a single CCC to prepare a comprehensive annual games schedule of fixtures.

Objective 2 – Task Force For Championship Structures

Appoint a taskforce to examine the championship structures and to recommend change in the light of the proposed restructuring of the county & club playing seasons.

Objective 3 – Introduce All County Leagues

Introduce All County Leagues in Groups of 6 teams with promotion and relegation on the basis of 2 up, 2 down.

Objective 4– Sargent and Phelan Cups

Use Super 11's format to play blitzes in early season in both hurling and football across all grades.

TIME FRAMES AND MILESTONES

Action Required:

- Establish the taskforce to examine the current structures
- One single All County CCC to be in operation

Timelines:

Q1 2021
Q1 2022

REVIEW

The championship structures should only be reviewed every 5 years and quantitative evidence should be generated around team performance, attendances etc. to facilitate such a review.



COMMERCIAL AND FUNDRAISING

OVERVIEW

Based on the 2019 County Board accounts and supported by trends over the past five years, Waterford GAA finances could be best described as in a 'holding pattern'. Indeed, even sustaining this position is a growing challenge which has been made much worse by Covid-19.

Income to the County is significantly dependent on transfers from Munster and Central Council. Operating income in 2019 was €1934K of which transfers were €504K / 26%.

Gate receipts at €306K represented just 15.8% and have averaged just €247K over the past five years.

Commercial income in 2019 at €208K was just 10.7% of total and core sponsorship made up €198K of this. It has averaged €220K over the past five years but against a backdrop of growing demands on the organisation this figure is totally inadequate.

Fundraising has been in many ways ad hoc, it has followed some success e.g., particularly a year when the senior hurlers are 'going well'. There is little evidence of fundraising to invest early for future success. €138K was raised in 2019 with an average of €125K over the past 5 years.

Club Déise delivered €88K of the €138K in 2019 and has averaged a contribution to teams and projects of €80.7K over the past five years.

Finally Coaching and Development income after grants received, was €422K, with expenditure against this of €408K (Development Squads receiving €125K). A key cost which has grown over recent years has been the financial support required for all our County Teams. This figure was €807K in 2019 and has averaged €785K over the past four years.

Given the above summary analysis, it is clear that Waterford GAA faces a continuing battle to get to a more sustainable financial model. This is further compounded by Covid-19 in addition to addressing funding real opportunities for the County in terms of supporting high performance centres, facilities development and crucially helping our clubs to survive and thrive. Not driving a new co-ordinated and professionalised approach to Commercial activities and funding, over the next five years, will mean that Waterford GAA will not reach its full potential and will be faced with ultimate decline. Better approaches in seeking to expand the funding pool by the County must be sustained over time in order to support better competitiveness on the national stage and thus ultimately the core bedrock of Waterford GAA, i.e. **The Clubs**.

"The Competition" does not stand still and the lack of funding/underfunding is an issue in relation to the following elements of the current budgets.

Capital Development

The development of the County Grounds needs an investment in the region of €12M, to make them best in class and fit for purpose for the next 50 years. It would be unrealistic to expect that anything less than a local contribution of €3M would be required to deliver this scale of expenditure. This can be viewed as a lump sum or an annualised expenditure of around €350K over a three year period.

Facilities - Operational Expenditure

Investment in our facilities is too low at present, relative to other counties. Assets of this scale cannot be maintained on a *to-do* minimum basis, without negatively reflecting in the quality of the playing surfaces, spectator accommodation and facilities. A gap in funding of between €50K and €100K exists here.



Underage Development

Investment here is an absolute must for future success and the reality is that current spending by Waterford GAA in the development of our underage players is at best minimal, when one excludes transfers from Munster & Central sources.

The preparation and support for the proposed Well!Kids programme, the academy squads and schools of excellence is critical to future success. The addition of professional sports science, equipment, logistics and coaching supports, along with collateral and branding needs to be prioritised in this area.

An additional annual spend of around €100K should be ring-fenced for this area.

Preparation of County Teams

The preparation of county teams is a significant drain on resources and needs to be carefully managed. Other counties are certainly outspending ours significantly, whether sustainable!! There is also the possibility of additional demands from a second tier football championship. On the whole it would certainly be arguable that up to €200K per annum extra should be budgeted for in this area.

Communications & Marketing

Communications & Marketing rarely receives budget of any consequence. Such a budget is required and should be self-funding in the long-term. The promotion of significant events, the games schedule and general branding supports needs targeted investment. To target additional penetration in new media in supporting commercial partners or simply presenting a professional face in everything we do. It would not be unreasonable to generate a budget of €30K per annum for this function.

Transparency and Accountability

The other key areas to be considered are those of Transparency and Accountability – ***the very best of causes fail to attract partners or support if there is the least hint of waste or potential for impropriety.*** This is not to say that commercial partners cannot be assured of confidentiality, however it should simply be done in line with clear policies. Value for money & accountability needs to exist and be clearly demonstrated.

Widespread publication of accounts and the creation of an *audit and risk committee* are key and basic components of Good Governance. In pursuit of Good Governance and as a protection to all members engaged in the handling of funds, it is imperative that all fund raising, on behalf of all Waterford GAA activities, falls under its governance and fully complies with standard audited accounts. The positioning of an audit and risk committee is imperative for such an operating environment & anything less is not acceptable and simply can't be countenanced in the future.

OBJECTIVES

Objective 1 – New Commercial Committee

Form a new Commercial Committee to co-ordinate and drive fundraising.

- Membership of 12 - 15 to ensure a broad range of skills.
- Minimum gender balance of at least 30% female.
- Subcommittee of County Board but with a largely co-opted membership.
- County Chairperson and Treasurer to be members.
- Members recruited for key skills/relevant experience and need not be Waterford resident but with strong Waterford connections.
- No expenses, etc., payable; it is about giving back!



Objective 2 – New Audit and Risk Committee

- County Board to form an Audit and Risk Committee
- County Treasurer to serve committee and attend as requested.
- 5 independent members with relevant financial and risk experience.
- Drive oversight & governance on financial systems and reporting/transparency.
- Regularised via meeting quarterly per annum.

Objective 3 – Integration of activities

- Under Commercial Committee leadership integrate activities of Club Déise and Déise Draw into a unified approach to increase overall financial resources.

-

Objective 4 – Aligning Commercial Priorities and Communications.

- Ensure commercial priorities are reflected in the branding & communications of Waterford GAA.

Objective 5 – Shift the Ambition.

- To generate cumulative commercial and fundraising income, including gate receipts, of €10M over the 5 years to 2025.

TIME FRAMES AND MILESTONES

Action Required:

- Position/launch Commercial Committee
- Position/launch Audit & Risk Committee
- Fully align Déise Draw and Club Déise

Timelines:

Q1 2021
Q2 2021
Q4 2021

KEY PERFORMANCE MEASURES OF PROGRESS (KPM'S)

- Significant increase in commercial income in 2021 and 2022.
- Adoption of Risk Register and Transparency Policy in 2021.



EXCELLENCE IN MARKETING AND COMMUNICATIONS

OVERVIEW

The GAA has historically been reasonably good in the simple communication of information, but has been relatively limited in marketing its activities as exciting and attractive, other than through certain commercial partnerships in past decades. At county level this is true as well and we have historically been very lucky in our relationship with the traditional media and have through support at National level developed digital resources of reasonable effectiveness in recent times.

In a landscape of continuous rapid breath-taking changes such as:

- Digital driven change which will be strengthened by responses to the pandemic.
- A very discerning public with access to a massive variety of choices in respect of its free time.
- The core traditional supporter base which is declining numerically.
- The number/expanse of messaging channels available, becoming more numerous and diverse.

There are always very finite resources for marketing and communications. From a personnel perspective these currently extend, probably, to the PRO and IT Officer. The strategy group are of the view that these need to be reinforced and supported through a Marketing and Communications Committee (MCC). The MCC just isn't about games programmes but brings together people with specialist competencies, particularly in marketing that can contribute to a focussed strategy around the key messaging and the target audiences. A relatively simple communications and marketing strategy needs to be put together to:

- Identifies our target markets/audiences.
 - Our traditional market is no longer necessarily where it's currently at and we need to increasingly target less committed consumers and focus on key messaging towards families and communities.
- Discriminates between internal stakeholders and the wider community.
- Identifies our unique selling points & values and conveys them consistently.
- Assess the messaging channels that can be used and reasonably resourced.
- Places particular emphasis on digital platforms as the future medium of choice.

The alignment of such a strategy and its branding supporting the Commercial Committee's activities is key. The constant awareness of our commercial partners needs, will drive performance, both in the commercial and communications sense. We need to establish clear goals and seek to measure response to our activities. Available National research can augment our efforts in this area, but we need to be of a mindset to seek evidence to inform our decisions at all times. What company would not seek feedback from its existing customer base & new potential customers!!



OBJECTIVES:

Objective 1 – Internal Stakeholders Strategy

Develop and adopt a communications strategy for internal stakeholders with digital at its core. The focus here should be our clubs, members, players, volunteers, officers, parents, etc. As a very wide conduit for information, the population of those involved with the GAA, are critical to informing the wider public and a specific strategy is necessary to ensure they are armed with the best information to communicate to others.

Objective 2 – External Stakeholders Strategy

Develop and adopt a communications strategy for external stakeholders with digital at its core. The focus here is the wider public, supporters, potential commercial partners, etc. Branding and key messaging of values is critical here.

Objective 3 – Research

Develop a basic research programme and use National GAA research to inform decision making.

Objective 4 – Alignment With Partners.

Consult with commercial partners regarding their promotional needs and areas of common interest, thereby ensuring the alignment of efforts and maximisation of resources.

Objective 5 – Communications Sub-Committee

Reconstitute a Communications Sub-Committee under the chairmanship of the County Public Relations Officer (PRO) to include persons with skills and responsibility for digital strategy, social media, games presentation and youth engagement.

Objective 6 – Digital Imagery

Create a repository of digital imagery for use in our promotional activities. This repository should be used as a resource for both club and county activities.

RESOURCES REQUIRED

Marketing and communications require financial resources but should be self-financing in the long-term. It would reasonable to consider an annual budget in the region of €20K to €30K to facilitate this.



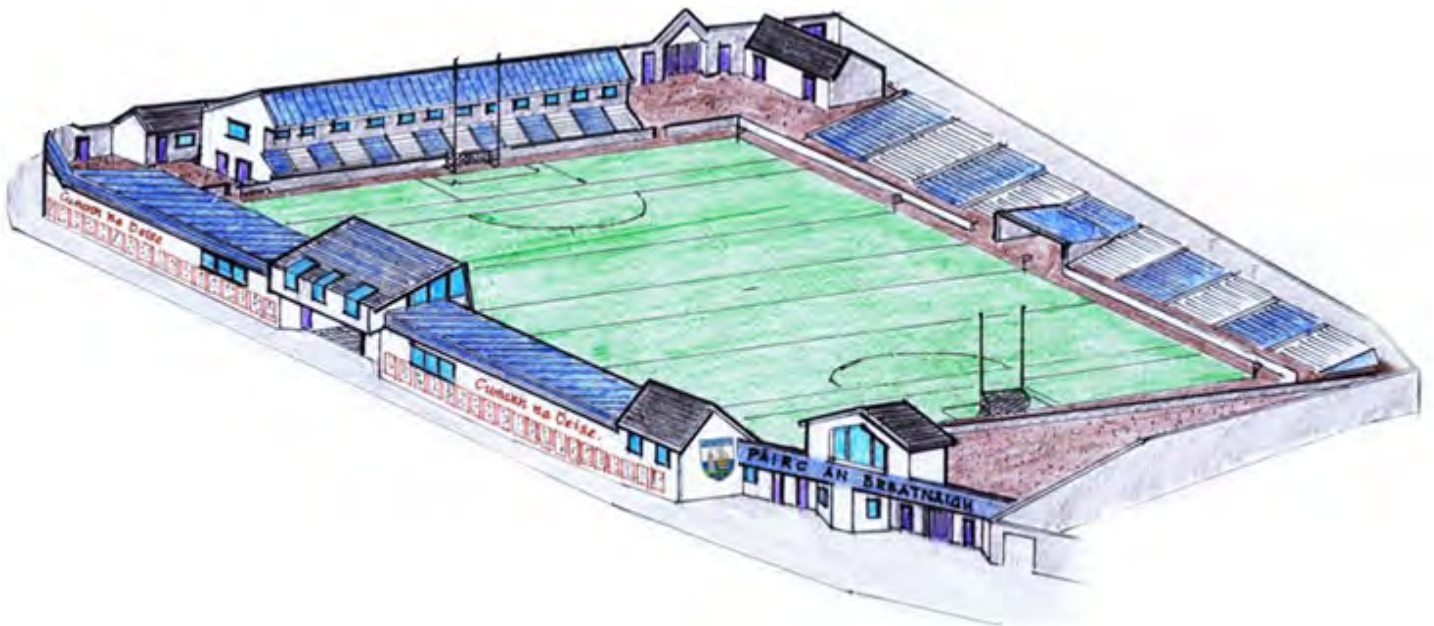
APPENDICES



PÁIRC AN BHREATHNAIGH STADIUM PROJECT

Project Oversight Team

Interim Report No. 1 to An Coiste Bainistí, Contae Phortláirge



NOVEMBER 2020

Acknowledgement

I would like to extend my sincere appreciation to all those that have contributed to the development of this interim report. I would also like to particularly acknowledge the important role and contribution made by each member of the Project Oversight Team for their efforts and expertise throughout the review process and in compiling this report.

The experience and professional engagement of the Project Team has greatly facilitated the aim of redeveloping Walsh Park and thereby contributing to the future progress of Waterford GAA.

I look forward to their continued engagement with our efforts to oversee the redevelopment project, which will culminate with the delivery of a new stadium for Waterford GAA that will provide safety and comfort for our community of users.

Eugene McKenna

Chairperson

Project Oversight Team

Eugene McKenna, Chairperson

Elaine Brazil

Kevin Ryan

Marian Walsh

Sean Michael O'Regan (Chairperson Waterford GAA)

Pat Flynn (CEO Waterford GAA)

DISCLAIMER

This Report is prepared by the Project Oversight Team as part of an on-going consultation process to ensure that the redevelopment of the stadium is delivered to the required standards, on time and within budget. The information, which is summarised herein is for general guidance only and is not professional advice and should not be considered such or relied or acted upon in this regard. Whilst the authors have tried to ensure the accuracy and completeness of the contents of this document, the Project Oversight Team cannot offer any undertaking or guarantee, either expressly or implicitly, including liability towards third parties, regardless how correct, complete, or up to date the contents of the information provided in this report. The authors accept no liability for any loss or damage, either direct or indirect, arising out of the use of this information.

Contents

1. Executive Summary	1
2. Introduction	3
3. Work Approach	3
4. Main Driver	4
5. Background to the Current Stadium Design	4
6. Findings	5
6.1 Proposed Design Amendments	6
6.2 Spectator Requirements	9
6.3 Current design and revised design comparison	9
6.4 Schematic 3D Sketch of an Indicative Design	11
6.5 Stadium Capacity	12
7. Conclusion	12
Appendix 1 Project Oversight Terms of Reference	14
Appendix 2 Preliminary Concept Sketches	15
Appendix 3 Stadium Site Layout Plan 2018	17

1. Executive Summary

This review of the Walsh Park project is being prepared in an entirely new context from the original proposal of 2017/2018. The intervention of the COVID 19 pandemic has changed circumstances completely. However, there remains an absolute imperative to progress the project. Waterford needs a distinctive headquarters to showcase our games and meet customer expectations.

The oversight team has undertaken a fundamental and comprehensive review of the project. Any proposals must reflect a number of key priorities. The project will:

- Serve the needs of the organisation for the next 50 years.
- Be of a quality that meets customer expectations and be a showcase for Waterford GAA.
- Be a positive contributor to its environment and immediate vicinity.

Costings.

With respect to the project as currently proposed the Teams views that delivery costs as of November 2020 would be of the order of between €9 and €10 Million having regard to construction cost inflation since the original project costings were developed and the reality of the mid-point of the contract being in 2022/2023 were the project to proceed from here.

Stadium Capacity

The current stadium design was developed on the need to accommodate a capacity of 16,000 spectators. However, analysis of recent and potential future games strongly indicates that attendance will not exceed 12,000 in the coming years. The Project Oversight Team are recommending that the capacity be reduced to 13,000 to accommodate the new projected Government operating compliance protocols and the demand for an extended spectator experience in a comfortable sporting theatre. A reduction in capacity will provide a better ergonomic design and the best use of the space in the stadium, along with reducing costs.

Key Recommendations

- (i) Having a regard to the impacts of COVID 19 on GAA finances at Central and Provincial level, a staged/phased approach should be taken in order to realising the ultimate design vision. The complete redevelopment plan can be scheduled into four phases:

Phase A – Construction of the North Stand as per the current design with possible minor modifications.

Phase B – Construction of the re-designed Facilities Block and Stand at the Keane’s Road West End.

Phase C – Re-development of the City End Terrace.

Phase D – Upgrading and re-development of the existing Slievekeale Road South Stand.

Each phase can be completed without the requirement to close the pitch. Also, phases could be combined subject to the availability of financial resources.

This is not dissimilar to the approach adopted to the development of Croke Park.

- (ii) The redevelopment should commence in 2022 with a phase or phases that would extend to an expenditure of between €5 and €6 Million.
- (iii) The proposed dressing room and services building at the City end should be omitted and dressing room and other facilities provided under a redesigned Keane’s Road stand.
- (iv) Additional architectural input should be provided for the design of the Keane’s Road stand, the renewal of the existing South Stand and the presentation of key entry points.
- (v) A budget of €1 to 12 Million should be factored for the development of the project over a period of five years, with the project to proceed as resources permit, but to a quality that yields a headquarters for Waterford GAA that represents absolute best in class for a stadium of its kind.

2. Introduction

The Páirc an Bhreathnaigh Project Oversight Team was established in January 2020. The purpose of the Team is to oversee the Walsh Park re-development project, ensuring that it is delivered to the required standards, on time and within budget. In addition, the Team will develop and implement policies and procedures to ensure good governance throughout the project life cycle.

This Briefing document reports on the findings of the Team in respect of its Terms of Reference (Appendix 1) as stated at No.6 *“Review the overall project plan, drawings and schedules. Propose modifications and cost savings as appropriate while ensuring that the Páirc an Bhreathnaigh finish will be a source of pride and identity for the GAA community of Waterford”*.

3. Work Approach

The work of the Project Oversight Team has been concentrated on reviewing and evaluating the full documentation associated with the development of the project. This work included:

- (i) ‘Walkover’ surveys of Walsh Park to review and evaluate the condition of the existing infrastructure and its associated services. The space existing beneath the South Stand (existing stand) was noted and valued.
- (ii) Observation and consideration of roads and premises adjacent to the stadium.
- (iii) Meeting with and presentations from Horganlynch Consulting Engineers, the company that had prepared the planning application and tender documentation.
- (iv) Visits to sports stadia in neighbouring counties. Meetings with the respective managers and on-site staff to share their experiential learning.
- (v) Discussions with construction professionals and other relevant individuals.
- (vi) Establishing a structure to facilitate Focus Group meetings that will enable current and former players to review the design and share their experiences and requirements.

4. Main Driver

When the concept of upgrading Walsh Park was considered in 2016, the primary driver at that time was to address the findings of the Slattery Report, a Safety Audit that was carried out on the Stadium by in 2011. In this Audit, the stadium was deemed to be significantly underdeveloped, ‘*out of date*’ and noncompliant with the present-day code of practice for Sports Stadia (‘Red Book’). In early 2017, a master plan was developed for Walsh Park by Horganlynch Consulting Engineers.

Since the development of the master plan in 2017, the landscape and requirement of the stadium has changed, particularly in terms of match attendance, spectator capacity, stadium design, building regulations and the onset of COVID 19. The impact of this pandemic may very well change the criteria that dictate the design of sports stadiums and spaces in the future. Instead of maximising capacity while complying with the relevant codes of practice, the emphasis may now be on lower capacity, increased circulation space and increased floor areas of associated accommodation such as dressing rooms. Although experts differ on the duration of this stage of the pandemic, they do however, generally concur that a return to business as before is still a long way off, if possible at all.

As with all organisations that promote community gathering, a corresponding social responsibility lies heavily on the promoters and operators to do everything in accordance with National Guidelines, Public Health and Safety and Best Practice. Equally, as we are in the design implementation stage of the project, it would be remiss of Waterford GAA not to do a full review of the development design to ensure that all aspects of the plan conform to these guidelines and, where possible, implement permanent layout solutions that practically allow for or encourage social distancing. This will require larger dressing rooms and player facility areas (male and female). It will also require splitting corporate, games officials and player welfare facilities to avoid ‘crossover’ and to provide protected zones within the stadium. Also, consideration should be given to increasing the length and width of the pitch, on-site renewable energy generation, premium seats, and the creation of a pleasing architectural stadium structure.

5. Background to the Current Stadium Design

In 2016, Munster Council engaged Horganlynch Consulting Engineers to explore options for upgrading Walsh Park. This process offered four options, and Waterford GAA engaged Horganlynch to develop a Master plan for the stadium. The Master plan brief included:

- (i) Maximising the stadium capacity (increase from 9,000 to circa 16,000)

- (ii) Meet the requirements of relevant codes of practice for Sports Stadia, to include improved seating, terracing, sanitary accommodation, concessions, safe ingress and egress.
- (iii) Cover to spectators, where feasible
- (iv) New Dressing Rooms/Administration Building to be located at the City End (East End) of the Stadium that incorporates:
 - 4 no. Dressing Rooms
 - 2 no. Referees rooms, medical room, sanitary accommodation, gym, storage and GAA management offices.

The planning application was prepared in early 2018 and lodged with Waterford County Council on 29th June 2018. Planning permission was granted by Waterford County Council on 23rd August 2018. However, this permission was appealed to An Bord Pleanála in September 2018 by a number of residents in the area. On 13th February 2019, An Bord Pleanála granted planning permission for the development complete with 11 conditions.

Following the granting of the planning permission, Waterford GAA and their professional team proceeded to tender stage, which included the preparation of tender drawings, specifications and documentation.

The initial projected cost of the project in July 2018 was €7.677m. This included an allowance for upgrade to the existing Southern Stand, pitch upgrade, Fees, 10% Contingency and VAT. In March 2020, based on a projected cost increase of 10% over a period of 21 months from July 2018 to March 2020 and a potential sum of €500,000 for additional work, the estimated costs of the project was €8.946m.

A site layout plan of the stadium that was granted planning permission is provided in Appendix 3.

6. Findings

Reacting to the challenge, posed to the Gaelic Athletic Association in Waterford the Project Oversight Team now focuses on refining the design and developing a detailed specification to enable the community of users of the stadium to visit in safety and comfort. In order to conform to current stringent statutory operational obligations that are likely to remain in place for some time, it is now imperative to identify potential areas and types of risks and to remove these uncertainties and unknowns from the existing design.

The emphasis is now on space circulation, and separation at use-of-services. This involves managing entry to and exiting from the grounds, flow-ways to seating and welfare facilities, increased foot-printing of the changing and ancillary rooms, as well as new distinct spaces to monitor/protect all users. All designed areas must be brought to lifetime inclusive and accessible standards.

To provide a new stadium in compliance with, and flexible enough to anticipate change factors in the future, will require modification of the existing design. With the increasing requirements of ensuring health, safety and protection, additional floor area is required for gowning, monitoring/testing, isolation and direct ambulance access. Extra professional health personnel will be on-site with base room requirements. An increase in steward numbers will require assembly pre/post-match briefing/debriefing, sanitation, and nutrition areas. Playing squads will require rooms for similar purposes.

6.1 Proposed Design Amendments

The current design for Walsh Park received planning permission approval in 2018 for a capacity of 16,000 spectators. The Project Oversight Team are recommending amendments to the present design. These proposed amendments will, in no way, detract from the work already undertaken and completed to date relating to the design, planning and implementation stages. Any new ‘works’ will relate only to ‘design solutions’ and will be derived from the basis of the work, studies and community engagement completed to date. However, this work will require changes to the overall design of facilities. This will include compliance with the necessary changes in accordance with National Guidelines, Public Health and Safety and Best Practice and the relocation of the facilities block from the City End to the Keane’s Road End. The revised design should deliver an identifiable appealing architectural change from the old to the new stadium, particularly from the Keane’s Road End and the main entrance opposite the Presentation School. In addition, it should enable the potential option of completing the project in phases if required. It would also include the capability to increase the capacity into the future.

There is scope in the present design to accommodate change without radically affecting the layout. Any significant change will necessitate a revised planning application; however, much of the technical works has already been carried out, which will benefit any revised application.

The on-going evolving changes to the GAA games programme necessitate additional requirements and obligations on the hosting venues. Crowd management and their safety in stadiums is always an overriding factor. An Oversight and Central Stadium Control Room is required on match-day to monitor, direct and respond to situations arising in real time. Infrastructure that provides the stadium

controller with the required monitoring and control facilities, must be allowed for and included in the revision.

Ensuring that sufficient accommodation in central positions in the main stands is provided for patrons with mobility challenges is in accordance with our culture of inclusion. This is an obligation we must meet to ensure that our new stadium embraces equality in action.

While the print and voice media will be accommodated by upgrading the media/press area in the South Stand, we can do more for visual coverage. Throughout this summer, we have been indebted to RTE, TG4 and live streaming services for their extensive coverage of our games. Sheltered camera roosting points must be included in the new works to allow this media to deliver quality broadcasts in whatever circumstances that may arise.

Adding enclosed seating centrally at a high level above the existing South Stand will provide an opportunity to upgrade the existing entrance off Slievekeale Road. On match days, this would be the main inclusive entrance, which includes stairways, lift access to the higher stand, and Press area.

KEANE'S ROAD END (West End)

Re-locating the Facilities Block from the City End to the Keane's Road End provides additional design opportunities and benefits for both the exterior and interior requirements of the stadium. These include:

- (i) Gaining access to circa 1,600m² of new usable prime space by removing the existing spectator embankment on the Keane's Road End.
- (ii) Facilitating the required increase in space requirements in the Facilities Block for teams, management, medical, stewarding, catering and officials from the current design allocation of 800m² to circa 1200 m².
- (iii) Retention of the covered spectator-viewing stand as per the current design with option for terraced or seated accommodation.
- (iv) Removing the need to provide bus access and parking within the stadium. Drop-off and pick-up facilities on Keane's Road will enable teams, management, and officials to have direct ingress and egress to the facility block through an adjacent entrance. Space gained will be available for improved circulation, spectator entertainment and comfort at the Slievekeale City End.
- (v) Delivery of a modern and inspiring aesthetic architectural exterior along Keane's Road.

It would be desirable that all the newly required facilities are incorporated into a single facility building block with a high standard of air-conditioning to meet air-changing requirements at the Keane's Road End. In addition, a deep cleaning system in this building will enable rapid sterile cleansing of the entire premises. The design of these spaces will enable flexibility, with match day formats and functions reverting to weekday/night uses as required.

Developing this new building block with its frontage on the boundary with Keane's Road will enable maximum use of this rectangular area whilst freeing up the East End for a grand signature entrance, which will form a strong identity for the stadium and Waterford GAA.

THE CITY END (East End)

The relocation of the Facilities Block to the Keane's Road End enables safe and comfortable terracing to be developed at the City End of the Stadium. The design of this terrace should incorporate a potential future expansion of the terrace, if required, to increase stadium capacity. The triangular space at the rear of the terrace will become a flexible multi-purpose fan-zone. This space will enable spectators to spend more time in Walsh Park before and after matches. It will accommodate our sponsors, who want to interactively market their companies and products. In addition, this space will also provide for 'pop ups', kiosks, live entertainments and other revenue earners. The concept of creating a primary fans' access area to the stadium, opposite the Presentation School that is dedicated to Fanzone experience, should be considered.

THE EXISTING STAND (South Stand)

In addition to the replacement of seats, roofing remedial works and media/press area renovation as detailed in the present design, consideration should be given to converting the existing space beneath the stand into usable live space. Similar to other GAA Stadia the concept of incorporating premium seating on a podium in the centre area over the stand would be desirable, particularly in terms of revenue generation and the provision of spectator choice, loyalty and attraction to the new stadium.

THE NEW NORTH STAND

In the current design the North Stand provides uncovered seating of circa 4500 capacity. Consideration should be given to developing universal accessible covered seating towards the centre of this stand. This can be done without increasing the stand's height and therefore not impacting on sun and light spill to the residents behind it. The Fanzones and services areas at the East and West Ends would be accessible to spectators using the North Stand.

6.2 Spectator Requirements

The modern spectator demands an extended experience when attending a championship match. The new stadium development must meet those varied needs in a comfortable space. A range of facilities and comfortable seating positions rather than mono-density should be the emphasis in a facility that is ‘Green and Smart’. ‘Being Green’ reduces the whole life carbon impact, reduces maintenance and operating costs, exploits renewable energy, and accords with Government requirements and policy. ‘Being Smart’ integrates Information and Communications Technology (ICT) into the day-to-day operations. This will significantly reduce direct person-to-person and person-to-building surfaces contact. The intelligent use of ICT will build confidence in the user’s sense of health, security, and wellbeing together with ensuring cost savings in administration.

Seamless processing will facilitate access, comfort, circulation, together with engagement with the experiences offered in the Fanzones. This will make Walsh Park the venue for an extended family day enhanced by varied complimentary experiences to the centrepiece-sporting event.

6.3 Current design and revised design comparison

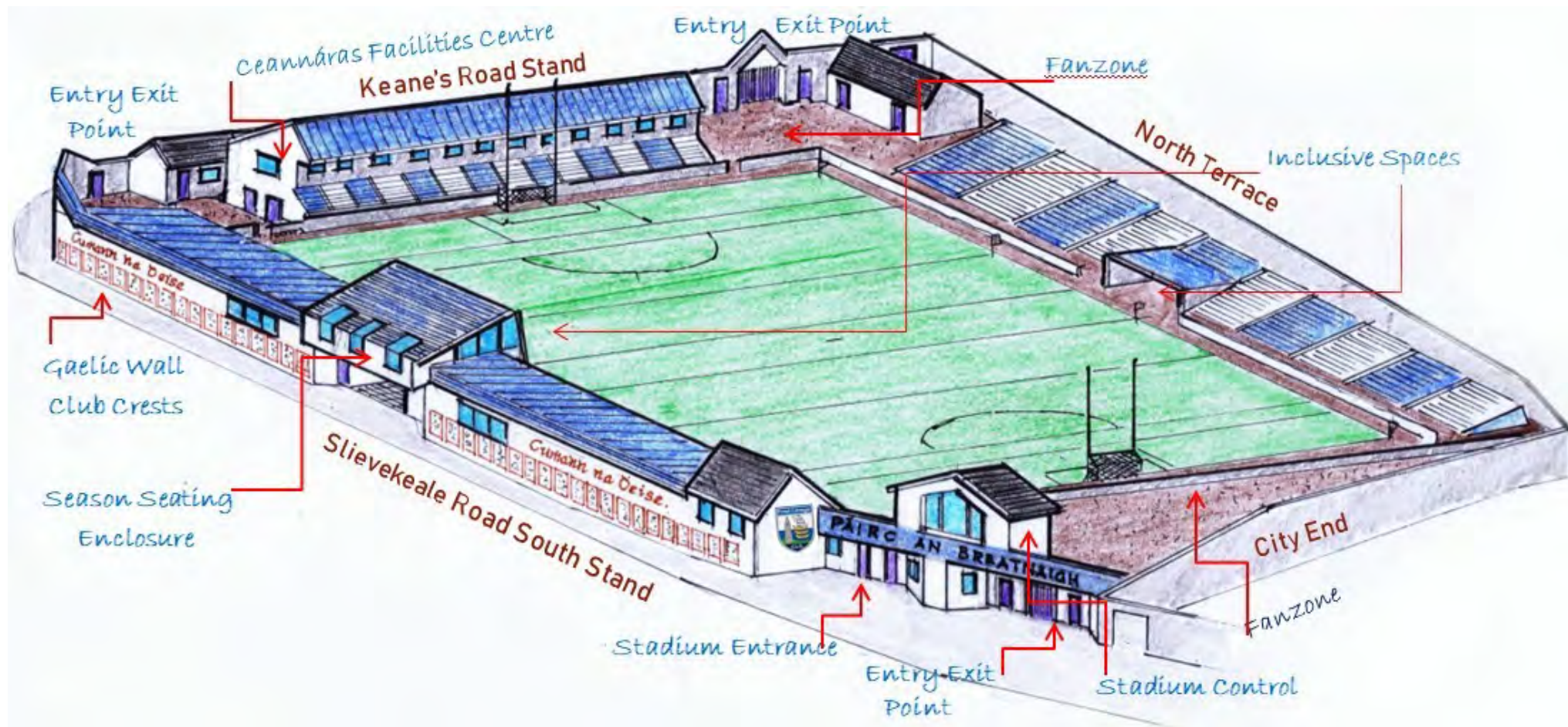
The review and evaluation of the current design by the Project Oversight Team has resulted in a number of amendments being proposed in addition to the changes required by COVID 19. The Project Oversight Team believe that incorporating these changes into a revised design will provide much additional space, safety and comfort that will provide a good experience for all patrons.

Table 1.0 below provides a comparison between the current permitted design and potential revised design:

Item	Description	Current Permitted Design	Potential Revised Design
1	Seating Capacity	16,000 – no expansion	13,000 – Potential expansion to 16,000 (future terrace/stand development City End)
2	Player and Officials Space	800m ²	1,200m ²
3	GAA Offices and match day activities etc.	600m ²	800m ²
4	On-site parking – match day	16 cars; 2 buses	0 cars; 0 buses, off-site parking to be considered
5	On-site parking – non-match day	16 cars; 2 buses	30 cars; 4 buses
6	Fanzone	Not included	Fanzone areas:

			Keane's Road Access 550m ² City End - opposite Presentation School (primary access) 2,000m ²
7	Premium Seats	Not included	Block of premium seats on a podium in the centre area over the south stand.
8	Removal of spectator embankment at the Keane's Road End	Not included	Embankment removed and used to create an extra 1,600m ² for the Facilities Block relocation site.
9	Unusable space underneath South Stand	Not included	Convert this space into usable live space.
10	External visible impact of a new stadium	Limited changes from the old stadium	Delivers an identifiable appealing architecture change from the old to the new stadium, particularly from the Keane's Road end and a significant presence in the form of a statement entrance at the City End off Slievekeale Road. Provide evidential change to the exterior of the stadium that gives visible improvement to the community.
11	Position of Turnstiles	Located on stadium perimeter	Locate inside the perimeter of the stadium to avoid fans congregating on the public roads for access.
12	COVID 19 Requirements	Not applicable at time of design	Compliance with Pandemic design requirements for sports stadia.
13	Increase length and width of pitch	Not included	Option to increase length and width.
14	On site renewable energy generation	Not included	Use of south-facing roofs for PV arrays. Reduction of carbon and energy costs. Collection and re-use of rainwater to assist new borewells for pitch irrigation. SEAI grant aid available.
15	Main entrance relocation to the City End - opposite the Presentation School to reduce pinch point issues at the existing roundabout.	Not included	Redesign of existing entrance at the City End opposite the Presentation School, will provide improved crowd management where spectators will feel safe and relaxed in the off-street space generated.
16	Parabolic ramped seating in the new build stands	Not included	Include in design of North Stand to provide enhanced spectating angles.
17	Pitch Closure Requirement	18 Months	No pitch closure, phased approach recommended.

6.4 Schematic 3D Sketch of an Indicative Design



6.5 Stadium Capacity

The current design was developed on the need to accommodate a capacity of 16,000 spectators. However, when both recent and future potential games programmes are analysed it strongly indicates that attendance at games will not exceed 12,000 in the near future. The Project Oversight Team are recommending that the capacity be reduced to 13,000 to accommodate the new projected Government operating compliance protocols and the demand for an extended spectator experience in a comfortable sporting theatre. A reduction in capacity will provide a better ergonomic design and the best use of the space in the stadium.

7. Conclusion

Initially the Project Oversight Team set out to review the proposed re-development plans to identify solutions that would give optimum value by developing a technical design that could be efficiently delivered. With the arrival and growth of the COVID 19 crisis the deliberations of the Project Oversight Team took cognisance of and responded to the health crisis that has controlled the actions of all the citizens of the world in 2020. Gaelic sport's economic health now depends on the return of players and supporters to our stadia in a controlled manner without limiting capacity.

To comply with the evolving best practice requirements when people assemble and recreate in large numbers, we propose that the design be adjusted to ensure, insofar as possible, its fitness for purpose. Notwithstanding this, it is an opportunity for Walsh Park to set a new standard and become the lead sporting venue of the new era. The new stadium will have a singular reputation for providing a unique and extended sensory experience on the 'big' inter county championship days. Similarly, it will adapt to accommodate the players and community crowds who attend to play and support their parish teams in the club grades on the many 'big' days for the Association's most important units.

Our modifications and adjustments of the stadium development proposal in this report are proposed in this context and are summarised in Table 1.0. and the key ones are listed hereunder. The project should be undertaken on a staged approach to realising the ultimate design vision. The complete redevelopment plan can be scheduled into four phases:

Phase A – Construction of the North Stand as per the current design with possible minor modifications.

Phase B – The re-designed Facilities Block and Stand at the Keane's Road West End.

Phase C – Re-development of the City End Terrace.

Phase D – Upgrading and re-development of the existing Slievekeale Road South Stand.

Each phase can be completed without the requirement to close the pitch. Also, phases could be combined subject to the availability of financial resources.

- (i) The redevelopment should commence in 2022 with a phases or phases that would extend to between €5 and €6 Million.
- (ii) The proposed dressing room and services building at the City End should be omitted and dressing room and other facilities provided under a redesigned Keane's Road stand.
- (iii) Additional architectural input should be provided for the design of the Keane's Road stand, the renewal of the existing South Stand and the presentation of key entry points.
- (iv) A budget of €11 to 12 Million should be set for the development of the project over a period of five years, constructed as resources permit but to a quality that yields a headquarters for Waterford GAA that represents absolute best in class for a stadium of its kind.

The next stage is to establish a brief for a revised design of Walsh Park. This brief should focus on quality rather than quantity. It should have a vision and overall plan for a stadium that will create a modern sporting setting in an iconic structure in the Waterford City landscape. Adopting a phased approach to the development would always enable the venue to continue to host Gaelic games. Using sequenced funding, maintaining gate receipts, and operating relativity to the association could underpin the practical realisation of the vision.

In the present age of sporting popularity where spectator participation and engagement through all forms and media is critical, Waterford people must have a venue that reflects Waterford GAA as a distinctive corporate level organisation presenting its sport at its best in an optical setting. Having reviewed the overall project plan, drawings, and schedules, we now put forward our updated strategies and supportive recommendations as set out in this Report to An Coiste Bainistí, Contae Phortláirge. We believe that the proposed modifications and the stadium's fitness for purpose are appropriate, whilst ensuring that the finished Páirc an Bhreathnaigh will be a source of pride and identity for the GAA community of Waterford.

“Tús maith leath na hoibre”.

Appendix 1 Project Oversight Terms of Reference

Purpose:

The purpose of the Páirc an Bhreathnaigh Project Oversight Team is to oversee the Walsh Park development project, ensuring that is delivered to the required standards, on time and on budget.

Reporting Relationship:

The Team will report to An Coiste Bainistí, Contae Phortláirge.

Term:

1st February 2020 until the handover of the completed project to Waterford GAA.

Responsibilities:

- 1 Develop and implement policies and procedures to ensure good governance throughout the project life cycle.
- 2 Satisfy itself as to the competence and suitability of the Project Management leadership, contractors, and sub-contractors.
- 3 Review sources of funding. Ensure that funding sources and amounts are in place and committed to and that the project “size” is appropriate to the funds available. Ensure the avoidance of unsustainable debt.
- 4 Review overall budget and itemised project costs, satisfying itself that costs conform to norms for a project of this nature and are within the funding envelope available for the project.
- 5 Ensure that internal controls are in place to identify and manage risks to Waterford GAA in terms of procurement of goods and services, capital expenditure, extras and cost over-runs. Approve all certificates and invoices.
- 6 Review the overall project plan, drawings, and schedule. Propose modifications and cost savings as appropriate while ensuring that the Páirc an Bhreathnaigh finish will be a source of pride and identity for the GAA people of Waterford.
- 7 Liaise with appropriate personnel in Munster Council and Croke Park throughout the project.

Membership:

Eugene McKenna, Chairperson

Elaine Brazil

Kevin Ryan

Marian Walsh

Sean Michael O’Regan, Chairperson Waterford GAA

Pat Flynn, CEO Waterford GAA

The Oversight Team will have the power to co-opt an additional member and to seek input from people with relevant experience where required.

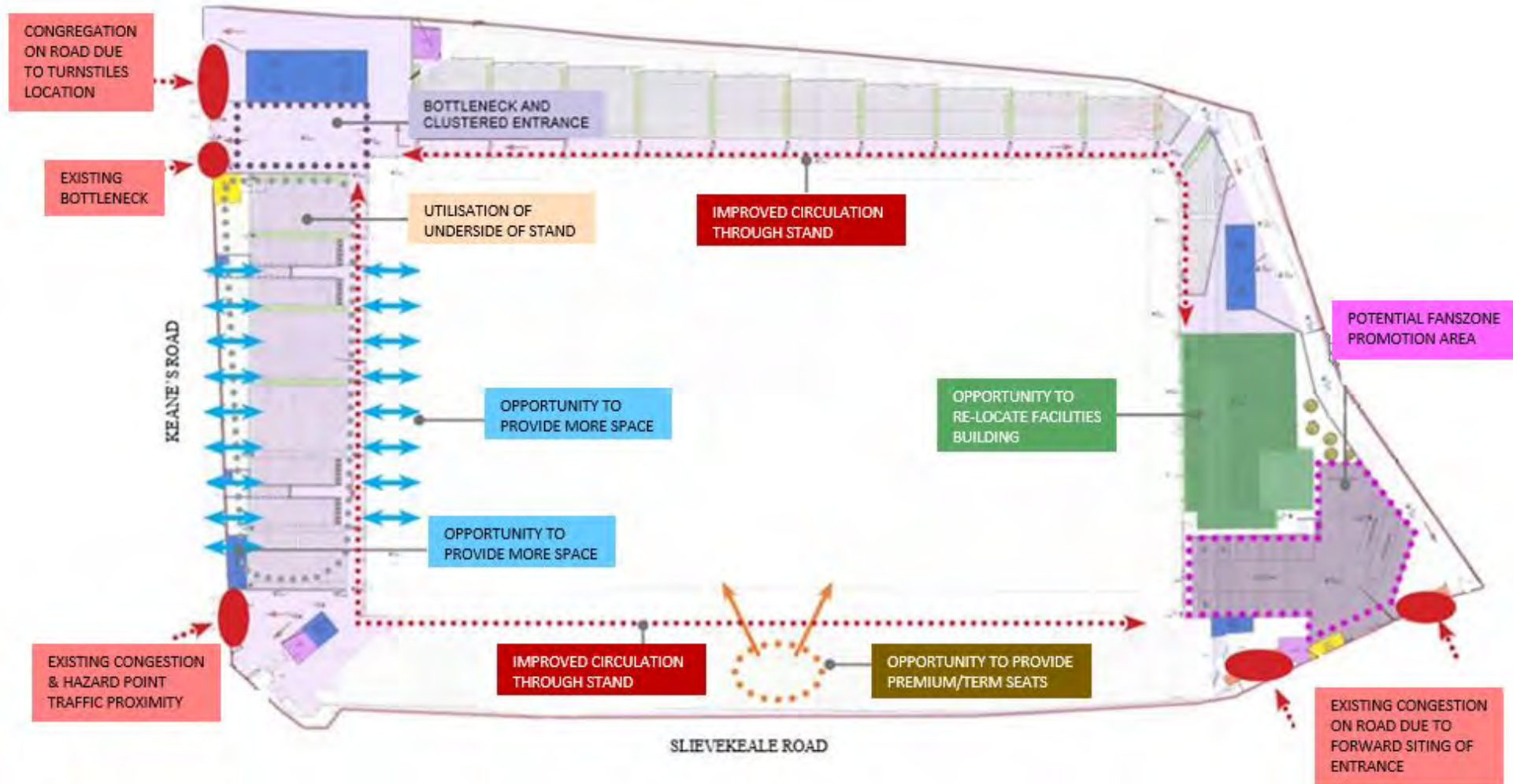
Meetings:

Meetings will be held monthly and more often as required.

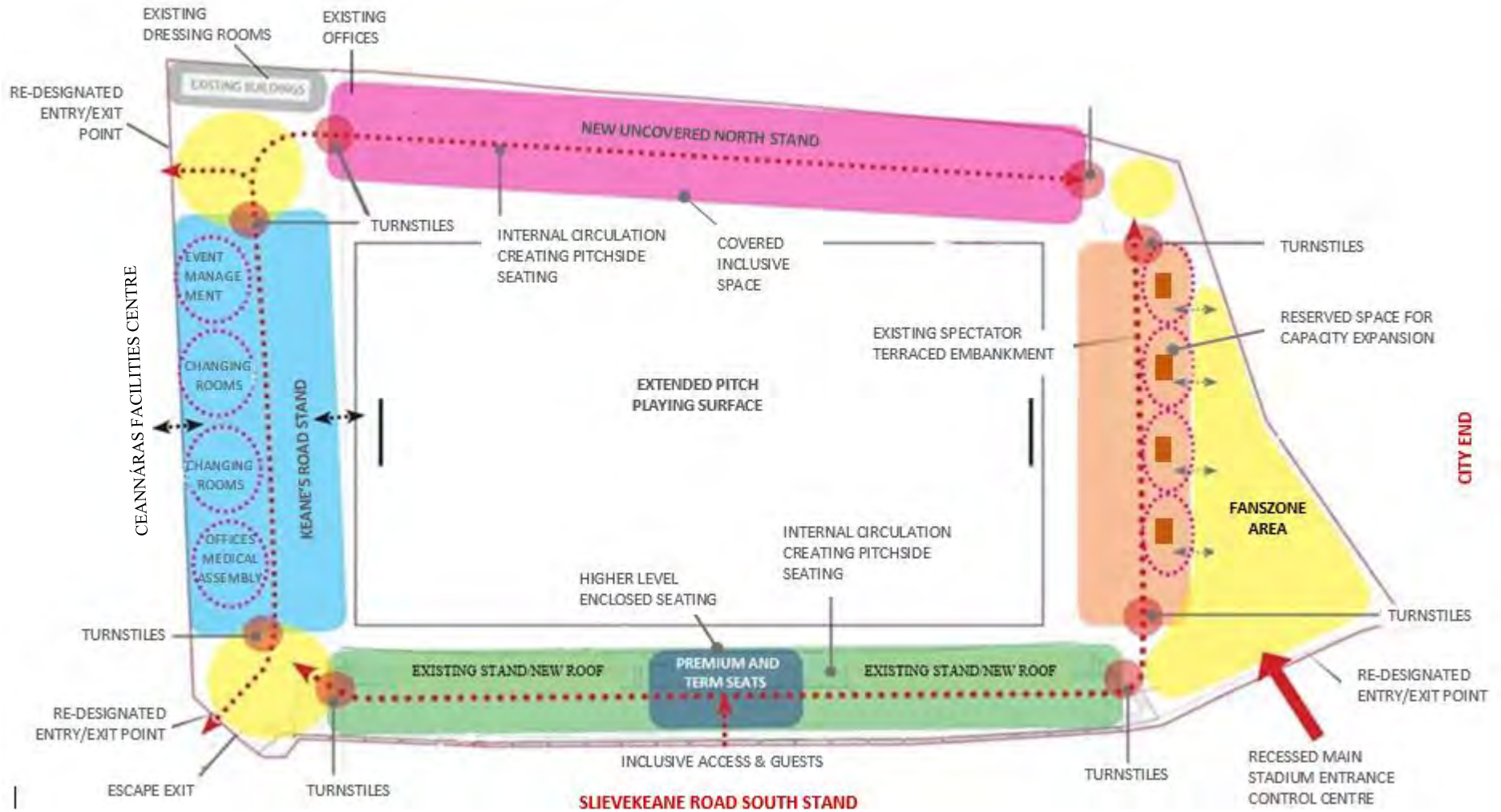
Secretarial services will be provided by Waterford GAA.

Appendix 2 Preliminary Concept Sketches

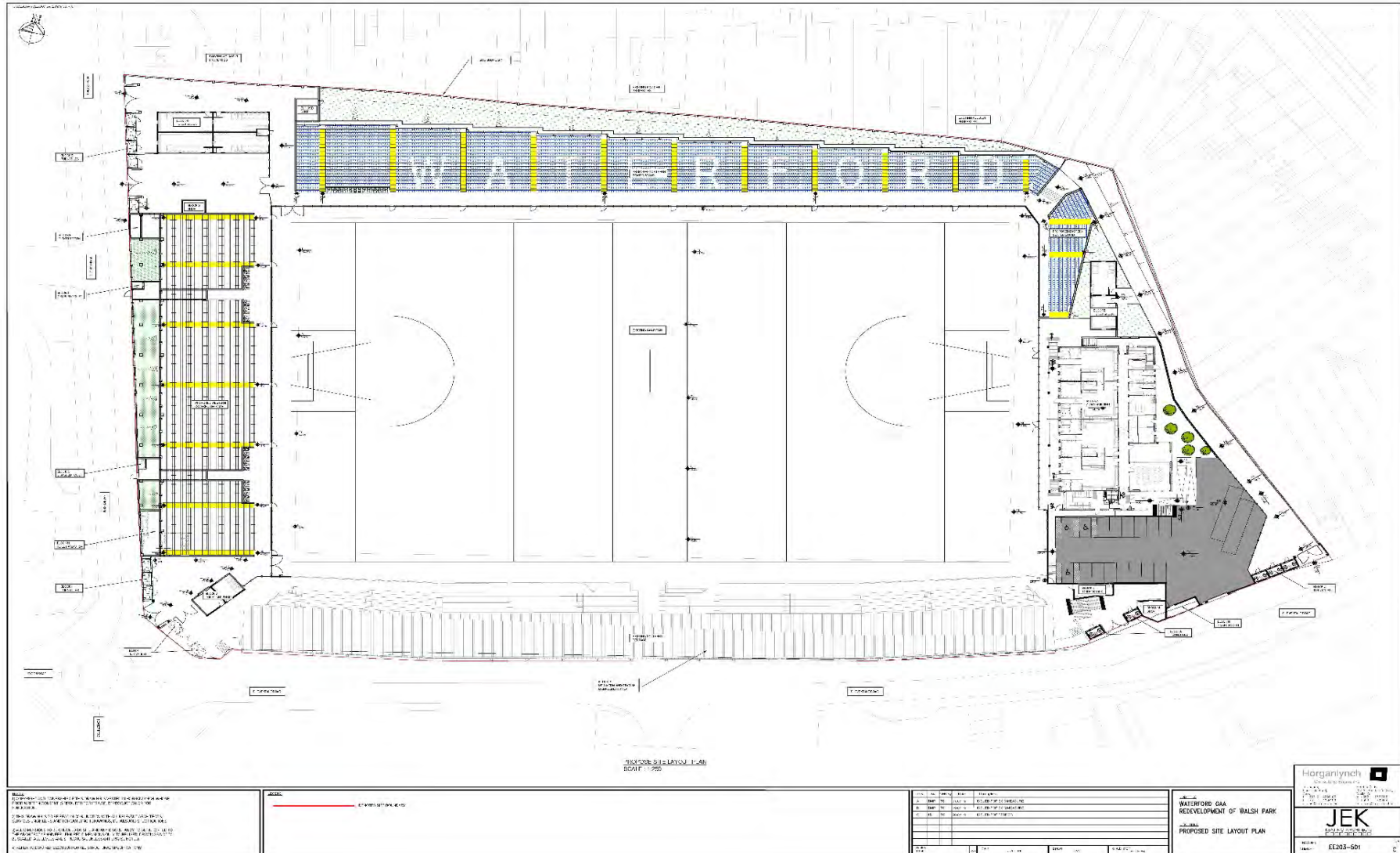
Opportunities & Limitations



Outline of Proposed Modifications



Appendix 3 Stadium Site Layout Plan – Planning granted 2018 (Horganlynych Consulting Engineers)



WATERFORD GAA

INTERNAL & EXTERNAL RESEARCH

Presented by
Carmody Consultancy



BACKGROUND



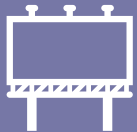
What - To support Waterford GAA with its planning it required clarity and insights on several key strategic area.

Its mission

Its values

The priority areas for commitment of resources

The organisational structures required to deliver change



Why - Central to this was to undertake a brand review to identify the following:

Waterford GAA's brand positioning

It's unique selling point(s)

Understanding its weaknesses

Reinforcing existing strengths



How – Engage and seek feedback from the key stakeholders

1. Current Active Members across all the Clubs

(INSIDE OUT/ INTERNAL)

2. Non- members/ potential customers in the Community

(OUTSIDE IN/ EXTERNAL)



Metadology

Internal



- Collection method was online, a link was distributed within each club by an assigned Club Coordinator.
- Quota to ensure proportional representation were applied:
 - Set quota of 50 for each club.
 - Loose quotas were applied by the Club Coordinators.
 - Across the 4 codes (Hurling/Football/ LGFA/ Camogie)
 - Position within the club
- All 49 clubs participated – 1546 completed and the average response rate was **63%**
 - **48%** West v's **52%** East
- Respondent Criteria – An active member of a Waterford GAA Club.

	Code	
Football	923	60%
Hurling	1,220	79%
LGFA	179	12%
Camogie	202	13%

External

- Collection method was online, with an open survey link promoted through Waterford GAA's website & Social Media, WLR and across other community social media platforms.
- Quotas were set at 50 for each club.
- Respondent Criteria – Not a paid up and active member of any club in Waterford GAA.
- Overall Engagement was low – response rate of **17%**.
- Breakdown of the results would suggest that the feedback only represents past members (directly/ family) **87%**.

Interpretation Notes

Crossbreaks

Key breakdown of the results is based on the respondent's response on the Code they are involved/ connected within their club. A responded could chose more than one code.
GAA is a combination of Men's Hurling and/or Football.

Openends

Responses were manually collated; therefore they are open to interruption. The purpose is solely to give an overview of response within a given question.
Only valid answers were included in the final counts.

Rounding on Percentages

Where 'net' are calculated rounding of percentages may occur.

Key Findings

- **Overall**
 - The Clubs scored better than Waterford GAA across ALL areas, with some significant disparities across the most challenging areas of:
 - Player Retention (**County 4 vs Club 5.3**)
 - Attracting new members (**County 4.5 vs Club 5.7**)
- **Satisfaction**
 - Stark difference in level of satisfaction between County (**42%**) and Club (**86%**)
 - Slightly higher across LGFA (**50%**) and Camogie (**47%**) at County Level
 - West-East no difference at County level and just a **2%** difference at Club level
- **Inclusivity**
 - Respondents see the GAA as extremely inclusive both at County (**82%**) and Club (**92%**).
 - However no called out as a strength either at County (**3%**) or Club (**8%**) level.
 - Encouragingly **70%** of Non-members think Waterford GAA is fully inclusive and welcoming of new members (**69%**).
- **Communication**
 - **29%** of respondents feel the GAA is doing a good job and no change needed. Callout is for more social media but enrich the content (**19%**), and more regular and frequent updates (**17%**) across on mediums would be welcomed.
 - New GAA App, got positive reviews, some concern about older no techy generation getting left behind.

Key Findings

- **County (Waterford GAA) v's Club**
 - **County**
 - Level of Satisfaction with the County is low at **42%**, with **33%** neutral.
 - Low levels of agreement on current Player Structures & Programmes (**38%**), along with inconsistency in promoting the game across different genders (**39%**).
 - Strengths are the Clubs (**18%**) and its people (**38%**), forming the backbone of Waterford GAA. However only **34%** agree that the County is giving them enough support.
 - Finance (**22%** - of which **7%** is Walsh Park), Player Retention (**10%**) and Covid (**9%**) are the key challenges.
 - **Club**
 - Satisfaction within the Clubs is extremely high at **86%**
 - Overall agreement is high most significantly on **Inclusivity (92%) & Supporting the community (92%)**, but scored lower on **Player Retention (71%), Facilities (70%)** and **Equality (66%)** across the codes.
 - **54%** believe the best part of been a member/ involved is the community connection and spirit, uniting people and forming long lasting friendships. Followed by been part of the team **19%**.
 - Changes are needed to the current Facilities (**31%**), Underage Development (**14%**) and Attracting new members (**13%**).

Key Findings

- **Match Attendance**
 - **71%** cited that they regularly attended matches. Other commitments and time (**74%**) the main reasons for not attending them more often.
 - **94%** of non-members have attended matches to support Waterford.
- **Financial Supports**
 - **94%** have supported Waterford GAA financially in the past primarily through the Deise Draw (**67%**) & Club Lotto (**65%**)
 - **78%** of non-members have also supported the GAA over the recent past.
- **Sponsorship**
 - Main sponsor recall is a high of over **85%**
- **External – Additional Findings**
 - Only **13%** of responses were from people who have had never been a member of a GAA club in Ireland. Not robust enough to capture the greater non-GAA community.
 - Opinions of the GAA overall are largely positive across Community (**66%**), The Game (**64%**) and Social Outlet (**55%**). With the negatives Old Fashioned (**29%**) and Male Dominated (**28%**)
 - **79%** would consider joining a GAA club in the future to be part of the Community (**35%**) and to get their children involved (**22%**).
 - Of the children playing GAA in schools, **84%** of their parents have expressed an interest in joining in the future.



How satisfied are you with ..

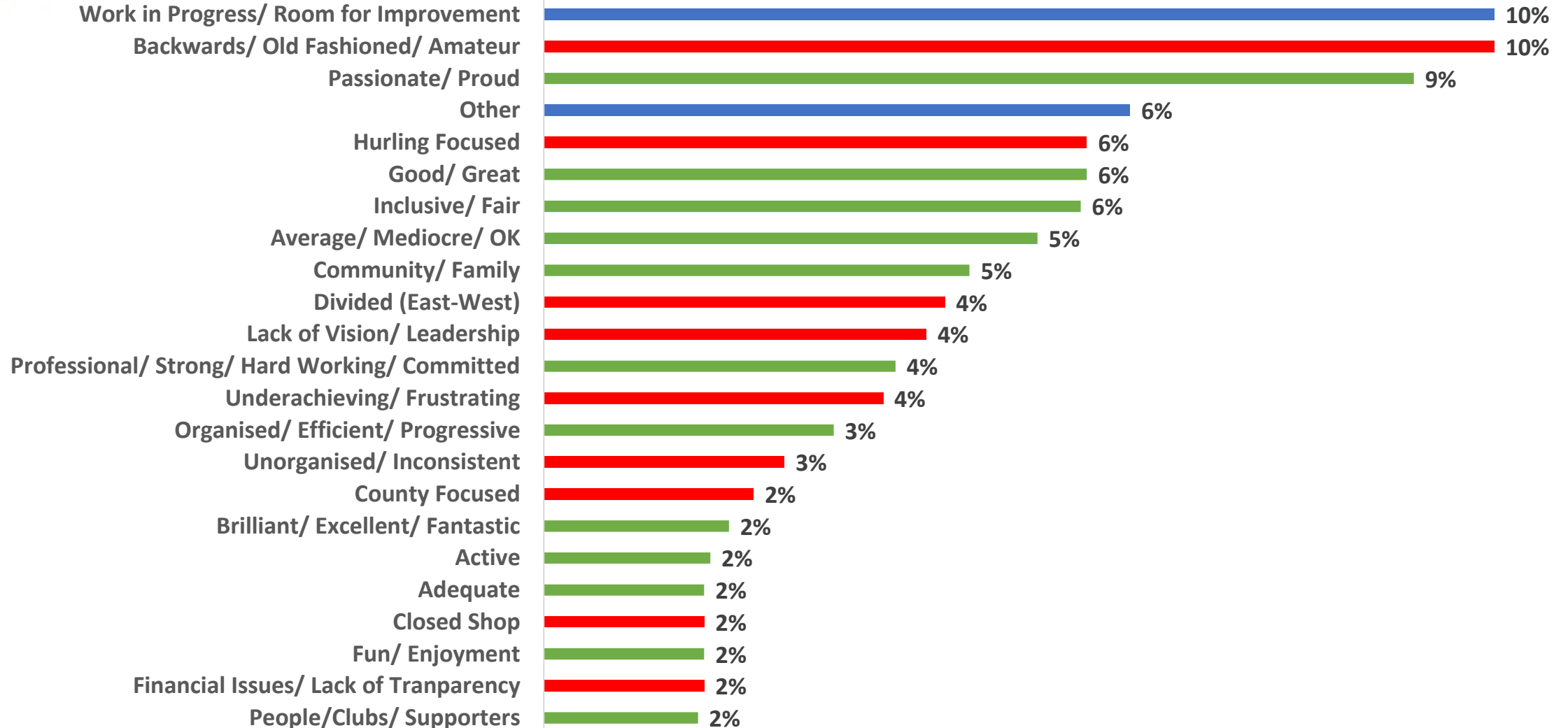
	Waterford GAA	Club
Base	1,546	1,546
Dissatisfied (Net)	25%	5%
'Very Dissatisfied (1)	4%	1%
'2 (2)	5%	1%
'3 (3)	16%	3%
4 (4)	33%	10%
Satisfied (NET)	42%	86%
'5 (5)	24%	20%
'6 (6)	9%	25%
'Very Satisfied (7)	9%	41%
Mean	4.3	5.9

Diff = 1.6

Waterford GAA		Club		External
You are proud to be associated with Waterford GAA.	5.5	As a member/parent you always feel valued by your Club.	5.9	
Waterford GAA is fully inclusive and welcoming towards people of all ages, nationalities, sex, religion, and abilities.	5.7	Your Club is fully inclusive and welcoming towards people of all ages, nationalities, sex, religion, and abilities.	6.3	5.4
Waterford GAA is proactive in supporting clubs to attract new members .	4.5	Your Club is proactive in attracting new members .	5.7	5.4
Waterford GAA's current player structures and programmes are adequate to support player performance and retention from juvenile to adults.	4.0	Your Club has clear structures in place to drive club performance , whilst also maximise player retention .	5.3	
Waterford GAA offers unquestionable support to individual clubs.	3.9			
Waterford GAA's playing/training facilities are adequate to meet the needs of any county teams.	4.5	Your Club has adequate playing/training facilities to meet the needs of its players.	5.2	
There is consistency in how Waterford GAA promotes the game across the different genders.	4.0	All codes (where applicable Hurling, Football, Camogie & LGFA) are given equal status in the club.	5.1	
Information on club and county events is well communicated by Waterford GAA.	4.8	Your Club is highly active in sharing information on club and county events.	5.9	
Waterford GAA is proactive in promoting Health & Wellbeing across clubs.	4.6			
		Your Club is very supportive of local community initiatives.	6.3	5.7

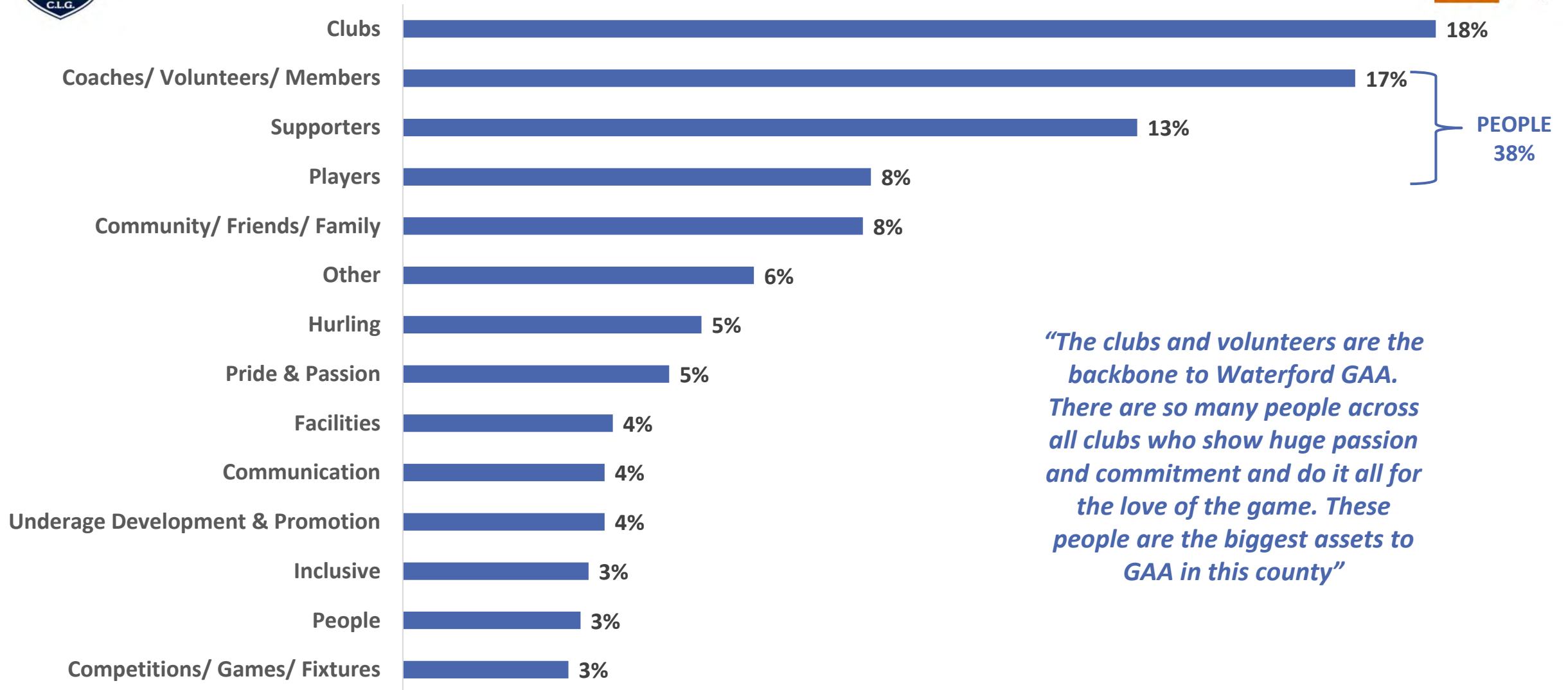


One Word to Describe Waterford GAA





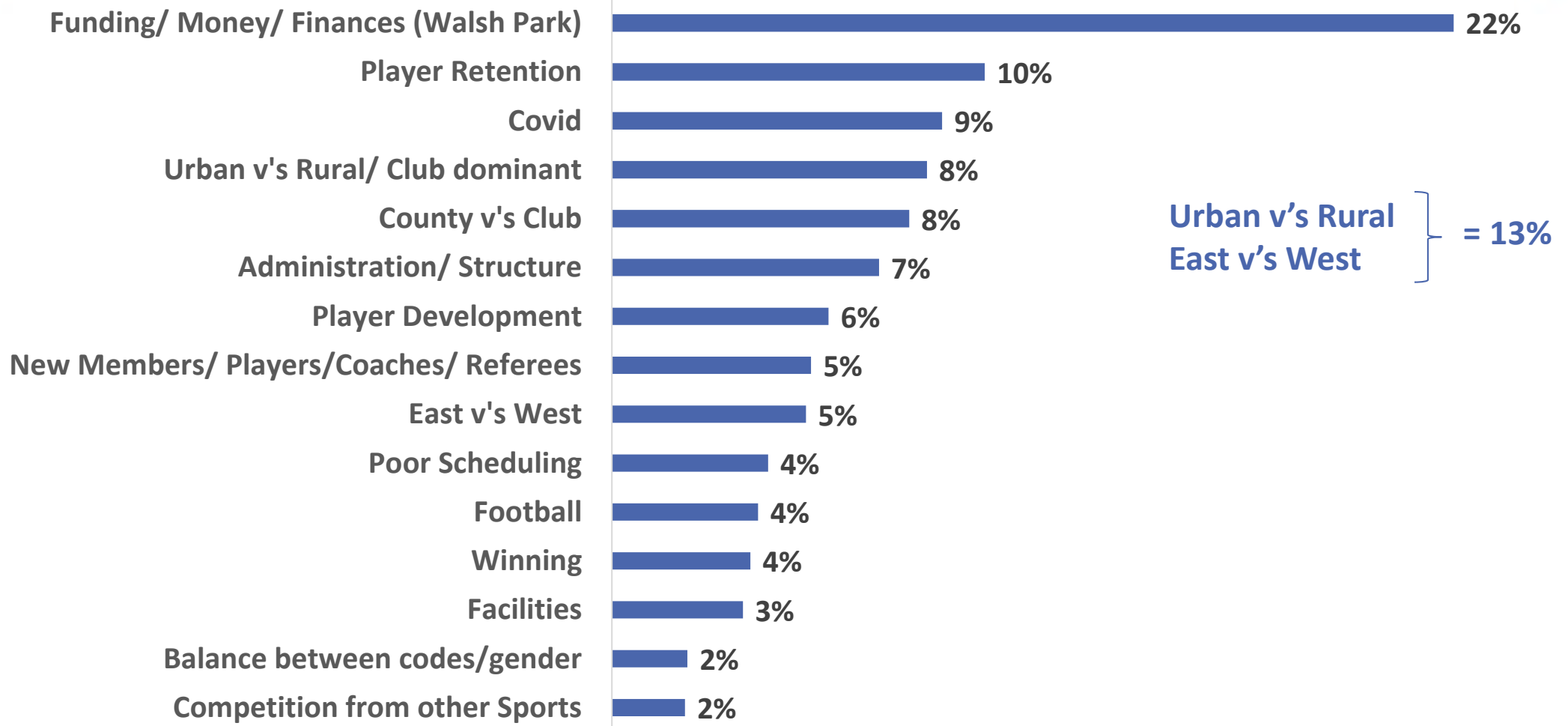
Strengths of Waterford GAA



“The clubs and volunteers are the backbone to Waterford GAA. There are so many people across all clubs who show huge passion and commitment and do it all for the love of the game. These people are the biggest assets to GAA in this county”



Challenges of Waterford GAA





EXTERNAL

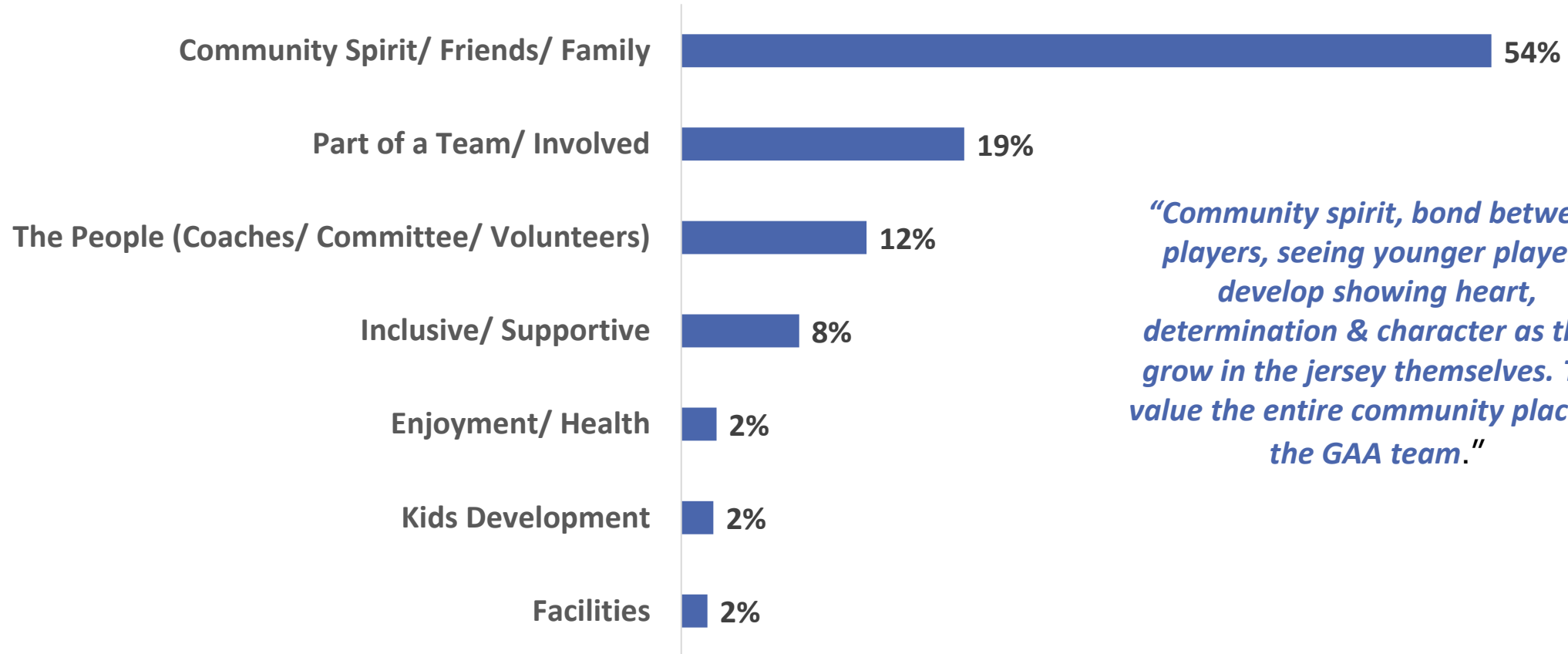
What are your opinions of Waterford GAA both positive and negative?



	Positive	Negative
Community based	66%	
Entertaining and exciting games	64%	
Social outlet	55%	
Health & Fitness focused	37%	
Welcoming	30%	
Old Fashioned		29%
Male dominated		28%
Good Value (to support)	27%	
Expensive (to support)		26%
Lacks Transparency		26%
Not inclusive		8%
Not an attractive sport		2%



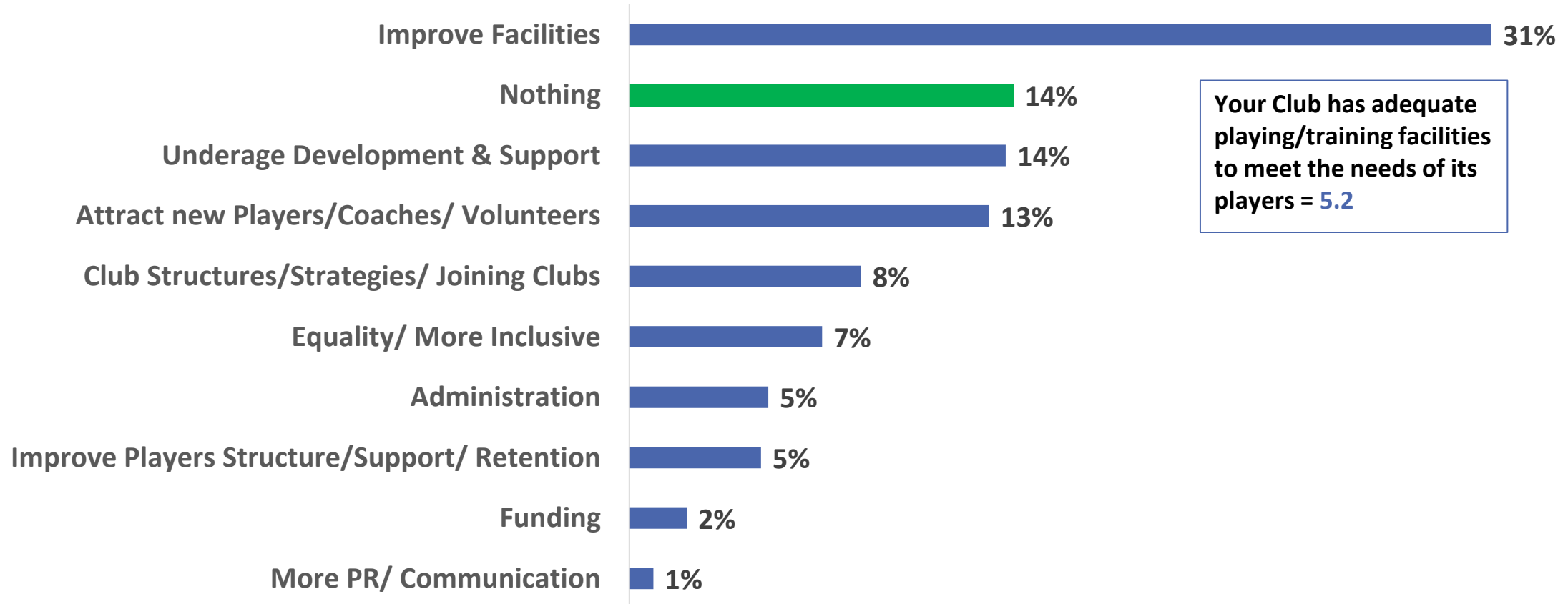
Best Thing About Been a Club Member



“Community spirit, bond between players, seeing younger players develop showing heart, determination & character as they grow in the jersey themselves. The value the entire community place on the GAA team.”



Changes Needed at Club Level





Match Attendance



- 71% Attend matches Regularly

Why don't you attend games more frequently?

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base (Do Not attend Matches Regularly)	453	275	328	68	65	384
Too many matches	4%	5%	4%	6%	2%	4%
Other commitments / Don't have the time	74%	74%	74%	74%	82%	74%
Too expensive	19%	20%	21%	12%	11%	20%
Lack of awareness of match & fixture schedules	9%	8%	9%	9%	15%	8%
No interest	5%	6%	5%	6%	0%	5%
Other*	9%	10%	10%	9%	12%	10%

* Other Comments = Not living locally & other commitments



Communication



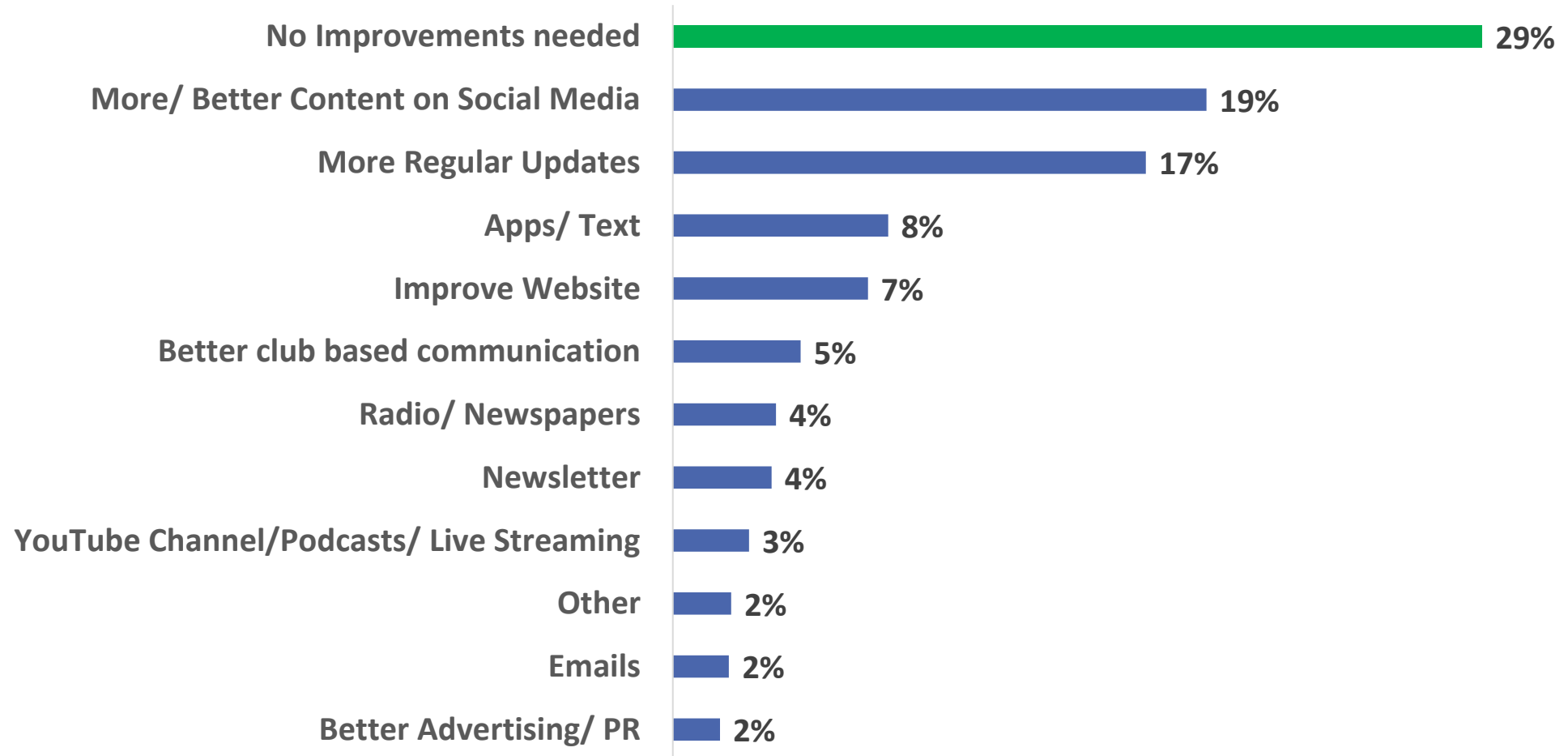
Keeping up to date with fixtures, news and events happen across Waterford GAA?

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Club's own social media	76%	75%	76%	84%	83%	76%
Waterford GAA's social media	59%	60%	59%	51%	62%	59%
Waterford GAA website (www.waterfordgaa.ie)	41%	43%	43%	35%	34%	43%
Croke Park (www.crokepark.ie)	4%	3%	4%	4%	4%	3%
Other*	12%	12%	13%	15%	11%	12%

* Other Comments = Papers/ Apps/ Twitter/ Radio/ Word of Mouth



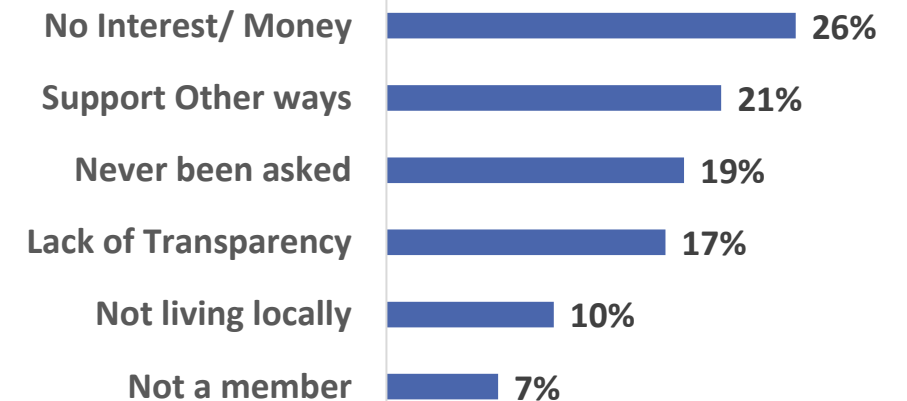
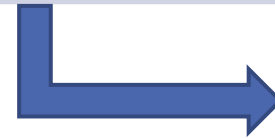
Improve Communication





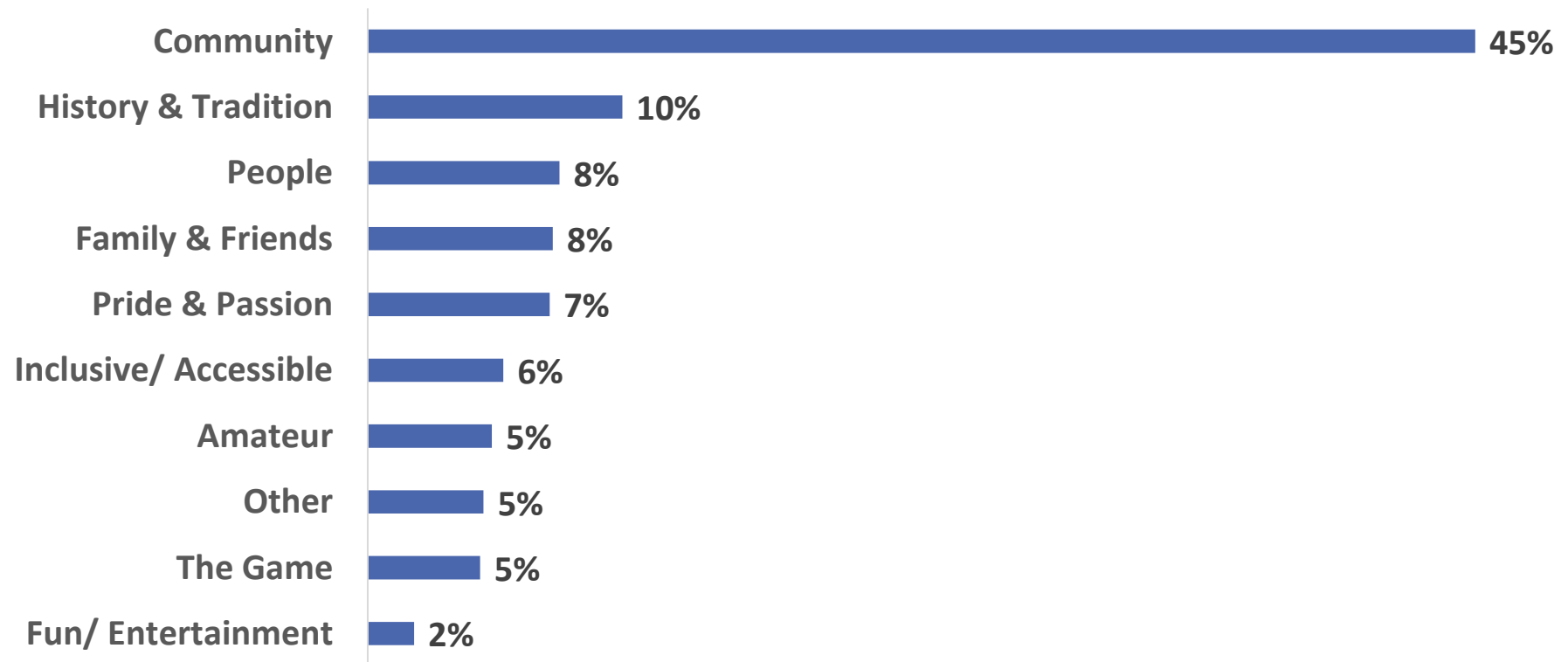
Have you supported Waterford GAA financially through the following:

	Internal	External
Base	1,546	405
Club Deise	40%	29%
Deise Draw	67%	43%
Club lotto	65%	38%
Sponsorship	22%	11%
No	6%	22%





What makes the GAA Different to Other Sporting Organisations





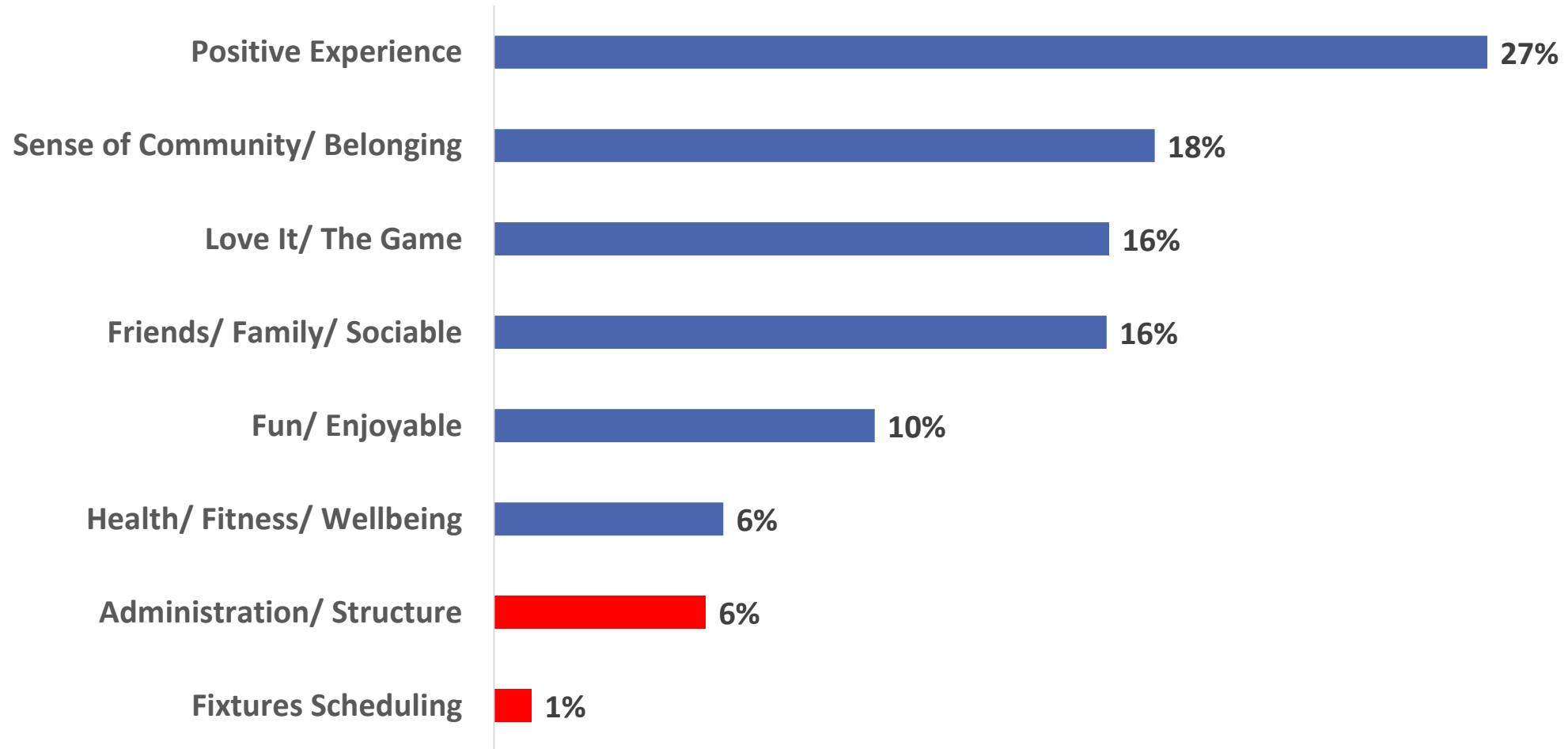
How likely are you to recommend GAA involvement to a family member or friend?

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,545	923	1,219	179	202	1,376
Detractors	6%	7%	6%	5%	2%	7%
Passives	14%	16%	15%	9%	7%	15%
Promoters	79%	77%	79%	85%	90%	79%
NPS	73	70	73	80	88	72

East	West
75	71



Why Recommend the GAA





Why Recommend the GAA



“Involvement GAA gives you so much in keeping healthy, both mentally and physically. Gives you lifelong friends and teaches you life lessons from a young age about being part of a team and having respect for teammates and opponents”

“It is woven into the fabric of our communities, promoting the importance of social, physical and cultural connections & celebrations”

“I have seen how involvement in GAA benefits young people from an early age... It helps them become better mixers, boosts their confidence and make friends for life....”

“Quintessentially Irish”

“The level of fulfilment and support the GAA gives me is unparalleled. It provides me with the core of my identity. It is my link for those that came before me and my sense of being Irish. Without it I would be lost.”

“Wholesome activities that promote fitness, teamwork skills and wellbeing among young players at a formative stage”



Recommendations



Immediately

- Review all openends as the depth of feedback is phenomenal.
- Share the overall findings with all the key stakeholders across Waterford GAA. Consider a newsletter type broadcast.
- Provide the clubs with the individual club data to review further.



Recommendations

Medium Term



- The clubs are feeling abandoned and not supported. This survey is the first active step towards listening to them, now build on this positivity and agree a plan of change and communicate it.
- Fixture scheduling is an issue, going into the 2021 season can this be better managed.
- Underage Development needs urgent action:
 - Implement a programme across the schools (**36%** of Non-members kids not playing it in school, why not?)
 - Provide training and a clear a pathway for underage coaches
 - Recruit current adult players to support the underage coaching
 - Ensure there are enough games across the this level.
 - Run open days to attract new younger members – pick a day and run it across every club regardless of code.
- Review lapsed membership – **91%** of non-members who were involved would consider joining again in the future.
- Attending Matches – Other Commitments and time (74%) are the main reasons for not attending more matches, could this be impacted by poor scheduling?
- Covid Opportunity – whilst seen as a challenge facing the GAA (9%) – could it also be an opportunity as community support becomes more important, working from home and a move out of urban areas, and priority around health and wellbeing.

Recommendations



Long-term

- **Rural club decline** – does consideration need to be given to amalgamating clubs to ensure they remain competitive against the stronger clubs.
- Understanding the definition of **Inclusivity** through the eyes of a GAA member – it needs to go beyond the GAA family and into the community.
- **Health & Wellbeing** has been given a more pivotal importance in sport and beyond. Can Waterford GAA leverage from the Positive Experience (**27%**) that members associate with been involved to further attract and retain member?
- Focus Group – conduct some targeted groups to
 - Only **13%** of responses were from people who have never been a member of a GAA club in Ireland. Not robust enough to ensure the greater non-GAA community view are included. Further research is recommended to capture a 360° view of Waterford GAA.
 - The research quantified several points but would benefit from a deeper dive into some areas. Recommendation is that further in-depth offline research be conducted to delve into these areas, and it would hugely enhance the current findings.
- **Commit to change, Communicate it and Action it!**

APPENDIX

INTERNAL



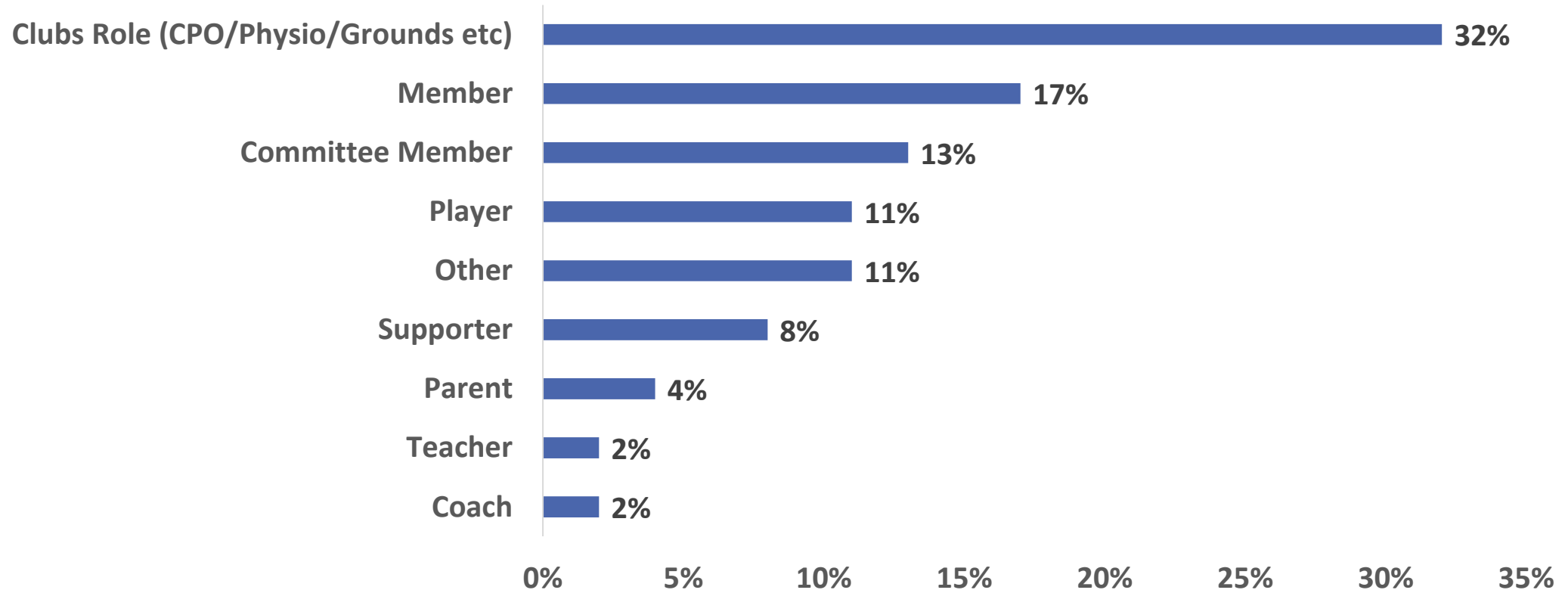
Position

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Club Officer	16%	16%	16%	15%	15%	16%
Player/ Supporter	43%	44%	42%	30%	36%	43%
Parent	13%	13%	14%	26%	20%	13%
Coach Adult	6%	5%	5%	5%	6%	6%
Coach Juvenile	14%	14%	14%	16%	15%	13%
Teacher	2%	2%	2%	3%	3%	2%
Other*	7%	5%	7%	5%	5%	7%

*A mixture of the above roles but respondents coded 'Other'



Position with the Club - Others





Code		
Base	1,546	
Football	923	60%
Hurling	1,220	79%
Ladies Football	179	12%
Camogie	202	13%
GAA (Hurling & Football)*	1,377	89%

*This was a multi-code question



How long have you been associated with your club?

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Less than 2 Years	3%	2%	2%	4%	3%	2%
2-5 Years	12%	11%	11%	15%	18%	11%
6-10 Years	17%	17%	16%	22%	22%	16%
11-15 Years	12%	12%	12%	12%	15%	12%
16-20 Years	10%	10%	11%	6%	8%	11%
20+ Years	45%	47%	49%	41%	34%	48%



How satisfied are you with Waterford GAA?

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Dissatisfied (Net)	25%	26%	26%	18%	22%	26%
'Very Dissatisfied (1)	4%	4%	4%	3%	2%	4%
'2 (2)	5%	5%	6%	3%	2%	6%
'3 (3)	16%	17%	17%	12%	18%	17%
4 (4)	33%	33%	33%	32%	32%	33%
Satisfied (NET)	42%	41%	41%	50%	47%	40%
'5 (5)	24%	24%	23%	26%	26%	23%
'6 (6)	9%	9%	9%	13%	10%	9%
'Very Satisfied (7)	9%	9%	8%	11%	10%	8%
Mean	4.3	4.3	4.3	4.6	4.5	4.3



Thinking about Waterford GAA overall, can you please rate it on the following statements.



(1 = Strongly Disagree and 7 = Strongly Agree)

	Football	Hurling	Ladies Football	Camogie	GAA	Overall
You are proud to be associated with Waterford GAA.	5.5	5.5	5.7	5.7	5.5	5.5
Waterford GAA is fully inclusive and welcoming towards people of all ages, nationalities, sex, religion, and abilities.	5.7	5.7	5.6	5.8	5.7	5.7
Waterford GAA is proactive in supporting clubs to attract new members.	4.4	4.4	4.8	4.8	4.4	4.5
Waterford GAA's current player structures and programmes are adequate to support player performance and retention from juvenile to adults.	3.9	3.9	4.3	4.4	3.9	4.0
Waterford GAA offers unquestionable support to individual clubs.	3.8	3.9	4.0	4.2	3.9	3.9
Waterford GAA's playing/training facilities are adequate to meet the needs of any county teams.	4.5	4.4	4.3	4.5	4.5	4.5
There is consistency in how Waterford GAA promotes the game across the different genders.	4.0	4.1	3.3	3.5	4.1	4.0
Information on club and county events is well communicated by Waterford GAA.	4.8	4.9	4.8	4.9	4.8	4.8
Waterford GAA is proactive in promoting Health & Wellbeing across clubs.	4.6	4.6	4.7	4.8	4.6	4.6

Thinking about <u>Waterford GAA</u> overall, can you please rate it on the following statements.	Strongly Disagree	2	3	4	5	6	Strongly Agree	Mean
You are proud to be associated with Waterford GAA.	1%	2%	5%	14%	24%	21%	33%	5.5
Waterford GAA is fully inclusive and welcoming towards people of all ages, nationalities, sex, religion, and abilities.	1%	1%	3%	12%	19%	26%	37%	5.7
Waterford GAA is proactive in supporting clubs to attract new members.	5%	8%	16%	25%	19%	13%	15%	4.5
Waterford GAA's current player structures and programmes are adequate to support player performance and retention from juvenile to adults.	10%	10%	18%	23%	20%	10%	9%	4.0
Waterford GAA offers unquestionable support to individual clubs.	8%	11%	20%	27%	18%	9%	7%	3.9
Waterford GAA's playing/training facilities are adequate to meet the needs of any county teams.	8%	9%	13%	19%	18%	18%	15%	4.5
There is consistency in how Waterford GAA promotes the game across the different genders.	10%	11%	16%	25%	19%	10%	9%	4.0
Information on club and county events is well communicated by Waterford GAA.	2%	5%	11%	21%	25%	21%	15%	4.8
Waterford GAA is proactive in promoting Health & Wellbeing across clubs.	3%	5%	13%	26%	24%	16%	14%	4.6



How satisfied are you with your Club?

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Dissatisfied (Net)	5%	5%	5%	3%	4%	5%
'Very Dissatisfied (1)	1%	1%	1%	0%	0%	1%
'2 (2)	1%	1%	1%	1%	0%	1%
'3 (3)	3%	3%	3%	2%	3%	3%
4 (4)	10%	10%	9%	7%	9%	9%
Satisfied (NET)	86%	86%	85%	91%	87%	86%
'5 (5)	20%	20%	20%	22%	20%	20%
'6 (6)	25%	26%	26%	26%	22%	26%
'Very Satisfied (7)	41%	40%	40%	42%	45%	40%
Mean	5.9	5.8	5.8	6.0	5.9	5.8



Thinking about Your Club overall, can you please rate it on the following statements.



(1 = Strongly Disagree and 7 = Strongly Agree)

	Football	Hurling	Ladies Football	Camogie	GAA	Overall
As a member/parent you always feel valued by your Club.	5.9	5.9	6.0	5.8	5.9	5.9
Your Club is fully inclusive and welcoming towards people of all ages, nationalities, sex, religion, and abilities.	6.3	6.3	6.2	6.3	6.3	6.3
Your Club is proactive in attracting new members.	5.6	5.7	5.9	5.8	5.7	5.7
Your Club has clear structures in place to drive club performance, whilst also maximise player retention.	5.2	5.3	5.4	5.3	5.3	5.3
All codes (where applicable Hurling, Football, Camogie & LGFA) are given equal status in the club.	5.2	5.1	4.7	4.8	5.1	5.1
Your Club has adequate playing/training facilities to meet the needs of its players.	5.3	5.3	5.1	5.2	5.2	5.2
Your Club is highly active in sharing information on club and county events.	5.9	5.9	5.9	5.9	5.9	5.9
Your Club is very supportive of local community initiatives.	6.3	6.2	6.4	6.2	6.3	6.3

Thinking about <u>Your Club</u> overall, can you please rate it on the following statements.	Strongly Disagree	2	3	4	5	6	Strongly Agree	Mean
As a member/parent you always feel valued by your Club.	1%	2%	3%	8%	18%	25%	44%	5.9
Your Club is fully inclusive and welcoming towards people of all ages, nationalities, sex, religion, and abilities.	0%	1%	2%	4%	11%	22%	59%	6.3
Your Club is proactive in attracting new members.	1%	2%	6%	11%	18%	21%	41%	5.7
Your Club has clear structures in place to drive club performance, whilst also maximise player retention.	2%	4%	8%	16%	21%	20%	30%	5.3
All codes (where applicable Hurling, Football, Camogie & LGFA) are given equal status in the club.	6%	6%	9%	14%	17%	17%	32%	5.1
Your Club has adequate playing/training facilities to meet the needs of its players.	5%	5%	8%	11%	18%	17%	35%	5.2
Your Club is highly active in sharing information on club and county events.	1%	2%	4%	7%	18%	23%	46%	5.9
Your Club is very supportive of local community initiatives.	1%	1%	1%	5%	13%	21%	58%	6.3



How likely are you to recommend GAA involvement to a family member or friend?



	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,545	923	1,219	179	202	1,376
Not likely at all	0%	0%	0%	0%	0%	0%
1	0%	0%	0%	0%	0%	0%
2	0%	0%	0%	0%	0%	0%
3	1%	1%	1%	1%	0%	1%
4	1%	1%	1%	1%	0%	1%
5	2%	2%	2%	1%	1%	2%
6	2%	3%	2%	2%	1%	2%
7	5%	5%	5%	3%	3%	5%
8	9%	11%	10%	6%	4%	10%
9	9%	8%	9%	9%	9%	9%
Extremely Likely	70%	69%	70%	77%	81%	69%
Mean	9.2	9.2	9.2	9.4	9.6	9.2



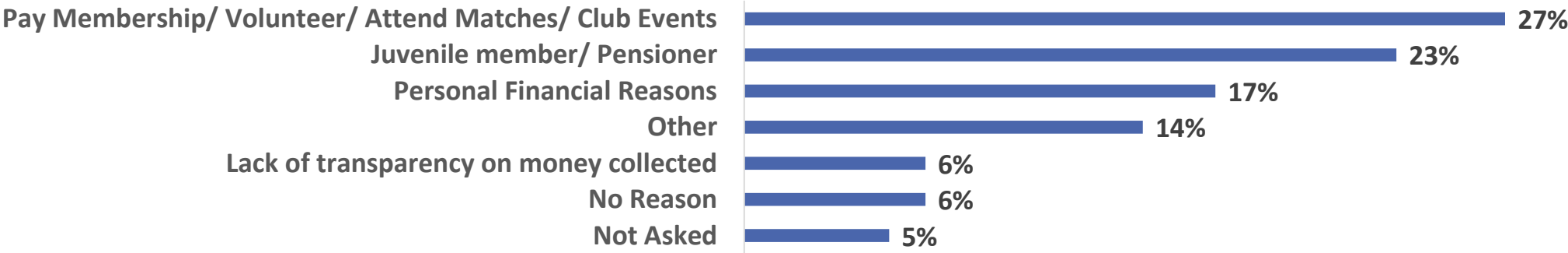
Do you regularly attend adult club and county games?

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Regularly	71%	70%	73%	61%	68%	72%
Sometimes	19%	20%	18%	24%	23%	18%
County Only	1%	1%	1%	1%	1%	1%
Club Only	5%	5%	5%	8%	4%	5%
Rarely	3%	3%	3%	5%	3%	3%
Never	1%	1%	0%	1%	0%	1%



In recent years have you supported Waterford GAA financially through the following:

	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Club Deise	40%	39%	40%	46%	45%	40%
Deise Draw	67%	72%	69%	65%	57%	70%
Club lotto	65%	67%	64%	77%	65%	65%
Sponsorship	22%	20%	20%	25%	31%	21%
No*	6%	6%	6%	7%	5%	6%





Age*Gender



	Grand Total	Football	Hurling	Ladies Football	Camogie	GAA
Base	1,546	923	1,220	179	202	1,377
Male	74%	82%	79%	41%	36%	80%
Female	26%	18%	21%	59%	64%	20%
<i>'Under 18-Male</i>	<i>5%</i>	<i>7%</i>	<i>5%</i>	<i>0%</i>	<i>0%</i>	<i>5%</i>
<i>'Under 18-Female</i>	<i>2%</i>	<i>0%</i>	<i>0%</i>	<i>8%</i>	<i>9%</i>	<i>0%</i>
<i>'Age 18 - 35-Male</i>	<i>22%</i>	<i>27%</i>	<i>25%</i>	<i>2%</i>	<i>3%</i>	<i>25%</i>
<i>'Age 18 - 35-Female</i>	<i>6%</i>	<i>2%</i>	<i>2%</i>	<i>13%</i>	<i>26%</i>	<i>3%</i>
<i>'Age 35 - 54-Male</i>	<i>21%</i>	<i>23%</i>	<i>23%</i>	<i>13%</i>	<i>12%</i>	<i>23%</i>
<i>'Age 35 - 54-Female</i>	<i>10%</i>	<i>8%</i>	<i>10%</i>	<i>18%</i>	<i>15%</i>	<i>9%</i>
<i>'Age 45 - 54-Male</i>	<i>17%</i>	<i>17%</i>	<i>18%</i>	<i>18%</i>	<i>16%</i>	<i>18%</i>
<i>'Age 45 - 54-Female</i>	<i>6%</i>	<i>5%</i>	<i>6%</i>	<i>15%</i>	<i>12%</i>	<i>5%</i>
<i>'Age 55 +-Male</i>	<i>9%</i>	<i>8%</i>	<i>9%</i>	<i>7%</i>	<i>4%</i>	<i>9%</i>
<i>'Age 55 +-Female</i>	<i>2%</i>	<i>2%</i>	<i>2%</i>	<i>5%</i>	<i>2%</i>	<i>2%</i>

EXTERNAL



How would you rate Waterford GAA on the following statements.	Strongly Disagree	2	3	4	5	6	Strongly Agree	Don't Know	Mean (Ex DK)
The GAA is very welcoming of new members.	3%	3%	6%	11%	19%	16%	34%	8%	5.4
The GAA is supportive of community events and initiatives.	1%	2%	4%	12%	17%	18%	43%	3%	5.7
The GAA is fully inclusive and welcoming of people of all nationalities, sex, ages, religions, and abilities.	4%	4%	6%	10%	14%	16%	40%	5%	5.4
Involvement with other local sporting organisations is more enticing than the GAA.	18%	14%	14%	20%	11%	5%	10%	8%	3.5

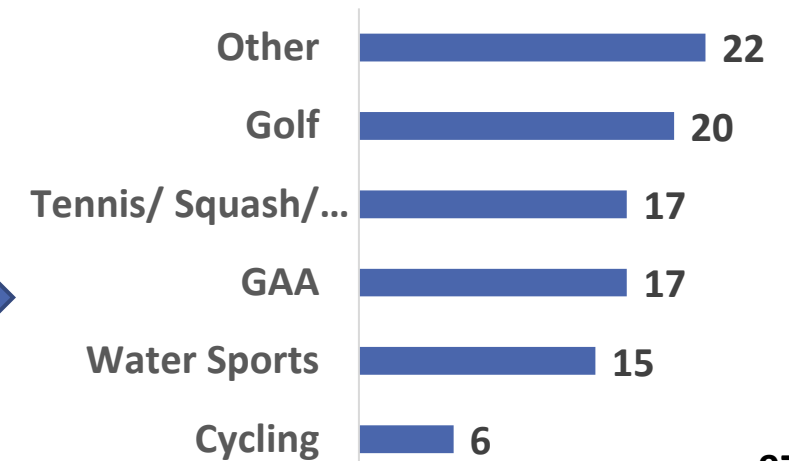


Are you a member of any local sports clubs or organisations?

Yes	39%
No	61%

Which clubs are you a member of?

Soccer	29%
Rugby	16%
Athletics	8%
Basketball	2%
Other	61%



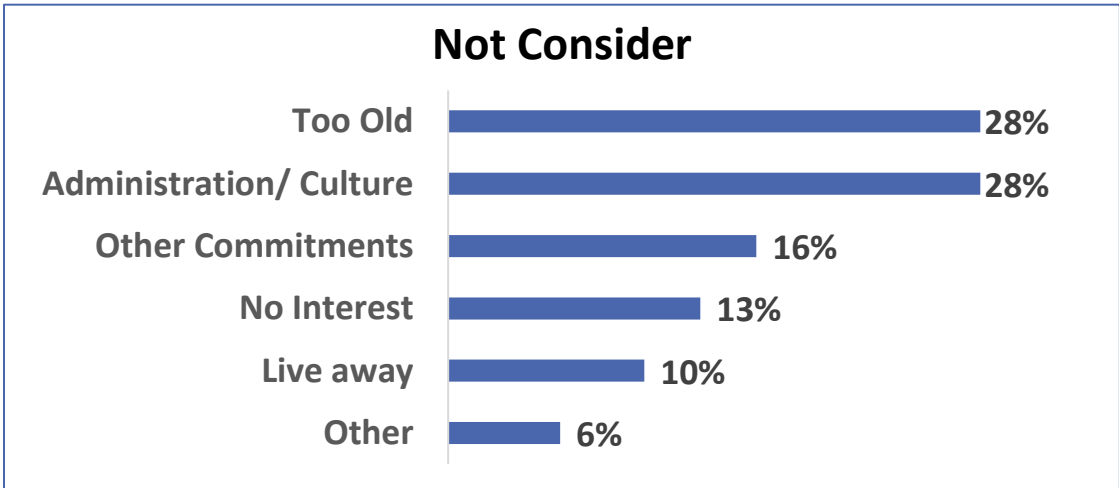
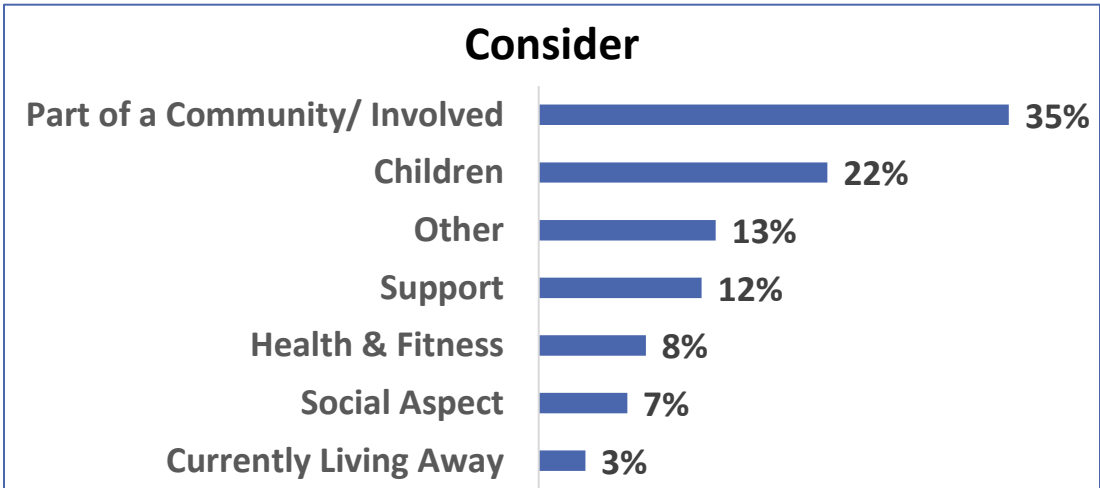
n=97



Do you think you or a family member would ever be interested in joining your local GAA club at some stage in the future?

		In the past have you or a family member ever been involved with a GAA club in Ireland?	
	Total	Yes	No
Yes	79%	91%*	9%
No	21%	73%	27%

*Past Members need to be re-engaged with





Schools

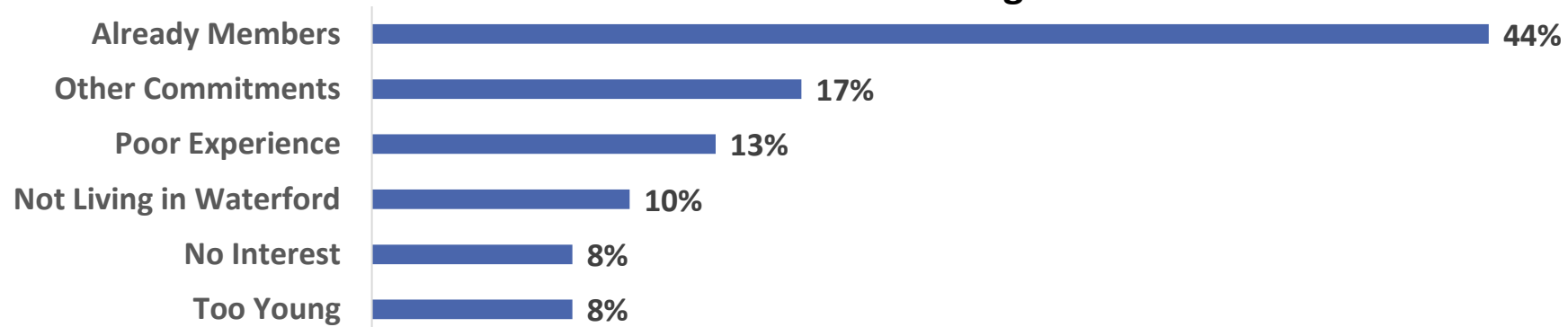


Do they play GAA within their school?

		Do you think you or a family member would ever be interested in joining your local GAA club at some stage in the future?	
	Total	Yes	No
Base	154	126	28
Yes	64%	84%*	16%
No	36%	79%	21%

*Children are playing GAA and parent has expressed an interest in joining in the future

Reasons for not becoming a member





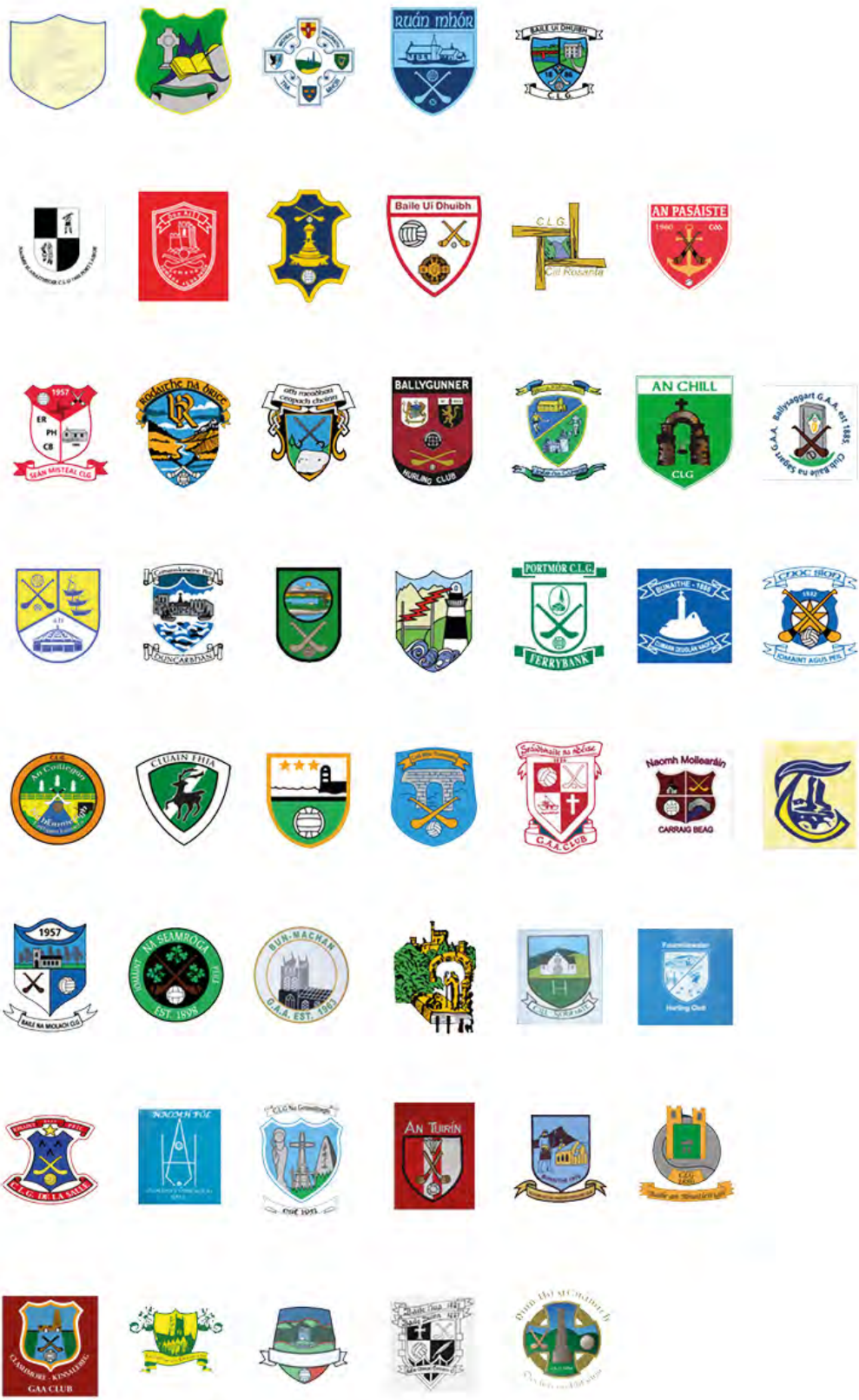
Age	
Base	405
Under 18	0%
Age 18 - 35	23%
Age 35 - 54	30%
Age 45 - 54	20%
Age 55 +	26%
Gender	
Male	71%
Female	29%
Native	
Yes	96%
No	4%

THANK YOU

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WaterfordGAA.ie