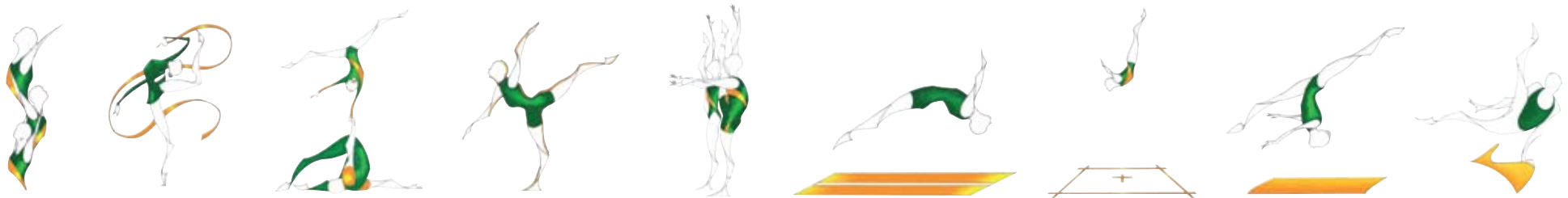




IRISH GYMNASTICS LTD

STRATEGIC PLAN 2009–2012

BUILDING FOR THE FUTURE



VISION STATEMENT

“Irish Gymnastics aims to provide gymnastics opportunities for all commensurate with age and ability by developing a modern, efficient and effective National Governing Body for the sport of Gymnastics in Ireland that is professionally led and voluntary driven”



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1. INTRODUCTION

1.1 GENERAL

Irish Gymnastics (IG) is the National Governing Body (NGB) for the sport of Gymnastics in Ireland and is officially recognised as such by the Irish Sports Council (ISC).

IG is a 32 county organisation spanning 8 administrative regions, each operating through the co-ordination of a 'Regional committee' (RC)...

North Dublin, South Dublin, South East, Southern, South West, West, Midlands, Northern

IG is affiliated to the International Gymnastics Federation (FIG), European Union of Gymnastics (UEG), Olympic Council of Ireland (OCI) & the Federation of Irish Sport (FIS).

IG caters for 9 disciplines of Gymnastics, each being governed nationally by a 'Technical Committee' (TC)...

- 4 Olympic disciplines...
Women's Artistic Gymnastics (WAG), Men's Artistic Gymnastics (MAG), Trampoline Gymnastics (TRA), Rhythmic Gymnastics (RHY)
- 5 Non Olympic disciplines...
Acrobatic Gymnastics (ACRO), Tumbling Gymnastics (TUM), Gymnastics for All (GFA), Special Needs (SN), Sports Aerobics (Aero)

8 of these disciplines active in Ireland with functioning technical committees as of January 2009 (Aero a dormant discipline).

IG as an organisation is funded through 3 separate tiers of funding...

- Public sector funding (ISC, Department of Arts Sport & Tourism...)
- Internal finance (membership fees, core activities i.e. coach education, merchandising...)
- Private sector sponsorship

1.2 IRISH SPORTS COUNCIL CONTEXT

The Irish Sports Council is tasked by the government to administer and develop sport in Ireland from participation through to performance levels and is the main public sector partner for NGBs.

Modern NGBs are tasked by the ISC to govern & develop their respective sports in line with best practice and have an obligation to develop all aspects of sport from participation through to high performance. NGBs have an obligation to ensure they provide training, guidelines & policy that protect all members participating within that sport & have a responsibility to promote that sport nationally to ensure the sport develops and engages with the general public at large.

In the ISC's '*Strategic Planning for National Governing Bodies of Sport in Ireland*' document the ISC outlines the following 'rules of the game'...

- First, **no NGB has a right to public funding**. If all an NGB seeks to do is to administer its sport in the interests of its members, it is up to those members to provide whatever funding it may need. If public funds are available it will be for the development of the NGB's sport – for example, bringing in new participants, training coaches, taking part in appropriate international competitions and the like.
- Second, the Sports Council's role is not simply to deal with grant aid applications in an administrative manner at arms length from NGBs so they can carry on with whatever they may have been doing in the past. Past levels of funding are therefore not necessarily a guide to likely future levels. Instead, the Sports Council's role is to work with NGBs and, where appropriate, invest public funds in them in such a way as to make sustainable differences to Irish sport. Investment in NGBs can be long term or it can be time-limited (e.g. for three years). This support is not open-ended – like any investor, the government and Irish Sports Council seek a tangible return for money and the delivery of worthwhile results.
- Third, although volunteers give their time without payment, investing in voluntary bodies does not automatically result in good value for money. What matters is effectiveness. Therefore it is up to NGBs to demonstrate that investing in them is an excellent use of money which will deliver results in a cost-effective manner. In turn, this means that their strategic plans must set out clearly the best way to anticipate what they plan to achieve, how, when and at what cost.

In the same document the ISC outline the following...

The Irish Sports Council doesn't so much want as need NGBs to have effective strategic plans for the following reasons:

- To maximise the impact of all the work done in the past few years– the creation and development of the Irish Sports Council, Coaching Ireland and the Player / Athlete Carding Scheme, for example – to build an effective support infrastructure for Irish sport.
- NGBs are key partners in the job of enriching the lives of all Irish people through sport by developing an active culture in sport, developing an effective organisational structure and providing pathways towards the development of individual fulfillment and high performance. This can only be achieved by working closely with NGBs. The Irish Sports Council needs NGBs to be strong, vibrant, forward-looking organisations providing leadership and enjoying widespread support from within their sport.
- The Irish Sports Council is accountable to government for the use of state funding allocated to sport. In order to be able to make the case for more funding for sport it will have to be able to demonstrate that both it and its partners are effective. That can only be done when there is clarity in what each is trying to achieve and how the impact of their work can be measured.
- It needs to concentrate its limited resources on delivering the objectives set for it by government and its own policy priorities. Therefore it needs to know which NGBs can do this most effectively, how and what they plan to deliver and the support they will need.

In short in order to maintain and develop levels of public funding administered by the ISC they must be confident that NGBs are efficient and effective organisations, planning for the future and showing a return for the public investment.

1.3 IRISH GYMNASTICS CONTEXT

IG is a small organisation with very limited resources & a huge amount of work to do – even more so considering the multi-discipline nature of our sport. We as an organisation are developing to meet the modern needs and demands of the sporting public in Ireland, in an environment where in many instances professional standards are expected from largely voluntary organisations.

3 years ago, IG took the decision that change was required in order that gymnastics in Ireland did not remain a fringe sport and kick started the development required to ultimately deliver the organisation all members want. This came in the form of recruitment of new staff & re-structuring of the membership scheme to pull IG into line with modern structures and generate much needed internal finance.

Since then huge progress has been made and IG has assembled a great team of dedicated and talented staff who have delivered on a number of key areas such as business/structural development, communication & PR, education & events – gaining huge praise from our partner organisations such as the ISC & Coaching Ireland (CI).

The approach we have taken has been to dedicate our limited resources on very specific aims to make real impact before moving on to the next area.

Over the past 3 years a sound foundation for development has been laid and it is now time to clearly set out the new direction & path of the organisation for the coming years.

To this end 2008 was largely a year of strategic review and consultation with the membership and our various partners. Ongoing meetings at Board of Control (BOC) & Board of Management (BOM) level through to Technical Committees & the forum of the Joint Technical Committee (JTC) have been held throughout the year. In September 2008 the IG staff and Board of Management (BOM) travelled to all the various regions to consult the membership in each region as to their thoughts and feelings on recent developments and the direction for the future, all comments were logged and have been taken into consideration in relation to the development of this strategic plan 2009–2012.

In addition to consulting the membership key meetings and ongoing consultation has also occurred with the following partner organisations...

- Irish Sports Council
- Department of Arts, Sport & Tourism (DAST)
- Coaching Ireland (formerly NCTC)
- National Sports Campus Development Authority (NSCDA)
- Federation of Irish Sport (FIS)
- Olympic Council of Ireland (OCI)
- Local Sports Partnership (LSP) network
- Special Olympics Ireland (SOI)
- Other various NGBs

The following strategic plan was developed and outlines the strategic intent of Irish Gymnastics...

2 VISION & STRATEGIC AREAS

2.1 VISION STATEMENT

“Irish Gymnastics aims to provide gymnastics opportunities for all commensurate with age and ability by developing a modern, efficient and effective National Governing Body for the sport of Gymnastics in Ireland that is professionally led and voluntary driven.”

2.2 KEY STRATEGIC DEVELOPMENT AREAS

- I. Governance, Policy & Structural Development
- II. Education
- III. Participation
- IV. Events
- V. Performance

3 CHALLENGES & EMERGING THEMES

3.1 CHALLENGES

As stated in section 1.3 Irish gymnastics is a small organisation with limited resources at its disposal, however there are a number of other key challenges that as an organisation we will have to tackle as we move forward...

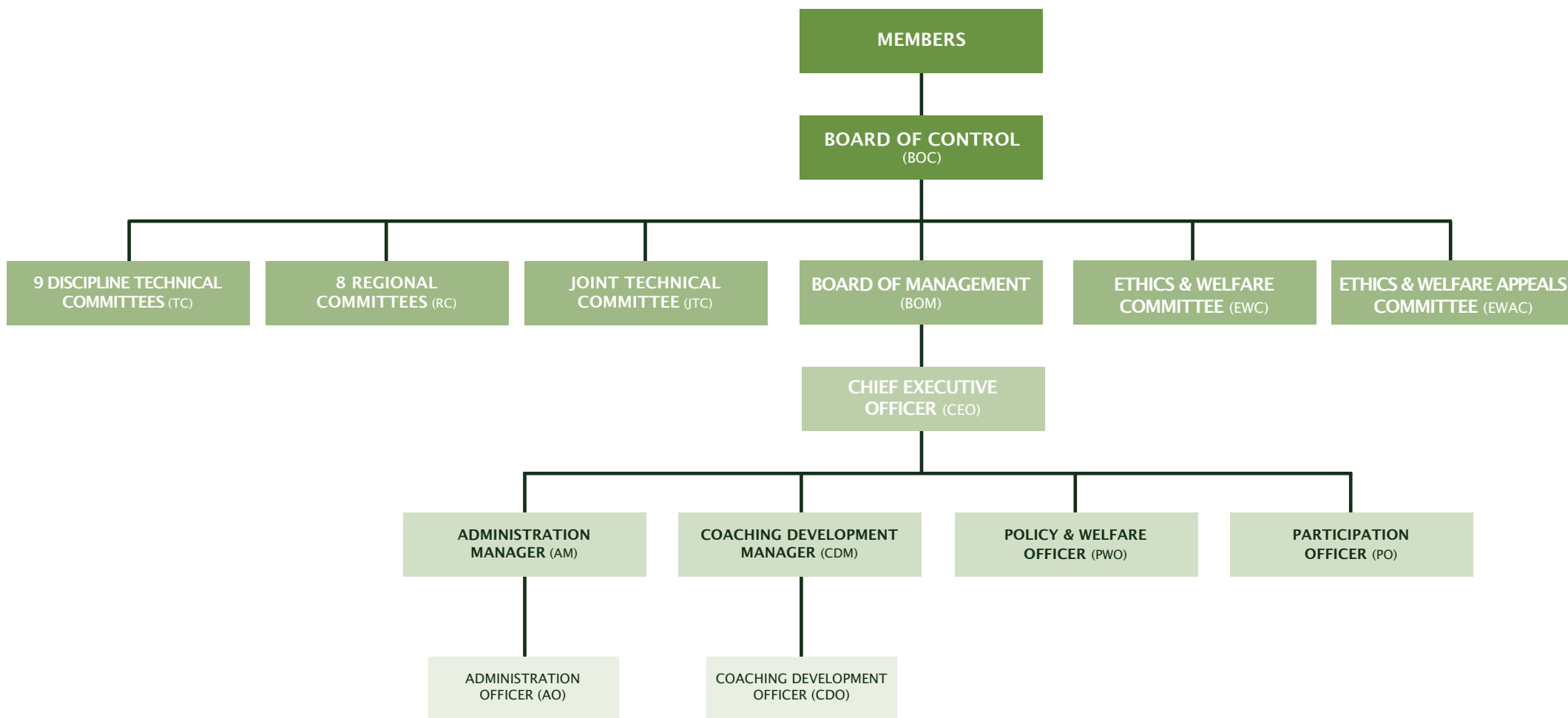
- Multi Discipline Sport – huge amount of work to do with limited resources
- Current economic climate resulting in...
 - *Already obvious cuts in public funding & private sector sponsorship opportunities*
 - *‘Tightening of belts’ within Irish society – individuals and families having to make cut-backs (potential knock on effect to membership of organisations such as IG)*
- Establishing a strong brand, identity and understanding of Irish Gymnastics as one of Ireland’s core organisations and sports among the Irish sporting community from board room level through to the school halls and playing fields.
- Engaging the wider public’s interest in the Sport of gymnastics
- Public perception of the sport of Gymnastics...
 - *A sport for the Chinese & eastern block countries only*
 - *A sport for children only*
 - *A sport for females only*
 - *Possibly negative public perception of high level gymnastics training regimes*

3.2 EMERGING THEMES

- Particularity important in the current economic climate, the need for greater financial self sufficiency. As we develop Irish Gymnastics must ensure we continue to follow a sound business model seeking to ensure that a large amount of our initiatives, which will probably be publicly funded to kick-start development, will self fund once up and running.
- The need to share resources. Our disciplines tend to operate as completely separate entities; while this is necessary to a point it is clear that ultimately there is much commonality particularly in areas such as education, events, participation, schools etc. Pulling together and sharing expertise and volunteer bases will ensure that we will be able to target our limited resources to gain maximum return for all involved from gymnasts and their families through to volunteers, committees and ultimately the sport as a whole.
- Irish society now expects professional standards from sporting bodies and the trend over recent years has seen organisations like ours develop into what can now be viewed as small to medium enterprises, therefore legal, regulatory, economic, media & commercial matters are ever increasing. It is essential Irish Gymnastics must continue in the professional development of standard business practice in terms of the company Irish Gymnastics Ltd.
- Our sport is fundamentally reliant on volunteers, a resource that cannot be under-estimated or under-valued; however the nature of the volunteerism has changed. In today's 24 hour world time is precious therefore Irish Gymnastics must ensure that as we develop the contribution of volunteers is specific, supported, valued and acknowledged, hence the vision of Irish Gymnastics as a professionally led organisation but voluntary driven i.e. the business & staffing structure will develop to do the ground work so that the volunteers can concentrate & dedicate their time and efforts specifically, in the form of coaching, judging, sitting on a committee etc...
- It is essential to ensure that as IG develops as an organisation it does so with an emphasis on club support, clubs are the foundation of any NGB and as such the NGB must provide leadership, support, guidance, education and structure to enable clubs to operate to the best of their abilities.
- The collective membership of Irish sporting bodies exceeds 1.5 million people; this is overwhelmingly dominated by males. Irish Gymnastics is by comparison 85% female (based on December 2008 membership statistics) and while this is advantageous in gaining access to funds such as the Women in Sport Initiative it is clear that we are fighting the opposite trend in that males are the minority in our own sport. Therefore as we develop the brand, identity and image of Irish Gymnastics going forward we must do so to ensure we attract a more equal ratio of female to male members to maximise potential membership of our organisation.
- In relation to age approx 90% of our membership is under 18 from the 'Recreation Under 4' & 'Recreation' categories of our membership scheme. It is clear we have a great deal of work to do in relation to developing a substantial adult membership base, again this relates as the point above to the development of the brand, identity and image of Irish Gymnastics.

4 THE BIG PICTURE

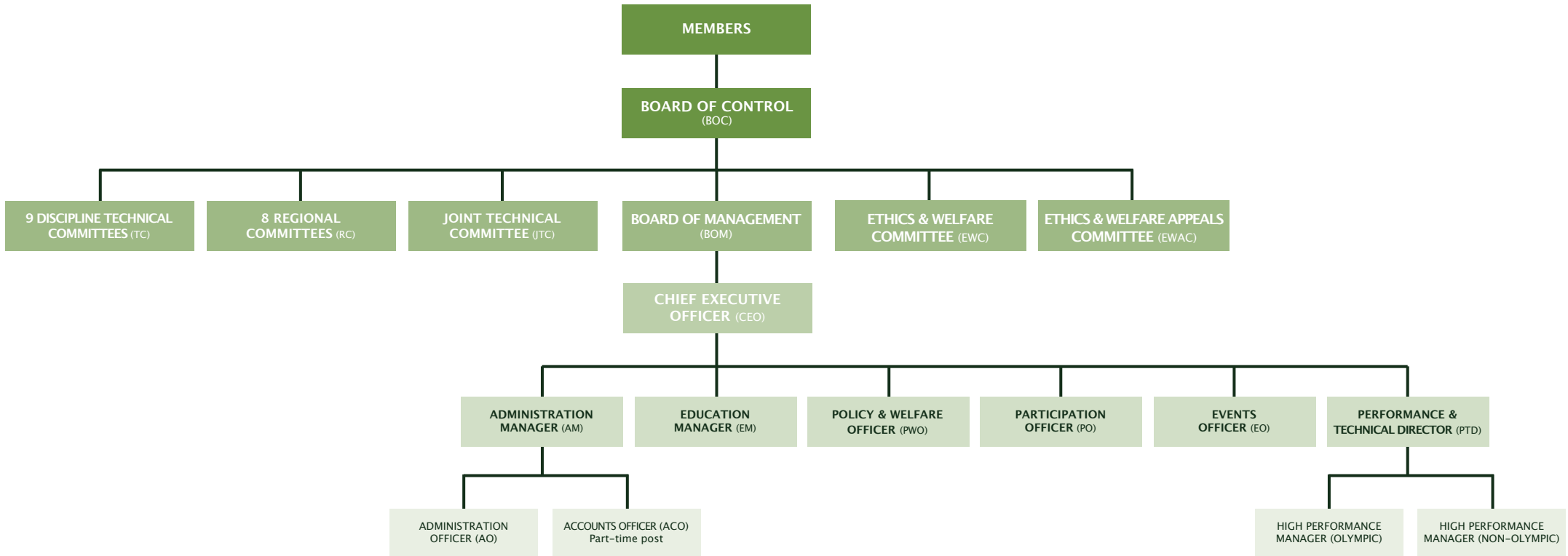
4.1 CURRENT ORGANISATIONAL STRUCTURE



4.1.1 GENERAL POINTS ON CURRENT ORGANISATIONAL STRUCTURE

- *Annually at the AGM each year the membership elect the Board of Control (BOC), the BOC consists of the President, Vice President & Financial Director/ Company Secretary, the Vice Presidents of each discipline (9 disciplines) and each region elects a Regional Representative to sit on the committee to speak on their behalf. The maximum number of individuals on the BOC if all positions are full is 20.*
- *The President, Vice President & Financial Director/Company Secretary are ex-officio members of all committees in Irish Gymnastics.*
- *The Vice Presidents appoint their voluntary Technical Committees to govern their respective disciplines & the regions elect their voluntary regional committees along with their regional representative to the BOC.*
- *The Joint Technical Committee (JTC) consists of each of the Vice Presidents of the 9 gymnastics disciplines and is tasked with coordinating and governing in areas of commonality for the disciplines.*
- *The Board of Management (BOM) is a sub-committee of the BOC tasked with running the day-to-day affairs of the company Irish Gymnastics Ltd. This is a competency based board consisting of the President, Vice President and Financial Director/Company Secretary in addition to the lead employee of IG Ltd and any co-opted individuals fulfilling competency based roles. The BOM manage the staff of Irish Gymnastics setting job descriptions, monitoring & evaluating work programmes in conjunction with the Chief Executive Officer.*
- *The Chief Executive Officer manages the various departments at Irish Gymnastics and is responsible for driving the strategic direction of the organisation.*
- *The Administration Manager, assisted by the Administration Officer, manage the day-to-day administration of IG.*
- *The Coaching Development Manager is responsible for the development of the Irish Gymnastics Education system, assisted by the Coaching Development Officer & Springboard Development Officer.*
- *The Policy & Welfare Officer (new post as of Oct 08) is responsible for the development of IG policy in relation to governance/structure and ethics & welfare related issues.*
- *The position of NDD will become that of Chief Executive Officer (CEO) by February 2009.*

4.2 VISION OF STRUCTURE – 2012 AND BEYOND (subject to funding)



4.2.1 GENERAL POINTS ON VISION OF STRUCTURE – 2012 & BEYOND

- It is envisaged the above structure is realised through internal restructuring, increased revenue from core initiatives (coach education/springboard/merchandising), increased public & private sector funding and investment from the proposed National Gymnastics Training Centre programme.
- It envisaged that this new staff structure in particular will signify a holistic approach to the development of our sport with all departments working together and with the volunteers from the disciplines and regions to ensure policy, education, participation, performance and events all tie together to realise our vision statement as outlined in section 2.1.



BUILDING FOR THE FUTURE

5 KEY STRATEGIC DEVELOPMENT AREAS TO ACTION (subject to funding)

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
5.1 GOVERNANCE, POLICY & STRUCTURAL DEVELOPMENT		
YEAR 1 – 2009		
Governance Structure	Formation of working group from BOC & IG Staff to review the current governance structure of IG (based on issues raised at regional road-shows Sept 08) Presentation of findings from BOC working group to BOC along with recommendations Development of recommended governance changes	Quarter 1 Quarter 2 Ongoing
Policy development	Launch of new IG Code of Ethics policy to members Roll-out of Code of Ethics training to regions & clubs Named & fully trained Children’s Officers in all clubs Development of Garda Vetting policy & procedure Development of internal disciplinary procedure in partnership with the ISC & Just Sport Ireland. Ongoing development of IG anti-doping policy and training course for high performance Development of members rule book	Quarter 1 Quarter 2 Quarter 3 Ongoing Quarter 2 Quarter 3 Quarter 3
YEAR 2 – 2010		
Governance Structure	Implementation of governance restructure	Ongoing
Policy Development	Roll-out of Garda vetting process to membership for 2010/2011 membership year Development of conflicts of interest policy Review & development of employment policies (grievance, bullying, harassment etc...) Review and development of financial policies Creation of Volunteer development policies	Ongoing Ongoing Ongoing Ongoing Ongoing

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
Structural Development	Appointment of part-time accounts officer to Administration department to manage day-to-day financial transactions of IG Internal restructuring and appointment of Participation Officer (see 5.3 Participation below)	2010 Quarter 2
YEAR 3 – 2011		
Governance Structure	Ongoing implementation and review of governance restructure	Ongoing
Policy Development	Review & development of events and participation policies Development of club support policies and guidelines (club start-up guidelines, sample constitutions...)	Ongoing
Structural Development	Internal restructuring and appointment of Events Officer (see 5.4 Events below)	Quarter 3
YEAR 4 – 2012		
Governance Structure	Ongoing implementation and review of governance restructure	Ongoing
Policy Development	Development of Performance & Technical policies	Ongoing
Structural Development	Appointment of Performance & Technical team (see 5.5 Performance below)	Quarter 4
5.2 EDUCATION		
YEAR 1 – 2009		
Ongoing development of internal Coach Education Ladder	Roll-out of all discipline Level 1 courses in conjunction with course specific tutor training Pilot of Level 2 with Coaching Ireland In-house tutor training course with Coaching Ireland	Quarter 3 Quarter 4 Quarter 4
Springboard Development Programme	Finalise agreement with University of Ulster School of Sports Studies & gain access to relevant research materials Development & writing of Springboard course resources Pilot & review of Springboard course Design & branding of Springboard programme resources (paper based and web) Training of Springboard specific tutors Ongoing meetings with NGBs, LSPs, CI, UUJ, ISC and other relevant partners	Quarter 3 Quarter 2 Quarter 3 Quarter 4 Quarter 4 Ongoing

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
YEAR 2 – 2010		
Ongoing development of internal Coach Education Ladder	Roll-out of all discipline Level 2 courses in conjunction with course specific tutor training Pilot of Level 3 with Coaching Ireland Ongoing training of new tutors	Quarter 3 Quarter 4 Ongoing
Springboard Development Programme	Launch of Springboard to LSPs, NGBs & relevant educational establishments Ongoing promotion and 'taster' courses offered to select sports Ongoing roll-out of courses to LSPs, NGBs & educational bodies with the aim of generating sufficient income to self fund programme costs and full-time post within the organisation (see 5.3 Participation below)	Quarter 1 Ongoing Ongoing
YEAR 3 – 2011		
Ongoing development of internal Coach Education Ladder	Roll-out of all discipline Level 3 courses in conjunction with course specific tutor training Pilot of Level 4 with Coaching Ireland Ongoing training of new tutors By 2011 all Intro, Level 1, Level 2 courses will be running fully (Level 3 running by year end) – at this point it is envisaged that the coach education system will be fully self sufficient and generating the finance to fund a full-time post within the organisation (see 5.4 Events below)	Quarter 3 Quarter 4 Ongoing
Springboard Development Programme	Ongoing roll-out of courses to LSPs, NGBs & educational bodies with the aim of generating sufficient income to self fund programme costs and full-time post within the organisation (see 5.3 Participation below)	Ongoing
YEAR 4 – 2012		
Ongoing development of internal Coach Education Ladder	Roll-out of all discipline Level 4 courses in conjunction with course specific tutor training Development & launch of Managerial level course with Coaching Ireland Ongoing training of new tutors	Quarter 3 Quarter 4 Ongoing
Springboard Development Programme	Ongoing roll-out of courses to LSPs, NGBs & educational bodies with the aim of generating sufficient income to self fund programme costs and full-time post within the organisation (see 5.3 Participation below)	Ongoing

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
5.3 PARTICIPATION		
YEAR 1 – 2009		
Increased participation at grass roots level	Annual review and updating of membership scheme	Quarter 2
	Annual scheduling of participation level coaching courses (Intro & Level 1 – emphasising Gymstart & GFA courses)	Ongoing
	Ongoing promotion of the Irish Gymnastics brand through internal and external media	Ongoing
YEAR 2 – 2010		
Increased participation at grass roots level	Annual review and updating of membership scheme	Quarter 2
	Annual scheduling of participation level coaching courses (Intro & Level 1 – emphasizing Gymstart & GFA courses)	Ongoing
	Ongoing promotion of the Irish Gymnastics brand through internal and external media	Ongoing
Appointment of Participation Officer	It is envisaged that by 2010 the Springboard initiative will be running through other NGBs, LSPs & educational establishments therefore generating the finance to support the Springboard program but also self sustain a post within the organisation – therefore the post of Springboard Development Officer will change in job description and title to the post of IG Participation Officer.	Quarter 2
	The Participation Officer will develop new participation initiatives in the form of new award schemes & practical programmes for the operation of grass roots/recreation programmes within clubs.	Quarter 4
YEAR 3 – 2011		
Increased participation at grass roots level	Annual review and updating of membership scheme	Quarter 2
	Annual scheduling of participation level coaching courses (Intro & Level 1 – emphasizing Gymstart & GFA courses)	Ongoing
	Ongoing promotion of the Irish Gymnastics brand through internal and external media	Ongoing
Participation Officer Initiatives	Launch & roll out of new IG Award Schemes & grass roots/participation initiatives to membership	Quarter 3
	Development of IG Schools programme with backing of Department of Education & Science – resources including practical lesson planners for teachers and basic structured competitive routines for schools.	Ongoing

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
YEAR 4 – 2012		
Increased participation at grass roots level	Annual review and updating of membership scheme Annual scheduling of participation level coaching courses (Intro & Level 1 – emphasizing Gymstart & GFA courses) Ongoing promotion of the Irish Gymnastics brand through internal and external media	Quarter 2 Ongoing Ongoing
Participation Officer Initiatives	Launch of IG Schools Membership Scheme Launch of IG Schools programme including pilot projects with identified key schools Development of competitive schools programme in partnership with IG Events Officer (see 5.4 Events below)	Quarter 1 Ongoing Ongoing
5.4 EVENTS		
YEAR 1 – 2009		
Ongoing support for regional and national events	Continued ongoing support in the administration and finance of regional and national level IG events.	Ongoing
Development of events guidelines for disciplines	Development of best practice guidelines for IG regional, national & participation level events	Quarter 2
YEAR 2 – 2010		
Ongoing support for regional and national events	Continued ongoing support in the administration and finance of regional and national level IG events.	Ongoing
Implementation of best practice event guidelines for disciplines	Implementation of best practice guidelines for competitive & participation level events	Ongoing
YEAR 3 – 2011		
Ongoing support for regional and national events	Continued ongoing support in the administration and finance of regional and national level IG events.	Ongoing
Appointment of IG Events Officer	It is envisaged that by year end 2011 the coach education programme will be running Intro, Level 1, Level 2 & Level 3 coaching courses annually at full capacity therefore generating the finance to support the coach education program but also self sustain a post within the organisation – therefore the post of Coaching Development Officer will change in job description and title to the post of IG Events Officer. The Events Officer will coordinate national, schools, international & participation events for the organisation.	Quarter 4

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
YEAR 4 – 2012		
Ongoing support for regional and national events	Continued ongoing support in the administration and finance of regional and national level IG events.	Ongoing
IG Events Officer Initiatives	The IG Events Officer will coordinate the following on an annual basis... <ul style="list-style-type: none"> - <i>Multi discipline 'Super National Championships'</i> - <i>Regional and National Schools competitions (in conjunction with the Schools Officer)</i> - <i>1 International event per year</i> - <i>1 IG Gymfest participation event per year</i> 	Ongoing
5.5 PERFORMANCE		
YEAR 1 – 2009		
Improved international competition results across the disciplines	Improved international competition results supported by funding and coach education	Ongoing
Improved education and training of performance coaches	Scheduling Level 1 coaching refresher courses & Head of Delegation courses across all disciplines (even though Level 1 courses are outlined in our new coaching ladder as participation level, refreshing of old qualification to the new level 1 will update candidates in the best coaching methods and techniques used currently)	Ongoing
Ongoing Performance policy development	Development and launch of performance policy in relation to selection for major European and World events	Quarter 2
Facilities Development	Continued development of relationship with National Sports Campus Development Authority in the development of Phase one of Sports Campus Ireland. Negotiations of terms of reference, tenancy & service agreements with NSCDA <i>(See National Gymnastics Training Centre feasibility study for in depth detail on proposed facility programming and set-up)</i> Ongoing support for clubs seeking to set-up centres in the form of NGB endorsement, representation at meetings if required, suggested programming and business models etc...	Ongoing Ongoing Ongoing
YEAR 2 – 2010		
Improved international competition results across the disciplines	Improved international competition results supported by funding and coach education	Ongoing
Improved education and training of performance coaches	Scheduling Level 2 coaching refresher courses & Head of Delegation courses across all disciplines (even though Level 2 courses are outlined in our new coaching ladder as the bridge course between participation & performance levels, refreshing of old qualification to the new level 2 will update candidates in the best coaching methods and techniques used currently)	Ongoing

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
Facilities Development	Continued development of relationship with National Sports Campus Development Authority in the development of Phase one of Sports Campus Ireland in relation to the National Gymnastics Training Centre (NGTC).	Ongoing
	Negotiations of terms of reference, tenancy & service agreements with NSCDA <i>(See National Gymnastics Training Centre feasibility study for in depth detail on proposed facility programming and set-up)</i>	Ongoing
	Development of equipment layouts & costings for NGTC, begin fundraising for capital costs	Ongoing
	Ongoing support for clubs seeking to set-up centres in the form of NGB endorsement, representation at meetings if required, suggested programming and business models etc...	Ongoing
YEAR 3 – 2011		
Improved international competition results across the disciplines	Improved international competition results supported by funding and coach education	Ongoing
Improved education and training of performance coaches	Scheduling Level 3 coaching courses & Head of Delegation courses across all disciplines.	Ongoing
Facilities Development	Continued development of relationship with National Sports Campus Development Authority in the development of Phase one of Sports Campus Ireland in relation to the National Gymnastics Training Centre (NGTC).	Ongoing
	Negotiations of terms of reference, tenancy & service agreements with NSCDA <i>(See National Gymnastics Training Centre feasibility study for in depth detail on proposed facility programming and set-up)</i>	Ongoing
	Continue fundraising for capital equipment costs for NGTC	Ongoing
	Ongoing support for clubs seeking to set-up centres in the form of NGB endorsement, representation at meetings if required, suggested programming and business models etc...	Ongoing
YEAR 4 – 2012		
Improved international competition results across the disciplines	Improved international competition results supported by funding and coach education	Ongoing
Improved education and training of performance coaches	Scheduling Level 4 coaching courses & Head of Delegation courses across all disciplines	Ongoing

GOAL	MEASUREMENT CRITERIA	TARGET COMPLETION
Facilities Development	<p>Continued development of relationship with National Sports Campus Development Authority in the development of Phase one of Sports Campus Ireland in relation to the National Gymnastics Training Centre (NGTC) targeting full operation in 2012.</p> <p>Ongoing support for clubs seeking to set-up centres in the form of NGB endorsement, representation at meetings if required, suggested programming and business models etc...</p>	<p>Ongoing</p> <p>Ongoing</p>
Creation of IG Performance & Technical department	<p>It is envisaged that with the NGTC coming online in 2012, as proposed by NSCDA, IG will put in place a performance and technical team consisting of a Technical Director & 2 High-Performance Managers (one for Olympic disciplines and one for non-Olympic disciplines).</p> <p>It is envisaged this team will be funded from the finance generated by the NGTC participation programme as outlined in the NGTC Feasibility study.</p> <p>The Performance & Technical Department will be responsible for the following...</p> <ul style="list-style-type: none"> - <i>The creation of holistic competitive systems in each discipline (in the form of a grades/National Development system) that will tie in with the coach education ladder</i> - <i>Working with the Technical Committees in the selection, management and planning of National squad selection, structures and operation</i> - <i>Developing & monitoring multi annual performance plans with the Technical committees to ensure a holistic and measured approach to major international events setting short, medium and long term targets</i> - <i>Funding the performance set-ups for disciplines/gymnasts through application to ISC and ISC Carding (and any other relevant public or private sector funds) and the management of such funding programmes.</i> 	<p>Ongoing</p>

6 REVIEW

The strategic plan will be reviewed & updated annually in line with the ISC Grant Application process to ensure targets are realistic and adjusted to reflect any change in circumstance/conditions either internal or external...

7 CONCLUSION

With the support of members, clubs, regions & committees it is possible that through the realisation of the aims and goals as laid out in this plan we as fans and participants in the sport of gymnastics in Ireland can create an organisation that will deliver for the needs of its members. In doing so we endeavor to become one of the most successful NGBs in Ireland and one of the most respected federations in the international gymnastics community.



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