



# ***LANCASHIRE GAA***

***5 YEAR STRATEGIC DEVELOPMENT PLAN***

***#GAANORTHWEST***



**LANCASHIRE GAA: STRATEGIC DEVELOPMENT PLAN**

**2024 - 2028**

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This five-year development plan is intended to map out the development and growth of our games in the north-west of England for the next five years. Sincere thanks to the County Board and our Grounds Development Committee for their time and support in the promotion of the GAA in Britain.





## INTRODUCTION

In setting about developing a Strategic Development Plan for Lancashire GAA, the focus was very much on building on the solid foundations that already existed. In 2022, a thoroughly considered Coaching Plan for the County was launched with our CDA and Youth Board, which was to see it through the next five years. That is ongoing – and with no small measure of success. Participation numbers in our underage games have grown dramatically with new clubs fielding underage teams for boys and girls, built on the success of the **Northern GAAMES** which is growing steadily each year in numbers and entries.

Central to our growth has been the continued provision of a Community Development Coach (CDA) and even though we have had some changes in personnel, their work has continued to flourish within the clubs, underage County teams and within various schools.

Considering these achievements and others, the County was in a buoyant place in 2022 when conversations first began about a Strategic Plan for the County, based upon governance and guidance provided by Croke Park. There was a sense that a lot had been done, yet there was an equal desire to push on even further, this time not only in the area of coaching but across all the clubs and within the County, and with particular focus on the development of a GAA Centre of Excellence for the north-west, long overdue in the region.

Using the GAA's Planning Pack as a guide, the process of building our plan began. The first step was to identify people who were willing to become involved and, fortunately, a varied group of people with different experiences and perspectives stepped forward to assist. The methodology that was followed in developing the plan is set out in more detail below, but we are confident in saying that the process was broad and inclusive and that this document reflects the feedback, thoughts, ideas and aspirations of both the county, clubs and the wider community.

Lancashire GAA and our clubs have always been a place for all, and this plan reinforces that. We look forward to the journey ahead, as we seek to bring our County up to a new level, for today's generation and the generations that will follow.



## What are the aims of the GAA?

*The GAA is a volunteer organisation, we develop and promote Gaelic games at the core of Irish identity and culture. We are dedicated to ensuring that our family of games, and the values we live, enrich the lives of our members, families and the communities we serve.*





## The Six Pillars of our Strategic Plan



Following several public consultation events, discussions at County Board meetings and our AGM; these six focus points were chosen as the important pillars upon which we should move forward. Key to the success of these goals is the commitment by the GAA towards our **Centre of Excellence development** at Broughton Park, which will be discussed further in this document.

Also vital to this plan is the retention of our CDA, and continued participation in the National League & Lory Meagher competitions for our county hurling team and the continued involvement with the All-Ireland junior football competition as these are gateways for our adult players to progress.





## 1. Aitheasc An Chathaoirligh / Chairperson's Address

### CHAIRMAN'S ADDRESS

Is cúis mhór bróid dom an plean cuimsitheach seo a thabhairt isteach thar ceann CLG Lancasir.

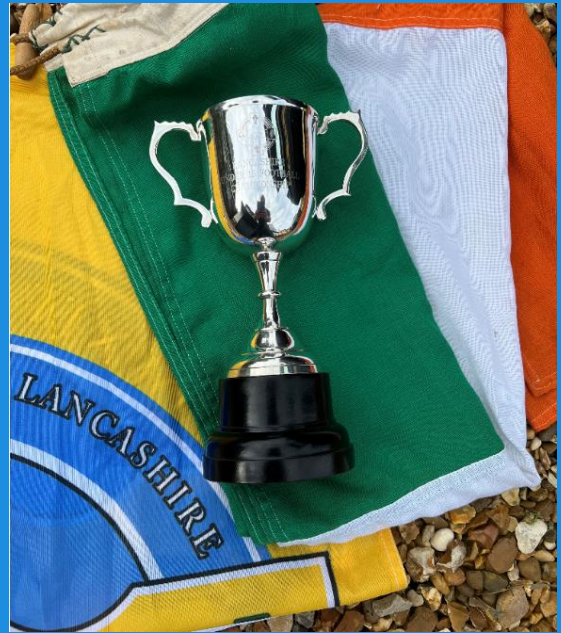
This plan has been almost two years in the making, as we recover from the COVID pandemic. Shaped and contributed to by a group of over 20 people – with varying levels of involvement in the County and/or clubs and a wide range of skills, perspectives and experiences – it draws on examples and best practices from other GAA units and other areas of life and business.

It has been researched, discussed at length, mulled over and debated. It's been refined and challenged. And now it's ready's to be implemented – a set of strategic goals, simple in their articulation, but powerful in their potential.

I have been part of the process of refining the plan over the last few months, but credit for the hard work and long hours that went into developing it goes to the members of the Management Committee including the Grounds Development Committee – led by Stan Murray-Hession, Sean Hopkins, Dan Mellett, Barry Collins, Andy Smith, and others over the years. The County is indebted to them for this great work and, on behalf of all our members, I thank them sincerely.

Like all plans, there are factors outside of our control to consider and one of the main ones for Lancashire is progress with the **GAA Centre of Excellence** proposed for Broughton Park, Manchester as this will be the key to our growth and development in the future.

Lancashire GAA is so much more than a GAA unit. It is the beating heart of our community in the north-west of England, uniting neighbours, and friends, young and old, promoting solidarity while cheering on our clubs and County teams. Over the years our reach has extended into Yorkshire, Scotland and even the Isle of Man where we support the GAA activities in all those areas.





Alongside this 5yr development plan, we shall also be writing a specific development plan for hurling in our region, to promote the game and to increase participation and ultimately the number of clubs in our region. This hurling development plan can be accessed via our website at [www.lancashiregaa.com](http://www.lancashiregaa.com) for your review.

Retention of underage players and their transition into adult level with our Clubs is a huge challenge, we will be appointing a Demographics Officer, and a sub-committee under them. The purpose of the County Demographics Committee is to monitor and evaluate the impact of demographic issues on Participation, Retention, and Performance across Gaelic games. They work to ensure that the Association's policies and practices are reflective of current and future demographic changes within the County.

At this point it would be remiss of me not to acknowledge the enormous contribution made to the County and our Clubs by those wonderful volunteers, in particular those who have gone before us.

We owe these great men and women a huge debt of gratitude for bringing the GAA in the north-west of England to where it is today.

This plan will continue to build on Lancashire's strengths and address challenges in a positive manner. It is a living document that will need to be reviewed at regular intervals and updated where required and as things develop.

I appeal to the future Executive to embrace this document and build on the work that has been done to date to make this plan the success it deserves to be.

Ní neart go cur le chéile.

Is mise, le meas,

Feargail McCiarnain

Fergal Kiernan Chairperson

Lancashire County Board (2019-2024)





## 2. Aitheasc an Uachtarain / GAA President's Address

### Uachtarán



A chairde, Mar ceann Chumann Lúthchleas Gael, ba mhaith liom comhghairdeas a ghabháil libh as an bplean straitéiseach nua seo do CLG Lancasir a sheoladh.

Tá sé fiorthábhachtach a leithéid seo de phlean a bheith ann. Tá sé fiorthábhachtach, freisin, go mbeadh daoine ag obair as lámha a chéile lena chur i bhfeidhm. Mar a deir an seanfhocal – ní neart go cur le chéile.

Tá spriocanna soiléire luaite sa phlean seo agus guím gach rath oraibh agus sibh ag tabhairt faoi na spriocanna sin a bhaint amach.

In welcoming the Lancashire GAA Strategic Plan 2024-2028, I congratulate all who have played a part in creating the document, which aims to create a vibrant and exciting future for the GAA in Lancashire. In 2024 the GAA will celebrate 140 years since our foundation in Thurles. From the humblest of beginnings in a small hotel billiards room there was a flame lit and one that continues to inspire us and light the way.

It is not a time for complacency and that is why detailed forward planning such as this will ensure that the GAA in Lancashire, with all of its proud tradition, still has great days to come. The strength of the GAA is always rooted in Our People and supporting people through Our Clubs both on and off the field is the best way to ensure that, whatever comes our way, we will be able to respond.

The value that comes from lifelong participation in Gaelic games and involvement with your club, and the friendships and bonds forged there, is something that far outweighs the glory of winning cups and medals – precious though they might be.

We have a duty of care to look after the jersey, look after the club, look after the county, and look after the GAA itself. By doing this, we are entrusting to the young people of our community a healthy, vibrant, progressive, and ambitious GAA for them to be proud of, and hopefully inspires them to also play their part in its success story, with an acknowledgement of the road to integration we are also on with our sister organisations.

With dedication and teamwork, documents such as For Club & County play a part in us doing that and I particularly commend this strategic plan for its commitment to giving life to the GAA motto "Where We All Belong" and pledging to leave no one behind and giving everyone a place in Lancashire GAA through a focus on our values and on your pillars of Our Clubs, Our People and Our Place.

Ar son Chumann Lúthchleas Gael, míle buíochas uilig. Rath Dé ar an obair.

**Labhrás Mac Cáirteach**  
Uachtarán CLG





# TEACHTAIREACHT AN ARD-STIÚRTHÓRA



*Is cúis mhór áthais dom na focail seo a leanas a scríobh don Phlean seo dár gCumann agus dár gcluichí i Lancashire agus guím gach rath ar na baill ar fad atá agus a bheidh bainteach leis.*

It gives me great pleasure to welcome the publication of this comprehensive plan for the future direction of Gaelic games in Lancashire and I laud those who have been instrumental in bringing what is a comprehensive document to fruition.

All units of the GAA need a plan.

Indeed, as many of you will be aware, we have our own at national level 'Aontas – Towards One GAA for All' as part of our aims to drive the organisation forward and to safeguard the future of our games for the generations to come.

Given the nature of the incredible volunteer energy that fuels the GAA you could argue that progress would occur organically and that forward momentum would drive our operation onwards.

However, would it happen in a planned, timely and coordinated manner and would it be measured?

Ambitious plans such as these, which are target-driven, serve as a clarion call to our members and to the communities we serve, and we serve in. They focus minds and they underline our positive intentions.

To this end a debt of gratitude is owed to those who have taken responsibility for listening, engaging, and devising a roadmap that has the potential to put Lancashire GAA on an even stronger footing in the years ahead.

The presence of such a vibrant Irish community in the northwest of England down through the years means our games have always had strong roots here.

However, with emigration patterns changing our clubs and administrative units have adapted and evolved and the resulting footprint around the world is a great source of pride for the organisation as a whole.

We at Croke Park look forward to working with you and supporting you in your endeavours in the period ahead and on behalf of the wider the GAA family as a whole, I wish you well in the roll out of your plans for the future of Gaelic games in Lancashire.

Ar aghaidh linn le chéile,

Tomás Ó Riain  
Ard-Stiúrthóir  
Cumann Lúthchleas Gael







### 3. Stair an Chumainn / A Brief History of Our GAA Unit

#### COUNTY HISTORY & CLUBS:

Cumann Lúthchleas Gael Coiste Lancasír, or Lancashire Gaelic Athletic Association, is one of the county boards outside Ireland and is responsible for the running of gaelic games in the Northwest of England and on the Isle of Man.

The GAA in Lancashire was founded in the 1920's and continues to grow strongly despite numerous challenges unique to overseas GAA. Oisín's CLG in Manchester will be celebrating its 120-year anniversary in 2024 which gives an indication of the history of the GAA in this region.

With Scotland, Warwickshire, Gloucestershire, Hertfordshire, London and Yorkshire, the board forms part of the British Provincial Council.

The Lancashire board oversees gaelic games in the northwest for men, ladies and children's games with various league and championship competitions played off each year.

Lancashire has a senior men's hurling team that enters the National League and also the Lory Meagher championship, reaching the final in 2023.

The executive committee consists of a chair, secretary and treasurer and various other roles, and the county has two representatives on the British Provincial Council Executive Committee.

The county crest depicts the Celtic cross and shamrock, the red rose of Lancashire and a ship representing the voyage taken by all of those who have left Ireland to make Lancashire their home or the place they are passing through.

#### Lancashire GAA has the following clubs:

##### Adult Male:

- John Mitchel's (Liverpool)
- Wolfe Tones (Liverpool – hurling & football)
- St Peter's (Manchester)
- St Lawrence's (Manchester)
- St Brendan's (Manchester)
- Oisín's (Manchester)
- Na Mac Tire (Warrington – hurling & football)
- Fullen Gaels (Manchester – hurling)
- Ceann Greige (Glasgow – hurling)
- Emerald Gaels (Yorkshire – hurling)

##### Adult Ladies:

- John Mitchel's
- Wolfe Tones
- Oisín's
- St Lawrence's

##### Underage Clubs:

- St Peter's
- St Mary's
- Ellan Vannin Gaels (Isle of Man)
- St Lawrence's
- St Brendan's
- Wolfe Tones
- John Mitchel's
- Na Mac Tire (Warrington)





4. An Próiseas Pleanála / The Planning Process

THE PLANNING PROCESS: THE WIDER GAA PERSPECTIVE:

# National GAA Strategy

While the National Strategic Plan, Aontas 2026 – Towards One GAA For All launched in 2022, caters for the entire Association, and perhaps beyond, it still bears relevance to what we aim to achieve For Club & County.

During the “Shape Our Future” consultation the national plan was forensically examined to ensure strategic alignment while prioritising the needs and opportunities for Armagh.

In summary, Aontas 2026 – Towards One GAA For All, has the following aims...

- 1. Games**  
Providing the best possible games experience for players and spectators
- 2. People**  
Giving unrivalled role support and personal development opportunities to players, volunteers and employees
- 3. Clubs & Communities**  
Supporting club and community survival and growth
- 4. Communication**  
Striving for a more connected Association
- 5. Governance & Operations**  
Modernising our governance and operations as part of One Association
- 6. Resources**  
Ensuring the sustainability of our finances, facilities, and Association



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**KEY TO OUR SUCCESS – CENTRE OF EXCELLENCE CONSTRUCTION:**

**GROUNDS DEVELOPMENT COMMITTEE:**

**WORKING GROUP:**

Chair: Stan Murray-Hession

1. **Grounds Development**  
Stan Murray-Hession, Fergal Kiernan, Sean Hopkins, Dan Mellett & others with liaison with all clubs including the LGFA.
2. **Club Structure**  
All Club Committees
3. **Coaching**  
CDAs - various
4. **Communication/PR:**  
Mark Gordon - PRO
5. **Finance:**  
Barry Collins

**DATES & TIMELINES:**

**January 2020:** new committees installed including grounds development team, chaired by Stan Murray-Hession.

**April 2021:** revised proposal for Broughton Park created and issued to Manchester City Council and Broughton Park RFC.

**May 2023:** Public consultation events held to include local residents and other sports clubs and societies, Council and Broughton Park in attendance along with consultation with Croke Park and British Provincial Council.

**August 2023:** Planning Application process started following outline design with Shane Santry Architects Ltd (SSA), with formal submission to BPC planned followed by submission to Croke Park for funding & approval.

Members of the working committee have worked tirelessly with the grounds development plans and also this 5year strategic development plan as both are intrinsically linked, with the success of each of them dependant on the other.

Bi-monthly meetings have been held since January 2020 to look at a number of options for County grounds, with a number being explored in details and some others dismissed quickly due to land ownership issues or advice from the Council.

Consultation has taken place with Manchester City Council and their Leisure & Sports team called “**Manchester Active**” along with the executive from Broughton Park Rugby Club.

We have researched plans produced by other Counties and Clubs to build this document, along with the support of the GAA development templates and supporting advice, including that of Eoghan Tuohey (GAA Planning & Development Co-ordinator in Croke Park) which has all given the working group(s) the framework and support to put the plan(s) in place for the Lancashire County Board and our members.





5. Cuspóir, Fís Agus Luachanna / Purpose, Vision and Values

OUR PURPOSE

**Our purpose is to promote Gaelic games, culture and lifelong participation as a community-based, volunteer-led organisation which enriches lives and communities.**

<p><b>MISSION</b></p> <p><b>“The GAA is a community-based volunteer organisation promoting Gaelic games, culture and lifelong participation.”</b></p> <p>We develop and promote Gaelic games at the core of Irish identity and culture.</p> <p>We are dedicated to ensuring that our family of games, and the values we live, enrich the lives of our members, families, and the communities we serve.</p> <p>We are committed to active lifelong participation for all and to providing the best facilities.</p> <p>We reach out to and include all members of our society.</p> <p>We promote individual Development, health, and well-being and strive to enable all our members achieve their full potential.</p>	<p><b>VISION</b></p> <p>Our vision is that everybody will be welcomed to take part in our games and culture, to participate fully, to grow and develop and to be inspired to keep a lifelong engagement with our Club and our Association.</p>														
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We are dedicated to ensuring that our games and values enrich the lives of our members, families, and the communities we serve.

- ✓ We are committed to active lifelong participation for all.





- ✓ We provide safe and inclusive facilities and environments for everyone.
- ✓ We are committed to applying a sustainable development ethos to managing our resources and activities.
- ✓ We actively seek to engage with and include all members of our society.
- ✓ We promote individual development and well-being and strive to enable all our members to achieve their full potential in their chosen roles.

## OUR VISION

**Our vision is a sustainable community-based and volunteer-led Association where as many as possible, participate in Gaelic games and culture, for as long as possible from junior to adult.**

## OUR VALUES

### Community Identity

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

### Amateur Status

- All our players and members participate in our games as amateurs.
- We provide a games programme at all levels to meet the needs of all our players.
- We safeguard our position as the leading amateur games organisation in the world.

### Inclusiveness

- We welcome everybody to be part of our Association.
- We are open to diverse opinions and cultures while respecting our Irish heritage and language.
- We cater for all abilities.

### Respect

- We respect each other on and off the playing field.
- We operate with integrity.
- We listen to and respect the views of all.

### Player Welfare

- We provide the best playing experience for all our players.
- We structure our games to allow players of all abilities to enjoy our sports and reach their potential.
- As with our players, we value the welfare and wellbeing of all our members.

### Teamwork and Volunteerism

- We are a volunteer-led and democratic organisation.
- We flourish through the voluntary efforts of our membership.
- Our voluntary ethos inspires the engagement of members in the broader community.





- The cornerstone of our Association and sustainability is effective teamwork on and off the field.
- We celebrate and support the contributions of our volunteers and employees.

## 6. Comhthéacs Straitéiseach / Strategic Context for Grounds Development

### 6.1 Introduction and Executive Summary

In December 2018 the Lancashire County Board took the decision to replace the incumbent grounds development committee with a new committee after its AGM. The new committee's remit was to review the previous proposals tabled, along with the identification of any alternative suitable sites throughout south Manchester. South Manchester is the location of several clubs within the county along with the most densely populated school's area that our Games Development Officer works in.

Once this had been established the Board began to look at the alternative sites being mindful of the gravity of the situation that currently exists within the county for a fit for purpose GAA Centre of Excellence / county ground facility. This facility will not only service the County Teams, but it will also be the site that will host the Northern Games and will be used to grow and develop the home-grown players the county so desperately needs to secure the future of Gaelic sports for the decades to come as happens in all other similar facilities up and down the country.

As part of this process the Committee rekindled our relationship with Manchester City Council (MCC) and Broughton Park RFC to determine if the possibility of a Joint Venture with Broughton Park RFC could possibly be reignited. This site had been under original consideration by the County on and off for approximately a decade prior to the previous proposal coming on-stream. Once we had established that the appetite was there to move this project forward, we held several meetings with MCRactive (the sports development body of Manchester City Council) regarding the development of our playing facility in Lancashire.

Following more formal discussions and the committee taking part in 6 initial public consultation events regarding the development we have full support of MCC, MCRactive, local residents and Broughton Park RFC to press ahead and drive this project forward. Furthermore, as part of the last **Master Pitch Development Strategy** developed by MCC and MCRactive we have now successfully negotiated a position with MCC to allow us to move our current 2 pitch footprint to a new location from Hough End into Broughton Park. In doing this we will have the opportunity to develop for the County, pitches that will be widely recognised as fit for purpose for the County of Lancashire and the north-west of England. This **Centre of Excellence Facility** will offer a playing facility to the county teams in Lancashire 12 months of the year.





By delivering this development the Lancashire County Board will future proof itself from a playing perspective by developing its underage home-grown structure within the County which will ensure that we have increased participation in our national games way beyond what exists today in the County.

## 6.2 Statement of Needs and Proposed Development Timelines

The Grounds Development Committee was tasked with preparing a report together with recommendations regarding the development of a GAA facility in Manchester for the County teams and clubs in Lancashire. One of the specific aims for this facility is that it would accommodate larger scale GAA development events (for e.g., Northern Games) and would be used by all levels from underage football and hurling, ladies' football and camogie and adult football and hurling. The facility would also be used as the County Ground for the Lancashire Senior Footballers and Hurlers to play their home games, the latter who compete in the National Hurling League and Lory Meagher competitions annually. Collectively the members of the Grounds Development Committee have met numerous times to decide the strategy needed to meet the requirements of Lancashire GAA over the next 50 years.

The Grounds Development Committee recommendations regarding the development of a Lancashire GAA facility in Manchester are as follows:

- A. Having established, following a significant time investment in discussions with Broughton Park Rugby Club, that they would welcome a Joint Venture arrangement with the Lancashire County Board we fully support this scheme and are now proposing that this be adopted and supported by British Provincial Council and the GAA based in Croke Park.
- B. To that end we are now able to recommend a 2 phase 3 (three) pitch development at Hough End with Broughton Park Rugby Club.
- C. In an effort to alleviate the financial burden of running a 2-pitch development concurrently in one calendar year we have negotiated a phased strategy over 2 (two) calendar years with Manchester City Council.

### Phase 1:

This will involve the development of 2 (two) grass pitches:

The development of both grass pitches will commence in 2024 with the aim of being ready for use in the 2025 season, due to the drainage works and the landscaping works required for both pitches we feel it makes better economic sense to build both grass pitches at the same time rather than one pitch in 2024 and the second in 2025 as this will incur mobilisation costs etc for the Contractors. We would propose on installing perimeter fencing, gates, ball catching nets etc to both pitches in Phase 1 as well.

### Phase 2:

Involves a Joint Venture development between Lancashire County Board/ Broughton Park Rugby Club/ Manchester City Council/ Rugby Football Union/ Sport England on the development of the Main Stadium pitch (page 20 shaded blue).





As part of this Joint Venture, it is proposed that the main stadium pitch would be converted to a 4G pitch which is guaranteed suitable for use 52 weeks a year. This will only require a contribution from the Lancashire County Board rather than funding the entire project. Such an enviable position has not been easy to negotiate but we have been presented with an opportunity which will need a fraction of the financial investment that would otherwise be needed if we had embarked on a project of this nature on our own.

Some remedial work will be required to the current set up to facilitate the extra space needed for a full-sized GAA pitch. The specification and costs for this pitch will be defined later once the exact details for the pitch have been finalised but we have put an estimate in the cost structure later in this presentation.

- 6.3 The creation of these grass pitches in this location will also save in excess of £1.5 million pounds on the cost of erecting a pavilion as this is already in place currently and is fit for purpose for our needs for the foreseeable future.

There is no doubting the significant need that exists in Lancashire for a fit for purpose County Ground facility on many levels, when we consider youth development and the growth and sustainability of the GAA Community in the Northwest of England. This allied to the fact that there are now first class facilities in the north of the UK in Scotland (Clydebank), in the south in London (Ruislip), and the midlands (Pairc na hEireann), it seems inconceivable that in this day and age we have boys and girls, men and women changing on the side of a pitch with no changing facilities, no shower facilities, no toilet facilities and nowhere to store their clothes.

But unfortunately, the inconceivable is a reality in Lancashire, with no recognised fit for purpose county facility which would act as a GAA Community Hub at weekends (especially when the county teams are playing) to promote participation and develop the underage structure within the county. This currently sees on a weekly basis children training with no access to basic facilities or as is the case with one of the club's children travelling round trips of up to 30 miles to get to a training session. Please ask yourself would you commit to travelling 30 miles on a weekly basis with the cost of fuel and the time commitment when there are so many other competing sports on your doorstep? We believe that any parent would find it hard to persuade a child to play our national sports given the disadvantages they face with all competing sports with the basic facilities that are so lacking in our county.

Over the last number of years our CDA's have done fantastic work in the schools around the County, carrying on and developing the work done by the previous CDA's over the last 10 years. This work has promoted and developed both gaelic football and hurling within the youth population in the locality by developing their skills in our games. Connecting the work that they have done on a daily basis back to the clubs is fundamental to maximise the investment in a CDA but also to secure the future of our clubs in Lancashire and to grow our "home grown" talent which is such a fundamental key to the succession planning for the future of the clubs and county teams of the future. Principal to this is to be able to offer the children facilities that are regarded as essential from a safeguarding perspective and that are deemed "minimum standard" in all other sporting arenas.

The development of the home-grown underage system that exists in Lancashire is a key to help to ensure the sustainability of the clubs and the County teams in the future. The success of the underage system is beginning to break through to adult level now, with 7 home-grown players on the 2022 senior championship winners' team.







To achieve this, we will “twin” the schools in areas directly aligned with the clubs and be able to offer them a facility to play Gaelic Games which is comparable with the sports that we compete with for participation numbers. In doing this we will future proof the clubs in Lancashire that will use the facility and therefore by extension future proof the County Teams alike.



The welcome lifting of Covid19 restrictions in 2021 saw the resurrection of the Northern Games that had previously taken place pre Covid19. The day run by the Lancashire County Board proved to be a huge success, led by Sean Hopkins and Ronan Walsh (CDA) and helped on the day by several members of the British Provincial Council, Ulster Council and members of the Lancashire County Board and a posse of volunteers from the association from all corners of Britain and Ireland.

Attending on the day were several local politicians including the Mayor of Manchester turning out to support the event. Added to which a number of Irish ex-professional footballers turned out to offer their support. All of these were supported by a very strong travelling contingent of GAA dignitaries from both Ulster (Chairperson and Secretary) and representing the GAA President Larry McCarthy was John Murphy Chairperson of the Connaught Council. The event received extensive coverage by SKY on Channel 191.





**PARTICIPATION NUMBERS IN 2022:**

GIRLS	BOYS	AGE RANGES
<b>GAELIC FOOTBALL</b> 13 TEAMS X 13 PLAYERS = 169 PLAYERS <b>CAMOGIE</b> 2 TEAMS X 13 PLAYERS = 26 PLAYERS	<b>GAELIC FOOTBALL</b> 46 TEAMS X 13 PLAYERS = 598 PLAYERS <b>HURLING</b> 6 TEAMS X 13 PLAYERS = 169 PLAYER	GIRLS UNDER 9 TO UNDER 16 BOYS UNDER 7 TO UNDER 15

The aim for 2023 was that we would expand the event to a 2-day event which would see participation numbers increase and engagement from local and national schools on the first day and club teams on the second day. The entire weekend was a resounding success, seeing the participation numbers exceed the targeted 1300 from 2022 which is an outstanding achievement for all concerned.

We were especially proud and privileged to have a cross community team from Ulster travel to the weekend’s activities, despite not having played together before they reached the final of their division only to be narrowly pipped at the post. To have a team representing both communities from Ulster shows how sport can transcend even the most ingrained and deep-rooted issues that exist in our society.

**SCHOOLS:**

There were 24 National Schools participating on the Friday from all over the north-west of England which saw in excess of 350 school children playing that day.

**PARTICIPATION NUMBERS IN 2023:**

GIRLS	BOYS	AGE RANGES
<b>GAELIC FOOTBALL</b> 22 TEAMS X 13 PLAYERS = 286 PLAYERS <b>CAMOGIE</b> 2 TEAMS X 13 PLAYERS = 26 PLAYERS	<b>GAELIC FOOTBALL</b> 56 TEAMS X 13 PLAYERS = 728 PLAYERS <b>HURLING</b> 6 TEAMS X 13 PLAYERS = 169 PLAYER	GIRLS UNDER 9 TO UNDER 16 BOYS UNDER 7 TO UNDER 16

Clearly in order for this event to continue to run we are at the behest of Broughton Park’s generosity in order for them to allow us to use their facility. Whilst this is something that we do not foresee ever being a problem, entering to a joint





venture with Broughton Park and having 2 full sized pitches of our own at that end of the site will secure the future of the Northern Games in perpetuity.

The basic need for this project to be supported and delivered has never been more evident than this year from a player welfare perspective. The Lancashire County hurling team played 10 times in Ireland in the space of 14 weeks because we do not have a suitable venue for the county to play our home games. This is an unprecedented ask and commitment from the players and it puts huge burden on them as individuals, their family life and indeed their employment. All this travelling has a clear impact on the performance of the team and as a result the team are significantly disadvantaged. Equality and fair play for all have long been the bedrock of the beliefs of our great Association and with this in mind we cannot continue to expect the players to show this level of commitment to travelling in order to represent their County.

#### 6.4 The Irish Community at Broughton Park

Following the sad and untimely demise, and subsequent closure of the Chorlton Irish Club in 2020, the needs of the Irish Community in South Manchester are now unfulfilled. A joint venture between Lancashire County Board and Broughton Park Rugby Club will see this remedied.

The clubhouse facility can offer itself as a major hub to those looking to secure and participate in the future of our Irish heritage in this region. The Irish community in Manchester and the north-west of England is large, multi-cultural, multi-generational and diverse, this facility will offer a diverse programme of traditional cultural activities to the children and adults of South Manchester the opportunity to learn the Irish Language, Irish Dancing and Irish Music along with the opportunity to play Gaelic Games.

The Lancashire County Board will enter into a Joint Venture agreement with Manchester City Council/MCRactive and Broughton Park to facilitate the lease agreements being met to move our current pitch location on the site to the new location outlined on Page 21. The lease between the Council/Broughton Park and the County Board is set to be a Peppercorn Lease for the land with a Service Level Agreement pertaining to the day-to-day use of the pitches between the Lancashire County Board, Broughton Park and MCRactive. The commercial terms of the Peppercorn Lease will operate on a straight pass through from Manchester City Council to Broughton Park to the County Board with a clause ring-fencing the rent and prohibiting any inflation of the commercial terms for the duration of the lease and any extension thereof.

This joint venture will see the Lancashire County Board finally have a home in the Northwest of England. It will allow its members to have access to up to date, state of the art facilities within the County. It will provide and offering of Gaelic Games to the youth of our communities, this in turn will facilitate the development of our home grown underage and youth offerings in both codes that we so desperately need to secure the long-term futures of the clubs within the region.

As part of this arrangement the County Board will be required to contribute to the running costs of the clubhouse and for the maintenance of our pitches. This will be done under a Service Level Agreement and will be negotiated with Broughton Park directly. It is anticipated that this will be calculated on a “by use” basis thus ensuring an equitable apportionment of the costs on an annual basis being returned to the County Board.

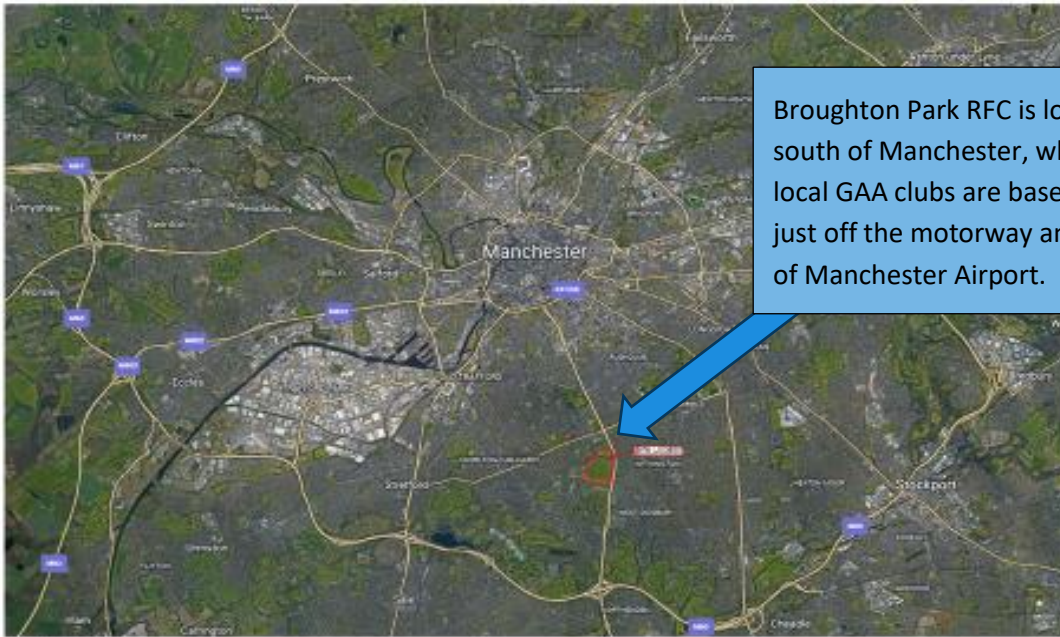




The make-up of Broughton Park Rugby Clubs current club facilities which we will use are as follows:

- i) The Clubhouse and stadium pitch in front of the clubhouse and stand.
- ii) 12 individually secure changing rooms and shower facilities.
- iii) 2 Referee changing rooms and shower facilities.
- iv) Toilets – male and female and less-abled available.
- v) Ice baths.
- vi) Medical room (including a defibrillator).
- vii) Function room, bar and full kitchen.
- viii) Floodlighting to some pitches (not planned for the GAA pitches).
- ix) Terracing and pavilion stand to view games on the main stadium pitch.
- x) Car Park.
- xi) Training pitch(s).
- xii) 3 further grass pitches.
- xiii) 2 Synthetic pitches.

#### PROPOSED LOCATION & LAYOUT:

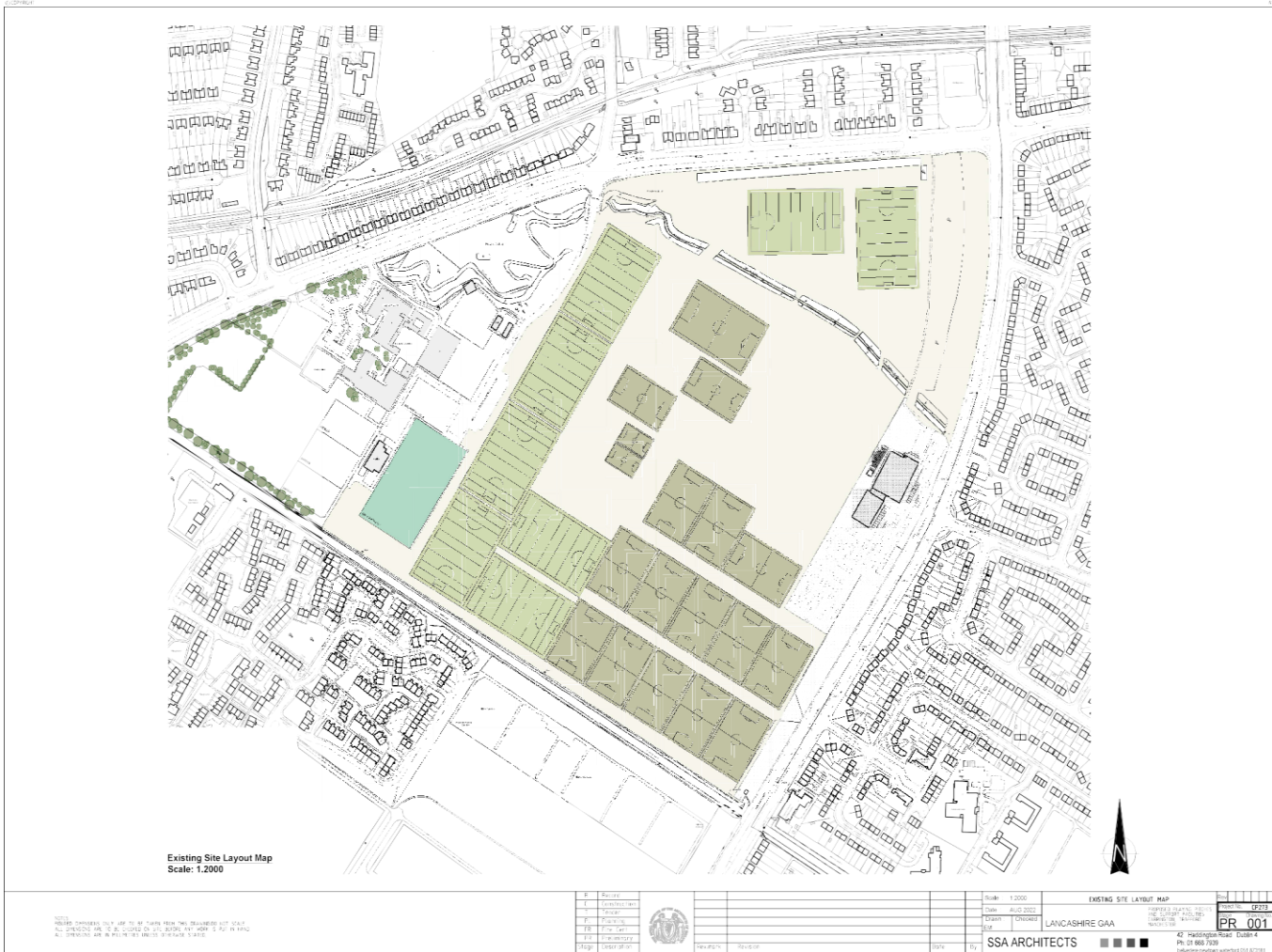


Broughton Park RFC is located to the south of Manchester, where most of the local GAA clubs are based. It is located just off the motorway and within 15mins of Manchester Airport.



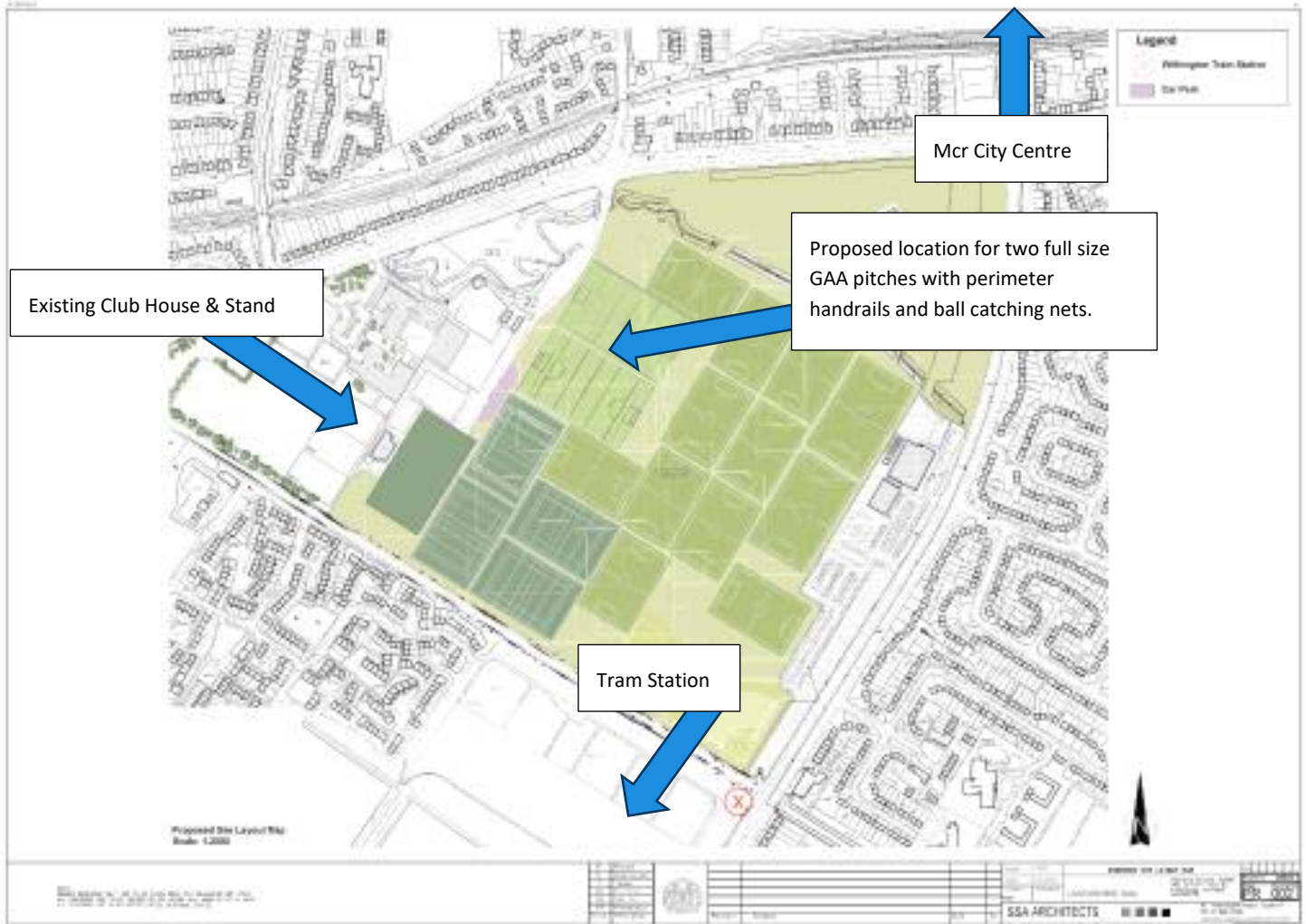


**EXISTING PITCH LAYOUT**





**NEW PITCH LAYOUT INCL GAA PITCHES:**





**STRATEGIC DEVELOPMENT PLAN - OUR PLANNING PROCESS:**

<p>Work on our 5yr strategic plan started in September 2021, our management committee came together to define the key strategic principles of our plan:</p> <ul style="list-style-type: none"> <li>○ We must have as broad and deep a consultation as possible where all stakeholders are offered suitable opportunities to be heard and their ideas considered.</li> <li>○ It's ok if our final plan is not fully implemented – in fact it might even be better. We want to stretch beyond our comfort zone while still “moving the needle”.</li> <li>○ At the highest level of the plan, everyone must understand what it is we are doing and how we will achieve it. More details such as timelines, owners and smaller actions should be communicated as and when required.</li> <li>○ The plan should be tested regularly against the capacity of the people who will be asked to deliver it – quite often our volunteers.</li> <li>○ Our plan – and the activities that fall from it – must be owned by everyone and as such, everyone has a role to play in implementing it.</li> </ul>	<ul style="list-style-type: none"> <li>○ The strategy must be an “active document” that drives day-to-day activity, throughout the County, for management and for volunteers.</li> <li>○ Clear and robust mechanisms to implement the plans’ progress with ongoing updates being shared, as appropriate, with all stakeholders.</li> <li>○ Our plan should be flexible so we can adapt to changing environments and requirements, without straying too far from our main vision.</li> </ul> <p>Leaning on these principles, the committee then began designing our planning process and the different planning tools and methodologies we would deploy. Some of the more notable actions, completed throughout this process, included a stakeholder mapping exercise that assessed each stakeholder’s level of interest and influence followed by extensive public consultation events.</p>	<p>These meetings and consultation events were supported by Manchester City Council and residents and interested groups, including other sports clubs.</p> <p>The level of engagement and feedback received was significant, and therefore a substantial amount of time was dedicated to critically analyse and evaluate the findings – in parallel with data from other sources - before shaping all our findings to create our new strategy for Lancashire.</p> <p>A draft copy was circulated to our Clubs for comment and approved at the County Committee in early 2023. This 5yr plan is severely dependant on the proposed grounds development proposal at Broughton Park, which will provide a central base for all north-west GAA activities moving forward, rather than the disparate activities and facilities we are using currently, most of which are below standard and do not comply with current safeguarding requirements or basic welfare provision for adults and children. Key to its success is the buy in and role we all play in its implementation.</p>	<p><b>OUR CONSULTATION USED TO SHAPE OUR FUTURE:</b></p> <table border="1"> <tr> <td data-bbox="1117 436 1307 520">+1000</td> <td data-bbox="1307 436 1497 520"></td> </tr> <tr> <td colspan="2" data-bbox="1117 520 1497 613">OVER 1000 PAGES OF PLANS, POLICIES AND REPORTS REVIEWED AND EXAMINED.</td> </tr> <tr> <td data-bbox="1117 613 1307 709">+350</td> <td data-bbox="1307 613 1497 709"></td> </tr> <tr> <td colspan="2" data-bbox="1117 709 1497 823">DIRECT CONTACT WITH LOCAL RESIDENTS AND SPORTS CLUBS, EXTENSIVE SOCIAL MEDIA CAMPAIGN HELD.</td> </tr> <tr> <td data-bbox="1117 823 1307 940">+127</td> <td data-bbox="1307 823 1497 940"></td> </tr> <tr> <td colspan="2" data-bbox="1117 940 1497 1054">LOCAL RESIDENTS, COUNCILLORS AND COMMUNITY LEADERS ATTENDED OUR CONSULTATION EVENTS INCL THE COUNCIL.</td> </tr> <tr> <td data-bbox="1117 1054 1307 1159">27HRS OF CONSULTATION &amp; FEEDBACK</td> <td data-bbox="1307 1054 1497 1159"></td> </tr> <tr> <td colspan="2" data-bbox="1117 1159 1497 1276">FEEDBACK FORMS ANALYSED AND CHANGES MADE TO THE PROPOSED DEVELOPMENT, LAYOUT AND APPEARANCE.</td> </tr> </table>	+1000		OVER 1000 PAGES OF PLANS, POLICIES AND REPORTS REVIEWED AND EXAMINED.		+350		DIRECT CONTACT WITH LOCAL RESIDENTS AND SPORTS CLUBS, EXTENSIVE SOCIAL MEDIA CAMPAIGN HELD.		+127		LOCAL RESIDENTS, COUNCILLORS AND COMMUNITY LEADERS ATTENDED OUR CONSULTATION EVENTS INCL THE COUNCIL.		27HRS OF CONSULTATION & FEEDBACK		FEEDBACK FORMS ANALYSED AND CHANGES MADE TO THE PROPOSED DEVELOPMENT, LAYOUT AND APPEARANCE.	
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**GROUNDS DEVELOPMENT CONSULTATIONS SUMMARY & NEXT STEPS:**

In December 2018 the Lancashire County Board established a new Grounds Development Committee with remit to draw up a list of potential locations for a County GAA facility and to review the 2016 proposal and the prospects of delivering that option, along with the identification of any alternative suitable sites throughout south Manchester. South Manchester is the location of several clubs within the County along with the most densely populated school’s area that our full time Coaching & Development Officer (CDA) services.

For reasons outlined in this report in Section 4 the previous proposals/locations can no longer be considered a viable option for the County.

Once this had been established the board began to look at the alternative sites being mindful of the gravity of the situation that currently exists within the County for a fit for purpose GAA Centre of Excellence to support the north-





west of England. This facility will not only service the County Teams, but it will also be the site that will host the Northern Games and will be used to grow and develop the home-grown players the County so desperately needed to secure the future of Gaelic sports for the decades to come as happens in all other similar facilities up and down the country.

As part of this process the Committee rekindled our relationship with Manchester City Council (MCC) and Broughton Park RFC to determine if the possibility of a JV with Broughton Park RFC could possibly be reignited. This site was a site that had been under original consideration by the County on and off for approximately a decade prior to the 2016 proposal coming on-stream. Once we had established that the appetite was there to move this project forward, we held several meetings with **MCRactive** (the sports development body of Manchester City Council) regarding the development of our playing facility in Lancashire.

### LOCAL STAKEHOLDER CONSULTATION (2020-2023)

We took part in the 6 public consultation meetings to support engagement of all communities and stakeholders that had been organised by Manchester Active at Broughton Park RFU. The dates of the meetings were:

- Monday 29th November 2021 16.00pm – 17.00pm Session 1
- Monday 29th November 2021 17.05pm – 18.05pm Session 2
- Saturday 4th December 2021 10.00am – 11.00am Session 3
- Saturday 4th December 2021 11.05am – 12.05pm Session 4
- Wednesday 8th December 2021 18.00pm – 19.00pm Session 5
- Wednesday 8th December 2021 19.05pm – 20.05pm Session 6

Generally, the planned relocation was well received albeit the residents were sorry that we were planning on moving. The County & Clubs has built up a very good relationship with residents over the years, and we have always been respectful and mindful of the fact that we were playing our games next to their homes. Nevertheless, the residents completely understood the need for us to move based on the lack of amenities and the lack of ability to start up our underage programmes to develop our own Home-Grown players.

Discussions around the Low-Level Spectator Railing and Ball Stop Netting were held, all of which were fully supported once the need for both was fully explained.

In March 2023 three additional consultations with the local community and stakeholders and organised by the Lancashire County Board on behalf of the Gaelic Athletic Association. There was a significant time lapse between the first consultation and the proposed submission of our planning application, and it was deemed appropriate to revisit the consultation and ensure all local resident concerns were identified and addressed.

The public consultation meetings were held at Broughton Park RFU on:

- Wednesday 10th May 2023,
- Saturday 13th May 2023
- Monday 15th May 2023

By and large the meetings were well reasonably well attended by stakeholders, members of the local community and local council representatives. During the meetings our plans were well received with two items that required more detailed discussions as in the previous meetings:







- 1) Low level spectator rail
- 2) Ball Stop Netting

The above issues were discussed with stakeholders and members of the public with universal acceptance of their need as outlined in the feedback forms attached (Appendix 1) – no concerns were raised.

We believe we now have full support of MCC, MCRactive, Broughton Park RFC and local residents and sporting clubs to press ahead and drive this project forward. Furthermore, as part of the last **Master Pitch Development Strategy** developed by MCC and MCRactive we have now successfully negotiated a position with MCC to allow us to move our current 2 pitch footprint to a new location on the same site. In doing this we will have the opportunity to develop for the County pitches that will be widely recognised as fit for purpose for the County of Lancashire. This County Ground facility (Centre of Excellence) will offer a playing facility to the county teams in Lancashire 12 months of the year. By delivering this development the Lancashire County Board will future proof itself from a playing perspective by developing its underage home-grown structure within the County which will ensure that we have increased participation in our national games way beyond what exists today in the County and region. Only when the two new grass pitches at Broughton Park are ready to host games, will we relinquish the existing pitches at Hough End, and these will be opened up by the Council as green space for residents to use.

It is worth noting that Manchester Council had wider development plans for Hough End including a new baseball pitch (with a 30' high fence around it) and a softball pitch. Hough End Leisure Centre is also being extended and they are building 5 new 4G pitches there for the Football Association (FA). When the public attended our consultation events, it became clear they thought the GAA plans were mixed up in all of this and the feedback below reflects this. Once we explained to them that we are simply converting some abandoned rugby pitches, our proposal received great support.





**PUBLIC CONSULTATION EVENTS – FEEDBACK & NEXT STEPS:**

WHAT YOU SAID:	PURPOSE:	OUR CONSIDERATIONS:
<p><b>1) Traffic Impact:</b></p> <ul style="list-style-type: none"> <li>Provide new crossing to Princess Parkway.</li> <li>Improve existing vehicular access into the site.</li> <li>Issue of speeding / parking on local roads.</li> <li>Why is more parking required on site.</li> <li>Adjust existing junction.</li> </ul> <p><b>2) Environmental Issues:</b></p> <ul style="list-style-type: none"> <li>Increased vehicle emissions.</li> <li>Cycle parking / cycle route expansion.</li> <li>Sustainable travel.</li> <li>3G pitch proposal – rubber crumb contaminating the Red Lion brook.</li> <li>Flood risk (site is deemed a low flood risk).</li> <li>Lots of open green space required.</li> <li>Floodlights impacting on residents/wildlife amenity.</li> <li>Air pollution along Princess Parkway.</li> <li>Loss of trees.</li> <li>Acoustics.</li> <li>Council carbon aspirations.</li> <li>Future disposal of 3G pitch – landfill etc.</li> </ul> <p><b>3) Wildlife etc</b></p> <ul style="list-style-type: none"> <li>Ecology survey status (Ecologist appointed with 30yrs experience).</li> </ul> <p><b>4) Local Community:</b></p> <ul style="list-style-type: none"> <li>Concerns with restricted access to site for local people.</li> <li>Affordability of facilities.</li> </ul> <p><b>5) Requirements for different sporting facilities:</b></p> <ul style="list-style-type: none"> <li>Demonstrate demand for 3G (floodlit) at Hough End (by others – not the GAA).</li> <li>Alternative locations for other sports – move to other venues.</li> <li>Location of 3G pitches for others – not the GAA.</li> <li>Changing facilities for men &amp; women.</li> </ul> <p><b>6) Management of the site:</b></p> <ul style="list-style-type: none"> <li>Funding for future maintenance of pitches/impact on costs for the clubs.</li> </ul>	<ul style="list-style-type: none"> <li>To understand and quantify the future traffic issues generated by the users of the sports facilities.</li> <li>To identify potential health &amp; safety issues affecting the neighbourhood as a result of traffic using the site and how they might be resolved.</li> <li>To identify potential options of traffic management that will address issues identified and help to influence driving behaviour in the neighbourhood.</li> <li>To identify parking strategies that will help reduce the impact of any additional traffic loads on local communities.</li> <li>To consider how to support alternative modes of transport into the site etc.</li> <li>To consider whether local ecology has been fully investigated.</li> <li>To consider loss of trees and how to address this.</li> <li>To consider local community access to the site.</li> <li>Investigate and review decisions to develop Hough End for 3G and softball / baseball and the facilities being provided.</li> </ul>	<p><b>1) Traffic Impact:</b></p> <ul style="list-style-type: none"> <li>Reduced car parking, removal of cars parked along Mauldeth Road (using the Hough End pitches) and addition of EV charging points and EV cycle charging points and cycle storage units as well.</li> <li>Local cycling routes are being reviewed by Manchester Council via a different project, potentially installing a footpath from the Tram Station to our grounds.</li> <li>Dialogue has started with MCC Highways to review the crossing of the Princess Parkway Road along with reviews of existing junctions.</li> </ul> <p><b>2) Environmental Issues:</b></p> <ul style="list-style-type: none"> <li>Alternative 3G pitch options are being reviewed by the Football Association, including mitigation measures to prevent transfer of rubber crumbs into the environment, natural infill solutions and framework for end-of-life disposal to consider.</li> <li>A flood risk assessment has been completed and we do not believe there is a flood risk in this area. The assessment will be adjusted when the detailed drainage strategy is developed.</li> <li>There is a recognition that there is a need to protect as much open green space on site and a need to create good quality green space to become more attractive for recreational use.</li> <li>Floodlight design will need to take account of neighbouring properties to ensure mitigation is in place for light pollution and glare.</li> <li>Air quality assessment has been completed and confirms that air pollution is not considered to be impacted in the area as a result of the previous proposed development. However further mitigation measures are to be considered such as additional planting to improve air quality.</li> </ul> <p><b>3) Wildlife:</b></p> <ul style="list-style-type: none"> <li>Ecological report was undertaken by qualified Ecologist – this is being revisited to assess any changes since previous assessment.</li> </ul> <p><b>4) Local Community:</b></p> <ul style="list-style-type: none"> <li>Costs for the use of the facilities will be in line with other Council outdoor facilities.</li> <li>Hough End site will continue to be accessible for local people walking and for recreational activities.</li> </ul> <p><b>5) Sporting Requirements:</b></p> <ul style="list-style-type: none"> <li>Demand for 3G, grass pitch improvements and changing facilities at Hough End site is to provide training and match facilities for our community sports clubs, community groups, schools, and local universities.</li> <li>Baseball and Softball options to be explored at alternative locations.</li> <li>Changing facilities are based upon the numbers that use the facilities and are unisex.</li> </ul> <p><b>6) Management:</b></p> <ul style="list-style-type: none"> <li>It is proposed that football pitches will be managed by GLL MCC (Council) Leisure Operator, and an annual enhanced maintenance programme will be implemented to improve the quality of playing fields.</li> </ul>



## 6.5 HEALTH & WELLBEING

Over the last six years Lancashire GAA has participated in the GAA Healthy Club project via our Health & Wellbeing Committee, the aim of the project was to help GAA units to identify what they were already doing well, take note of areas they could or would like to improve and empower them to ensure that everyone who engaged with the unit would benefit from the experience in a health-enhancing way, be they players, officers, coaches, parents, supporters, or members of the local community.

We also set up a weekly walking and exercise timetable, we encouraged all in our community to join us especially parents attending training sessions etc to keep them active and involved - this group has continued into 2021, we have a dedicated group of walkers who meet up on a weekly basis to walk and talk – we continue to encourage others to join us and always welcome newcomers. We have also embarked on more adventurous walks through the summer months which have been enjoyed by all who joined in.

This year to bring our Healthy Club forward we set up a Healthy Team, with this more diverse group we hope to reach further into the community, encourage new members to join our healthy club and bring new ideas and energy to the GAA.

We are looking to the future with great excitement and hope to involve the County & clubs in protecting our environment by promoting the benefits of the 3 Rs – Recycle, Reuse and Refill.

The County Demographics Officer and their sub-committee will be involved in all aspects of our activities moving forward, the purpose of the County Demographics Committee is to monitor and evaluate the impact of demographic issues on Participation, Retention, and Performance across Gaelic games. They will work to ensure that the Association’s policies and practices are reflective of current and future demographic changes within the County.

Other Projects carried out by the Lancashire County Board Health and Wellbeing include:

- First Aid Course, Rapid Response and use of Defibrillator Course
- We hosted a Positive Mental Health information evening and held an information evening on Alcohol and Drug abuse.
- We launched our No Smoking and No Vaping policy in 2022.
- The GAA Substance use Policy has been adopted by the Clubs.
- The Critical incident Plan has been adopted by the County along with Risk Assessments.
- We held a safe cycling instruction for 8 to 14yrs olds at Broughton Park clubhouse.
- The County Board and some of the clubs have teamed up with “**Stamp Out Suicide**” (SOS) – a charity that is working to reduce suicides and their director is part of the Counties Health & Wellbeing team.







Our hope is that we will continue to provide a place where all in our community can come and enjoy exercise, information, friendship, and conversation – be part of who Lancashire GAA is and we look to a future where everyone in our community can feel that Lancashire GAA is theirs and they belong to it.





7. Straitéis / Strategy

OUR THEMES:

<p><b>COACHING AND GAMES DEVELOPMENT</b></p>  <ul style="list-style-type: none"> <li>To continually increase the number and level of qualified coaches.</li> <li>Maximise clubs' access to professional coaching supports and resources.</li> <li>Develop our coaches' network to facilitate peer-to-peer learning and support.</li> <li>Increase the number of people playing our games</li> <li>Create and nurture robust, mutually beneficial partnerships with schools.</li> </ul>	<p><b>COMMUNITY ENGAGEMENT</b></p>  <ul style="list-style-type: none"> <li>Ensure we are all equipped to deal with critical incidents and medical emergencies.</li> <li>Meaningfully contribute to the health and wellbeing of our communities.</li> <li>Increase the level of engagement with Youth Members</li> <li>Fully embrace and nurture the Games for All movement</li> <li>Break down any barriers to involvement faced by some communities.</li> <li>Expand the Northern <b>Games</b> to other communities/regions.</li> </ul>
<p><b>ENHANCING OUR FACILITIES</b></p>  <ul style="list-style-type: none"> <li>Sustainably expand, modernise, and maintain our GAA facilities.</li> <li>Support the County and clubs in the delivery of capital projects.</li> <li>Improve access through partnerships with schools, clubs, and local Councils.</li> <li>Construct a future proof training facility that sustainably meets our needs.</li> <li>Diversify non-gameday revenue streams generated via Lancashire GAA facilities.</li> <li>Open our facilities to other communities and user groups.</li> </ul>	<p><b>COMMUNICATIONS</b></p>  <ul style="list-style-type: none"> <li>Maximise our reach through innovative and measured communications.</li> <li>Ensure our volunteers are supported and encouraged to develop.</li> <li>Create better connections with our supporters.</li> <li>Create more financial security through our sponsorship and commercial activities.</li> <li>Maintain the highest levels of excellence and governance in all we do.</li> <li>Embrace and contribute to the ongoing work moving towards one association for all.</li> </ul>
<p><b>STRUCTURE MANAGEMENT &amp; GOVERNANCE</b></p>  <ul style="list-style-type: none"> <li>Ensure volunteers feel valued, are not overworked and have their efforts recognised, regardless of how much time they contribute.</li> <li>Implement a new simplified club structure, aimed at maximising the use of volunteers and their time and providing the supports required for coaching excellence and facilities.</li> <li>Develop a clear set of roles and responsibilities for all officer and named volunteer positions within the <a href="#">GAA</a> and provide these to the selected/elected people in advance of taking on the role.</li> </ul>	<p><b>FINANCE &amp; FUNDING</b></p>  <ul style="list-style-type: none"> <li>Sustainably expand, modernise, and maintain our GAA facilities.</li> <li>Support the County and clubs in the delivery of capital projects.</li> <li>Improve access through partnerships with schools, clubs, and local Councils.</li> <li>Construct a future proof training facility that sustainably meets our needs.</li> <li>Diversify non-gameday revenue streams generated via Lancashire GAA facilities.</li> <li>Open our facilities to other communities and user groups.</li> </ul>

Our themes have been chosen based upon the feedback from the Clubs and our County Board, identified as key building blocks required to sustain and improve our offering to all players and the community. We have followed the GAA development strategy template, and tried to develop **SMART objectives** that can be monitored, changed if required, and these should lead to significant growth in participation numbers and improvements at County and Club level.



**Key Focus Area 1. Cóitseáil agus Forbairt Cluichí / Coaching and Games Development**

In five years, our County will be able to say:

*“We have achieved excellence in coaching structures and standards and worked towards creating an environment where our young players are encouraged and supported to reach their potential.”*

**COACHING & GAMES DEVELOPMENT**

**OBJECTIVE:** At the end of this plan our coaching structure and player development model will be one of the best. We will have achieved excellence in coaching standards for our players in a safe and fun environment, enabling them to achieve and perform to their potential and with a large increase in participation numbers.

Recommendation	Rationale / Description	Priority	Timeline	Responsible for implementation	Cost Associated
<p>Adopt a set of core GAA Values which are to be understood, promoted and embedded across all levels of the County &amp; Clubs and among all members. As a Club we expect all of our players, coaches, mentors and parents to be guided by and follow these values. The proposed GAA Values are as follows:</p> <ul style="list-style-type: none"> <li>- Respect</li> <li>- Humility/Team First</li> <li>- Teamwork</li> <li>- Integrity</li> <li>- Excellence</li> <li>- Courage</li> <li>- Never Give Up/Hard Work</li> <li>- Fun</li> </ul>	<p>Values are the core beliefs that shape the way players behave and make decisions.</p> <p>They provide a framework for how our players treat one another and how they treat referees and players from other clubs &amp; County.</p>	H	2025	<p>Lancashire CDA.</p> <p>Part time supporting coaches.</p> <p>Coaches from each club.</p> <p>Parents.</p> <p>County Board including the Youth Committee.</p> <p>County Demographics Committee</p>	<p>CDA covered by BPC and Croke Park and a full-time position for the duration of this plan.</p> <p>Coaching grants available from Croke Park for approx. £5k per annum to pay for part time coaching support.</p>
<p>Establish a Player Pathway / Player Development roadmap to provide a structured, consistent framework to help guide coaches, managers, mentors and parents who play an active role in the development of our male and female players.</p>	<p>To create a consistent development approach / pathway across all grades and age groups, underpinned by the following vision for our players:</p> <ul style="list-style-type: none"> <li>o They are honest, driven and have a positive attitude.</li> <li>o They are skilful, technically proficient, and two-sided (left and right).</li> <li>o They are empowered,</li> </ul>	H	2025	<p>County Board</p> <p>Lancashire CDA</p> <p>Coaches from each club</p>	<p>Minimal – funding should be provided by the County Board from the underage funds.</p>





	<p>tactically aware and good decision-makers.</p> <ul style="list-style-type: none"> <li>○ They are strong of mind, athletic and physically fit.</li> </ul>				
Put in place a programme of games for all players to ensure that all players get an adequate number of meaningful games in a fun and safe environment that promotes skills/player development.	The defining objective of Games Development is to provide the opportunity for lifelong participation and engagement in Gaelic games to as many people as possible to ensure that people 'Play to Stay with Lancashire GAA'.	H	2024-2027	County Board Lancashire CDA Coaches from each club	Approx. £2500
Put in place a programme that ensures every player is coached by a person qualified to the appropriate level. All coaches will receive GAA coach education qualifications and ongoing coach education will be a key element of this plan.	To support the continuous development of our coaches and ensure consistent implementation of the highest standards of coaching for our players.	H	2024-2027	County Board Lancashire CDA Coaches from each club	Approx. £6000
Strengthen links with all local primary and second level schools and provide them with support and assistance in promoting our games.	The benefits of a functioning club/school link extend to our club (increased participation levels), the schools (promoting exercise/more active healthier students), and the kids (extra coaching and having fun during school).	H	2024-2027	County Board Lancashire CDA Coaches from each club	Approx. £1500
Increase the number of Referee's in our County	Appoint someone as the Referee's Tutor and provide training for them via Croke Park or Ulster Council to deliver the training, and to undertake annual assessments on our Refs.	H	2024-2025	County Board Referee Co-ordinator Lead Referee Tutor	Approx. £500





**Key Focus Area 2. Cultúr, Pobal & Caidreamh Poiblí Culture / Community & Engagement**

In five years, our County will be able to say:

*“Our County is a vibrant, open, and inclusive sporting, cultural and social organisation within our local community. All our members, families, friends and wider community feel connected to the County and are informed of all planned activities and events that are happening in the County.”*

**COMMUNITY AND ENGAGEMENT:**

**OBJECTIVE:** We will create, and continuously update in line with best practice and new technology, communication channels and content that showcase the activities, achievements, and developments within our County in a timely, professional and inclusive way, whilst also finding creative new ways to contribute positively to our community.

Recommendation	Rationale / Description	Priority	Timeline	Responsible for implementation	Cost Associated
Build a comprehensive PR strategy for the County that amplifies our activities and values and reflects our role as an organisation that contributes positively to community life, including the north-west of England and the various clubs we serve.	To ensure we communicate with all members and non-members of our community (as well as external stakeholders such as the media) on a regular basis and in a timely and meaningful way, utilising as many different platforms as possible to meet people's needs.	H	2024	County Board County Board PRO Irish Language Officer Club Executive	£1500
Develop an activation plan to bring our County Values to life in real and meaningful ways across all communications platforms and social channels.	Starting with a competition in all local schools, come up with a series of videos, stories/pictures to bring our values to life. Highlighting how our values serve not only the GAA, but the wider community, to be used as the starting point.	M	2024	County Board County Board PRO Irish Language Officer Club Executive	Nil
Encourage the fun use of Irish, which is at the heart of the GAA, within the County and our Clubs and explore the possibility of re-igniting participation in Scór events and other such events.	Building the Irish language into the GAA in social and fun ways may help to normalise it and increase its usage among members of all ages.	M	2024	County Board PRO Irish Language Officer Club Executive	Nil
Establish a Public Relations sub-committee (to be chaired by the County PRO and approved by the Executive) with members that have expertise in the various modes of communication.	Share the workload of communicating with the membership and community on the various platforms in use by Lancashire GAA.	H	2024	County Board County Board PRO Irish Language Officer Club Executive	Nil
Appoint a County History Co-ordinator to collate and maintain the County's history in terms of cuttings, info and photos. Include historical Minute Books and older records.	To ensure that Lancashire history is protected and guarded, and to create content for our membership to read and appreciate, including an archive section on the club webpage.	M	2024	County Board County Board PRO Irish Language Officer Club Executive	Nil





<p>Set up a social committee - aligned with the PR Committee - to organise and oversee social, cultural and educational events.</p>	<p>To create a greater social and community dimension to the County by offering a wide-ranging mix of events and activities in which members of all ages can participate.</p>	<p>H</p>	<p>2023-2027</p>	<p>County Board County Board PRO Irish Language Officer Club Executive County Demographics Committee</p>	<p>Nil</p>
<p>Make our County &amp; Clubs welcome to and inclusive of all members of our community, regardless of age, race, religion, nationality, ability etc, and actively seek opportunities to bring this inclusiveness to life.</p>	<p>Show through our actions that everyone from our community is welcome in Lancashire GAA and can make a valuable contribution.</p>	<p>H</p>	<p>2024-2026</p>	<p>County Board County Board PRO Irish Language Officer Club Executive County Demographics Committee</p>	<p>Nil</p>







**Key Focus Area 3. Forbairt An Chumainn & Áiseanna / Development and Facilities**

In five years, our County will be able to say:

*“Our members and players now utilise and enjoy a range of new and improved facilities that are safe, accessible and meets the needs of the entire County and wider community.”*

**FACILITIES & DEVELOPMENT:**

**OBJECTIVE:** In five years’ time Lancashire GAA will have, or will be in the process of developing modern, spacious, high-quality playing facilities that meet the needs of our player population and match the ambition of our County.

Recommendation	Rationale / Description	Priority	Timeline	Responsible for implementation	Cost Associated
Complete the Grounds Development Proposal for the new Centre of Excellence based at Broughton Park. Planning application to be submitted ASAP as agreed with Manchester Council, funding agreements to be finalised with Croke Park based on previous Croke Park Management Minuted Meetings where funding in full was to be provided as this is a “special needs case”.	To create sufficient high quality playing facilities to meet the needs of our ever-expanding player population (children and adults), both for matches and for training purposes.	H	2024-2027	County Executive Grounds Development Committee Croke Park	£1.8M
Once planning permission has been agreed, and funding secured with Croke Park – press ahead with a 3yr development plan to build our new pitches.	Our top priority is the provision of adequate, high-quality playing facilities, while also exploring the most suitable and cost-effective options for developing important associated facilities for players, members and visitors.	H	2024	County Executive Grounds Development Committee	As above
Year 1 – 2024: clear the site and build Pitch No 01 Year 2 – 2025: build pitch 02 and open Pitch 01 for use. Year 3 – contribute towards the conversion of the existing main pitch into a 4G pitch – thus ensuring it will be lengthened and widened to suit Gaelic games.	Conversion of this existing main pitch will provide an all-year-round facility for the GAA, meaning we can host inter-county games and play our National League games etc at home rather than having to travel every year.	H	2024	County Executive Grounds Development Committee	As above
Prepare a Grounds Maintenance Plan to ensure our facilities are future proofed through the installation of services where required.	Develop a maintenance plan for all facilities showing projected annual costs, recommended improvements and monthly/yearly actions which need to be carried out.	H	2025	County Board Grounds Development Committee Trustees	Nil
Lancashire County Board to have members on the Broughton Park	County Chairperson or similar to be included within the management	M	2024	County Board	Nil





management committee with voting rights etc – to ensure our position is maintained in the future steering of the club(s) and facilities.	committee, to promote the needs of the GAA within this shared facility.				
Development of walking route from the local Tram station to the grounds, and also footpaths around the perimeter of the pitches as walking routes and for spectators to avoid standing on wet ground.	Plans to be included within the Centre of Excellence development document and covered under the funding being provided by Croke Park. Longer term maintenance etc to be managed and funded by Lancashire GAA.	M	2025-2026	Grounds Development Committee County Board	£25,000
Improve facilities at Club grounds around the County, set minimum standards to be achieved so all clubs have suitable. Sufficient and safe facilities for their members.	Clubs to prepare their own Development Plans and aspirations, to include potential funding streams – applications for various grants etc to be discussed with the County Board as we look to improve facilities at various grounds.	M	2026 +	Club Committees County Board County Demographics Committee CDA	TBC on a club-by-club basis





Key Focus Area 4. Caidreamh / Communication

In five years, our County will be able to say:

*“Our County is a vibrant, open, and inclusive sporting, cultural and social organisation within our local community. All our members, families, friends and wider community feel connected to the GAA and are informed of all planned activities and events that are happening in the County.”*

**COMMUNICATONS:**

**OBJECTIVE:** In five years’ time Lancashire GAA will have, or will be in the process of developing modern, communication techniques with our members and the wider Irish community, and with local groups and sports clubs to increase numbers using our facilities and following our games.

Recommendation	Rationale / Description	Priority	Timeline	Responsible for implementation	Cost Associated
Establish a P.R. Committee.	The workload involved in doing the best job for the County in promoting itself is more than a job for one person, i.e.: the County PRO.  The County should bring together a few people to form a committee, to work with Club PROs to ensure a constant flow of information on activities of the County and/or Club to its members and those outside the GAA, through club website and social media channels.  Link in with underage PRO, Ladies PRO and Rounders PRO to give full breath of what is going on in the GAA in the north-west.	H	2024	County Board County Board PRO Club PRO’s County Demographics Committee	£1500
Improve club website.	While social media channels are the most effective way of getting information out, having a regularly updated County Board website with all activities is also very important.  If possible, post a report of club games and results at all levels on the County website adult, BNN, ladies & rounders).	H	2024	County Board County Board PRO Club PRO’s	£1000
Prepare and distribute a Monthly eNewsletter.	Monthly eNewsletter to be distributed to members through email contacts and available on the County Board website and via social media comprising all major GAA activities.  This can include small adverts for sponsors to give them more exposure and a thank you from the GAA.	M	2024	County Board County Board PRO Club PRO’s	Nil
Social Media Hashtags.	Agree on a hashtag that people are encouraged to use when posting about the GAA along with the clubs’ posts e.g.,  #GAAnorthwest or something similar.	H	2024	County Board County Board PRO Club PRO’s	Nil
Match Programme: Develop a simple	Design a template that can quickly be printed off and distributed as a match programme. The	H	2023-2027	County Board	£250 p/a





<p>template to be used for all club adult league games to be distributed or sold on the way into the ground for spectators.</p>	<p>programme could list the all the squad names with positions left blank for spectators to fill out themselves, as the team selection for the games might only be available at short notice.</p>			<p>County Board PRO Club PRO's</p>	
<p>Stream audio/video of games.</p> <p>Potentially purchase TV equipment for the County to allow the PRO to stream games.</p> <p>Provide a simple team sheet/match programme for home competitive games.</p>	<p>The County should investigate the possibility of streaming games online through the various platforms available – it will allow those living away to keep in touch with games and if successful. In time, it could assist the County to sell sponsorship of its games to businesses or reward existing sponsors.</p>	H	2024-2026	<p>County Board County Board PRO Club PRO's</p>	<p>Approx. £400 per day</p>





**Key Focus Area 5. Bainistíocht An Chumainn / County & Club Management**

In five years, our County will be able to say:

*“Our County excels in its administration. We have the structures in place appropriate to the County’s needs. Our County & Club Executive demonstrates good leadership, and we have increased numbers of people volunteering in the Clubs and County.”*

**COUNTY STRUCTURE, MANAGEMENT & GOVERNANCE:**

**OBJECTIVE:** We will put in place and continue to evolve the structures to meet the continued growth in player numbers, ensuring efficiency, optimisation of skills and expertise and a balanced distribution of workload.

Recommendation	Rationale / Description	Priority	Timeline	Responsible for implementation	Cost Associated
Ensure volunteers feel valued, are not overworked and have their efforts recognised, regardless of how much time they contribute.  The GAA has produced a document “Volunteer Recruitment Toolkit” that outlines the best practice in this area.	This will ensure we meet the minimum standards set out in it and, more importantly, make our volunteers feel like valuable members of our clubs and County.	H	2024-2027	County Board  Club Management Committees  Trustees  County Demographics Committee	Nil
Implement a new simplified management structure, aimed at maximising the use of volunteers and their time and providing the supports required for coaching excellence and facilities.	This simplified organisation aims to create a structure that allows each area to focus on its function and co-ordinate with other areas that have the skills in their area. The committee will essentially be organised around three main areas: <ul style="list-style-type: none"> <li>o Administration and financing of the GAA</li> <li>o Management of coaching and facilities</li> <li>o Day to day operations – coaching and players</li> </ul>	H	2024	County Board  Club Management Committees  Trustees	Nil
Include in County Bye Laws and Club constitution a recommendation for duration of Chairperson, Vice Chairperson, Secretary and Treasurer roles, including a maximum duration beyond which the same person cannot serve.	Makes it easier to attract new people to these roles if they know it’s for a fixed term. Allows fresh ideas and approaches to be introduced on a regular basis. Allows for better succession planning.	H	2024	County Board  Club Management Committees  Trustees	Nil
Develop a clear set of roles and responsibilities for all officer and named volunteer positions within the GAA and provide these to the selected/elected people in advance of taking on the role	To avoid duplication of work, to ensure people know exactly what they are taking on when they start and what time commitment it will involve, and to ensure a more even distribution of work among committee officers and volunteers.	H	2024-2025	County Board  Club Management Committees  Trustees	Nil





**Key Focus Area 6. Airgeadas & Tiomsú Airgid / Finance and Fundraising**

In five years, our County will be able to say:

*“Our County is successful in fundraising and in financial management in supporting the continued development of our County.”*

**FINANCE & FUNDRAISING:**

**OBJECTIVE:** We will modernise our financial processes, fundraising methods and offerings to members and sponsors, utilising technology wherever possible to aid efficiency and manage costs.

Recommendation	Rationale / Description	Priority	Timeline	Responsible for implementation	Cost Associated
Establish a fundraising committee, with the right blend of people, to organise fundraising events and explore other options to finance the County, and to support the Treasurer in his/her role.	In addition to managing the day-to-day finances of the County, dedicated fundraising initiatives are also required, in addition to long-term financial planning, completion of funding applications etc, all of which is too much for a single officer to manage alone.	H	2024	County Executive	Nil
Create a new membership package that includes more options and benefits for existing members while simultaneously incentivising new members to join.	Expectations of members (of all clubs) are now higher and competitive to attract and retain them is greater than ever; therefore, they need to be nurtured and offered more benefits. The process for managing membership also needs to be more streamlined and efficient.	H	2024	To be explored by the Finance Committee and approved by the County Executive	Nil
Create a new sponsorship package that establishes mutually beneficial relationships with local businesses (aligned with our GAA Core Values) and includes more options and benefits for participating businesses.	Demands on businesses for sponsorship are greater than ever and budgets are smaller, so clear benefits need to be offered and relationships nurtured.	H	Explore in 2024, create a plan and implement from there.	County Executive	Nil
Create and maintain an awareness of modern technology that can assist in planning, managing and decision-making in relation to club & county finances.	This will help make the County’s financial management more efficient and effective. Include card payment reader on the gate for all matches & Northern GAAMES to reduce cash take.	H	2024-2027	All County members (and potentially non-members)	Nil
Explore options for the use of an app, which can meet the finance, registration and communications needs of the County in the most efficient and effective way.	Using a suitable app would offer the following benefits: <ul style="list-style-type: none"> <li>○ GDPR, giving protection to GAA officials and members.</li> <li>○ Ease of use and timesaving for playing 50:50 and paying for membership.</li> <li>○ More efficient use of officials' time at registration.</li> <li>○ Reduced printing of registration forms.</li> <li>○ Enable better communication with all GAA members</li> </ul>	H	2024	Finance and Fundraising Committee and PR Committee	Set-up fee of approx. £500. Lotto would have 10% transactional fee. Membership fee options to be explored incl. transactional fees.





8. Feidhmiú & Athbheithniú Meicníochta an Phlean / Implementation and Review

**IMPLEMENTATION OF THE COUNTY DEVELOPMENT PLAN:**

The plan is intended to be a living document, not one that sits on a shelf (either virtual or real) gathering dust. If it needs to be adjusted and adapted, it will be.

The success of the plan will depend on the effectiveness of the implementation process and level of effort. To achieve this, the following implementation approach has been agreed.

Implementation of the plan will ultimately be the responsibility of the County Committee, and members and clubs should hold them accountable.

Each year of the five-year plan, someone will be appointed at the AGM as the implementation lead. The role of this individual will be to work with the various recommendations to check on progress on their implementation, to adjust priorities if

necessary and to report back to the County Board once a quarter.

Towards the end of each year, a dedicated meeting will take place to review how the County performed in implementing the priority actions that were targeted for that year and to identify the priorities for the following year. In some cases, specific years have already been identified for implementation of certain actions, but these may need to be adjusted for various reasons.

If you have any ideas or suggestions in relation to the implementation of any of the plan's recommendations, or would like to be involved in its implementation, please contact the County Secretary at [secretary.lancashire@gaa.ie](mailto:secretary.lancashire@gaa.ie)

9. Aitheantas / Acknowledgements

The County Executive is very grateful to everyone that has contributed to Lancashire GAA throughout its rich history and look forward to the continued support of people within the region and further afield in the future. I want to pay special tribute to the following:

- GAA President Larry McCarthy and incoming (2024) President Jarlath Burns.
- Ard Stiurthoir Tom Ryan and all the staff at Croke Park.
- Eoghan Tuohey (GAA Planning & Development Co-ordinator in Croke Park).
- British Provincial Council.
- Ulster Council.
- Lancashire County Board especially Mark Gordon (PRO).
- Grounds Development Committee including Stan Murray-Hession & Sean Hopkins.
- Broughton Park RFC.
- Manchester City Council including McrActive.
- Former Lancashire Gaels who planted the seeds for all we have.
- Our Clubs for their input and continued support.





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