



## Strategic Plan 2022 - 2024



# Our Objectives

## 1 OBJECTIVE

### Governance & Organisational Functions

To develop policies, processes and structures which will ensure compliance with best practices in the running of not-for-profit organisations

## 2 OBJECTIVE

### Communications & Technology

To improve the internal and external communication channels of the organisation so as to enhance the understanding of the purpose and workings of the organisation both among those who volunteer and the wider society

## 3 OBJECTIVE

### The Events Programme

To offer the most attractive and well run programme of events in line with the changing society in which we operate

## 4 OBJECTIVE

### Training & Development

To maximise the potential of achieving the objectives in the other aspects of the strategy by providing the best possible supports to those who volunteer to sit on committees or assist with events such that there is a universal standard of organisation and delivery nationally with specific prioritisation of safeguarding

## 5 OBJECTIVE

### Funding

To ensure the financial sustainability of the organisation through growing and diversifying the sources of funds and ensuring the best value use of available funds

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## Mission Statement

We are a community-based and focused voluntary organisation which introduces and provides opportunities that appeal to young people in a variety of sporting and cultural activities. Our objective is to foster participation, fun and the development of new skills, friendships and healthy lifestyles among participants and volunteers. We work closely with key partners to ensure a co-ordinated and effective approach to meeting the needs of members throughout all of Ireland. In achieving this, we will help build an inclusive and strong community spirit.



## A Message from our President

It gives me great pleasure, on behalf of the Board and our Strategic Planning Group, (Myself, Shirley Maloney, Michael Sheahan, Emily Wallace, Anthony Fitzsimons, Breda Reid, David Hoysted and Tricia Collins) to present our 2022 to 2024 Strategic Plan. Organisations such as our own, which provide sporting and cultural opportunities to children in Ireland, have become even more important to society post COVID-19 and the necessity to have a clear, realistic, and executable strategic plan to continue to do what we do has never been more important.

This robust strategic plan, will ensure the sustainability and growth of our organisation and is the culmination of an extensive and far-reaching process of consultation and engagement throughout 2021.

Guided by Senan Turnbull, an independent consultant, this process included several surveys, online workshops and face to face focus groups (when feasible). We sought input from all members of our organisation and I was delighted to see such a high level of commitment and indeed lively debate! In addition, we consulted with key stakeholders including our main sponsors and Sport Ireland. All of this very valuable feedback was carefully collated and helped form this Strategic Plan.

The five pillars, which form the mainstay of our plan, will place a particular emphasis on volunteer support and training and development and I, along with my fellow Committee Members, believe that supporting our volunteers at every level will help Community Games continue to thrive and be an essential part of Irish society by being a source of fun, sport and culture for every child in Ireland for years to come.

I'd like to thank my fellow Board Members, all our volunteers and in particular members of the Strategic Planning Group.

**Gerry McGuinness**  
President



## A Message from our Chief Executive

I am delighted with the release of Community Games Strategic Plan 2022-2024, which provides a roadmap for the short to medium term future of Community Games. I look forward to working with the Board, Staff and Volunteers to implement this plan across all its pillars within Community Games.

I am thankful to the Strategic Planning Group for their unfailing commitment to engage with all our members to ensure that we asked the right questions and that every voice was heard, resulting in an ambitious yet feasible living document that addresses the needs of our organisation.

The implementation of this plan will ensure that Community Games not only stays relevant but continues to grow and develop, while as allows, staying true to our mission.

**David Hoysted**  
Chief Executive



## Governance and Organisational Functions

To develop policies, processes and structures which will ensure compliance with best practices in the running of not for profit organisations

We will do this by delivering on the following priority actions:

- 1.1** Embed the structures and processes included in the Constitution adopted in 2021 to maximise the potential of the organisation in achieving its objectives of growing the number of Areas involved and increasing the number of participants who take part in events. This work will be undertaken in conjunction with the other Objectives in this Strategy but will specifically concentrate on developing an understanding of;

- the roles and responsibilities of Associations, Committees and officers at Area, County and Provincial levels together with those of the Board and its Committees including the National Advisory Committee and the relationships between them.

Specific emphasis will be placed on the relationship between the Board and the Executive, and the County Committees as the central axis of leading and expanding the skills and capacity of the organisation.

The Training and Development Committee will create operating Manuals and training opportunities to ensure that best practice will guide the work of all volunteers in their individual and committee roles.

- 1.2** Introduce standardised procedures and templates to enhance the process of decision-making and record-keeping with particular focus on capturing the numbers, gender, age and geographic participation in events.
- 1.3** Review the policies regarding options to participate in an area other than the one in which individuals 'normally reside'.
- 1.4** Examine the merits of a Regional as opposed to Provincial structure to reflect population densities.

We will know that we have achieved this strategic objective when:

- 01** Systems have been developed where all new officers at all levels will have undertaken induction training into their individual and committee roles.
- 02** When there is a comprehensive set of manuals and other resources available to inform officers and committees of the requirements of every role and where they can seek assistance.
- 03** When planned meetings between the Board and executive and the County officers are happening every year
- 04** When all records and reports are being kept on standard template documents and are available for easy analysis by approved officers so as to facilitate the holding of events, producing timely and accurate information and the compilation of annual reports.
- 05** When a working group has reported to the Board and any necessary Schedule or Constitutional amendments are approved as regards the area residential qualification of participants.
- 06** When a working group has reported to the Board and any necessary Schedule or Constitutional amendments are approved as regards continuing with a provincial structure or adopting a regional one.



## Communications & Technology

To improve the internal and external communications channels of the organisation so as to enhance the understanding of the purpose and workings of the organisation both among those who volunteer and wider society.

We will do this by delivering on the following priority actions:

- 2.1** Adopt a Communications Strategy and agree annual operational communications plans for all levels of the organisation covering both internal and external. This will not just include the formal elements as below but will establish the style of media presence managed by the executive together with guidelines to be adopted by all committees of the organisation including public focused campaigns on who we are, what we do and how to become involved. This will emphasise regular updating of the website and targeting participants aware of current social media trends, a redesign of the logo and an accompanying strap-line.

### Internal

#### **2.2** Between Head office/Executive staff and the Board and Counties/Provinces by

- holding twice yearly meetings between nominated Board members and Executive and three representatives of each County and Provincial committees.
- making the minutes of Board meetings available on an intranet within five days of every Board meeting
- uploading minutes of County and Provincial Committees to the intranet within five days of their meetings

### 2.3 Between Head-office/Board and Areas by

- ensuring the website and other social media includes all of the information and that Area committees, parents and participants would need are easily accessible
- circulating a quarterly newsletter for Areas from Head Office
- publishing an Annual Calendar every December

### 2.4 Head office/Board and the National Advisory Committee by

- holding three meetings per year between the Board and Executive and the National Advisory Committee

### 2.5 Developing on line systems to support the transfer of information and data

- Design an easy-to-use and data-providing registration and reporting system for recording all data from participant's records, event information and results, committee reports and board work such that all officers, committees, the executive and Board can have current information as appropriate.
- informing volunteers and committees as to the importance of data in sustaining and developing the organisation
- encourage online registration by parents/guardians to minimise/eliminate data entry requirements on Committee Secretaries /Registrars.

#### External

### 2.6 With Key stakeholders eg Sport Ireland, current and potential Commercial Sponsors, NGBs by

- holding a number of meetings with SI and existing sponsors on an annual basis
- ensuring that all requests for information and updates are responded to in time and with the detail requested
- asking them to sign up to all of our social media platforms and give feedback
- meeting all reporting deadlines set by strategic supporters

### 2.7 With the General Public by

- implementing annual plans based on the Communications Strategy to update all social media platforms on a regular basis
- publishing an annual report
- seeking opportunities to participate on other communication channels

### We will know that we have achieved this strategic objective when:

- 01 A Communications Strategy has been approved no later than by mid 2022 which in turn will lead to the adoption of annual communications plans until the end of 2024
- 02 The schedule of meetings as outlined in 2.2 and 2.4 are included in the Annual Calendar adopted for each year commencing no later than the end of 2022 when the 2023 Annual Calendar is published.
- 03 The uploading of County and Provincial Committees and Board minutes are available to password controlled areas of the website as set out in 2.2
- 04 When the website has an easy to navigate section with news, the Annual Calendar, and all publicly required forms etc are available and are up to date.
- 05 When a quarterly newsletter is established as part of what Community Games.
- 06 Self registration is the method which 90% of participants are using
- 07 An annual schedule of meetings is agreed as normal in terms of relationships with funders and sponsors
- 08 That all on line communications are current and that there is a system to take down out of date information
- 09 The Annual activities and financial report is established as a major annual publicity event
- 10 Representatives of Community Games are increasingly sought out for media inputs



## The Events Programme

To offer the most attractive and well run programme of events in line with the changing society in which we operate

We will do this by delivering on the following priority actions:

**3.1** The Board will conduct a review of the events being offered to ascertain what changes in participation there have been, both in term of decline and growth, and will propose a three year strategy to re-grow the numbers of participants in events whether in-person or online. The review will be based on best available data and will be informed by trends in participation in wider society so to maximise the attractiveness of the offer to the current generation of under 16s.

**3.2** The review will consider the following aspects of what might be included in future programmes;

- greater emphasis on non-competitive events
- entering into formal agreements with other NGBs and 'non-sporting' organisations to enable participants to sample activities not normally available to them
- to examine the impact on the operations of the Areas if more events are to be online
- focus on children with varying abilities and needs
- integration of children from different backgrounds
- introducing children to opportunities that they wouldn't otherwise have

We will know that we have achieved this strategic objective when:

- 01** The Strategic Review of activities and events is considered by the Board and its recommendations adopted by an EGM no later than November 2022
- 02** Participation numbers are increasing from 2023
- 03** Activities and events are attracting increased participants of varying abilities, needs and backgrounds
- 04** Agreements are signed with six NGBs

**Participants from 6-16**

**Over 40 different activities**

**From Art to Athletics**

**Over 400 Local Facebook pages**



## Training and Development

To maximise the potential of achieving the objectives in the other aspects of the strategy by providing the best possible and supports to those who volunteer to sit on committees or assist with events such that there is a universal standard of organisation and delivery nationally with specific prioritisation of safeguarding.

We will do this by delivering on the following priority actions:

**4.1** The Board will establish a Training and Development Committee to lead on the provision of information, advice and best-practice guidance for volunteers at all levels including roles and responsibilities of all officers and committees at Area, County, Provincial and National levels. This to include but not limited to

- Ensuring that Garda vetting and safeguard training are at the centre of all that the organisation is about, how it operates including the provision of training and holding a record all of those who have been trained to ensure adequate numbers of vetted and trained adults at every event
- Writing and updating handbooks, creating videos and holding online and in person training for volunteers with the requirement that all officers at Area and County levels participate in at least one certified training module per annum
- organising event specific coaching in conjunction with other NGBs and non sporting organisations in support of the agreements arising from 3.2

We will know that we have achieved this strategic objective when:

- 01** Training is established as a normal autumn/winter part of the annual calendar year and 90% of new committee members are participating in on line and self guided modules
- 02** The Training and Development Committee is resourced to provide new and up dated support options every year
- 03** Garda vetting and participation in appropriate Safeguarding training is achieved for 100% of those adults for whom it is required
- 04** Coaching is being provided nationally in six activities by their NGBs





## Funding

To ensure the financial sustainability of the organisation through growing and diversifying the sources of funds and ensuring the best value use of available funds.

We will do this by delivering on the following priority actions:

- 5.1 The Board will undertake an analysis on their current funding model to examine among other things;
  - the charging of (standard) participation fees for all events at each level and the impact of this where on line events are organised nationally as opposed to locally
  - the development of a cluster of sponsors for discrete events both for the National Festivals, stand alone National Events and at Area, County and Provincial levels
  - seek to agree a three year funding agreement with Sport Ireland to enable key elements of this strategy to be delivered
  - establish a finance, audit and sponsorship committee including external members with appropriate skills and experience to lead and oversee work in relation to all aspects of income and expenditure

We will know that we have achieved this strategic objective when:

- 01 The Board has considered the report and have implemented its findings as priorities for the drawing up of a budget for 2023
- 02 Income from sources other than Sport Ireland has increased annually throughout 2023 and 2024

## From Grass Roots to a World Stage

3 Olympians talk fondly about taking part in Community Games

Community Games local area finals have often been the first sporting or cultural event a participant in Ireland has taken part in since 1967. With over 40 different events from art to swimming it can be a gateway to take part in a wide range of different activities for children of all abilities. Have a read of the fond memories some of the 2021 Tokyo-bound #teamireland have of representing their Area or County for Community Games!



Marcus Lawler: Athletics

'My fondest memory was winning the 100m sprint, running in bare feet on grass in the last year that the Community Games finals were held in Mosney (2008). That victory was all the sweeter as my sister Grace also won a gold medal that day. Another fond memory was getting an ice-cream in Ardattin in Carlow; a treat at the end of every county finals!'

Sarah Lavin: Hurdles

'I don't think I could pick **just** one. I remember the excitement in preparing for the party at the end always! Winning the relay on my last year u16 along with the 100m was so great especially when I had my friends there with me.'



Brendan Hyland: Swimmer

'One of my favourite memories is winning a silver medal in the under 10s 25 metre backstroke against some other boys who turned out to be friends for life through swimming growing up! I even remember getting a lend of my blue Dublin tracksuit jacket and being so excited to get my medal presented in the jacket.'



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