

O'Dwyers GAA

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Club Development 'Living' Plan 2016 – 2021



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1. Introduction

In early 2016 a decision was taken by O'Dwyers Club to develop a five year strategic development plan. The purpose of this development plan is to guide and advise on-going management and development, so that O'Dwyers GAA Club can maximise its beneficial influence on the local community.

To prepare the plan, it was necessary to review all aspects of Club affairs and to ensure that any future plan would be constructed around the values and traditions that make us proud to be members of O'Dwyers Club. The plan would be clear, practical and have understandable and attainable/achievable objectives. It would be for everyone and volunteer-led. The plan would provide many benefits for the Club including:

- Identify and prioritise the club's aims and aspirations for the future
- Enable the Club resources to be used more effectively
- Recognise where the Club has come from and where it is now
- Act as a necessary support document for grant applications and bank loans
- Be an important document when approaching prospective sponsors and lending institutions

- Improve Club spirit by involving members in decision making and developing team work off the field
- Demonstrate the Club's commitment to local communities
- Demonstrate what the Club can offer potential new players/members
- Provide continuity for incoming administration members
- Assist the Club with managing change.

This plan covers many different aspects of the Club including fundraising and financial management, Club structures and administration, membership, games development and coaching, public relations and facilities development. It allows a Club to decide its priorities and set our own objectives towards achieving them. In the preparation of this Plan the bottom-up approach was used with input from a very wide range of members and Club stakeholders.

The plan will build on the Club's strengths and deal with potential challenges. It is a living document, will be reviewed regularly against the targets defined and will be refined and developed.



2. Message from Club Chairman

A Chairde,

It is with great pride that I write a few words to introduce this comprehensive plan on behalf of O'Dwyers GAA Club.



For the past number of years, mainly due to the recession, this club has found it difficult to keep up with a lot of other sports clubs in the local area. With the collapse of our new development across the road in Bells, we have found ourselves in an out-dated clubhouse with an overused pitch.

However, with a strong Executive Committee and some new and very welcome members, this club is now ready to move forward.

In the past, the club has had a very good relationship with the local community and now is the time to build on that and reach out to the new and expanding areas in our town.

As we edge closer to the 100th year since the formation of O'Dwyers GAA, it is important to remember the past members, various committees and officers who have given their time so loyally to keep our club functioning. We would like to acknowledge their achievements of which we are very proud of. Following in their footsteps, we hope to match their achievements in the years ahead. Now is the time to lay the foundations for the future generations.

I would like to express my appreciation of the work undertaken by the various members of the Development Plan Steering Group who organised and managed the process from start to finish. So many people have contributed to the plan so far and I would like to appeal to all members to continue this work for the next 5 years and make this Plan the success it deserves to be.

Ar aghaidh linn le chéile

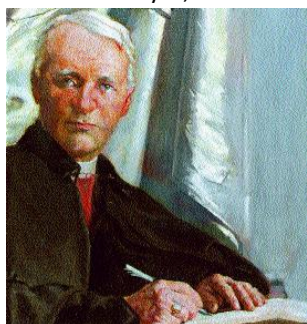
A handwritten signature in black ink that reads 'Liam Howley'.

Liam Howley

Cathaoirleach

3. History of Club

The initial discussions to form a new Gaelic Football Club, in Balbriggan, were held under the railway viaduct in Quay Street during the latter half of 1917, at a time when the previous Gaelic football team, *Wanderers* was dying off. Following these discussions there was enough interest to form a Club which was affiliated to the GAA as O'Dwyer's GFC, on 26th March 1918 and given permission to play in the Minor and Junior Championships. While there are claims that the Club was named after the United Irishman Michael Dwyer, it took its name from Bishop Edward Thomas O'Dwyer, who died in August of 1917. Bishop O'Dwyer,



whose motto was *Virtutis non armis fido – I trust to virtue not to arms*, became a hero among Irish nationalists, after the 1916 rebellion, when he wrote, and published, a strongly worded letter of condemnation against British repression, to General Sir John Maxwell. The creation of

another team, by the young men in the Pioneer Total Abstinence Society, however, caused a great rivalry that would last until the Pioneers declined in the middle of the century.

The newly formed Club's first match was played in Gormanston, on the field which goes down to the railway station. After that, the Club played on Reynold's Field at the Rope Walk, (where Balbriggan Community College is now located), with the entrance being between the present day telephone exchange building and McLoughlin's garage. The Pioneers played on land that was formally a part of Hamlet's farm, given to the GAA for recreational purposes; when the Pioneers declined it was then passed on to O'Dwyers by the GAA.

The strength of the Club at this stage is clear by its speedy progress to Intermediate League winners in 1924 to gain Senior Status, followed in 1927 by winning the Dublin Senior League. The Club's strength was again shown in this period, with three-in-a-row wins at the Kells Tournament against teams from Meath, Dublin, Louth and Cavan.

In the same years, one member of the Club showed speed in a different way, and in a different discipline, when he won an individual All-Ireland title and medal in Croke Park in September 1926. The report from the Drogheda Independent of 26th September states: *In Croke Park on Saturday last the Youth's Half-Mile Championship of Ireland was won from a large and classy field by a Balbriggan youth, Edward (Teddy) Curtis, son of Mr Jas Curtis, Balbriggan,*



himself a well-known athlete in the old days. Curtis, who is a member of O'Dwyers G.F.C., deserves the hearty congratulations of his fellow townspeople on his striking achievement.

Teddy subsequently ran for Dublin City Harriers, but his win is interesting not merely because he was the first All-Ireland medallist for the Club, but also because it highlights, lest one forgets, that in the early days of the GAA, the A really *did* mean Athletics, in its broadest sense.

The Club lost its senior status in the 30s and struggled to maintain its initial momentum. In the 1940/41 season, after a fight at a match in Croke Park, the Club was suspended for five years, and for some time there was no football played. Fortunately, a new young curate, Fr. McCarthy, came to the parish, and he was persuaded to write a letter to the County Board complaining that, without any sporting outlet or leisure activity, many young men in the parish were spending all their time in the pubs. On foot of his letter the County Board reversed its decision and reinstated the Club. As a result of this upset, the early 40s were lean years for football in the Club. Meanwhile other things were happening.

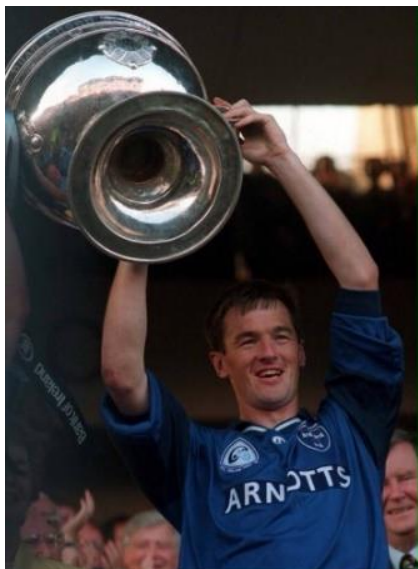
By 1945, a demand, driven initially by Don Cotter, for the establishment of a hurling team, was gathering support. At the 1946 AGM, the president Tom Reynolds proposed that, to defray the cost that a hurling team would incur, the Club should form a Dramatic Society and produce a play for the public. The play, *Professor Tim*, was performed in the old Town Hall, and was a huge success. It was produced by Declan White, with Don Cotter as Professor Tim and Eileen Callaghan and Josie Cunningham in the female roles. After this, there was a play every year with the society eventually evolving into the present day Balbriggan Dramatic Society. It was also decided, at this time, to have a competition to name the new hurling team. The influence of two Munster members of the team carried the day with their suggestion of *Dál Cáis*, fighting off another popular proposal, *Balbriggan Slashers*. (It is important to remember that, as O'Dwyers was a football Club, hurling could not be played using that name, even though it was played by O'Dwyers members on O'Dwyers pitch. GFC, meant Gaelic Football, and hurling (and camogie) was another discipline). The team won the Dublin Junior C League and the Balbriggan Feis Competition in 1949 and the Junior B League, Miller Shield and the Feis Tournament in 1950.

The Dál Cáis team lasted ten years, until 1956, but by then the lean years of football had passed, whether because of the new focus that playing hurling and football gave to Gaelic sport, because of burgeoning natural talent of players like the Bell brothers, Phil, Johnny and Tommy, or by a combination of both, is impossible to say, but the come-back started in 1947 when the Rowan Cup was won. This winning team formed the nucleus of the 1st team that won the Junior Championship in 1950 and, subsequently, the Intermediate Championship, in 1956, to regain Senior Status.



Around the end of the 1950s, Pioneers team was going downhill and the pitch at Bremore eventually passed into the hands of O'Dwyers. The old wooden railings surrounding the pitch had rotted by this time and the first task was to replace them with the posts made of concrete and the railings made of gun-barrel tubing, which exist to this day. At this stage, there was no Club House but plans to build a pavilion were eventually made, much fundraising carried out, and the foundations finally dug by hand, by two or three Club members, and for the first time O'Dwyers had a permanent structure as its home, albeit a small one. Because the money ran out before the toilets and showers were fitted, these came later, piece-meal. This older structure was by the 1980s inadequate for the Club's needs and plans to redevelop and extend it were drawn up and permission obtained to start work which included two new dressing rooms, a committee room, and a complete renovation of the interior to facilitate a larger function room with bar. The building was officially reopened on 27th September 1992 by GAA President Peter Quinn. The building costs were eased by Bond donations from members, refunded as time elapsed and finances allowed – a plaque engraved with the names of those Bond members is still displayed inside the main door.

The dance floor in the new building enabled the Club to organise social and fund-raising events, but, undoubtedly, one of the most important results of a bigger space was the vibrancy that it gave to the still embryonic set dancing group, which later became the Céili group and is now the Culture Group. Set dancing today is synonymous with O'Dwyer's Culture Group with the Tony McNulty and Eithne O'Donnell nights being important annual events in the Club's social calendar. The group also participates in the Scór competitions and organises fiddle and tin whistle classes. On the field of play, the Club continued to build steadily, on the football successes of the 50s,



and, in 1970, won the Dublin Senior League. These were heady days for the Club, and while senior status was eventually lost, as the century drew to a close, the first team won Senior 2 League in 1980, and other teams won the Junior C Championship in 2002, Junior 5 & 6 Leagues in 2001 and 2002, and were Division 10 winners in 2013.

As for hurling, it made a brief resurgence in the late 1960s. Then, in the 1980s at a time, when Parish Leagues were in vogue, a group of hurling enthusiasts met in The Milestone Pub and from that meeting O'Dwyers Hurlers were formed, and in September 1986, the Club Executive decided to affiliate a junior hurling team to the Junior D League. At the beginning it was difficult, because football was always the greater lure but gradually, the steady stream from a new growing juvenile section provided an upward progression from U12s to enable, in time, the formation of a Minor and U21 team.



This continuous upward movement was further facilitated by the introduction of hurling into three of the town's primary schools with the help of Declan Power, a Leinster Council GAA coach. The first success came in 1992/3 with the winning of the D League and The Fletcher Shield, followed by the C League and The Miller Shield in 93/94. The following year a runners-up position in the B League resulted in a promotion to the A League. Hurling continues to hold its place in the Club both at adult and juvenile sections

Camogie also advanced in the middle years of the century. While there had been camogie in the earlier years, the 40s, 50s and 60s was the era of St Molaga's Camogie team. St Molaga's played in the Dublin League but the highlight of these early years was the annual Balbriggan Féis match against Skerries. After a lapse in the 60s, camogie made a temporary comeback in the 90s, with teams from U11 to Junior, and then again in the 2000s with both juvenile and adult teams. Whilst there is no camogie at present there is every hope that,



with the increase in popularity of, and interest in, Gaelic games among ladies and young girls camogie will soon make a comeback.

The growth of the town, and the awareness that the future of any Club rests on the vibrancy of its juvenile section, led in the first years of the new millennium to a determined effort to attract, and hold onto, new blood. A 2020 Vision strategy was devised in 2001, to lay the foundations of what, it was hoped, would become, by 2020, a broad-bottomed pyramid-shaped Club structure, that grew organically from nursery, through all grades, to senior. The plan, which was devised and completed within six months, drew on the energies and loyalty of the adult section, past and present, who volunteered to visit every house in the town, visit every school to promote the Club; leaflets and letters were given to parents through the schools, endorsing the importance and advantages of sport in the growth and health of young people. The results were seen immediately in the Saturday morning nursery, where the expertise and vision of Ger Lyons and his, by then, expanded retinue of adult members/coaches, provided an ideal introduction to the Club to new children and their parents. Added to this, the juvenile committee was given greater responsibilities in the organisation and recruitment of juvenile teams, players and mentors. For the Executive, aware of the importance of a presence in all the schools, the decision to employ the Club's first Games Promotion Officer was a natural, if expensive, step to take. The rewards of all the hard work, at this time, and since, can be seen in the 31 teams now fielded across 10 age groups from U7 to Adult, in Ladies Football, Football and Hurling.

In tandem with this, the growth of Ladies Football in the Club has been, and continues to be, *the* success story of the new

millennium, with teams at all levels winning leagues and championships and players representing Dublin at minor, junior and senior level.

This expansion has, however, brought its own new challenges and worries. The management of such a big Club is like managing a huge machine with multiple moving parts needing constant maintenance and attention, to make it work properly, effectively and efficiently. Updating of personnel, equipment, skills and ideas is constant, just as the need to successful fund-raise is a never-ending trial.

The most immediate concern is that the Club's facilities are insufficient to cope with the needs of so many teams playing matches and are restricting the Club from reaching its full potential. A single pitch, which originally catered for a single football team, in the 1920s, is no longer enough. Since the late 1990s, attempts have been made to relocate to a larger site, with more pitches and better facilities. Several projects have fallen through, mainly due to the economic downturn. While the new FCC All Weather Pitch, shared and co-managed with Balbriggan Town FC, helps protect the main pitch to some extent, the Club urgently needs more space, more land, more pitches, more dressing rooms, and a bigger Club house. These are imperatives to cater for all the sporting and holistic needs of the Club members and to allow present and future generations benefit fully from all that a vibrant GAA Club can offer - not just in Sport and Gaelic traditions, but also in creating well-rounded individuals who we hope will be the future members, leaders and role-models in our community.



Achievements of NoteAthletics

- Teddy Curtis – 1926

National Athletic and Cycling Association (NACA)

- Christy Keeling
- B Mooney
- S Mooney
- P Reynolds

Dublin Senior Players All Ireland Medals

- Stephen Rooney
- George Wilson
- John O'Leary
- John O'Leary (Captain) 1995

Dublin Senior Players

- Robert Davis (O'Byrne Cup winner)
- Keith Gorman (O'Byrne Cup winner)
- Colm Nally (O'Byrne Cup winner)
- Sonny (Tizzard) Coyle
- Olly Callaghan
- Brian Lawless

Dublin Junior Players

- Phil Bell
- Tommy Bell
- Johnny Bell
- Richard Cannon
- Peter Faulkner
- Don O'Rourke
- Vincent Bransfield
- Olly Callaghan
- Stephen Yeates
- John Woodhead
- Franky Reilly
- Martin Reilly
- Pat Walsh
- Stephen Richardson
- Liam Prout
- Robert Davis
- Francis McNulty

Dublin U21 Players

- Paul O'Carroll
- Jim Richardson
- John O'Leary (1980 Leinster winner)
- Pat Walsh
- Stephen Rooney
- George Wilson
- Brian Lawless
- Denis O'Leary
- Stephen Yeates
- Tom Byrne
- Robert Davis
- Pat Lynch
- Keith Gorman

Dublin Minor Players All Ireland Winners

- Paul O'Carroll (1983)
- John O'Leary (1979)
- Pat Walsh (1979 part of squad, only 20 medals given on day)
- Alan Carey (1984)

Dublin Minor Players

- Ronan Nally (1986) Leinster Medal
- Kevin Prout (1990)
- John Bell (1990)
- Coman Burke (1999 Leinster winner)

Dublin Masters All Ireland winners

- John O'Leary
- Denis O'Leary
- Sean Keenan
- Gerard Guildea
- Rupert Davis

Ladies Football

- Aoife Curran
- Erica Byrne
- Erin Healy

Winners of Dublin Scór na nÓg

- Set dancing (1988)
- Set & Ceili dancing (1993)
- Set dancing (2000, 2003, 2005)
- Recitation (2004)
- Ceili dancing (2006)
- Set dancing (2007, 2012, 2013)

Winners of Dublin Senior Scór

- Instrumental music (2001, 2004)
- Ceili dancing (2005)
- Set dancing (2007)
- Ballad group (2008)

Miscellaneous

- Joe Levins won an All-Ireland medal when playing with Pioneers and later played for O'Dwyers
- Gerard 'The Boss' Guildea won a Masters All-Ireland medal when playing for Antrim (2002) as a Dublin player. The final, against Dublin, was postponed so many times because of foot and mouth outbreak that when they eventually met, Antrim were short a player and Boss, selected for Dublin, but on reserve bench, said he would play for Antrim, to get the match played and out of the way once and for all. He scored 1-1 for Antrim, enabling the Northerners beat Dublin by a point. Paddy Whelan Captained Meath Junior team to victory in 1952 and later played with O'Dwyers
- Don Cotter was a Dublin selector the 1950's and served as county chairman from 1981 - 1985.
- Mick Kennedy was a Dublin Junior selector in 2002
- Barry Tiernan refereed the 2016 Leinster Minor final.



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4. Methodology



To alleviate a number of concerns about the future of the Club, an initial small working group (Gary Dunphy, Michael Hughes, Seán Garvan and Paul Finn) embarked on a planning process with the aim of setting the Club on the path to a better future.

Throughout the planning process the following principles were observed:

- Involve as many key stakeholders and interested participants as possible
- Participants in the planning process would represent all interests in the Club
- Members with professional backgrounds (business/financial/IT/Construction) were to be encouraged to participate and to take leading roles.
- If not available within the Club, outside expertise might be required e.g. facilitators, accountants, architect and engineer.

The approach to the plan consisted of five phases which were to cover the following basic stages: 1) Where are we now? 2) Where do we want to be? 3) How will we get there? 4) How do we measure our success?

Phase 1: Initiation & Discovery

On a cold 1st February 2016, the working group, including the Club Chairman, Liam Howley, met with the County Development Officer, Eimear Dignam, to set the process in motion.

The first task was to conduct an “As-Is” discovery of the Club to get an overall understanding of its current status. The working group looked at a number of areas including the Club and Environment, Administration and Structures, Finance and Funding, Games and Coaching, Communication, Culture and Community. A broad range of Club stakeholders were interviewed as part of the process.

The results of the Discovery process were then presented to Club stakeholders at a workshop in the Bracken Court hotel on

the 14th of March 2016. There were over ninety people in attendance at this enjoyable night, where the presenters (Gary Dunphy and Michael Hughes) outlined how the Club was currently performing. The Club was delighted that the event was so well attended and it was heartening to be reminded of the genuine interest in the Club. All participants were invited to attend a second planning workshop night and requested to promote it throughout the community.

Phase 2: Readiness & Vision

This phase ensured that the Club was ready to undertake the planning process. A number of workshops were held with the Chairman, Secretary and Treasurer to determine an initial high level vision for the Club; this would help set the parameters for the entire process and guide the Club planners through the process.

There was significant effort put into getting ready for the planning workshop, and, to mobilise the community, the event was publicised on the Club website, social media, local newspapers and information websites. Email/letters were also issued to as many stakeholders as possible (members, parents etc.) with public notice boards (schools, shops, train station etc.) all used to advertise the event.

Phase 3: Planning Workshop

A Development Plan Workshop facilitated by the County Development Officer, Eimear Dignam, and was open to the public and took place on 4th April 2016. This workshop allowed us to gather input from the wider community, as well as from all Club members. The event was a great success, with approximately 120 people in attendance generating a vast number of invaluable ideas.

In addition to seeking attendees’ input and ideas, we looked for volunteers to join the Focus Groups, which would help to further develop the output from the workshop. Approximately seventy people signed up to join one of seven Focus Groups looking at different areas of the Club:

1. Administration & Structures	2. Membership Review	3. Finance & Funding	4. Games Development & Coaching	5. Facilities & Equipment	6. Communication, Marketing / PR	7. Social & Event
Club Policies Club Governance Club Committee Structures IT Admin Systems Club Meetings Officer Recruitment Officer Training Club Officials & Delegates Project Management Administration Club Structures	Membership Audit Membership Fee Review Membership Database Subscriptions Membership Promotion IT Membership Systems Membership Club Structures	Club Accounts Budgeting & Controls Funding (Grants, Finance for developments etc.) IT Finance Systems Commercial, Partnership & Sponsorship Finance & Funding Club Structures Lotto Management Fund Raising	Game Development (Juvenile, Adult, Ladies) Player Pathway Coaching Education Player Welfare Code of Conduct Performance and grading School Links & Engagement Player Recruitment Player Retention and Transition Coach Recruitment & Retention Games & Coaching Club Structures	Existing Facilities New Facilities Facilities & Equipment Club Structures	Club Identity Club Branding Social Media Use & Policies Communication Tools & Methods Club Website Club Store & Gear Promotion Communication, Marketing & PR Club Structures	Volunteers & Urbanisation Culture Event Management Community Engagement Health & Wellbeing Club Shop Bar Management Social & Events Club Structures

Phase 4: Planning & Development

A Development Plan Steering Group of eight members was appointed to oversee and manage the Development Plan process. These members were drawn from all sections of the Club to ensure inclusivity. The steering group members were:

- Gary Dunphy (Chair)
- Michael Hughes (Secretary / Project Manager)
- David Rooney (Admin & Structures and Membership Strand Lead)
- Mark Levins (Finance and Funding Strand Lead)
- Ger Lyons (Games Development & Coaching Strand Lead)
- Pauline McNamee (Facilities Strand Lead)
- Seán Garvan (Communications, Marketing & PR Strand Lead)
- Mary Finn (Social & Events Strand Lead)

The first meeting of the Steering Group took place on the 14th April 2016, at which the terms of reference for the group were agreed.

Each Focus Group consisted of approximately ten to twelve people and was led and chaired by a member of the Steering Group. These groups met on 4/5 occasions between April and June to review, develop and refine the inputs to the plan.

A number of site visits to other Clubs were conducted, we were particularly keen to learn how these Clubs are dealing with a large population growth. We would like to take this opportunity to thank each Club for taking the time to meet with us.

The Steering Group then took the output from each Focus Group and, over a series of meetings during July, developed these into the draft Development Plan.

This draft Plan was presented to the overall Club Executive members for their approval on the 4th August 2016. Subsequently, the draft was approved by all three current sections of the Club – the Adult Hurling and Football section, the Juvenile section and the Ladies Football section.

In parallel with these activities, members of the Steering Team, supported by others, set about gathering a collection of photos, background information on the Club and other written content required to make up this final publication.

Buiochas Mór le na daoine go léir a thug cabhair dúinn chun an phlean seo a thógáil.

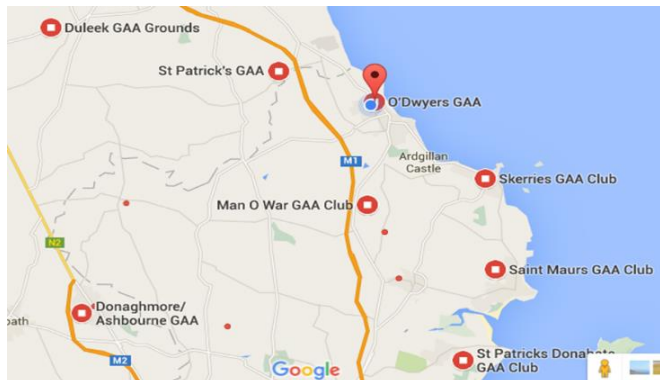
Phase 5: Plan Launch

The methodology involved in this plan is straightforward – engage and seek the opinions and feedback of our members across all areas of the Club. This is a plan developed by the members of O'Dwyers GAA Club for the members of O'Dwyers GAA Club.

It was decided to launch the Plan on 22nd September 2016. This would provide an opportunity for the Club and community to celebrate this achievement and prepare for its implementation. Key community stakeholders (local media, all Club members, players, current and past, Club coaches, Club officers, parents, teachers from the local schools, local authority officials and local politicians) would be invited to the plan launch, and their participation called upon to ensure a successful implementation.

5. Background to Club (Where we are now)

O'Dwyers GAA is a 98 years old Gaelic Athletic Association Club based at Hamlet Lane, Balbriggan, County Dublin, Ireland, serving the communities of Balbriggan, Balrothery, Balscadden and surrounding areas. Its principal grounds are at Bremore Park, but it also has access to grounds at Bells Field, Balbriggan



The Club caters for juvenile and adults players and is always looking for new members. The Club offers sport in football, hurling and Ladies football along with a culture group.

At Adult level, the Club has one football team competing in both AFL5 and the Dublin Intermediate Football Championship and one junior hurling team (AHL9).

Notable players from the past include John O'Leary, Stephen Rooney and George Wilson, who are former Dublin Inter-County footballers.

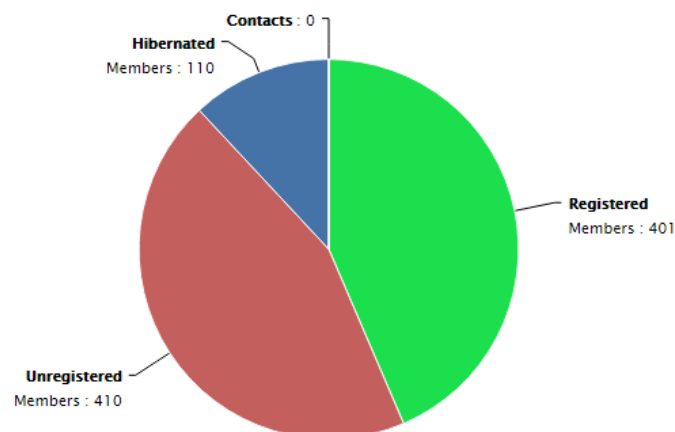
In recent times the Club has struggled to keep pace with 120% increase in population (23,000) and has faced strong competition from neighbouring sporting Clubs within the area.

Current Membership

In June 2016, the Club had a total membership of 401 (Full = 135, Youth = 231, Social = 32, Honorary =3) with 410 members not renewing membership from previous years.

Analysing the Clubs membership it can be determined that

- The total membership represents less than 1% of the balbriggan population. The club would hope to move up to 5% over the next 10 years
- Membership of the Club is in decline since 2012.
- The total underage membership forms the largest cohort in the Club.
- The Club has the 31 teams, fielded across 10 age groups from U7 to Adult, in Ladies Football, Football and Hurling
- The Club currently have relatively little penetration in Balrothery and Balscadden areas of the parish of Balbriggan



It could be argued that we as a Club are currently an island within the Community, i.e. those in the Community who are actively involved in the Club feel very much part of it but others in the Community do not have any affiliation to the Club, one is either in or out of the Club.

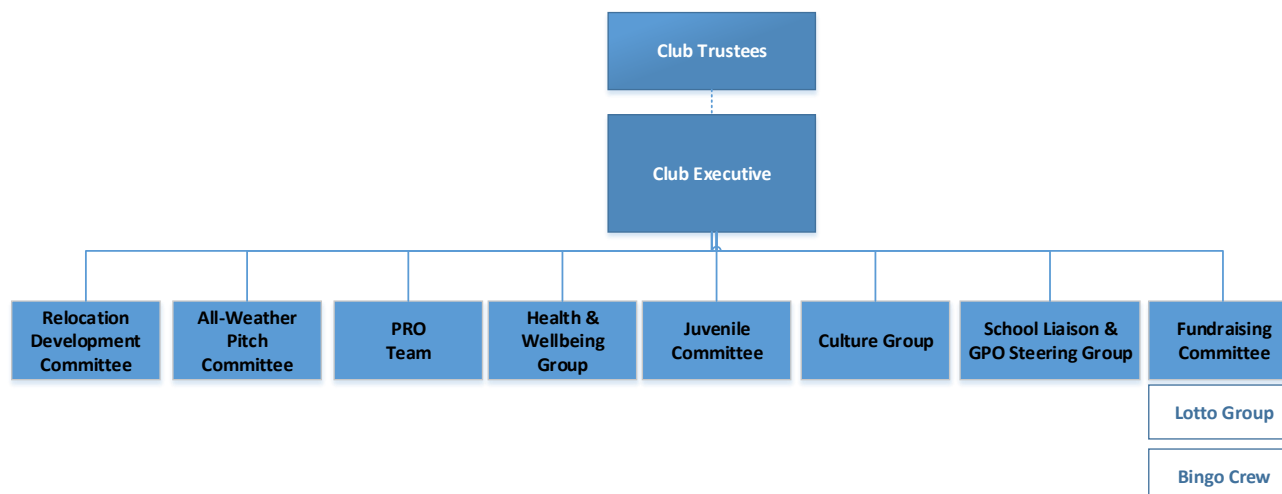
To attract new members we will have to overhaul the existing membership database, criteria for membership and how membership is applied to cater for all participants and supporters of the Club's activities.



Current Administration & Structures

A large Club Executive (19 members) and the Juvenile Committee (13 members) are the main administrative bodies of the Club. The Executive Committee holds meetings at least every second week throughout the year, and more often as required.

The evolution of the Club, in terms of its size, structures and changes in the composition of executive committees, has resulted in a lack of clarity around responsibilities. This evolution has led to an inequitable spread of the workload across the membership and has placed a very heavy burden on a number of key individuals, an overlap between committee functions, multiple members sitting on two or more committees and almost every decision being rolled-up to an executive level. A number of the committees under the current structure bear a name but have had limited or no activity, in recent years.



Current Finance and Funding

The Club is now in a more comfortable financial position through strong financial management. This position, however, has come with significant sacrifice. A lack of investment in our Club facilities has resulted in them falling into disrepair, which in turn has made it very difficult to attract new members and volunteers. Whilst ever mindful of finances and expenditure, the Club has decided that it is now in a position to move forward.

Financial Risks & Issues:

There are a number of significant risks and issues with the Club's current financial model including:

- Membership of the Club is low, relative to the local population size
- The Lotto is the Club main source of revenue. These sales are, however, due to the work of a few key individuals, instead of being spread across the Club.
- The Club uses the concept of subs whereby juvenile teams are charged €4 weekly for training. This is a fluctuating income source and the Club is continually mixing money and sport at every event
- Due to the ongoing negotiations over the Club relocation it is difficult for the Club to plan and budget for the future

There is a lack of people involved in the financial management of Club.

Current Coaching & Games Development

On the field of play, the Club aims to cater for Hurling, Football, Ladies Football and Camogie, with 27 teams taking part in Dublin competitions in 2015.

The Club has approximately 30 coaches with a foundation level coaching qualification, many of whom have yet to progress to the next coaching level. Since the late 1990s, our results on the field, the decline from senior level to junior level and failing to be truly competitive across several other grades, clearly indicates that coaching needs strong attention throughout the Club.

There is no clear pathway for Hurling and Camogie games development within the Club. In 2015, due to a lack of interest

and insufficient player numbers, the Club was unable to field the u14s Camogie, thereby removing it from the Club roster. This high risk of teams imploding, once their children have picked up games (hurling/camogie) is off putting to parents but at present there is no structure in place to keep their children involved.

In terms of school links, our part-time GPO is the Club's only real link with the schools. *"With our GPO currently on a part time basis, he only can cover certain schools and is only available to us for 2 out of every 4 Saturdays. However, even if our GPO was with us on a full-time basis, with 10 primary schools in the area and 4 secondary schools, it would still very hard to cover every school"* - Juvenile Secretary, Denise Corcoran 2015 AGM Report

The Club Chairman, Mr Liam Howley, in his 2015 AGM report, outlined a number of key risks and issues regarding the status of sport in the Club including:

- In 2015 at adult level, *"we can only say we survived in both football and hurling". We will have to take a "look long and hard into what teams we enter into competitions next year"*.
- The *"U16 and Minor teams on the way, they will not be the answer to our worries. These teams generally yield between 5 and 7 players at most to our adult section"*.
- The need *"to address the situation in the Club where we have big fall offs at U12 – U14."*
- The need to *"turn our attention to the quality and quantity of footballers and hurlers that we are producing. We need improvements at all levels to get our teams playing in higher leagues. We need personnel within the Club to direct the coaching quality if we want to be the best. I believe they are out there and need to be coaxed to fill these positions."*

As can be seen from Figure 6.2 below, significant gaps have emerged in a player progression path, particularly in the transition from Juvenile to Youth and from Youth to Adults

Success in the past derived from access to quality coaching, good structures and the establishment of a conveyor belt of talent. There is a strong desire within the Club to return to these glory days.

Pre-School (17+)	Primary School (10)	Secondary School (5)	Adult Education (2)
Cocoon Childcare	Gaelscoil Bhaile Brígin	Ardgillan Community College	Fingal Adult Education Service
St Anns Montessori	Balbriggan Educate Together	Balbriggan Community College	YouthReach
Links Balbriggan	Bracken Educate Together	Coláiste Ghlor na Mara	Universities & Colleges
Busy Bees Pre-school	Scoil Chormaic	Loreto Secondary School	
Helga's Pre-School	St. George's N.S.	Franciscan College Gormanston	
Home from Home	St Molagas N.S.		
Naíonra Tigín Na Trá	Balrothery N.S.		
Gillian's Pre-School	St. Peters and Pauls National School		
Bremore Montessori	St Teresas N.S.		
Funtimes Creche Montessori	Balscadden N.S.		
The Children's Village			
Sunbeams Playschool			
Little Wonders			
Five Little Fingers			
Market Green Montessori			
Nest Montessori			
Tots & Swots			


 O'Dwyers GPO Coaching Taking Place

Figure 6.1: 2015 School Coaching Activity

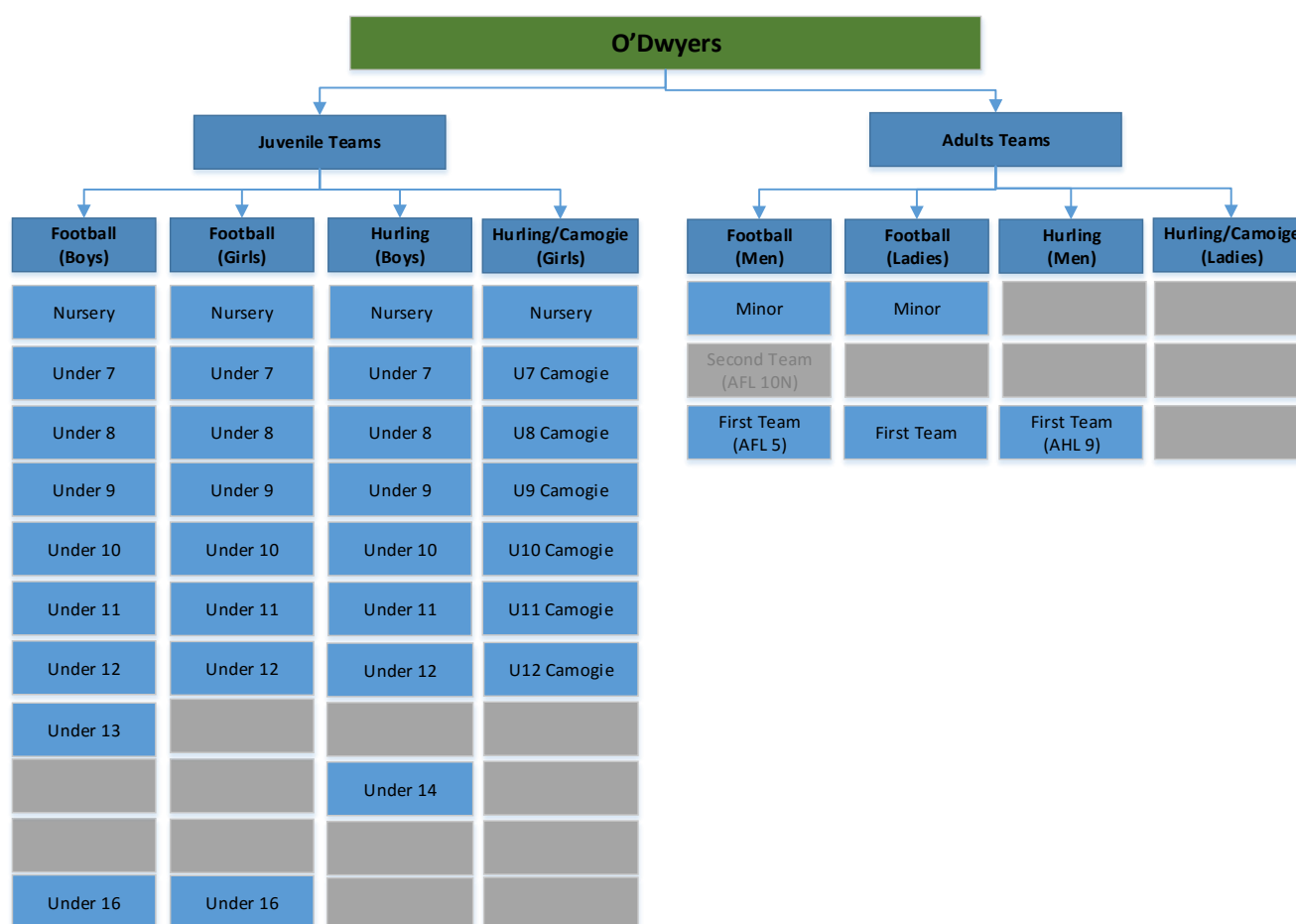


Figure 6.2: 2015 Game Structure & Player Progression

Current Facilities

The Clubs facilities are based at Bremore Park, Hamlet Lane, Balbriggan, Co. Dublin. The development of the Club facilities has been stifled since the plans to relocate the Club to alternative grounds fell through in 2007. Since then little investment has been put into the Club's facilities.

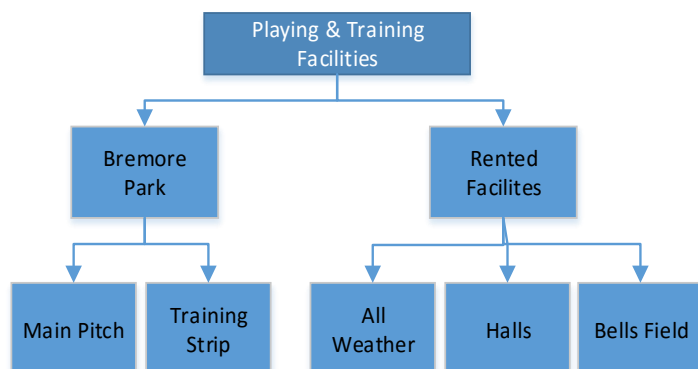


Figure 6.3: 2015 Playing & Training Facilities Overview

Bremore Park is the Club's main playing facility and is stretched beyond capacity but somehow manages to cater for everything the Club throws at it, from games in all codes and

ages, training (winter and summer) all codes and ages, ad-hoc soccer games from neighbouring children, school games, Club camps and drive-in Bingo.

The rental of the all-weather facility and the occasional use of Bells Field serve as a welcome relief and provide additional capacity for training teams. Pitch allocations are currently on the basis of two fields (1 Hamlet Lane, 0.5 bells and 0.5 all-weather).

The Club house is in need of an upgrade, with the bar being opened on an ad-hoc basis.

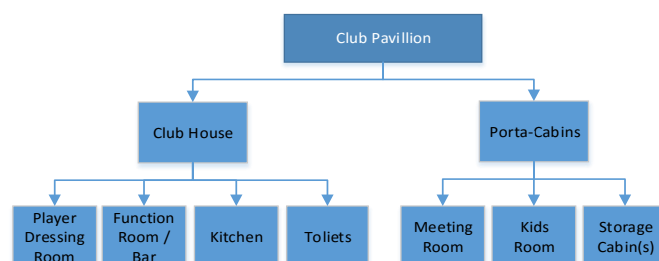


Figure 6.3: 2015 Clubhouse Overview

The table below sets out our current facilities used.

Location	Hamlet Lane Main Pitch	Hamlet Lane (Training Strip)	All -Weather	Bells Field	Flemington CC
Type of Pitch	1 Adult	1 Juvenile	1 Adult	1 Adult	Indoor Hall
Pitch Measurements					N/A
Type of Surface	Grass	Grass	Grass / All-Weather	Grass	Hard Court
Quality of surface	Average / Poor	Poor	Excellent	Good	Good
Dressing rooms	Yes	Yes	No	No	N/A
Quality of dressing rooms	Poor	Poor	N/A	N/A	N/A
Tenure of pitches	Owned	Owned	Annual licence from Council	Annual licence from Council	Rented Annually
Control over grass cutting / maintenance	Yes	Yes	No	No	N/A
Facilities for storing goalposts, net etc.	Yes	Yes	No	No	N/A
Skills Wall	No	No	No	No	N/A
Clubhouse	Yes	No	No	No	N/A
Toilets	Yes	Yes	No	No	N/A
Adequate car parking	Poor	No	No	No	N/A
Gymnasium	No	No	No	No	N/A
Club Academy / Nursery Facility	Yes	Yes	No	No	Yes
Club Shop	No	No	No	No	N/A
Meeting rooms	Yes	Yes	No	No	N/A
Catering facilities	No	No	No	No	N/A

Current Communication, Culture & Community

There is a communication gap between the Executive Committee and members of the Club, including the Games sections. Essentially, members view the Executive Committee as being responsible for "looking after" all non-team based activity. The members have, to a large degree, distanced themselves from the day to day running of the Club, leading to a lack of volunteerism, collective responsibility and cooperativeness in the non-team based Club activities. Members are happy to delegate to the Executive but have absolved themselves from any responsibility for unfavourable decisions or outcomes.

There is a Culture Group in the Club which was set up in 1992. The aim of this group is to promote traditional music & set dancing through social events and classes (each week) in the clubhouse. A Ceili Mor is held on St Patrick's Night to celebrate our National Day. Memorial Ceilis are held in traditional GAA fashion to remember dedicated past members of the group.

The Club does not have a central place (e.g. Notice Board, Calendar) to see what and when events are happening. The Club website has outdated content (e.g. Training times) and we do not have a complete database of Club stakeholders. Although Club notes are issued each week using the MyClubFinance system, by the PRO, only 196 people actually receive this email.

There is a lack of governance in the Club regarding the use of social media, particularly Facebook with over 30 separate Facebook accounts claiming association with O'Dwyers GAA. Between Facebook, newsletters, websites, SMS and Lotto the Club message can get lost, misinterpreted, or drowned in unnecessary feedback.

Balbriggan is one of the largest and most ethnically diverse towns in Ireland with over 100 nationalities living side by side. The Club welcomes people from all backgrounds and nationalities but currently does not have an integration strategy to ensure that new members can easily immerse themselves in the Club and derive the sporting and social benefits on offer to all members.

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6. Balbriggan & Environs

In developing this plan the steering group thought it prudent to look ahead to what is in store for the town of Balbriggan and surrounding areas.



Demographics

Balbriggan is a town growing at an extraordinary rate (8% growth in 5 years). The rise in population has been almost entirely due to the 'natural rate' of increase, namely the number of births measured against the number of deaths in the county and shows that there is something of a 'baby boom' ongoing in the county as its young population begin to start families.

The latest predictions suggest that the current population of 25,000 will increase to 35,000 within the next eight years, following the rezoning of land for property development.

	Balbriggan Rural	Balbriggan Urban	Balscadden	Total
Population	16,479	8,114	720	25,313
Males	7,973	3,992	371	12,336
Females	8,506	4,122	349	12,977
Actual Change (2011-16)	1,339	599	53	1,991
% Change	8.8	7.4	7.9	8.0

* Figures base on the CSO preliminary results July 2016

The population increase brings both challenges and opportunities. It is very clear that there is a need for sustained

investment in facilities and infrastructure to support a significant and rapid increase in our population.

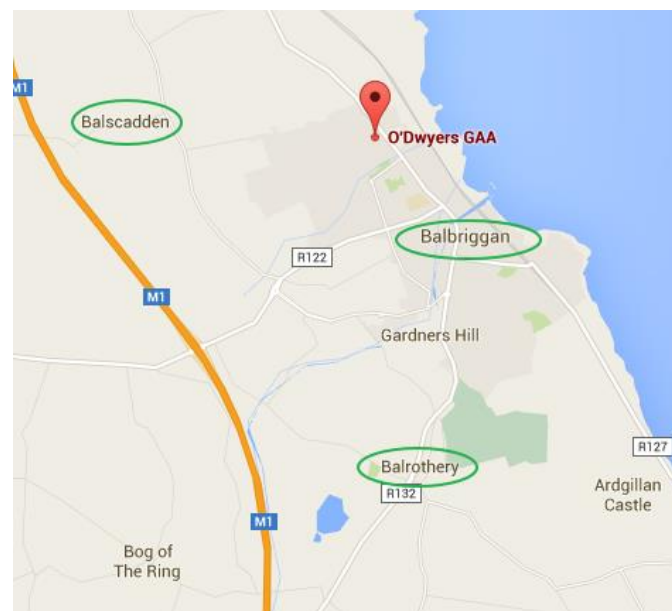
"We won't be neglecting any part of the country but it's clear from the preliminary Census figures that the area of greatest growth population continues to be down along the east coast,"
GAA president Aogán Ó Fearghail, July 2016

Catchment Area

Balbriggan (Irish: Baile Bríghín, "meaning Breacan's Town") The town of Balbriggan is obviously the Club's largest catchment area. It has developed as a major residential town in the north of the County with a young and expanding population, which has more than doubled over the past 20 years. In recent years there has been a number of new developments and population growths in areas like Flemington and Castlelands to name but a few.

Balrothery (Irish: Baile an Ridire, meaning "the town of the Knight") The is an attractive residential village, separated from the southern development boundary of Balbriggan by Greenbelt, Balbriggan golf course and high amenity lands at Hampton and Ardgillan Demesnes to the east.

Balscadden (Irish: Baile na Scadán, meaning "the town of the Herrings") is a small rural village settlement located approximately 3km northwest of Balbriggan and 2km south of Gormanston, in County Meath. It is separated from the town of Balbriggan by the designated Greenbelt. The townland has a population of under 700 people, and the area is completely rural in character, although close to the expansion of Balbriggan.



Schools

O'Dwyers GAA recognises the invaluable contribution made by schools and teachers over the years and wishes to continue and further foster the partnership approach between the schools, for the betterment of both the Club and the schools.

Pre-Primary

Pre-Primary *	
Helga's Pre-School	Bremore Montessori
Cocoon Childcare	Five Little Fingers
St Ann's Montessori	The Children's Village
Links Balbriggan	Sunbeams Playschool
Busy Bees Pre-school	Little Wonders
Naíonra Tigin Na Trá	Nest Montessori
Gillian's Pre-School	Snowdrops Montessori
Tots & Swots	Funtimes Montessori
Naíonra Tigin Na Trá	Home from Home
Market Green Montessori	Nest Montessori

* This is not a comprehensive list of pre-primary service in the Balbriggan area

Primary Schools

Primary schools in the Club catchment area are critical for player recruitment and development.

Primary	Total Boys	Total Girls	Total Pupils *
Gaelscoil Bhaile Brigín	229	236	465
Balbriggan Educate Together N.S.	200	199	399
Bracken Educate Together N.S.	217	191	408
Scoil Chormaic	221	206	427
St George's N.S.	199	206	405
Balrothery N.S.	176	167	343
St Peters & Pauls N.S.	259	214	473
St Molagas N.S.	253	194	447
St Teresas N.S.	215	212	427
Balscadden N.S.	118	101	219
Totals	2087	1926	4013

* Source: 2015/2016 - Provisional Data:

<https://www.education.ie/en/Publications/Statistics/Data-on-Individual-Schools/>

Secondary Schools

Secondary schools in our catchment provide ongoing support for the development of our players.

Secondary	Total Boys	Total Girls	Total Pupils *
Ardgillan Community College	488	218	706
Balbriggan Community College	359	141	500
Coláiste Ghlor na Mara	28	33	61
Loreto Secondary School **	-	1,225	1225
Franciscan College Gormanston	263	107	370
Bremore Educate Together ***			
Total	1138	1724	2862

*Source:

<https://www.education.ie/en/Publications/Statistics/Data-on-Individual-Schools/Post-Primary-Schools-List-2015.xlsx>

** Loreto Secondary School has the largest all-girls school population in Ireland

*** New school facility due to open in September 2016

Local Third Level/Adult Educational Services

Third Level
Fingal Adult Education Service
Youth Reach

Balbriggan Development Initiatives

There are a number of initiatives (e.g. Fingal Development Plan 2017-2023), which will have an impact on O'Dwyers future plans.

Large Growth Town

Under Fingal Development Plan 2017-2023, Balbriggan has been identified as a Large Growth Town that will serve as a significant hub for residential development and economic activity of both a commercial and industrial nature.

Balbriggan is Fingal's only Large Growth Town and it is the largest urban centre within the hinterland area. It is characterised by a young and expanding population which has rapidly grown to in excess of 20,000 people over the last two decades. Major investment by Fingal County Council, and other stakeholders, in the town's water services and roads infrastructure has provided a basis for the town to continue to grow in a sustainable manner.

Balbriggan has a substantial quantum of zoned land for high technology and general industrial development. The town's excellent accessibility to major transport corridors, as well as its proximity to Dublin Airport and the Ports at Drogheda and Dublin, make Balbriggan a desirable location for enterprise.

Zoning Map (Hamlet Lane / Bremore Area)



CI - Community Infrastructure	Provide for and protect civic, religious, community, education, health care and social infrastructure	County Boundary
GB - Greenbelt	Protect and provide for a Greenbelt	Architectural Conservation Area
GE - General Employment	Provide opportunities for general enterprise and employment	Burial Site
HA - High Amenity	Protect and enhance high amenity areas	Development Boundary
HT - High Technology	Provide for office, research and development and high technology/high technology manufacturing type employment in a high quality built and landscaped environment	Masterplan Area
LC - Local Centre	Protect, provide for and/or improve local centre facilities	Study Area
MC - Major Town Centre	Protect, provide for and/or improve major town centre facilities	Zone of Archeological Potential
OS - Open Space	Preserve and provide for open space and recreational amenities	Indicative Cycle/Pedestrian Route
RA - Residential Area	Provide for new residential communities subject to the provision of the necessary social and physical infrastructure	Road Proposal
RB - Rural Business	Provide for and facilitate rural-related business which has a demonstrated need for a rural location	To Preserve Views
RC - Rural Cluster	Provide for small scale infill development serving local needs while maintaining the rural nature of the cluster	Local Objective Points
RS - Residential	Provide for residential development and protect and improve residential amenity	Protected Structures
RU - Rural	Protect and promote in a balanced way, the development of agriculture and rural-related enterprise, biodiversity, the rural landscape, and the built and cultural heritage	Recorded Monuments
RV - Rural Village	Protect and promote the character of the Rural Village and promote a vibrant community in accordance with an approved Local Area Plan, and the availability of physical and community infrastructure	Coastal Walk
TC - Town and District Centre	Protect and enhance the special physical and social character of town and district centres and provide and/or improve urban facilities	Provide for residential development at a density per hectare as shown
		Proposed School
		Traveller Accommodation
		Protect & preserve Trees, Woodlands and Hedgerows

Balbriggan planned Initiatives and Impact on O'Dwyers GAA Club

Planned Initiative	Proposed Initiative	O'Dwyers Impact
Large Growth Town	There is a significant amount of zoned land in the Balbriggan area under the new Fingal development plan, with thousands of extra houses and associated population.	<ul style="list-style-type: none"> O'Dwyers will have to carefully plan the move of the Club from its existing site and ensure the Club has the appropriate number of pitches and playing facilities to meet this young growing population. O'Dwyers will need to welcome these new families into the community and make the appropriate provisions in terms of teams, mentors and facilities.
Balbriggan Primary Care Centre	Balbriggan Primary Care Centre - 'one stop' primary health and community care services integrated under one roof is under construction in Balbriggan and due for completion in 2017.	<ul style="list-style-type: none"> The health and wellbeing group in the Club should develop strong links with the centre The Club should look to recruit medical and healthcare professionals as coaches and mentors.
New Schools	Two new schools are planned to open in the Balbriggan area in 2016/2017	<ul style="list-style-type: none"> The Club will need a strong presence in these new schools and should plan appropriately.
DART line to Balbriggan	Support Iarnród Éireann in implementing the DART Expansion Programme, including the extension of the DART line to Balbriggan, the design and planning for the expansion of DART services to Maynooth, and the redesign of the DART Underground.	<ul style="list-style-type: none"> O'Dwyers should be prudent in terms of relocating the Club grounds. Potentially these train carriages will need a place to stable at night (e.g. Bells fields)
Bremore Regional Park	Develop Bremore Regional Park incorporating an Active Recreational Hub including integrated sports facilities to serve Balbriggan and the surrounding area, including plans to facilitate the restoration and use of Bremore Castle, Bells Cottage, Boat House and the Martello Tower as community facilities, with a maritime museum/museum and civic facility to serve the town.	<ul style="list-style-type: none"> O'Dwyers should be prudent in terms of relocating the Club grounds.
Third level Education Centres	Promote and facilitate the establishment and development of a third level educational facility. Facilitate the development of a Marine Conservation and Education Centre.	<ul style="list-style-type: none"> The Club will need a strong presence in these new centres and should plan appropriately
Swimming Pool	Promote and facilitate the development of a swimming pool with a sports complex within the town.	<ul style="list-style-type: none"> In terms of building a Club pavilion the Club will need to factor this sport complex into planning and have a strong business case
Bremore Port	Bremore Port was a proposed new deep-water port at Bremore, near Balbriggan, Co. Dublin. It is being developed to provide an east coast deep-water port for Ireland to supplement the Drogheda and Dublin Port	<ul style="list-style-type: none"> O'Dwyers should be prudent in terms of relocating the Club grounds.

7. GAA Mission and Values

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

We need all our members and key audiences to fully understand our values. We will use them to guide our planning and decision making and behaviours. They will guide us in how we interact with one another and with the GAA's diverse set of stakeholders. The GAA's core values and leadership

principles have been handed down over the last 125 years and are expressed clearly for today's world. They guide the attitudes and behaviours we display to one another as members, players at all levels, officers, full-time staff and key audiences. By living in accordance with these values, the GAA will continue to

grow a culture that is unique. This dynamic culture brings wonderful satisfaction to all involved. It draws people to us and enables us to bring life, energy and identity to the communities we serve.

Mission

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

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.

We are committed to active lifelong participation for all and to providing the best facilities.

We reach out to and include all members of our society.

We promote individual development and well-being and strive to enable all our members achieve their full potential in their chosen roles.

Vision

Our vision is that everybody has the opportunity to be welcomed to take part in our games and culture, to participate fully, to grow and develop and to be inspired to keep a lifelong engagement with our Association.

Values

VALUE	What this Means
Community Identity	<ul style="list-style-type: none"> Community is at the heart of our Association Everything we do helps to enrich the communities we serve We foster a clear sense of identity and place.
Amateur Status	<ul style="list-style-type: none"> We are a volunteer led organisation All our members play and engage in our games as amateurs We provide a games programme at all levels to meet the needs of all our players
Inclusiveness	<ul style="list-style-type: none"> We welcome everybody to be part of our Association We are anti-sectarian We are anti-racist
Respect	<ul style="list-style-type: none"> We respect each other on and off the playing fields We operate with integrity at all levels We listen and respect the views of all players
Welfare	<ul style="list-style-type: none"> We provide the best playing experience for all our players We structure our games to allow players of all abilities reach their potential
Teamwork	<ul style="list-style-type: none"> Effective teamwork on and off the field is the cornerstone of our Association Ní neart go cur le chéile (There is no strength without working together)

8. Activity Area 1: Club Structures and Administration

This section outlines 'what do we want to do' and 'who is going to do it' in term of improving our Clubs Structure and Administration over the next five years. It outlines the Club's aims, the key initiatives and action steps necessary to make improvements in this activity area.



8.1. Aims

Our aims in **Structures and Administration** are:

- To be well organised and professional in all that we do
- To have a clear, well defined structure in place, which promotes involvement and has inclusive representation for all members of our Club
- To evenly share the operational knowledge and workload of our Club to ensure all key activities are being managed effectively
- To promote an ethos of continuous improvement with officers being developed at all levels in the Club

8.2. Restructuring Principles

A structured approach was taken by recognising both the positives and negatives from the current governance model and structure. The structure and guidance of core principles and structures from the GAA were heavily relied on an adhered to

In reviewing our administrative processes and designing our new Club structures the following principles were adhered to:

- a. Enable Strategy: Once the proposed new structure is agreed, a phased approach is recommended to transition from the existing structures to the new model. This phased approach will be done in two steps:
 - Where existing structure is not currently in place the structure will be implemented outside of current processes
 - Where existing structure is in place this would adhere to the existing Club processes.
- b. Manage Talent: That a Club member cannot undertake more than two roles (from administrative to coaching) in the Club and effective working groups would have a maximum of 5 members. This is to ensure delegation of duties, engagement of the wider community and prevention burnout of members. It is proposed that a **Club member can only uptake a maximum of two roles in the Club** (e.g. Coach & Club Officer, Player & Club Officer Etc.)
- c. Change & Continuous Improvement: Introduction of Programme/Change group to delivery on plans and strategy.
- d. Structured approach to deliver on Strategic annual plans and standard monthly activities from Executives and Committees
- e. Promote Accountability: Clear Role Definition will be provided to each role within the Club from administrators and officers to executives, with clear deliverables
- f. Communication: Introduction of new communication approach (Structure meetings/actions plans/escalation management) improved inter working between committees and groups, effective meetings

- g. Succession: A clear model of succession planning would be implemented within the role definition to ensure smooth transfer of responsibilities.

8.3. Key Initiatives and Projects

SA100: Club Structure Implemented

A number of significant changes are required to our organisational structure if the Club is to thrive. Structurally the Club will be viewed as consisting of three layers (Strategic, Tactical & Operational). See figure 8.1 – Proposed Club Governance Structure.

The following changes are recommended:

1. Strategic Layer

Agreement to move to a structured planning approach in line with the wider Club development programme and agreed annual strategic goals and targets across each of the new committees/ sub groups.

This strategic planning will feed into the strategic layer that will manage the high-level overview of the entire Club, its vision, objectives, and values. This development plan is the foundational basis of the Club and will dictate decisions in the long-term

Members at every level will turn to this strategic development plan to guide their decisions. It will also influence the culture within the Club and how it interacts with external stakeholders and the media. The main body that is responsible for this strategic oversight is the Clubs Executive Committee.

The Executive Committee is the controlling body in the Club. It is elected annually at the Club AGM. The Executive Committee has the sole right to appoint Subcommittees/groups as required. The Chairman, Vice Chairman, Secretary and Treasurer shall be the ex-officio members of all Subcommittees.

The Club Executive Committee will be composed of 15 members as set out below. (Although the proposed number of personnel on the Club Executive may appear large, it is proposed that the committee will meet every four-six weeks only).

The following roles of the Club Executive Committee should be elected at the AGM (all officer positions to be held for no more than 4 consecutive years).

1. Chairperson
2. Vice Chairperson (Planning & Support Subcommittee Chair)
3. Secretary
4. Treasurer (Finance Subcommittee Chair)
5. Assistant Secretary / Registrar (Membership & Registration Group Chair)
6. PRO (Communication Team Lead)
7. Irish language and Culture Officer
8. Children's Officer
9. Players Representative

10. Club Development & Planning Officer (Planning and Support Subcommittee Chair)
11. Club Coaching Officer (Games Development and Coaching Subcommittee Chair)
12. Club Social Officer (Social, Cultural and Events Subcommittee Chair)
13. Club Facilities Officer (Facilities and Development Subcommittee Chair)
14. Assistant. Treasurer (Fundraising Unit Chair)

The outgoing Chairman is to remain as an Executive Member for a period of one year unless entitled to be a member of the Executive Committee under another criterion.

15. Outgoing Chairman

2. Tactical Layer

This layer uses tactics to achieve the ambitions outlined in the Clubs strategic development plan and will look at the "How?" with the Club's Executive Committee responsible for oversight.

The Club Management Team is a team whom are tasked to support the executive committee in defining the strategic planning of the Club and to ensure that efficient Club governance and management is adhered to.

The team is composed of the following roles

- Club Chairperson
- Club Secretary
- Club Treasurer
- Club Development & Planning Officer
- Club Coaching Officer
- Club Facilities Officer
- Club Social Officer

The Club Management team will:

1. Support the executive committee to define the annual goals and strategic targets of the Club across all Planning & Sub committees
2. Upon agreement of the targets/goals, the Club management team will be responsible for supporting each of the officers to define a plan for implementation
3. Report on the status of the delivery of this plan and provide regular updates to the Club's Executive Committee on where support is needed.
4. Take responsibility for planning of the key annual Club activities, i.e. St Patricks Day, Key fundraisers.
5. Be the central point for all planning activities and will in turn support committees with proposals for approval to the executive committee
6. Be responsible to maintain and drive the key principles of the Club and GAA
7. Ensure that each of sub committees is effectively in place, with the right people and proper governance structure.

The Five Principal Subcommittees of the Club Executive will be appointed to deal with key areas of the Club's activities. We will recruit new volunteers, who have a particular talent, to sit on these committees.

The composition (including size) of each Executive Subcommittee will be dictated both by the work load and by the expertise required in each group. The subgroups would be formed from a cross section of Club members.

- Planning & Support Subcommittee
- Games Development and Coaching Subcommittee
- Games Development and Coaching Subcommittee
- Facilities & Development Subcommittee
- Social, Cultural and Events Subcommittee

These five Subcommittees will operate under the following guidelines:

- At least 4 members, ideally 5
- To contain two members of the Executive Committee.
- Appoint a Chairperson and a Secretary for each of the Subcommittees at first meeting
- At least six meetings to be held each year with date of next meeting set at each meeting.
- Create a yearly plan - Set 4 main goals each year to improve the Club, divide the year up into different sections and plan events for each stage.

- Secretary to record minutes and points discussed at each of the meeting.
- Minutes as recorded shall be produced and read at the next Executive Committee meeting and when adopted shall be signed by the Chairman.
- Each Subcommittee should review Duties and Responsibilities associated to them at first meeting.
- Committee should propose changes to Duties and Responsibilities to Executive Committee, if required.

3. Operational Layer (Cross-Functional)

The operational layer describes the day-to-day running of the Club. This proposed cross-functional structure is more of a team approach to management and is structured horizontally, where every member is a hands-on contributor and everyone is an equally important part of the Club's success.

Cross-functional teams can greatly increase creativity and problem solving because of their composition. Members of the cross-functional teams come with a diversity of experiences, expertise and knowledge. This diversity can help broaden perspectives and create a synergy where the mutual interaction of the members creates a greater effect than the sum effects of each member acting alone, thus leading to a high level of creativity.



Unit 1 Sarsfield House, Mill Street

Opening Hours: Mon-Thur 12:00 - 23:00, Fri/Sat 14:00 - 00:00, Sunday 14:00 - 23:00.

(01) 8415050

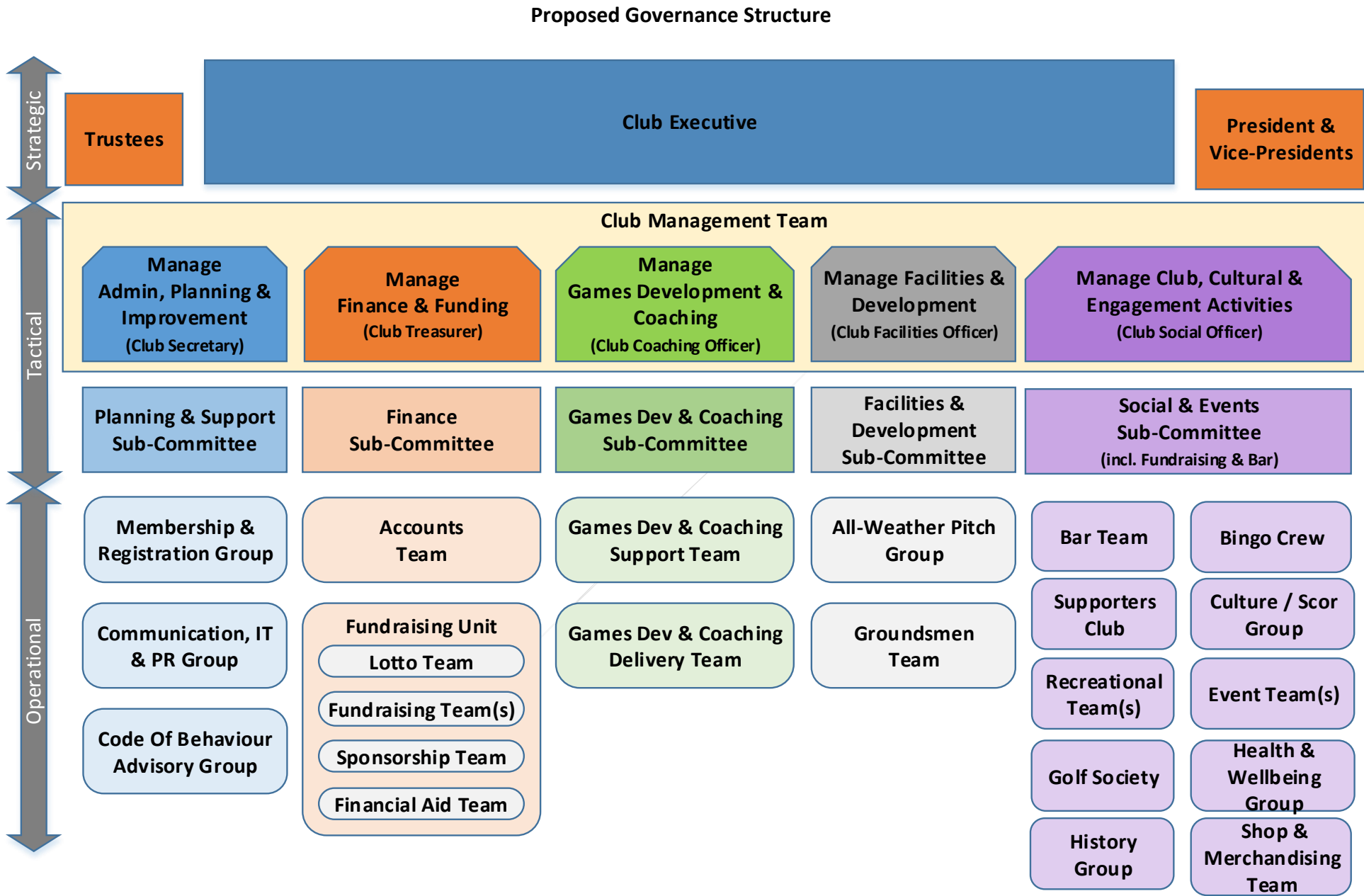


Figure 8.1: Proposed Governance Structure

SA200: Club Operational Manual

SA201: Club Constitution: We will adopt the GAA constitution. Our Club will be administered in accordance with this constitution.

SA202: Governance Code: Governance refers to how an organisation is run, directed and controlled. Good governance means an organisation will design and put in place policies and procedures that will make sure the organisation runs effectively. The Governance Code is a Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland (www.governancecode.ie).

SA203: Roles and Responsibilities: It takes a number of committed people to run any GAA Club. Just like the teams on the field they need to work like a team off the field. To do that, people need to know their jobs and what their responsibilities are. We will outline in our Club manual the key tasks associated with the main officer roles, committees and groups within our GAA Club.

SA204: Club Policies and Procedures: To ensure consistency and minimise bureaucracy in the way we carry out our business, we will have in place a number of policies and procedures. These will cover our basic areas of work or activity and should spell out: how we approach things; what procedures we have in place for doing things; who's responsible; what our members, players and others can expect from us.

Areas covered will include:

- Disciplinary, Complaints and Appeals Procedure
- Child Welfare and Protection Policy
- Games for All Policy
- Valuing Volunteers Policy
- Recruitment Policy
- Data Protection Policy
- Health and Safety Policy
- Disability Sport Policy Statement
- Health and Well Being Policy
- Internal Financial Procedures Policy
- Anti-Fraud and Corruption Policy
- Conflicts of Interest Policy
- Purchasing and Procurement Policy
- Code of Conduct
- Emergency Procedures
- Equality and Inclusion
- Conflict of Interest and Anti-Fraud
- Alcohol and Substance Abuse Policy - ASAP
- Disability and Special Needs
- Anti-Racism Policy
- Juvenile Player Policy
- Gambling in Sport Policy
- Social Media Policy

SA300: Club IT Matters

We will take advantages of the latest technology and systems to improve performance and drive efficiency across the Club

SA301: Club IT Officer: We will appoint a Club IT Officer to assist with the provision of IT-related advice to our members and oversee the Club -IT-related systems and equipment. (See [Appendix A](#): Roles & Responsibilities for description)

SA302: Club IT Systems: We will maximise the use of existing and potential new IT Systems in an effort to systemise processes and reduce manual administration

Document Management Repository

We will investigate and evaluate a document management solution so that all Club document can be easily made available both internally to Club members and officials and externally on the Club website.

GAA Management System

The GAA Management System provides Clubs with functionality to:

- Add, view and register members and players
- Set-up teams, groups, committees and families for reporting and communication purposes
- Communicate with these groups via bulk text message and e-mail
- Generate team sheets in Irish and English
- Generate registration reports
- Pay and record fees
- Affiliate teams and pay Injury Fund subscriptions
- Request membership cards
- Create amalgamations
- Access resources and supports

MyClubFinance System

The MyClubFinance system is an on-line tool which enables the Club to have an on-line presence to manage the following activities

- One fully integrated fundraising & communications tool
- All members have their own on-line account
- Your own on-line administration account
- The enables us to offer
- On-line membership
- Tickets/Events
- Club Lotto
- Member communications

SA400: Club Planning and Project Management

SA401: Club Development Officer: The work of the County Development Committee will be more effective if there is liaison with each Club through a person appointed to look after development in the Club. It is recommended that all Clubs appoint a Development Officer to allow for improved communication, and better coordination of development matters, between the County Development Officer/Committee and the Club. Development is more than about developing Club facilities. It is about developing the Club as a unit in terms of administration and activity. While the Club Chairperson plays a key role in initiating the

development of a Club plan, a development officer will assist greatly in its implementation. The Development Officer should seek ways to improve the general organisation, structure and efficiency of the Club unit and ways to improve the facilities in the Club.

SA402: Planning and Support Subcommittee: Will appoint a Subcommittee to monitor the implementation of the Club Plan. This committee will include the Club Chairman, Club Secretary, Club Treasurer, Club PRO and Club Coaching Officer as well as others as required.

SA403: Planning Tool: In this plan alone we have almost a hundred projects and initiatives that have to be completed. To monitor and control these projects we will implement a project management tool that can be used across the Club.

SA500: Administrative Training

One of the reasons stated for not volunteering is that people feel they do not have the necessary skills for a particular role. Clubs can help by asking a volunteer with experience in a particular area to 'mentor' a new volunteer. This will give new volunteers confidence in their role. The GAA provides a number of specialised training programs and other resources that are of great benefit in helping volunteers to understand and carry out their role.

Club Administration Courses: The GAA provides Club officer training programmes (Chairman, Secretary, Treasurer and PRO) at the beginning of each year. These courses are designed to give officers an understanding of their role and to help officers to learn from one another through workshops etc.

Some training would include:

- Excel course
- Effective meeting management
- Club Management
- GAA Club governance
- Club Finance management
- GAA Planning for Variety
- Club Leadership programme
- Club Officer induction

SA600: Club Delegates and Match Officials



Match Officials

At responsibility of the Club is to develop and promote the role of the referee within the Club to support Club games and county board fixtures.

- Schedule CCC1 referees for home and local fixtures
- Support CCC1 and CCC2 fixtures
- Promote respect for referees within the Club players and members.

Club Representatives: CCC1 and CCC2

Key to successful and efficient running of the Juvenile section and to close liaison with the county board and county delegates.

- Ensure an effective link between county board and Club managements and sub committees
- Ensure the 'Go Games' concept is adopted by Club for all age levels from U6 to U12
- Develop good working relationship with Dublin GAA on all aspects of games and coaching.
- Plan and implement annual Cúl Camps
- Effective management and coordination of Go Game fixtures
- Liaise with County

Club Representatives: Adult

Key to successful and efficient running of the Adult section and to close liaison with the county board and county delegates.

8.4. Club Structure and Administration Action Plan

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
SA100	Club Structure Implemented				
SA101	Plan Implementation Subcommittee appointed by Club Executive	To monitor the implementation of the Club Plan	<ul style="list-style-type: none"> • Identification of Key members for the implementation of plan • Announce the appointment of implementation Subcommittee to the Club members • Schedule steering meeting and set deliverables for implementation of the plan • Define and develop communication structure for regular updates of implementation plan 	Q4 2016	Club Executive
SA102	All Players and Members registered on GAA on-line registration system. All teams affiliated to the Player Injury Fund.	To comply with GAA regulations on registration of players and members	<ul style="list-style-type: none"> • Full audit of all Club members • Reconciliation of membership, MyClubFinance and GAA on-line system 	Q4 2016	Registrar
SA103	Children's Officer and Designated Person appointed	To oversee implementation of the GAA Code of Best Practice and to deal with any allegations of abuse in the correct manner.	<ul style="list-style-type: none"> • Identification and appointment of children's officer • Skill set audit • Conduct a review of Clubs policies in line with GAA Best practice • Host information event and develop Club policies • Roll out Club policies to Club 	Q1 2017	Registrar
SA104	Full chart of the organisational structure within the Club to be displayed in the Clubhouse and available on the Website	Assist with communication within the Club and help with Plan implementation	<ul style="list-style-type: none"> • Development of Club structure As-Is transitioning into To-Be structure • Update of the Club structure with details of each member of Structure to Club section within the Club website 	Q1 2017	Planning & Support Subcommittee
SA105	Subcommittee issues should be a permanent item on the agenda at each Executive meeting.	Assist with communication within the Club	<ul style="list-style-type: none"> • Standing agenda's to be agreed and shared with the Club Executive Committee officer for effective work stream management • Consistent and structured meeting minute formats to be shared. • All Subcommittee meeting minutes to published to a Club member website 	Q1 2017	Club Secretary
SA106	The Executive should meet the Chair of each Subcommittee at the start of the year and whenever appropriate ensure that the Committee is functioning	This could form part of a Review of the effectiveness of the Committee system within the Club.	<ul style="list-style-type: none"> • Documentation of effective meeting and presentation of correct meeting etiquette • Clear guidelines and expectations • Sharing of the Club annual strategy 	Q1 2017	Club Executive

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
	satisfactorily and has whatever support it requires.				
SA107	The Executive need to take responsibility for the Subcommittees , to ensure they are functioning, and to lend support where necessary.	Effective, robust governance model	<ul style="list-style-type: none"> • Ensure that Subcommittee is efficiently resourced • Ensure Subcommittee has sufficient training • Ensure role of Subcommittee is clear and goals are set and expectations of deliverables understood and agreed • Put in robust governance model to track progress and manage & support the Sub committee 	Q1 2017	Club Executive
SA200	Club Operational Manual Completed				
SA201	A Club Operational Manual will be produced and agreed	<ul style="list-style-type: none"> • To help all Club officers with administration in the Club • We do not depend on unwritten knowledge held by a few people. • We do not end up with inconsistencies in our Club, where things are done depending on the whims of individuals. 	<ul style="list-style-type: none"> • Approval of Club Manual by Club Executive Club 	Q2, 2017	Planning & Support Subcommittee
SA203	The latest Club Constitution adopted and incorporated into the Club Manual	<ul style="list-style-type: none"> • To make sure that the Club is being run in accordance with GAA rules. 	<ul style="list-style-type: none"> • Updated Club Constitution adopted at the AGM Club 	Q2, 2017	Club Executive
SA204	The Club to adopt the ' Governance Code ' and incorporate into the Club Manual	<p>Adopting the Code will:</p> <ul style="list-style-type: none"> • Reassure current funders that their money is being managed by a well-run organisation with good governance • Increase transparency, so that everyone knows exactly how the organisation is being run • Help avoid bad risks • Help achieve r goals faster • Reduce costs • Funding & Grants: many funders ask if groups applying for resources are signed up. 	<ul style="list-style-type: none"> • Review Governance Code • Discuss and agree the code • Implement changes and adopt code 	Q1, 2018	Club Executive
SA205	The Club will collate, review and update all Club Policies and incorporate them into the Club Manual	<ul style="list-style-type: none"> • Our Club will operate to the highest possible standards: anything less is not good enough in the GAA. • We have a framework within which we make our decisions and which can 	<ul style="list-style-type: none"> • Incorporate existing policy into Club manual • Append missing policies • Review all Club policies in Club Manual • Club Executive to agree and adopt Policies 	Q3, 2017	Club Secretary Planning & Support Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
		<p>help people learn t how our Club works.</p> <ul style="list-style-type: none"> • Our Club will be a safe and secure place for people ... and they in turn can be confident about that. • Those of us running the Club can be secure in our own minds that we have protected ourselves and everybody else and associated with the Club. 			
SA206	The Club will collate, review and update all Roles and Responsibilities (Officers, Committees, Groups etc.) and incorporate them into the Club Manual	The role of each Committee should be explained to the members of that Committee.	<ul style="list-style-type: none"> • Incorporate roles into Club manual • Review all Club roles in Club Manual • Club Executive to agree and adopt roles 	Q3, 2017	Club Secretary Planning & Support Subcommittee
SA207	All Club property-vesting documents in order and Club Trustees up-to-date	To safeguard all of the Club's property	<ul style="list-style-type: none"> • Conduct audit of all Club property • Develop Club property register • Mechanism to record and update Club register • Ensure alignment with finance and budget planning 	Q2, 2017	Club Secretary
SA208	Club AGM to be held before 30th November each year.	Assist with better annual planning	<ul style="list-style-type: none"> • Planning and communication of the Club AGM to be planned in advance. • Meeting Agenda to be agreed and shared in advance • Support team to be put in place to ensure smooth running of the AGM 	Q4,2016	Club Executive
SA300	Club IT Administrative Systems				
SA301	Appoint a Club IT Officer	Seek ways to improve the general IT operation in the Club	<ul style="list-style-type: none"> • Identify suitable candidates • Discuss role with potential candidates • Select and appoint 	Q4, 2016	Club Executive
SA302	Define and review the Club IT systems for effective management of Club	The IT system should support the smoot operation of the Club	<ul style="list-style-type: none"> • Finance • Document Storage • Club Website • Club Member communication portal (Facebook) 	Q2, 2017	IT Officer
SA400	Club Planning and Project Management				
SA401	Appoint a Club Development Officer	Seek ways to improve the general organisation, structure and efficiency of	<ul style="list-style-type: none"> • Identify suitable candidates • Discuss role with potential candidates 	Q4, 2016	Club Executive

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
		the Club unit and ways to improve the facilities in the Club.	<ul style="list-style-type: none"> Select and appoint 		
SA402	Appoint a Planning & Support Subcommittee	Monitor the implementation of the Club Plan and other major initiatives	<ul style="list-style-type: none"> Put in place a Plan Implementation Subcommittee. Meet on a quarterly basis and assess the progress of the plan Carry out a comprehensive annual review of the Plan. Assessment of the current initiatives, their appropriateness to the needs of the Club, and the identification of additional initiatives to assist in achieving the goals and objectives. If required, the Plan will be modified and adapted as required. The Committee will also be responsible for communicating the modified plans to all Club members. 	Q4, 2016	Club Executive
SA403	Introduce a Planning Tool to assist with the plans implementation	To monitor and control these project will we will look to implement a project management tool that can be used across the Club	<ul style="list-style-type: none"> Review available tools Select appropriate tools Training Club Stakeholders on tool Implement 	Q1, 2017	Planning & Support Subcommittee
SA500	Training				
SA501	Training or Workshops should be made available to all Committee Members. Club Officer training programme to be put in place.	Skilled Club officers	<ul style="list-style-type: none"> Each Club officer is responsible for documenting the key skill set of members of committee In turn a structured training programme is defined and scheduled (availing of GAA training courses where available) 	Q2 2017	Planning & Support Subcommittee
SA502	The minutes of each Subcommittee's meetings should be submitted, electronically , to the following: Games Committee Representative, Games Committee Chairperson	Improved Communication throughout the Club	<ul style="list-style-type: none"> Format of meeting minute to be defined Minutes of meetings to be stored within the Club website Access to be defined and made available to the wider membership, and restricted where required 	Q2 2017	All Subcommittees

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
SA600	Club Delegates & Match Officials				
SA601	The Club should appoint Club delegates and match officials to support smooth management of games	<ul style="list-style-type: none"> • Act as liaison for the Club and county board • Develop relationship with county board officers • Support Team managers with all matters relating to fixtures, grading and competitions • Develop match official programme to promote part 	<ul style="list-style-type: none"> • Identify potential candidates for Club delegates and match officials • Engage in planning for fulfilment of county board requirements. • Plan a training programme for delegates and officials • Set up Subcommittee to manage Club delegates and match officials and align with the Club Development Officer 	Q1, 2017	Secretary Coaching & Games Committee

9. Activity Area 2: Membership, Volunteerism and Employees

This section outlines 'what do we want to do' and 'who is going to do it' in term of improving our Club's Membership, Volunteerism and Employees, over the next five years. It outlines the Club aims, the key initiatives and the actions needed to make improvements in this Activity Area.



9.1. Aims

Our aims in **Membership, Volunteerism and Employees** are:

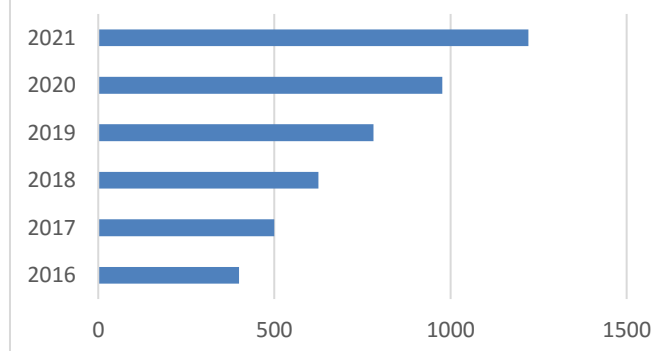
- Active participation by as many members as possible.
- Encouraging greater involvement of parents of juveniles who have not been involved to date.
- A formal recognition of O'Dwyers' supporters who may not be involved in day to day Club activity but who are very much part of the Club community and who may, indeed, have been actively involved in the past e.g. former players, former juvenile mentors, parents of former players.
- To develop our volunteer base and increase participation levels, either generally or from specific groups.

9.2. Membership Targets

Membership targets are based on conservative predictions and achievable across all categories of membership, juvenile, adult, players and supporters, outlined as below

Membership payment should be 80/20 rule: a push to 80% on-line membership subscription, and 20% manual subscription. This membership increase can be achieved through adherence to this plan and strong commitment from all Club members.

Membership Targets



9.3. Key Initiatives and Projects

MV100: Governance & Management

MV101: Membership and Registration Team: The Club Membership and registration team are responsible for the promotion and management of registration of all members. The Club Registrar will lead this team. This active team will have a number of duties including:

- Contact the unregistered previous members (558) and discuss a re-joining process/ options
- Annual review and costing of membership options
- Coordination and promotion of membership options

- Manage and coordinate collection of membership fee, with Team mentors
- Promote and reconcile the membership funds and liaise closely with the finance committee
- Develop the meet and greet of new members and communicate "how the Club works"
- Ensure that the all members are updated on the GAA on-line membership portal.

MV102: Volunteer Co-ordinator: Responsible for the retention, training, organisation, recruitment and welfare of a sufficient number of volunteers for the Club to operate, effectively, on a weekly and ongoing basis. The volunteer coordinator is a member of the Membership and Registration team.

MV200: Club Database: We develop and consolidate our membership data into a comprehensive Club database. The membership team will be responsible for this aspect of the database and the transfer to the central GAA database. We will train the relevant people from all sections of the Club to access and use this database, ensuring adequate controls and protocols are in place to protect the integrity of the data. We will ensure all relevant Data Protection and Privacy requirements are adhered to. The compilation of such a database will be the responsibility of the Membership and Registration Group. The database will be reviewed/updated on a monthly basis. Subgroupings will include contacts associated with:

- Present playing and non-playing members across juvenile, adult and ladies section
- Parents of juveniles
- Past players and members
- Club members
- Supporters from the wider Balbriggan community
- Local representatives and businesses

MV300: Membership Types and Fees:

Preparation of a concise, user friendly Membership criteria and application form with outline of the membership categories and the process involved. This should be posted on the Club website.

MV301: Restructure Membership Model: We will review our entire membership model in an effort to recruit, attract, retain and meet expectation of new and existing members. We will offer option for Full-time, Youth, Social, Supporters and Overseas. We will put plans in place to transition the new membership options, develop communication and promotion to encourage full membership.

MV302: Supporters Club: O'Dwyers GAA should be embedded in the Community and broaden its interaction with the wider community. A Supporters Club is effectively a branding to facilitate this.

Many of the Club stakeholders have had a previous connection with the Club or, indeed, may be living in the Club's catchment area but are not involved with the Club.

They are not currently formal members of the Club. Membership of a Supporters Club would provide them with a formal association with the Club. With proper promotion and implementation, a Supporters Club would generate a great profile for the Club.

The development of the Supporters Club initiative would be within the remit of the Membership and Registration team. The use of electronic communication would be critical to the success of such a club. This reinforces the critical importance of continually having up-to-date databases.

The following are the key recommendations in relation to a Supporters Club:

- Membership of O'Dwyers Supporters Club will be targeted at the broader population in our catchment area, to include parents, and former players who may have lost connection with the Club and wish to re-establish a link with the Club
- Communication will be by electronic means e.g. texts, e-mails
- All Full and Associate members and juvenile members will automatically be members of the Supporters Club
- Detailed planning will be required by the Communications Executive subgroup to ensure proper implementation of the concept
- Local businesses could also be targeted for membership
- Members of the Supporters Club will obtain the following:
 - A membership card
 - Updates on Club activity including Newsletters etc.
 - Supporters Club merchandising e.g. Club umbrellas
 - Access to Affinity schemes entered into by the Club
 - Right (as they would also be either Full or Associate Members) to participate in Club activities and socialise in Club's bar

The establishment of a Supporters Club should generate a significant ongoing source of revenue for the Club.

The Supporters Club should not be established until sufficient detailed preparatory work has been done to effect a detailed implementation plan, including a detailed financial budget. This will require input from members / contacts with appropriate marketing and IT experience.

MV400: Membership Services

We will aim to increase the range of services that we offer existing members and welcome new members into the Club. This will include

- Offer Welcome Packs
- Offer range of benefits with local business community
- Establish LinkedIn group

- Establish a Skills directory

MV500: Membership Implementation

We will use a number of different tools and techniques to implement our new membership model, including:

- Surveys
- Annual Club Registration Weekend
- Player Insurance
- On-line Membership
- Catchment Areas

MV600: Volunteerism

Volunteers are the backbone of every element of Cumann Lúthchleas Gael. Without the contribution of these selfless individuals our Club could not function. It is recommended that the sense of volunteerism in non-team based activity within the Club be reinvigorated, with Club volunteers involved in parallel with roles carried out by full-time employees (e.g. GPO).

As part of reawakening of the volunteerism effort, we will strive to create a culture whereby every player and those associated with teams will make some contribution,



however small, to Club activity outside of their own team-related activity.

The proposals throughout this plan seek to encourage volunteers to participate in Club activity.

MV700: Club Employees

The Club currently does not have any current employees. Our Games Promotion Officer who works for the Club is an employee of the Dublin County Board. We also have a number of Groundsmen who work in the Club via an employment support scheme.

Regardless of the current situation, the club should look ahead to the event where full-and part-time staff is needed.

The Club has a duty to ensure that it meets its legal responsibilities, as an employer, to both full and part-time / casual staff. It must also ensure that it is utilising its full-time

staff to best effect for the Club, by prioritising duties and responsibilities to them that would be difficult for volunteer members to carry out.

The following are recommendations in relation to governance of full-time staff:

Reporting

The following reporting lines should apply:

- All full-time staff should have an overall formal reporting line to Club Chairman.
- Coaching and Games Promotion officers report directly to Chairman of Games Development and Coaching Subcommittee.
- Groundsmen report directly to Chairman of Facilities & Development Subcommittee.

Job Specifications

The Club Chairman, in conjunction with the Chairman of the relevant Executive Subcommittee should ensure that job specifications are updated for each employee, to both reflect current roles and to document terms and conditions.

Review Process

- Each employee should have a formal annual review reflecting on set objectives. This should be conducted by the Club Chairman with input from the relevant Executive Subcommittees.
- The annual remuneration arrangements of employees should be agreed by a remuneration group made up of the Club Chairman and Chairman of the Executive Subcommittees to which the employees report. Recommendations by this group should be approved by the Club Executive.

Future full-time employees

The employment of full-time employees is an onerous obligation for a Club. An increase in the number of full-time employees is not envisaged. However, in the event that it were to occur in the future, the following criteria should apply:

- Coaches should be employed by the County Board with part funding, if required, by the Club. The County Board has the necessary employment infrastructure in place.
- All contracts for full and part-time staff should be for a maximum fixed three- year duration.

Employment Support

We will actively support our members in gaining employment, and offer opportunities for members to work in the Club on employment support schemes.

9.4. Membership and Voluntarism Action Plan

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
MV100	Governance & Management				
MV101	Appoint new membership and registration team	Role of new team will be to develop promote and manage annual membership.	<ul style="list-style-type: none"> Recruitment of members Agreement of new membership plan Plan and implement membership plan 	Q1, 2017	Club Executive
MV102	Appoint a Volunteer Co-ordinator	Responsible for the retention, training, organisation, recruitment and welfare of a sufficient number of volunteers for the Club to operate effectively on a weekly and ongoing basis	<ul style="list-style-type: none"> Identify suitable candidates Discuss role with potential candidates Select and appoint Communicate appointment 	Q1, 2017	Club Executive
MV200	Membership Database				
MV201	Consolidate all member and Club stakeholder information into a single database	To ensure the Club officers have access to current information on all members – this will assist with effective and efficient communication with players, members and other relevant bodies	<ul style="list-style-type: none"> Review current MS Access Database Review current GAA Management System Merge the dataset from the two systems Identify gaps dataset (Occupation, Company etc.) Employ someone to contact all members and ensure details are current Train up the existing team Integrate the MyClubFinance directly with “GAA Management System” Following membership submissions and compare with previous year to establish members (over 16) who will not be renewing membership Ensure all relevant Data Protection and Privacy requirements are adhered to 	Q1, 2017	Membership & Registration Team
MV300	Membership Types & Fees				
MV301	Redefine our membership model	Expand the current offering to meet demands of all members	<ul style="list-style-type: none"> Introduction of two models (basic and gold) Full finance costing and approval Annual payment of subs Development of Support Club Membership promotion and adherence Promote on-line payment of membership 	Q4, 2017	Registrar

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
			<ul style="list-style-type: none"> Introduce the additional membership options Develop annual subs payment model as part of the membership restructure 		
MV302	Set-up an O'Dwyers Supporters Club	<ul style="list-style-type: none"> Its aims will be to increase the support base for competing teams Increase profile of the club in the community Extra revenue for the Club Attract new members to the Club 	<ul style="list-style-type: none"> Detailed preparatory work has been done Detailed implementation plan including a detailed financial budget. Input from members / contacts with appropriate marketing and IT experience. 	Q1, 2018	Membership & Registration Team
MV400	Membership Services				
MV401	We will provide ' Welcome Packs ' to any new members	<ul style="list-style-type: none"> Ease induction into the Club Assist with retention Leverage new skill base 	<ul style="list-style-type: none"> This includes a brief note on the history and tradition of the Club A laminated membership card with photograph. All new children will receive a Club jersey/kit 	Q1, 2017	Membership & Registration Team
MV402	We will provide a range of benefits for joining the Club	We will develop and introduce more membership benefits	<ul style="list-style-type: none"> Foster agreements with local shops, gym membership, local supermarkets and local hotels Outline the payment breakdown of the membership and detail where membership goes. As part of support membership set targets for the development of services i.e. Ball wall, nets, equipment etc. on an annual basis 	Q1, 2018	Membership & Registration Team
MV403	Establish a Club LinkedIn Group	This can help communicate with members on a professional level and build a network. People can contact each other on a professional level increasing network within the Club. We can also utilise this to inform us of people's professional background and allow us to ask for help from time to time with specific areas in the Club	<ul style="list-style-type: none"> Set-up the group Promote group Invite members 	Q2, 2017	Membership & Registration Team
MV404	Implement a Skills Directory for the Club	Skills directory will be an internal source available to Club members and/or Club to avail and/or contract services from other members.	<ul style="list-style-type: none"> Make Occupation and Company Mandatory on MyClubFinance Create a searchable skills directory on the O'Dwyers new website. Communicate the service 	Q3, 2017	Membership & Registration Team

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
MV500	Membership Implementation				
MV501	All players and Members registered on GAA on-line registration system.	Compliance with GAA regulations	<ul style="list-style-type: none"> Affiliation and membership fees collected from all players and processed by 31st March each year Roll out guidance and rules for all membership matters and guidelines 	Q1, 2017	Registrar
MV502	All Players and Members to comply with GAA regulations and ongoing Club Registrar. All teams affiliated to Players Injury Fund	All Players and Members to comply with GAA regulations 2013 and ongoing Club Registrar rulings	<ul style="list-style-type: none"> Communicate on the membership Define Club policy and roll out to mentors/parents/players Implement a "No Pay - No Play Policy" Put in place structured approach for Officer to engage with non-compliant player/members 	Q1, 2017	Registrar
MV503	Increase number of members in the Club by 10% on the previous year's numbers	Increased revenue	<ul style="list-style-type: none"> Drive full membership across existing playing members Develop support membership offering Roll out promotion and campaign in line with the membership renewal periods 	Q2, 2017	Membership & Registration Team
MV504	Survey sent to all players (over 16) not renewing their membership	Feedback mechanism for continuous improvement	<ul style="list-style-type: none"> Document Survey Capture email addresses Issue survey Collate and present responses 	Q4, 2016	Membership & Registration Team
MV505	Host an Annual Club Registration Weekend.	An annual registration weekend will be organised to promote and communicate the benefits and drive membership	<ul style="list-style-type: none"> Set scope and targets for the registration weekend Organise promotional material and align this with all communication tools Coordinate membership support Host & coordinate all activities pertaining to the Registration weekend 	Q1, 2018	Membership & Registration Team
MV506	Actively recruit members and promote the Club throughout our catchment areas	<ul style="list-style-type: none"> Increased membership Raised Club profile 	<ul style="list-style-type: none"> Appoint "area champions" with responsibility for keep finger on the pulse and ensuring that the Club is active in our catchment areas with emphasis on player participation, school support and Club Membership Work with the Coaching officer to align membership recruitment in line with coaching / team requirements Promote recruitment of membership by coordinating via membership groups and all tools available. 	Q4, 2017	Club Executive

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
MV600	Volunteerism				
MV601	GAA Volunteer Recruitment Toolkit used by Club officers (www.gaa.ie)	That the Club is following best practice in terms of recruiting and retaining volunteers	<ul style="list-style-type: none"> • Implement plan to recruit new volunteers • Train officers on the use of tool • Plan introduction of new members • New members social event • Put in place training plan for new members • Develop buddy type model for new recruits • Conduct a 6 month review with each new recruit • Incorporate succession planning for each of the key roles within the committees/groups • Devise plans to expand our volunteer base • Encourage passive members to become more involved • Get more parents involved • Have ex-players take on coaching roles 	Q4, 2017	Volunteer Co-ordinator
MV602	Listen	Introduce best practice to listen to our members and act on comments/issues/ideas	<ul style="list-style-type: none"> • Set up a method of capturing comments from the wider Club membership • Implement comment box within the Club • Implement TXT number and email address for capturing comments/issues/ideas • Put in place to structure to review and respond to each comment/issue/idea • Put in place structure to action each comment/issue/idea 	Q4, 2016	Volunteer Co-ordinator
MV700	Club Employees				
MV701	Manage our Club employees	<ul style="list-style-type: none"> • Fulfil legal responsibilities as an employer to full-time/part-time / casual staff. • Ensure that it is utilising its full-time staff to best effect for the Club by prioritising duties and responsibilities 	<ul style="list-style-type: none"> • Establish clear reporting lines • Job specifications are updated for each employee to reflect current roles, and to document terms and conditions. • Establish Review Process for each employee 	Q4, 2017	Club Management Team

10. Activity Area 3: Finance and Funding

This section outlines 'what do we want to do?' and 'who is going to do it?' in terms of improving our Clubs Finance and Funding over the next five years. It outlines the Club's aims, the key initiatives and action steps necessary to make improvements in this activity area.



10.1. Aims

Our aims in **Finance and Funding** are:

- To ensure that there is a strong financial structure in place to enable the Club to be financially independent and allow it to re-invest in the teams and facilities.
- To have financial stability to plan future developments from our own resources and to invest in developing our games for the benefit of all our players, members and the local community.
- To have a business-like approach to our finances with the appropriate controls in place to ensure we operate in a surplus each year
- To proactively cement existing partnerships and develop new ones
- To identify and pursue relevant funding opportunities with new people helping us reach set targets

10.2. Good Financial Practice Guidelines

The Club will adhere to the following guidelines in regard to good financial management practice as set out by the GAA:

- The Club should have one or more bank accounts, e.g. a current account and possibly deposit and or loan accounts.

- Cash holdings should be kept to a minimum and all cash sums deposited into the Club accounts as quickly as possible.
- Cash transactions on behalf of the Club should be by exception and for small amounts only.
- All Club financial business should be carried out through these authorised bank accounts.
- A number of authorised cheque signatories should be approved by the Executive Committee.
- All cheques should be signed by at least two of the authorised signatories.
- The authorised signatories should include the Club Chairperson, Treasurer and Secretary.
- All expenditure over €100 (or another agreed figure) should require a Purchase Order Number from the Club Treasurer
- All Club expenditure over €500 (or another agreed figure) should be formally approved in advance at a full Executive Committee meeting.
- The Treasurer should, at each Executive Committee meeting, give an account of all Income and Expenditure incurred since the previous meeting and give the current position in terms of each of the Club's bank accounts.
- All expenditure should be on foot of properly-vouched invoices or other appropriate documentation.

- At least three tender prices should be sought for all works/tasks estimated to cost over €5,000 (or another agreed figure).
- A proper, written financial statement should be presented at the Club's AGM; the Treasurer should explain the statement to the meeting and answer any related questions on it
- That financial statement should outline:
 - The Club's financial position at the start of the year.
 - Income during the year.
 - Expenditure during the year.
 - The Club's financial position at the end of the year.
- The Club should comply as appropriate with any other financial requirements imposed by funders and others with whom the Club may work in partnership.

10.3. Key Initiatives and Projects

FF100: Governance and Management

FF101: Finance and Funding Subcommittee

We will appoint a Subcommittee to take care of finance and funding in the Club. The Club Treasurer will act as Chairman of this committee and will present a report to each Club Executive Committee meeting. They will help prepare a budget for the Club each year and prepare the accounts for the AGM.

FF102: Fundraising-Unit

We will establish a specialised fund-raising unit to implement an effective fundraising program for the Club. The fundraising unit should report to the Club Finance Subcommittee. They should have the power to recommend different projects and, once these projects are ratified by the Club Committee, this unit would have the responsibility to organise and implement the activity. The Club Vice-Treasurer will chair this group. It is recommended that the group consists of at least five, but not more than eight individuals. The Unit will cover the following areas

- Fundraising
- Partnership and Sponsorship
- Financial Aid and Grants
- Lotto Management

FF200: Accounts Management

FF201: Annual Budget

We will prepare an annual budget plan in conjunction with relevant elements within the Club, i.e. team management, grounds maintenance, Club development etc.

FF202: Club Accounts

We will actively maintain the Club accounts and ensure that a formal reporting process is in place across the Club

FF203: Computerised Accounts

We will purchase a suitable accounts computer application(s) to assist with the management of accounts

FF204: Cash Flow Management

It is important that the Club have sufficient funds at any point in time to meet its liabilities.

FF205: Tax Affairs

Tax relief is available in return for the payment of an annual sum to any registered charity. O'Dwyers GAA Club has sought and has been granted such charitable status. Where the Club receives a qualifying donation, tax relief on the contribution can be claimed either by the Club or contributor. The Club issues a contribution receipt and benefit can be then be claimed from the Revenue Commissioners. The Club will avail of this relief where possible.

In addition, tax relief on donations from PAYE, Self Employed and Businesses will be explored.

FF300: Cost Management

FF301: Cost Control

A major part of managing finances is cost control. A lot of good work has been done but more needs to be done over the coming 5 years to ensure we are getting value for money. Members need to understand that the Club cannot spend unless there are funds available and the expenditure is approved. All plans to incur costs on behalf of the Club must be submitted to the finance Subcommittee for approval.

FF302: Procurement

We will develop and implement a procurement policy. We will work with the GAA on the Purchasing Power initiative <http://www.gaa.ie/my-gaa/administrators/purchase-power>

FF400: Financial Planning and Budgeting

FF401: Five Year Strategic Budget Plan

A budget for the next 5 years is recommended with a view to anticipating changes to our income and expenditure.

FF402: Provision for Capital and Other Developments

Establish a practice of setting money aside monthly for capital expenditure and Club development, e.g. Bank Standing Order to Club Development/Friends account.

FF500: Financial Aid and Grants

FF501: Grant Assistance

The Club must ensure that it is aware, and takes advantage of, all grants etc. that are available to sporting entities. A

requirement in many grant schemes is that a Club puts in a proportion of funding itself. Over the coming years it is vital that the Club's finances are such that such cash is available. We will apply and lobby for grant funding for developments via National Lottery, Leinster Council, Fingal County Council and The Sports Council of Ireland.

FF600: Fundraising and Income Generation

FF601: Membership

Membership is a fundamental of any Club. From a financial perspective, expanding membership is an important source of finance, both in terms of membership fees and in terms of the potential which an expanded membership brings to contributing to all aspects of Club activity.

FF602: Fundraising

The Fundraising Unit will, within a calendar month of the completion of the AGM agree an outline programme of fundraising/social activities for the coming year, to ensure adequate time between initiatives. We must ensure that we do not overload the generosity of our local community has supported us in our developments to date. We will continue to look at ways of improving our well- established fundraising events

FF603: Advertising

A full review will be carried out of existing pitch advertising. Redundant signs will be removed and replacement signs identified. An annual invoicing system will be set up.

FF604: Club Lotto

The Club Lottery will be revitalised and Club members encouraged to take an active approach to selling the Lottery tickets including selling them on a house to house basis throughout the catchment area. The Lottery Team will require significant additional support to achieve this. A key priority for the proposed Fundraising Unit will be to put a plan in place to revitalise the Club lottery.

We will endeavour to increase the weekly lotto income by the introduction of weekly text/e-mail reminders to all members, encouraging the use of on-line playing and the introduction of standing orders through the bank. We will require the assistance of the registrar in establishing a Club data base of contacts

FF605: Club Shop

We will establish an accessible Club shop to sell snacks and merchandise with a view to ensuring that it runs as a profitable entity. There will be a beverage and snack facility opened on Saturday mornings and at busy times.

FF606: Club Bar

We will to improve the Club's bar facilities and offerings.

FF700: Sponsorship and Partnership Links

We will form mutually beneficial relationships with businesses in the community. This will involve the sale of advertising space on our grounds and website and the sponsorship of teams, publications and events.

10.4. Finance and Funding Action Plan

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
FF100	Financial Governance and Management				
FF101	Finance Subcommittee appointed	<ul style="list-style-type: none"> To support the Treasurers and the overall Finance and Fundraising focus areas To ensure sufficient resources to meet the needs of this key area To oversee the control and reporting of Club finances 	<ul style="list-style-type: none"> Use any relevant financial expertise within the membership when selecting members of this Subcommittee Include representatives from all sections of the Club Define the roles and responsibilities for this sub- committee Executive Committee to appoint the Subcommittee 	Q4, 2016	Executive Committee
FF102	Establish a Fundraising Unit	<ul style="list-style-type: none"> To support and develop any new, common initiatives in the area of fundraising To ensure that the Club has an effective overall fundraising strategy To ensure we maintain and improve current Club fundraising events To ensure that the Club is in a position to apply for all grants and funding sources. To form strong partnerships with the local business community To maximise the income from new and existing sponsors 	<ul style="list-style-type: none"> Appoint 3 Club Officers within the Fundraising Unit forge new partnership links with Club Sponsors Appoint 3 Club Officers within the Fundraising Unit who have an understanding of processes and procedures to identify all potential sources of funds 	Q1, 2017	Finance Subcommittee
FF200	Accounts Management				
FF201	We will produce an annual budget and begin quarterly income and expenditure reporting	<ul style="list-style-type: none"> To better project income, expenditure and cash-flow needs 	<ul style="list-style-type: none"> Treasurer and Subcommittee to agree a budget process and format Set timetable for delivery of this budget. Agree profit strategy of Club and future finance goals 	Q1, 2017	Finance Sub Committee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
		<ul style="list-style-type: none"> To effectively plan more activities and set fundraising targets 	<ul style="list-style-type: none"> Start reporting quarterly income and expenditure status and outlook for all sections of the Club 		
FF202	Club accounts maintained and reporting process in place	<ul style="list-style-type: none"> To ensure best practice is followed and proper transparency in place 	<ul style="list-style-type: none"> Create a formal Financial reporting process for all Subcommittees to report to Treasurer Full Club accounts prepared by Treasurer each year Club accounts certified each year. Signed-off process in place by Finance Committee Signed-off process in place by Club Executive. 	Annually	Club Treasurer
FF203	We will purchase a suitable accounts computer application	<ul style="list-style-type: none"> To facilitate efficient and effective accounting activities and budgeting 	<ul style="list-style-type: none"> Seek recommendations on the most suitable accounts packages for GAA Clubs Purchase package Train users and assign responsibility for its effective use and maintenance 	Q3, 2017	Club Treasurer
FF204	The Club should keep an up-to-date asset register of its main items of equipment		<ul style="list-style-type: none"> The Club should keep an up-to-date asset register of its main items of equipment, e.g. playing gear; footballs, sliotars, hurls, helmets, mowers, gym equipment, computers, videos, televisions etc. 	Q1, 2017	Coaching Equipment Coordinator Facilities Officer
FF205	Maintain donations to worthy causes in the local area.		<ul style="list-style-type: none"> Highlight annual donations to local schools / amenities. 	On-Going	Facilities Subcommittee
FF300	Cost Management				
FF301	Evaluation of existing tenants' arrangements with respect to the facilities.	To ensure that the Club is getting the best available terms and conditions in any existing tenant arrangements.	<ul style="list-style-type: none"> Evaluation of the existing tenants' arrangement with respect to the facilities. 	Q1, 2017	Facilities Subcommittee
FF302	Establish a Cost & Procurement team to review costs	To ensure that the Club is getting the best available terms and conditions when purchasing any equipment for the Club.	<ul style="list-style-type: none"> Establish a Cost & Procurement team to review costs and different procurement opportunities. 	Q4, 2017	Finance Subcommittee
FF303	We will seek to minimise payroll through engagement with employment support agencies	Cost saving to the Club by utilising employment support services available to the Club.	<ul style="list-style-type: none"> Review all work in the Club and identify positions vacant. Engage with employment support agencies to fill those vacancies. Meet with other voluntary Clubs in parish to consider sharing employees 	Q4, 2017	Finance Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
FF304	We will seek to ensure value for money in any Club Development work undertaken	To ensure that the Club is getting the best value for money where development work in the Club is required; this will result in savings for the Club while getting still getting good service.	<ul style="list-style-type: none"> Club infrastructural development – explore the availability of volunteer labour and Dept. of Social Protection schemes as opposed to contractors, in an effort to reduce costs. Source most competitive loans rather than merely from own bank Source materials at cost or reduced mark up through Club members/contacts 	On-Going	Finance Subcommittee
FF400	Financial Planning				
FF401	Establish a long-term five year budget	The creation of a five year budget will assist with keeping the Club financially sound while, at the same time, pushing us to meet targets which will benefit the Club e.g. increasing membership or lotto sales etc.	<ul style="list-style-type: none"> Treasurer and Subcommittee to agree a budget process and format Set timetable for delivery of this budget. Discuss budget with Club stakeholders 	Q1, 2017	Finance Subcommittee
FF402	Provision for capital and other developments – establish a practice of setting money aside monthly for capital expenditure and Club development	This will ensure that the Club has money put aside for unexpected expenses or opportunities that may arise in the future.	<ul style="list-style-type: none"> Put in place standing order from revenue account to development account. 	Q1, 2017	Club Treasurer
FF403	Once the new facilities roadmap has been agreed and costed, a fundraising plan will be communicated with all Club stakeholders.	This will increase the Club's profile with members and non-members alike and it will assist with raising money as targets and goals are widely communicated and visible to all.	<ul style="list-style-type: none"> Information board to be erected outside the Grounds to highlight Fundraising Target and current total raised. Updates to be provided on Club Website and Facebook Page. 	TBC	Facilities Subcommittee Finance Subcommittee Fundraising Unit
FF500	Financial Aid & Grants				
FF501	Target Government Grants / State Aid and Other Supports.	Generate significant capital for investment	<ul style="list-style-type: none"> Ensure that Club is in a position to apply for funding. Make applications for grant funding through the Fundraising Unit. Seek Professional advice, if required, for all funding applications Use learning from previous applications to maximise grant funding coming into the Club. 	Q4, 2016	Fundraising Unit
FF600	Income Generation & Fundraising				

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
FF601	We will seek to increase our membership base . Attract former members to re-join and seek new members including Ex-Pats.	<ul style="list-style-type: none"> Increase membership and Club's profile in the area. Increase Membership income. 	<ul style="list-style-type: none"> Appoint a Club Registrar to manage membership. Build a large computerised Database of potential members. Develop membership cards. 	On-Going	Membership & Registration Team
FF602	We will identify fundraising events across the Club where possible	To integrate all sections of the Club under a common fundraiser, which will maximise the return to the Club	<ul style="list-style-type: none"> Identify dates in calendar each year for events. Identify such events and how they will work Set timescales around promoting such events through website, newsletters and local press Every 2 years, take on a different, significant Club event as a key fundraiser for that year 	Annually	Fundraising Unit
FF603	Advertising	Maximise revenue	<ul style="list-style-type: none"> Conduct audit of businesses in the area. Present businesses with benefits of advertising with O'Dwyers – membership numbers, social media numbers. Prepare and present the different advertising options and packages to the businesses. 	Q4, 2017	Fundraising Unit
FF604	We will seek to revitalise the Club Lotto	To maximise the Lotto returns	<ul style="list-style-type: none"> Conduct a Root and Branch review of the Club's lotto offering Appoint a group which will supervise, administer and revitalise the current Lotto Expand sales outlets throughout Balbriggan (A lotto kiosk in each shop) Increase local advertising to public Introduce easier payment methods to allow greater uptake of the Lotto Evaluate on-line service providers 	Q2, 2017	Fundraising Unit
FF605	We will seek to maximise revenue from the Club Shop	Maximise revenue and promote Club through merchandising.	<ul style="list-style-type: none"> Consideration and planning for new facility for Club shop. Review of Club merchandise and engagement with suppliers to get best deals for the Club. Continue to monitor and review operation of the Club shop. 	Q2, 2017	Facilities Officer Shop Manager
FF604	We will seek to maximise revenue from the Club Bar	Maximise revenue and promote social aspects of the Club	<ul style="list-style-type: none"> Comprehensive review of running costs of the bar. Further promote the Club bar as a venue for social events. Draw up event packages including doing deals with caterers, entertainment, bands, etc. 	Q3, 2017	Bar Manager
FF603	We will examine regular sources of income into which the Club can tap e.g. bingo, 'buy a brick' etc., are examples of regular income. We will also investigate establishing other income sources.	Maximise revenue opportunities from fundraising initiatives that guarantee profit to the Club	<ul style="list-style-type: none"> Review all available options Devise a plan Implement plan 	On-Going	Fundraising Unit

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
FF606	We will endeavour to maximise the use of the Club Pavilion and the facilities it has to offer	<ul style="list-style-type: none"> To promote social and community awareness of the facilities that the Pavilion has to offer. To generate greater turnover 	<ul style="list-style-type: none"> Actively encourage all members to use for social Events by devising special offers /packages Promote more vigorously through membership base 	On-Going	SCE Subcommittee Facilities & Development Subcommittee
FF700	Sponsorship & Partnership Links				
FF701	We will seek to maintain and develop relationships with existing and new Club sponsors to the mutual benefit of both Club and sponsor	So that we maximise the income from new sponsors while continuing to maintain and develop the existing sponsors.	<ul style="list-style-type: none"> Draw up plan to attract local companies, businesses and individuals Investigate possibility of attracting funding from the O'Dwyers diaspora Effectively use the contacts and relationships of existing Club members to develop sponsorship links Organise an annual "Thank You Night" for all Club sponsors Conduct an audit of all business and organisations in the local area and establish how we can establish a beneficial relationship. Create database and formalise process of encouraging members to support sponsors Offer different sponsorship packages to sponsors (e.g. platinum, gold, silver and bronze). Develop a Local Business Register and advertise on the Club website ("Golden Pages") Identify the advertising expectation/ requirement of main sponsors, Determine the most effective form of advertising for them to get maximum business return e.g. is jersey labelling the most cost effective and cost efficient method of using sponsorship for both Club and sponsor? All requests /approaches to potential sponsors should firstly be approved by the Fundraising Unit so there is a uniform approach and not a wasted opportunity. Seek to establish different sponsorship for different teams; would need to be agreed with the main sponsor. Explore secondary sponsorship - now allowed by GAA on jerseys. 	Q2, 2017	Fundraising Unit

11. Activity Area 4: Games Development and Coaching

Games are the essence of a GAA Club. Our goal should be to provide a safe environment in which all players are encouraged to express themselves, develop the skills of the game, build their self-esteem, grow their confidence while making new friends and feeling part of a greater community.

Each player should embark on a defined player pathway from Nursery to Adult games and along that journey it is our duty of care to assist them in fulfilling their full potential, to ensure they have a positive enjoyable experience and to encourage all to give back to the new upcoming players.

This section outlines 'what do we want to do?' and 'who is going to do it?' in terms of improving our Club's Games Development and Coaching over the next five years. It outlines the Club aims, the key initiatives and action steps necessary to make improvements in this activity area.



11.1. Aims

Our five-year aims in **Coaching, Games Development and Performance** are:

- To provide a consistently high standard of coaching and mentoring, with the appropriate games development structures in place
- To ensure each player is prepared to the best of his/her ability and has an opportunity to participate fully and take part in meaningful games in a safe and enjoyable environment
- To improve current levels of performance with a clear pathway for our members and teams to reach their full potential and play at the highest attainable level.

- To development and train our coaches and officials at all levels

11.2. Key Initiatives and Projects

GC100: Governance, Management and Structure

GC101: Club Coaching Officer: We will appoint a Club Coaching Officer who will be chairman of the Coaching and Games Development Subcommittee. He / She will have responsibility for managing the affairs of the committee and for overseeing all coaching and games development related activities and policies.

GC102: Games Development and Coaching

Subcommittee: We will appoint a Coaching and Games Development Subcommittee to oversee all aspects of games development and encourage a structured coaching environment throughout the Club.

This will include identifying new coaches in the community and encouraging parents to become involved in coaching. This will involve liaising with both the Juvenile and Adult sections and ensuring that all mentors progressing through the Nursery will complete the Foundation level course and at least one mentor from every team throughout the Club will have a Level 1 coaching qualification.

The committee will also ensure that a balanced programme of games is in place and that all players get an opportunity to play and participate. It should be a forum for each age group to feed into and an opportunity to discuss progress, identify talent and deal with any relevant coaching issues.

The Club will put a Coaching Plan in operation within the Club, dealing with all teams within the Club, and the Coaching and Games Subcommittee should oversee the implementation of this plan. This Subcommittee must also ensure compliance with "Our Games Our Code", which is the Code of Best Practice in Youth Sport when working with underage players. This includes ensuring all coaches and volunteers working with children are vetted and adequately qualified for their role.

It is best practice for members of the Coaching and Games Subcommittee to receive training in their role.

The Coaching Officer should play a pivotal role in this Subcommittee, with the entire group being answerable to the Club Executive Committee. The Coaching and Games Development Subcommittee should endeavour to meet every 4-6 weeks and possibly more frequently depending on the time of year.

GC103: Full-Time Games Promotion Officers (GPO)

We will appoint and raise the necessary funding for a full-time GPO. The role of the GPO includes:

- Coaching in our feeder primary schools and providing assistance to all of our team mentors by attending training sessions and recommending new drills etc.
- Implementation of a programme of Go Games at Club, Community and Primary Schools
- Provide Coaching Support to Primary and Post Primary Schools
- Support Planning, Coordination and Organisation of Activity Camps
- Support Development Squads Grow participation in Balbriggan and Environs
- Delivery of specific programmes with regard to the promotion and development of Gaelic Games in urban areas

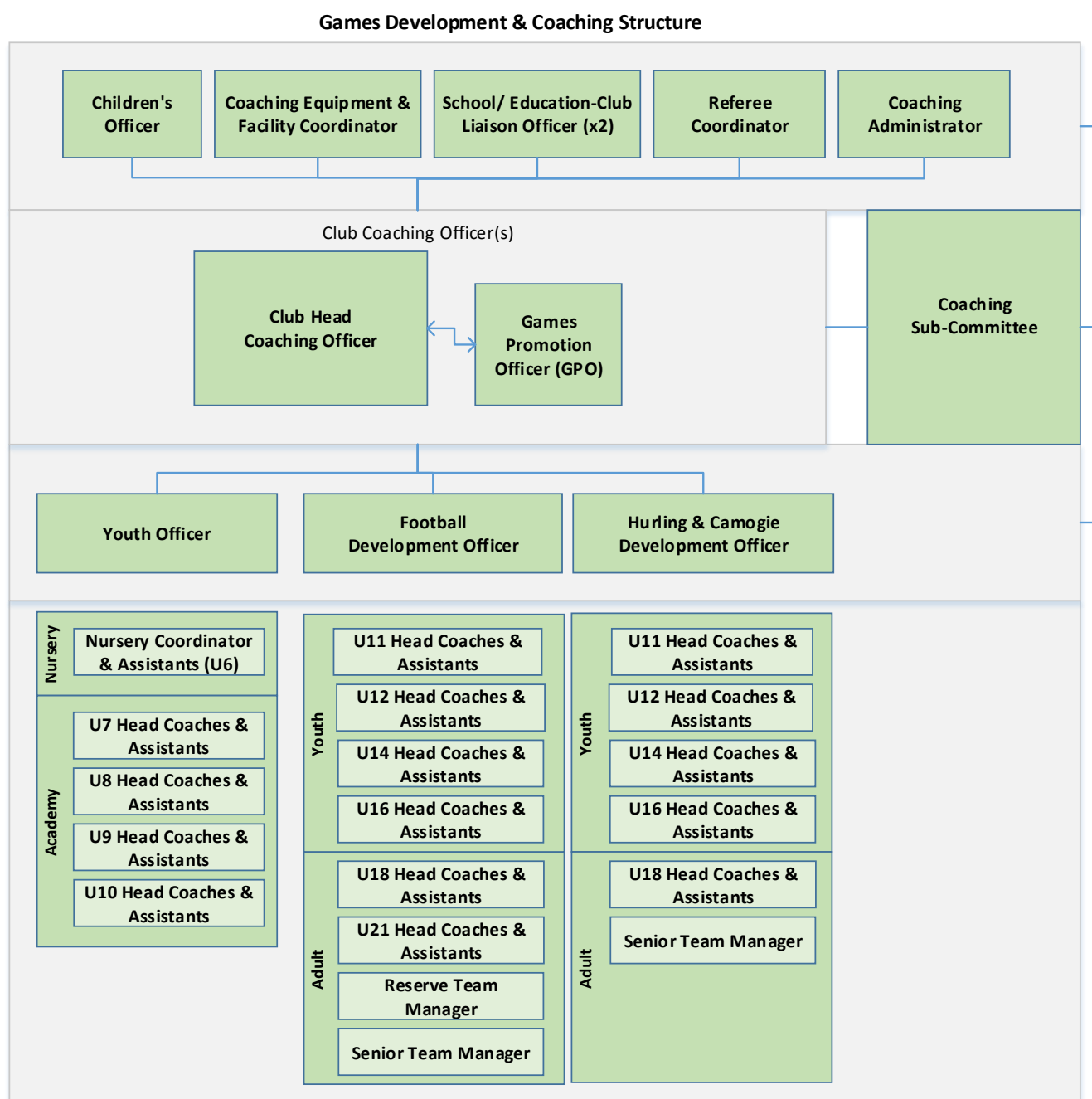
GC104: Club Coaching Structure

The diagram in Figure 4.1 below depicts the new Club coaching structure to be implemented under the development plan.

This new Club Coaching Structure requires a significant number of Club members working together for the betterment of Gaelic Games within the Club. The process requires planning, organisation, ambition and dedication to implement best practice so that children and young people can play Gaelic Games to the best of their ability.

It is important that the Club is inclusive and welcoming and provide playing opportunities for people with disabilities and also for people from different ethnic and religious backgrounds. Recreational games will provide this opportunity.

Retention of young people is a good indicator that things are going well in a Club and, as such, coaches have a responsibility to make Gaelic Games FUN at all levels. Our Coaches have to get the balance right between participation and competition. The focus needs to shift from winning at all costs to improvement, development and progress of players and teams.



Figures 4.1: Coaching and Games Development Structure

Club Coaching Personnel

We will need a large number of Club members, particularly players past and present, if we are to achieve our goals relating to Coaching and Games Development. Mentors and school staff will also be hugely important; we will also be calling on the Dublin County Board and Leinster Coaching teams for additional support.

- Coaching and Games Development Support Personnel
 - Coaching Administrator
 - Coaching Equipment & Facility Coordinator
 - School Liaison Officers
 - Children's Officer
 - Referee Coordinator

- Coaching and Games Development Coordination Personnel
 - Head Coach
 - GPO
 - Coaching Subcommittee
- Coaching and Games Development Delivery Personnel
 - Youth Officer
 - Nursery Co-ordinator
 - Football Development Officer
 - Hurling/Camogie Development Officer
 - Head Coaches
 - Assistant Coaches
 - Parent Helpers

GC105: GAA Code of Best Practice and Code of Behaviour:

We will put in place the GAA Code of Best Practice and Code of Behaviour. Everyone in the Club will show due respect to each other, to Club officers, to team mentors and to the match officials. We will ensure that all our volunteers working with children are Garda vetted and that our children participate in a safe environment.

GC106: Games and Coaching Resources (Equipment and Facilities):

We will put measures in place to ensure that each team has sufficient equipment for training and games. Each coaching team will be responsible for its own equipment and will have an inventory carried out at start of the year with progress and tracking monitored throughout.

We will put measures in place to ensure that a schedule of training and games is in place and effectively communicated, so that every team has equitable access to Club facilities.

GC107: Coaching Plan and Manual: We will develop a Coaching & Games Development Plan & Manual for the Club. We will give clear direction for Coaching and Games Development and allow playing standards to be improved in all areas of the Club.

The central core of our Coaching Plan will be to implement GAA coaching best practice. We will promote and deliver Go Games from Under 12 down and ensure that all coaches working within the Club have signed-up and agreed to this coaching model.

This Plan will be tabled at each meeting of the Games Development & Coaching Committee to ensure that it is implemented throughout the year and that specified timeframes are being met. Progress reports will be submitted to the Club Executive Committee on a quarterly basis. The Games Development & Coaching Committee will also hold an annual planning review workshop in line with the AGM to ensure that this coaching plan is reviewed and updated each year.

We will also develop a Coaching Manual, which will be packed full of useful drills and coaching information. All Coaches will be provided with the Fun Do Learning resource pack and will have access to Games Development section of the GAA website.

GC200: Games Development and Performance

GC201: Games Participation: The Club will seek to ensure that, regardless of ability level, all players who wish to play with the Club will have the opportunity to play on a team appropriate to their skill level, obtain coaching of the highest quality and will have an adequate games programme on an annual basis.

GC202: Player Pathway: This Player Pathway initiative is to help guide coaches, managers, mentors and parents who play an active role in the development of our young Gaelic Footballers & Hurlers. It is intended, at its most basic form, to give our young players the best opportunity to succeed at whatever level they may play and reach their full

potential "doing the right thing, at the right time and in the right way" This Player Pathway will be a systematic approach adopted by O'Dwyers GAA Club to maximise player potential and increase the enjoyment of all our players. It will provide a framework for the development of skills, fundamental movement, physical focus and game specific capacities that coaches can follow stage by stage.

GC203: Games Structures and Players Progression: To implement the player pathway it is necessary that the games and teams are available to enable player's progress



from one age-group to the next. To facilitate player recruitment, retention and development a planned transition to formal teams is critical with team management and

coaches in place well in advance of participation in formal competitions.

The diagram in figure 4.2 below depicts the new Club games structure and player progression path to be implemented under the development plan

Nursery Programme

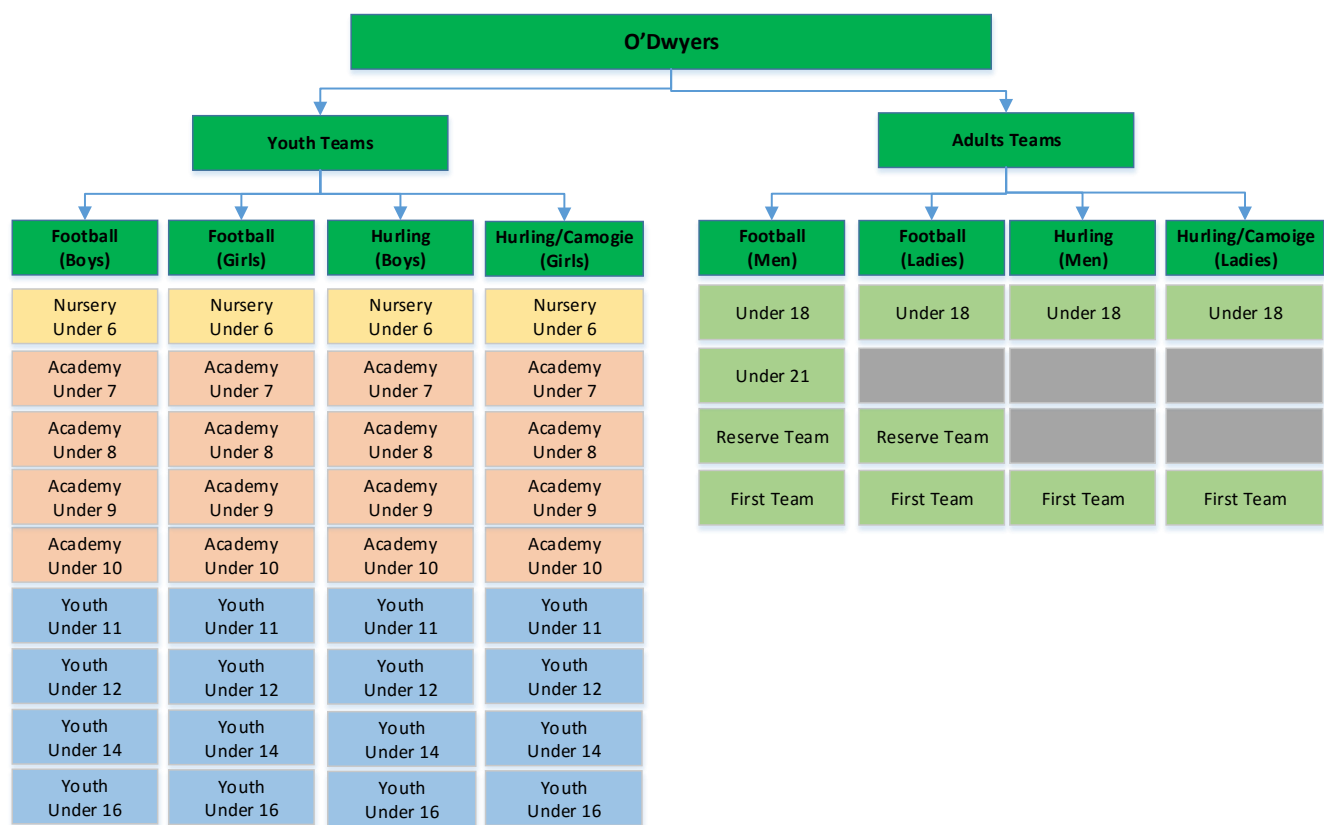
This programme will cater for Under 6s and will be overseen by a Nursery Coordinator. Parents will be provided with an induction to the Club and encouraged to become members of the supporters Club.

We will split the Nursery year into a number of terms. The viability of a once-off per term registration fee (as opposed to weekly subscriptions) will be investigated. Adopting this approach would allow for better communication with the parents via the Club database with the children's progression monitored and tracked from one term to the next. We will also look at the option of subsidising an O'Dwyer Club Kit for all new Nursery Members, as part of this registration fee.

We will provide a basic coaching workshop every 8 weeks for the parents. The workshops will preview the activities the coaches will cover over the subsequent eight weeks. It is hoped the parents take ownership of the Nursery.

All Nursery Coaches will be provided with a "uniform", which will consist of a sweat shirt or jacket and will provide ease of recognition. Players will wear bibs to allow for easier management and differentiation between age groups.

The Club will investigate moving the nursery to a suitable location within the Balbriggan area, as Bremore Park can get quite congested on Saturday mornings particularly when Academy Games are in action. We will also investigate the viability of establishing satellite nurseries at suitable venues within our catchment area to attract children from these environs.



Figures 4.2: Games Structure and Player Progression

Academy Programme

This programme will cater for players from Under 7s to Under 10s and will be overseen by a Youth Officer in conjunction with the Head Coaches.

We will put in place a programme of games for all players involving Go-Games and Blitzes within the Club and with other Clubs; this will ensure that all players get meaningful activity in an environment that promotes skill development. We will organise internal Mini-Leagues to foster team and coach integration.

Similar to the Nursery, we will split the year into a number of terms and the viability of a once-off per term registration fee (as opposed to weekly subscriptions) will be investigated.

Youth Programme

This programme will cater for players from Under 11 to Under 18s and will be overseen by both the Football Development Officer and the Hurling/Camogie Development Officer, in conjunction with the Head Coaches.

Traditionally, it is at the Youth Programme level that O'Dwyers experience a significant drop-off in numbers; to counteract this, additional focus will be placed on our Youth Programme.

- Grading and Pooling Resources:
 - We will seek to offer sport for U11, U12, U14, U16 teams
 - Stronger teams (move up the divisions)

- Improved coaching as more coaches are available to the players
- Track and Monitor
 - Player drop-out, will be an agenda item at each Coaching Committee Meeting
- Recruit and Attract
 - Increase our recruitment activities in the schools

Adult Programme

This programme will cater for players Over 16s and will be overseen by both the Football Development Officer and the Hurling/Camogie Development Officer.

We will endeavour to re-establish the Football Reserve Team with the following objective.

- Transition of players from U16, minor to adult
- Help training numbers with the seniors
- A feeder team (conveyor belt) to adult
- Provide a breeding ground for coaches
- Help brings ex-players and supporters into the Club

GC204: Performance and Grading: The Coaching & Games Committee will meet each Head Coach & team mentors at the beginning of each year to formulate the team goals and direction for the year ahead. Grading will be discussed and agreed for the coming year. Another meeting will be held at the end of the year to discuss the progress of the team and its players.

U8 to U12 - The Coaching & Games Committee will set up a Player Skills Passport from U8 to U12 to help the players develop their Hurling & Football skills. Teams will be skills tested at the beginning and end of each year with monthly tests to help the players achieve their skills awards.

U13 to Adult – Players will be introduced to Team & Self Analysis to help them to take responsibility for their own development.

GC300: Player Recruitment, Retention and Educational Links

GC301: Nursery Recruitment: The Club nursery along with the Summer Camps are the first introduction many players and parents have with O'Dwyers GAA. Special focus will be afforded to the Club's Nursery ensure welcome and integration of coaches, players and parents into the Club. This will include:

- An annual registration night where new players and their parents are provided with information about the Club and given an opportunity to join.
- Welcome / familiarisation packs to be provided to parents, including a brief note on the history and tradition of the Club.
- Certificates of achievement and attendance at Academy will be presented to participants in conjunction with internal blitz or skills competitions

GC302: Club Camps: The Club Easter and summer camps



are significant contributors to juvenile player recruitment.

Using these camps as a continuous player recruitment and retention tool should always be prioritised.

Consideration

should be given to reaching out to non-traditional sources membership and thereby allowing us to tap into new talent which can only be to the betterment of the Club

Reaching out to the so-called new Irish could provide a rich vein of talent, help involve and integrate people into our community and promote Irish games to the betterment of all. Registration to all Club Camps will be available on-line.

GC303: Club/School/Educational Link: We will develop close links with our local pre-primary, primary, second level schools and third level institutes. We will provide support and advice to the schools in promoting our games. This will include:

- Appointing a school liaison officer to create a link with the schools in the area and work with the schools to
- Strengthening our presence in schools through coaching, arranging school blitzes and having a permanent notice board for up to-date information in every school in our area
- Where possible we will provide coaching assistance to schools in their Cumann Na mBunscoil activities.



GC304: Player Retention: We will address the problem of losing young players particularly U12 to U13/14 and from minor to adult. This has been a problem in our Club and we must develop a structure to improve player retention and also ensure our mentors are aware of the importance of 'game time' for players of all abilities and provide more games opportunities if necessary. This will include:

- A planned transition to formal teams is critical with team management and coaches in place well in advance of participation by that team in formal competitions. The Coaching and Games Development Subcommittee will establish programme for recruitment and training of team mentors to become familiar with the structures and routine of team management, potential new team mentors who have not been involved previously should in advance of taking a team serve an "apprenticeship" with a team at the first age group above Nursery.
- A robust registration database will be critical to the success of the Club Nursery and Academy.
- Having sufficient coaches with the necessary experience is critical to the success of our Club Nursery & Academy.

GC305: Culture and Lifestyle: Games Development and Coaching Subcommittee in conjunction with the Health and Well-Being Group will facilitate the introduction of lifestyle guidance to all teams. This will include:



- The delivery of annual presentation by a qualified dietician to adult and juvenile sectors of the Club (including parents of juveniles) regarding all aspects of diet and hydration for GAA players.
- The publishing of guidelines for healthy eating as part of a balanced lifestyle as well as the specific guidelines for consumption before and after games and training both in and out of season.
- Leadership and decision-making skills training for U-16 to minor age group. This training would be incorporated into the Club development squad initiatives outlined above
- Run two workshops a year for 17 and 18 year olds on areas related to sport and life (e.g. sports psychology, nutrition, wellbeing, depression, leadership etc.)

GC400: Coach Recruitment, Education and Development

GC401: Coach Recruitment: We will establish a Coaching organisation and initiate formal programme of coach recruitment. A key component of the programme will be to have, coaches in each of the four codes train as GAA Coach Tutors to support the Club's ongoing "coach the coaches" programme. To provide an ongoing bank of tutors, a coach from each of the four codes should be qualified as GAA's Coach tutoring programme on an annual basis. The coach recruitment programme will include a target number of coaches to meet the requirements of our 30 plus teams.

The initiatives for coach recruitment of players and former players should be used to create a Club culture of coaches (particularly past and present players) dropping down to the Club on a Saturday morning and giving an hour to the Club Nursery or assisting with one of the Club Academy Teams. This is best achieved by making it an enjoyable experience free from the more onerous obligations that come with team coaching.



GC402: Coach Education (Coach the Coaches): We will put in place a programme which makes sure that every player is coached by a person qualified to the appropriate level. All Club coaches will receive GAA coach education qualifications. Each coach will have a minimum of a Foundation Award coaching certificate. We will aim to have all coaches at Award 1 level over time. We will also identify new referees who will receive referee education and assistance from the County Board. The Club will arrange for quality coaching seminars to take place in Balbriggan.

The coach has a central role in the development of the GAA player and all Club coaches should have received coach education training. There are two GAA coaching courses available that are of particular interest to Club coaches. The Foundation Award is the introductory award for coaches and is aimed at beginner coaches. The Award 1 Course is the second award on the coaching pathway of Gaelic Games and is aimed at those who have progressed through the Foundation Award and have experience as a coach.

11.3. Games Development and Coaching Action Plan

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
GC100	Governance, Management and Structure				
GC101	Appointment of Club Coaching and Games Development Officer	To oversee all aspects of games development in the Club and ensure the best possible coaching structures are in place in the Club	<ul style="list-style-type: none"> Appoint Coaching Officer to chair Coaching Committee 	Q4, 2016	Executive Committee
GC102	Establish a Coaching and Games Committee		<ul style="list-style-type: none"> Other members of Coaching Committee to include – Coaching Administrator, Children's Officer, Club – School Liaison Officer, Equipment Coordinator, Representative from each age group and code 	Q4, 2016	Executive Committee
GC103	Provide and utilise a full-time Games Promotion Officer	Increase the numbers of schools/pupils coached by our Games Promotion Officer	<ul style="list-style-type: none"> Discuss requirements with County Board Put a fundraising programme in place Appoint GPO 	Q4, 2017	Executive Committee
GC104	Implement New Club Coaching Structure with appointment of Coaching & Games Development Support Personnel	The following roles appointed <ul style="list-style-type: none"> Coaching Administrator Equipment & Facility Coordinator School Liaison Officers Children's Officer Referee Co-ordinator 	<ul style="list-style-type: none"> Conduct needs analysis and skill assessment of Club members Review roles description and estimate time commitment Identify individuals from within Club with necessary skills e.g. current and past players Appoint roles 	Q1, 2017	Games Dev & Coaching Subcommittee Volunteer Coordinator
	Implement New Club Coaching Structure with appointment of Coaching & Games Development Delivery Personnel for all age group	The following roles appointed <ul style="list-style-type: none"> Youth Officer Nursery Co-ordinator Football Development Officer Hurling/Camogie Development Officer Head Coaches Assistant Coaches, Parent Helpers Head Coach in place at each age group (Nursery, U7 – U18) Sufficient Assistant Coaches 	<ul style="list-style-type: none"> Review current coach appointment process Devise a new appointment process Appointment of coaches for following season using new process Promote suitable Assistant Coaches Identify individuals from within Club e.g. current and past players Recruitment of parents and new coaches 	Q4, 2017	Games Dev & Coaching Subcommittee Volunteer Coordinator
GC105	GAA Code of Best Practice and Code of Behaviour in place	To promote an environment of respect in the Club and to ensure that all children participate in a safe environment	<ul style="list-style-type: none"> Document and agree policy Provide all member, supporter and parents with a copy and ensure agreement 	Q1, 2017 & Annually	Children's Officer

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
GC106	Develop a Coaching & Games Development Plan and Manual for the Club	Give clear direction for Coaching and Games Development going forward. To aid our Club coaches in providing skill development of our players	<ul style="list-style-type: none"> Develop a Coaching & Games Development plan for the Club and tabled at each meeting of the Games Development & Coaching Committee Submit progress reports to the Club Executive Committee on a quarterly basis. Hold an annual planning review workshop in line with the AGM to ensure that this coaching plan is reviewed and updated each year. We will also develop a Coaching Manual for the Club Manual to include player pathway, session templates, sample sessions, relevant information etc. Fun-Do education resource pack (Go Games) available for all Juvenile coaches 	Q1, 2017 & On-Going	Games Dev & Coaching Subcommittee
GC107	Equipment & Facility Coordination	Each team to have sufficient equipment for training and games Each coaching team responsible for its own equipment Schedule of training and games in place that everyone is aware of, so that every team has sufficient access to Club facilities	<ul style="list-style-type: none"> Suitable storage facility for equipment set up Inventory carried out at start of year Order equipment for each team Monitor as year progresses Identify what facilities are required (Club pitches, indoor halls, council pitches, gyms, schools) Allocate training slot and games slot for each team Club noticeboard to show clearly who is using Club facilities throughout the week Update noticeboard on weekly/fortnightly basis 	Q1, 2017	Equipment & Facility Coordinator Coaching Administrator Ground Staff Facilities Manager
GC200	Games Development & Performance				
GC201	Games Participation through a Programme of Games for all age groups (Go Games, competitive fixtures, challenge games, tournaments and blitzes)	All players/teams to receive sufficient games throughout the year to help with development	<ul style="list-style-type: none"> Draft an agreed Club Games Calendar Coaching committee to agree minimum number of games (league, championship, blitzes, challenge games) for each age group Coaching administrator to notify head coaches of official fixtures and Go Games blitzes Head coach to ensure that fixtures are fulfilled Head coach to organise challenge games as agreed at start of year 	Q1, 2017	Head Coaches Assistant Coaches Coaching Administrator Coaching Committee
GC202	Implement Player Pathway fully from Nursery to Adulthood	Ensure the focus of training and development of our Juvenile players is placed on skills development	<ul style="list-style-type: none"> Coaching officer to ask head coach for 6-10 week plan for each age group Coaching officer to review the plans at each age group 	Q4, 2016	Games Dev & Coaching Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
		<p>Ultimately each team should be undertaking a programme of coaching appropriate to the age group</p> <p>As players move up the player pathway they will develop the correct skills and competencies with regard to physical capabilities, technical proficiency, tactical awareness, game sense, health and performance</p>	<ul style="list-style-type: none"> Head coaches to carry out the sessions as per their plans Coaching officer to monitor the delivery of these various plans 		
GC203	Conduct a Root & Branch Club needs assessment	Determine group to prioritise the development & retention of players & teams.	<ul style="list-style-type: none"> Review each team in the Club. Observe numbers, sessions, skills, interaction, coaching, organisation, working to player pathway. Identify Strengths & areas to improve Develop coaching plan 	04, 2016 & Annually	Games Dev & Coaching Subcommittee
	Review guidelines on the appropriate age of players on underage teams	Ensure participation in sports among our underage teams	<ul style="list-style-type: none"> Review existing guidelines Make necessary amendments Games Development & Coaching Subcommittee to agree and implement 	Q4, 2018	Games Dev & Coaching Subcommittee Head Coaches
	Nursery Programme				
	Revitalise the Nursery programme for U6s	To encourage our young players to become involved in Gaelic Games in a fun and safe environment	<ul style="list-style-type: none"> Appoint a Nursery Coordinator Investigate the introduction of an incentive fee to nursery coaches to ensure consistency and maintain quality of coaches Investigate splitting the Nursery year into a number of terms and investigate viability of a once-off per term registration fee Investigate option of subsidising an O'Dwyer Club Kit for all new Nursery members as part of this registration fee. Hold a basic coaching workshop every 8 weeks for parents. Provide coaches with a "uniform" consisting of sweat shirt or jacket to nursery coaches Players will wear bibs to allow for easier management and differentiation between age groups. Investigate moving the nursery to a suitable location within the Balbriggan areas as Bremore Park can get quite congested on Saturday mornings particularly when The Academy games are being played 	Q2,2017	<p>Games Dev & Coaching Subcommittee</p> <p>Nursery Coordinator</p> <p>GPO</p>

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
			<ul style="list-style-type: none"> Investigate the viability of establishing satellite nurseries at suitable venues within our catchment area to attract children from these environs. 		
	Academy Programme				
	Go-Games model in place for all u-12 players, with each player participating in at least 1 blitz arranged by O'Dwyers	To ensure that all under 12 players get appropriate games in a fun environment which promotes skill development	<ul style="list-style-type: none"> Review existing structures Make necessary amendments Agree and implement 	Annually	Games Dev & Coaching Subcommittee Head Coaches
	Youth Programme				
	First Year GAA Blitz's programme in place	To put in place a meaningful programme of games for all Youth players (13-18 years).	<ul style="list-style-type: none"> Review existing structures Make necessary amendments Agree and implement 	Q3, 2018	Games Dev & Coaching Subcommittee GPO
	Adult Programme				
	Develop a Transition structure from Minor to Adult Level	Retention of players will improve young players reaching their full potential as adult players.	<ul style="list-style-type: none"> Review existing structures Make necessary amendments Agree and implement 	Q4, 2017	Games Dev & Coaching Subcommittee
GC206	Club Camp held and promoted each year supported by our own Club coaches	To give all children in the locality the opportunity to be coached in Gaelic Games	<ul style="list-style-type: none"> Review existing structures Make necessary amendments Agree and implement 	Q2, 2017	Games Dev & Coaching Subcommittee
GC212	We will put an Athletic Development Programme in place for our Youth and Adult teams	To give our players every opportunity to achieve their potential by implementing an Athletic Programme to help them remain fit & injury-free while playing Gaelic games	<ul style="list-style-type: none"> Identify a suitable candidate to begin writing an Athletic Development Programme for O'Dwyers. Hold workshops for Coaches to implement this (12 to 16) 	Q4,2017	Games Dev & Coaching Subcommittee
GC213	We will seek to develop Camogie within the Club	Re-launch of O'Dwyers Camogie team	<ul style="list-style-type: none"> Initiate Hurl With Me programmes (u10-u12) 	Q3,2017	Games Dev & Coaching Subcommittee
GC214	We will put a ' Skills Champion ' programme in place.	Improved skill levels	<ul style="list-style-type: none"> Identify a Skill every two months Coaches carry out a Skill Test each time to pick the Teams Skill Champion Promote via Club Social Media 	Q2,2017	Games Dev & Coaching Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
GC300	Player Recruitment, Development, Retention & Educational Links				
GC301	We will put a successful Nursey recruitment programme in place	Sufficient numbers of new children joining the Club every year	<ul style="list-style-type: none"> Promotion in local area (flyers, local press, bulletin) Promote Nursery in local pre-school institutions Hold an annual registration night where new players and their parents are provided with information about the Club and given an opportunity to join. Provide welcome / familiarisation packs to parents, including a brief note on the history and tradition of the Club. Provide Certificates of achievement and attendance at Academy 	Q2,2017	School Liaison Officer Nursery Coordinator GPO
GC302	We will organise Club Camps at Easter, Summer and Halloween (optional)	Provides a significant contributor to juvenile player recruitment and retention	<ul style="list-style-type: none"> Reach out to non-traditional sources of playing (and non-playing) members. Registration to all Club camps will be available on-line Pay coaches and coordinators by using the fee from the participants 	Q2,2017	Games Dev & Coaching Subcommittee Membership & Registration Team Communication Team SCE Subcommittee
GC303	We will put strong Club School/Educational Links in place and Club School Liaison Officer (SLO) appointed	To cement relationship between local school and Club	<ul style="list-style-type: none"> Review current practice with secondary Schools The Club will appoint two school liaison officers to create a link with the schools in the area Start of year meeting with school representatives After and before school coaching to be planned and delivered Club noticeboard set up and regularly updated Where a school participates in Cuman na mBunscoil the Club will assist with coaching the teams Introduce a Transition Year Coaching Course Set up a First Year GAA Blitz for all schools Identify 1 teacher from each school to improve Club and school links Coordinate transition year students in coaching in the primary schools Organise a blitz/league between 5 primary schools 	Q1,2017	School liaison officer Club Coaching Officer GPO

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
GC304	We will address the problem of losing young players, particularly U12 to U13/14 and from minor to adult, and Improve our Player Retention rates across the Club	Improve our Player Retention rates	<ul style="list-style-type: none"> A planned transition to formal teams is critical with team management and coaches in place well in advance of participation by that team in formal competitions. The Coaching and Games Development Subcommittee will establish a programme of recruitment and training of team mentors. In order to become familiar with the structures and routine of team management, potential new team mentors who have not been previously involved should, in advance of taking a team, serve an “apprenticeship” with a team at the first age group above Nursery. A robust registration database will be critical to the success of the Club Nursery and Academy. Having sufficient coaches with the necessary experience is critical to the success of our Club Nursery & Academy. 	Q3, 2017	Games Dev & Coaching Subcommittee
GC305	We will provide Culture & Lifestyle guidance to all teams	Improve our Player Retention rates	<ul style="list-style-type: none"> The delivery of an annual presentation by a qualified dietician to adult and juvenile sectors of the Club (including parents of juveniles) regarding all aspects of diet and hydration for GAA players. The publishing of guidelines for healthy eating as part of a balanced lifestyle as well as the specific guidelines for consumption before and after games and training both in and out of season. Leadership and decision-making skills training for U-16 to minor age group. This training would be incorporated into the Club development squad initiatives outlined above Run two workshops a year for 17 & 18 year olds on areas related to sport & life (e.g. sports psychology, nutrition, wellbeing, depression, leadership etc.) 	Q4, 2017	Games Dev & Coaching Subcommittee Health & Well Being Group
GC306	We will host a Registration Night for each level, e.g. Nursery & Academy, Youth and Adult	Yearly event to register all existing and new children to the Club	<ul style="list-style-type: none"> Set date in early part of year Advertise in local press, social media, website Flyers into local schools 	Q1, 2018	Games Dev & Coaching Subcommittee Club Registrar
GC307	Organise Gaelic games on the Green in 2 estates in Balbriggan. one in year one and increase by 1 every subsequent year	Internal Club “Street Leagues” can provide the catalyst for encouraging juveniles and parents to become involved in Club activity outside of their Club team	<ul style="list-style-type: none"> Set date in early part of year Advertise in local press, social media, website Flyers into local schools 	Q3,2018	Games Dev & Coaching Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
GC308	Encourage identification with and pride in Club .	To make O'Dwyers GAA a Club with which parents and children are proud to be affiliated	<ul style="list-style-type: none"> Ensure that there is one type of O'Dwyers Playing Jersey and merchandise All coaches to wear O'Dwyers GAA attire for training and matches. All playing members to be given O'Dwyers GAA merchandise at the beginning of season 	Q3,2018	Games Dev & Coaching Subcommittee
GC309	Promote team spirit and identity within teams.	Pride and identification with Club.	<ul style="list-style-type: none"> All Teams will be allocated one "fun" day per season to promote unity in the Team Promote punctuality, player commitment, dress code, wearing of Club colours, i.e. socks, shorts and jerseys 	Q3,2018	Games Dev & Coaching Subcommittee
GC310	Acquire Attendance Tracking software to be used across all team	To track and monitor player attendance right across the Club, this data can be used to identify 'at risk' drop-out players, investigate reasons and ultimately improve retention	<ul style="list-style-type: none"> Set-up an evaluation team Collate Club requirements Select software Adopt across the Club 	Q2, 2017	IT Officer Games Dev & Coaching Subcommittee
GC311	Participate in at least one recruitment initiative run by governing bodies	Provides a significant contributor to player recruitment and retention	<ul style="list-style-type: none"> Gaelic4Girls Gaelic4Mothers+Others Camogie: Hurl With me 	Q3,2017	Games Dev & Coaching Subcommittee
GC312	Provide Player Feedback	Ensure all players and coaches are aware of their strengths and requirements.	<ul style="list-style-type: none"> Ensure handover of information to new coach where appropriate Establish structure for individual feedback to all players and parents 	Q3,2019	Games Dev & Coaching Subcommittee
GC400	Coaching Recruitment, Education & Development				
GC401	We will establish a Coaching organisation and initiate formal programme of coach recruitment	Meet the requirements of our 30+ teams.	<p>The coach recruitment programme will include a target number of coaches to meet the requirements of our 30+ teams. Coach recruitment will be targeted at:</p> <ul style="list-style-type: none"> Recently retired players Parents of juveniles who have playing experience New Club members with playing or coaching expertise Club members who have coached teams previously Players in their post Féile (U-14) year Parents of juveniles with no previous playing or coaching experience 	Q4, 2017	Games Dev & Coaching Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
GC402	Coach Education: We will develop a pool of confident and competent qualified coaches	<p>An environment of best practice in coaching should be fostered with coaches willing to learn and improve</p> <p>Coaches should take what they have learnt and implement new ideas with their teams</p> <p>All coaches to have minimum of Foundation award with ambition to move up coaching ladder</p> <p>To ensure all teams have at a minimum 1 qualified coach at level 1.</p>	<ul style="list-style-type: none"> • Compile list of existing and available qualified coaches in the Club • Communicate to past members to establish if they would like to receive communications about courses • Communication to be sent to all past players bi-annually with information of upcoming courses • Identify coaches to proceed for Award 1 & Award 2 Youth/Adult • Foundation award courses made available each year • Award 1 (Children, Youth and Adult) courses available each year • Award 2 (Children, Youth and Adult) courses available for those experienced coaches • First Aid training available • Organise two seminars in January for mentors and coaches to help develop coaching skills. E.g. management skills, code of ethics, first aid, refresher courses, guest speakers • Organise two coaching days where the parents get some training on the skills their children are doing • Hold Coaching nights for all coaches • All Club coaches receive GAA Coach Education and have access to coaching resources (www.gaa.ie) • Link in with relevant bodies in the Club to develop a coaching section on the website • Update bi-annually with coaching sessions and tips. Guest coach sessions and videos 	Q4, 2019	Coaching Officer
GC404	All coaches working with underage players to have received Garda Vetting	To provide assurance to players, parents and members that all coaches working with young people are suitable	<ul style="list-style-type: none"> • All new coaches to go through process as soon as possible 	Q4,2017 & Annually	Children's Officer
GC405	Agree feedback evaluation from players and parents	To advise on necessary changes or compliments to assist coaching in the Club.	<ul style="list-style-type: none"> • Provide feedback forms for players and parents to comment on their views on coaching • Evaluate responses • Implement necessary changes where required 	Q4,2017 & Annually	Games Dev & Coaching Subcommittee
GC406	Regular Coaching Committee Meetings	Monthly / 6 weekly schedule of coaching committee meetings planned. This will enable coaching officer to get feedback from all sections of coaching committee, monitor implementation of	<ul style="list-style-type: none"> • Yearly schedule of meetings planned • All members of coaching committee and head coaches notified of schedule • Meeting reminders and associated agenda to be sent out 	On-Going	Coaching Administrator

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
		coaching plan and deal with issues that arise during the year.	<ul style="list-style-type: none"> Minutes with action points drafted and sent out to members of committee 		
GC407	Improve Club Education & Discipline by ensuring all players and mentors are educated annually on the rules by a qualified referee.	Increase respect for officials by players, mentors and officials from the Club.	<ul style="list-style-type: none"> Organise an annual workshop, hosted by a qualified referee, covering aspects of rules and play etc. Updated rule book to be included on the Club website. 	Q1,2017 & Annually	Referee Coordinator
GC407	GAA Code of Best Practice and Code of behaviour in place	To promote an environment of respect in the Club and to ensure that all children participate in a safe environment	<ul style="list-style-type: none"> All coaches to attend Child Protection Workshop (reviewed every 3 years) "Respect" posters visible in Club premises GAA Code of Conduct to be read and signed by parents, players and coaches 	Q1, 2017	Children's Officer

12. Activity Area 5: Facilities and Development

This development plan sets out clear goals for the Club. These include achieving significant success across the four games, strong participation across all levels and strong Club spirit. Our facilities strategy is driven by having the best playing, training and other facilities to support these goals. Consequently, our facilities strategy will be GAA Sports Club centric as opposed to developing broader based leisure facilities.

This section outlines 'what do we want to do?' and 'who is going to do it?' in terms of improving our Clubs Facilities and Development over the next five years. It outlines the Club aims, the key initiatives and action steps necessary to make improvements in this activity area.



12.1. Aims

Our aims in **Facilities and Equipment** are:

- To relocate to new modern facilities for the playing and promotion of our games. We will have an adequate number of pitches, training areas, Club house and facilities to continue to grow and develop into the future
- To continually improve our existing facilities and equipment until the relocation plan is realised
- To have the structures in place to manage maintenance and operational activities, improvement projects and govern the relocation of the Club

12.2. Club Relocation to New Facilities

A main aim of the Club is to relocate to a new premises as the current Club site has been rezoned for property development. At the time of writing this plan (August 2016), the Club through its existing development committee were still in negotiations with the relevant stakeholders.

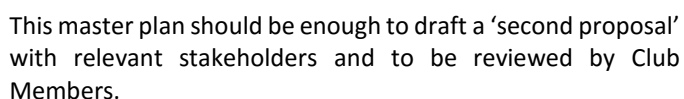
12.2.1. Development Plan Assumptions

For the purpose of this plan we are assuming that the Club will remain in its current location for the next 3 years (September 2019) and urgently needs to make improvements so that the new and existing members can be recruited and retained.

The process of relocating the Club is lengthy, involving many different stakeholders and will have a high impact on the Club for many years to come. To assist the Club in making this decision, it is proposed that the Club will follow a process similar to the GAA Club Mhaith process as follows:

Step 2: Master Plan: If the first draft proposal is deemed viable then the Club will need to supply greater detail on what it needs and this would be detailed in a Facilities Master Plan

- What property/land the Club owns/controls
- Existing pitches; buildings; etc., and a sense maybe of how they might be reconfigured
- Access and connectivity issues, including parking
- Services (water; electricity; internet; etc.)
- Natural assets (water-ways; trees/flora; wildlife)
- Unused land/space and what it could be used for (e.g. new pitches, play areas, MUGAs (Multi-Use Games Area), pavilion, etc.
- Vulnerable areas (e.g. at risk of flooding; dangerous re slopes, hidden from view/supervision/underground services)
- Important links (e.g. to housing, schools, community buildings etc.)
- Constraints (limits to floodlight spillage, planning issues etc.)



run/maintain it once it is there. **Planning the financials is just as important as planning the physical side of the project.** If the 'Second proposal' were deemed viable by Club Members then a full business case would be developed detailing costings, funding sources, land ownership, business plan, risks and an outline plan. Good practice suggests we look at the financials in three ways:

- What are the current running costs and how are we sourcing that money?
- What will it cost to do our planned development and how will we source that money?
- What will it cost to run our Club once the new development is in place and how will we source that money?

A. Cost of currently running the Club

COSTS	YEARS:				
	1	2	3	4	5
Affiliation etc					
Playing Gear					
Travel					
HLP					
Maintenance					
Etc					
TOTAL					
INCOME					
Membership Fees					
Lotto					
Gates					
Sponsorship					
Etc					
TOTAL					
SURPLUS/DEFICIT					

B. Costs of putting our development in place

COSTS	YEAR 1				YEAR 2				YEAR 3				
	QUARTER				QUARTER				QUARTER				
	1	2	3	4	1	2	3	4	1	2	3	4	
Fees													
Contractor Payments													
Other													
TOTAL													
SOURCES OF FUNDS													
Club reserves													
GAA Grants													
Other Grants													
Loans													
Other													
TOTAL													
SURPLUS/DEFICIT													

C. Costs of running the Club with the new development in place (e.g. added maintenance costs; floodlighting costs; bank loan repayments; etc.)

Step 4 Decision: Club members would vote on the basis of a business case on whether or not to proceed with the proposal.

Step 5 Planning & Implementation: Once the Club signs-off on the relocation proposal the relevant bodies can get down to the business of planning and implementing the Club move.

Note: This process may change slightly, the important thing is that there is clear and understandable process with a sound business case to allow Club members to reach a decision.

12.2.3. Club Relocation (High-Level) New Facilities Requirements

The remit of this Club Development Plan was to define high-level the Club's new facilities requirements:

1. Pitches : "The Core Club Building Block"

Developing a GAA pitch is one of the major projects any generation of GAA Club members is likely to undertake. It should not be done lightly and certainly no part of it should be left to chance. Good analysis and planning should underpin any such project

In 2016 O'Dwyers allocate teams on the basis of 2 pitches for 18 teams training. If we model forward with conservative estimates ([using Appendix C: High Level Projections- Population, Membership, Teams and Pitches](#)) we can see that the Club will require four pitches by 2021 and five pitches by 2023 to meet the demand for the sports offered under this plan.



The type of pitches required needs to be considered:

- Grass Pitches
- 3G Pitches
- Sand Carpet Pitches

Other pitch and playing facilities to be considered include:

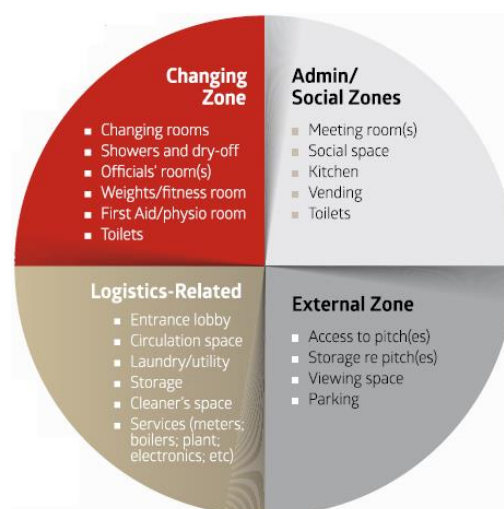
- GAA Goal Posts

- GAA Ball Catch Nets
- Dug-Outs
- Pitch Fencing
- Floodlighting
- Scoreboards

2. Club Pavilion Facilities

The basic building blocks of today's GAA are pitches and pavilions that complement each other in practical and meaningful ways. A good pavilion allows a Club to get the best out of its pitches but will also help it drive forward every other aspect of its GAA business. There are 4 main area for considerations when defining our pavilion needs

- Changing Zone
- Logistic Related
- Admin/Social Zone
- External Zone



3. GAA Sports Halls

A sports hall is not appropriate for every Club. It should only be built in response to clearly-identified needs. Unlike GAA pitches and associated changing facilities, GAA sports halls also tend to be used for non-GAA activities. This 'mixed use' is usually central to their sustainability. Some of the factors to consider in terms of a sports hall include:

- Size and Layout
- Floor Surfaces
- Multi-Use
- Changing Provision
- Toilets
- Gyms/Training Zones

4. Adding Value to the GAA Complex

Other facilities that require a further needs analysis include requirements for:

- Athletics Tracks
- Walkways and Jogging Tracks
- Play Areas
- Spectator Accommodation
- Hurling Walls
- Handball

12.3. Key Initiatives and Projects (Existing Facilities)

FD100: Governance and Management

FD101: Facilities Officer: We will appoint a Facilities Officer who will be responsible for the management, maintenance and efficient operation of managed sites. This may include turf management, repairs and maintenance, security, cleaning and more highly technical services required.



FD102: Facilities and Development Subcommittee: We will appoint a Facilities and Development Subcommittee to oversee the management, maintenance and development of our Club facilities, including the pitch, flood lights and dressing rooms. This is a very important committee due to the heavy demands placed on the facilities during the year by the Clubs teams. Note: Club representatives to the 'All-Weather Pitch Group' will also sit on and report back to this committee.

FD200: Playing and Training Facilities Improvements

One of the main objectives of this plan is to set, in motion, a program of improvement of our playing and training facilities. This is critical to attract new, and to retain existing players. This will involve

- General Tidy e.g. cut back hedges, removal of unwanted items etc.
- Improved playing surfaces
- Dressing rooms upgrade - the boiler and showers.
- Introduction of a fitness room / gym
- Upgraded lights around the training pitch and training area.

The Facilities & Development Subcommittee will also move on to the next phase, which is to draw down the Sports Capital Grant if successful:

- **Project 1:** Securing the current grounds and Clubhouse using rigid mesh panel fencing including a new secure and widened double-gated entrance to the Clubhouse.
- **Project 2:** Ball stopping nets (Ball Catch System) to be erected behind both goals on the main pitch.
- **Project 3:** Dressing rooms to be brought up to a modern standard, with upgrades to include new tiling and shower facilities in both dressing rooms.



Figure 5.1: Bremore Park with improvement projects identified

FD300: Off-Main Site Playing and Training Facilities

We will seek to make better use of our off-main site facilities (e.g. Bells, All-Weather) to take the pressure off the main playing pitch. We will negotiate with relevant parties to access further playing areas within the Balbriggan area.

FD400: General Maintenance, Access and Security

Security fencing will enable us to close off the pitch outside of match days and training use, thus reducing the wear and tear that is evident at present from the large crowds of non-member youths who currently use the grounds for playing soccer games.

Bushes and hedges around the perimeter have become overgrown and should be cut back and tidied on a regular basis.

Widening of the entrance point into the Club by removing the current pillars and gates and replacing them with a double-gated entrance further back into the grounds will allow for two cars to pass each other and create an in-out traffic flow option to reduce the current risk in regards to traffic congestion and accidents.

FD500: Signage Improvements

Working with our communication team, we will improve Club signage in Balbriggan and the general environs (with assistance of Fingal CC) with a view to enhancing visibility and awareness of the Club and its facilities.

FD600: Club Pavilion Improvements (Incl. Bar, Shop, Office, Meeting Room and Kitchen)

The Clubhouse bar has the ability to build a strong bond within the Club from off-field activities. From social gatherings to fund raisers, members should be able to mix together in comfortable surroundings. To achieve a welcoming Clubhouse for all existing members and to entice new members we should aim to improve the

facilities that we have. This should be split into the short-term and the long-term. Ideally we would like all the short-term goals be completed within the calendar year.

Short Term

- Upgrade of existing toilet facilities.
- Installation of proper sound system, to include overhead projector.
- Review of TV positioning and sports subscription packages to make sure we can offer all the matches on TV.
- General facelift of the bar area to include
 - Replacement of broken chairs
 - New tables throughout
 - Review bar layout and seek improvements
- Improved kitchen facilities
- Creation of an Admin Office and Club Shop
- Meeting room with associated equipment (Whiteboard, projector etc.)
- Proper enclosed (roofed and fenced in) smoking area with heaters and adequate ash trays

Medium term

Our Bar/Club house is an essential amenity for every member of our Club. The uses of the current premises are many and varied, including hosting mother and toddler groups, senior citizens, Bar, Club and Community Meetings, Pool & Darts, Dancing, Club Shop, functions & celebrations. All are provided within the existing bar premises. Given our need for such a multi-purpose facility to cater for the many and varied needs of our Club and Community, we must, as a matter of urgency, devise a plan for the provision of facilities to meet those needs and provide a warm, welcoming and comfortable environment for all. We believe this plan should be devised immediately and presented to a meeting of the Club before by Q2, 2017.

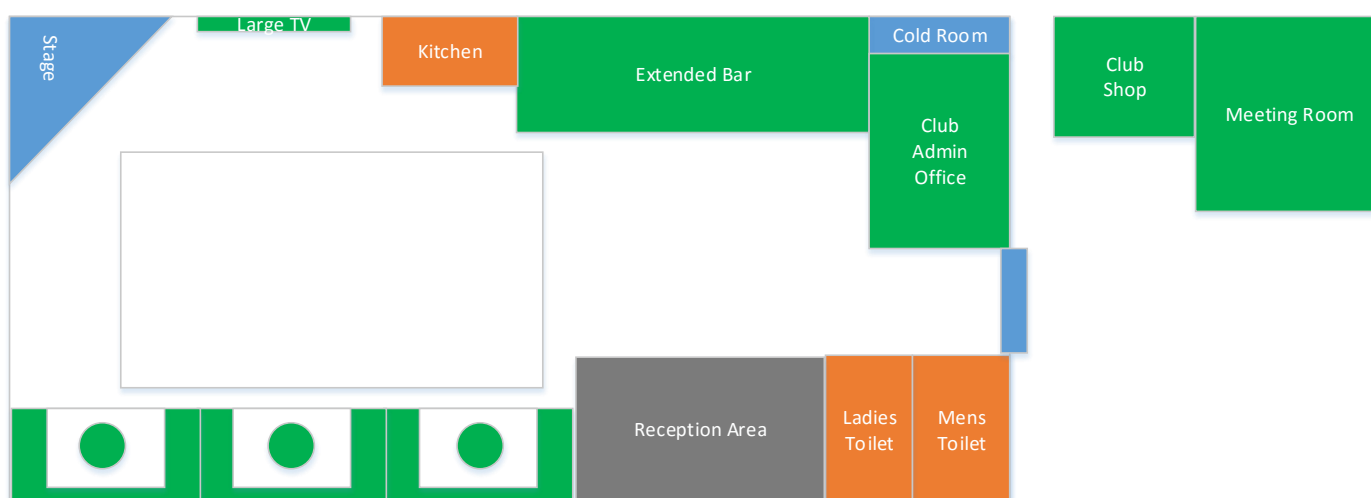


Figure 5.2: Club House with proposed modifications

12.4. Facilities and Developments Action Plan

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
FD100	Governance & Management				
FD101	Appoint a Club Facilities Officer	To oversee the management, maintenance and development of our Club facilities	<ul style="list-style-type: none"> Assess the Club database for people with the correct skill set Identify suitable candidates Discuss role with potential candidates Select and appoint 	Q1, 2017	Club Executive
FD102	Appoint a Facilities & Development Subcommittee	To oversee the management, maintenance and development of our Club facilities	<ul style="list-style-type: none"> Leverage any relevant construction expertise within the membership when selecting members of this Subcommittee Define the roles and responsibilities for this sub-committee. Incorporate All-Weather Pitch Group reps into committee Executive Committee to appoint the Subcommittee 	Q1, 2017	Club Executive
FD103	Revitalise the Grounds Team	The ground team would complete the majority of tasks in this work plan	<ul style="list-style-type: none"> Appoint a head groundsman Assess skills of grounds team Provide a job sheet to the head groundsman for each month. Assess, monitor and feedback back on completed work 	Q1, 2017	Facilities & Development Subcommittee
FD104	Health and Safety Policies & Procedures	We will develop a Club safety statement that will help identify all potential safety hazards, thus ensuring that our grounds follow best practice in providing a safe environment for players and supporters.	<ul style="list-style-type: none"> Develop and agree Club safety statement Put a plan in place to ensure the safety statement is implemented Put a traffic management plan in place to allow a safer area for dropping off and picking up children 	Q1, 2017	Facilities & Development Subcommittee
FD105	Pitch/Facilities Usage Policies & Procedures	Our traditional pitches take longer to recover from misuse and require regular resting periods to remain in a playable condition. We will develop and implement policies and procedures on the use of our pitches and protection of our facilities.	<ul style="list-style-type: none"> Develop and agree a pitch and facilities usage statement Put a plan in place to ensure the statement is implemented 	Q2, 2017	Facilities & Development Subcommittee
FD200	Playing & Training Facilities Improvements				
FD201	Improve the playing surface of the Breme Park Main Pitch (1)	There are sections of the pitch that have deep holes and dips. This is a health and safety issue, endangering players of sustaining serious injury. This needs to be addressed as a matter of urgency.	Phase 1 (Urgent) <ul style="list-style-type: none"> Assess what areas of the pitch need fixing Re-sod the high-risk places Fence-off the re-sodded areas from training Erect "No Unauthorised Games" signs around the field 	Now! Q1, 2017	Facilities & Development Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
			Phase 2 (Medium–Term) <ul style="list-style-type: none"> • Apply for funding on the sports capital grant • Assess the high usages placed for re-sodding • Re-sod the identified • Fence–off the re-sodded areas from training 		
FD202	Improve the use of the Bremore Park Training Strip (2)	To improve the quality of playing facilities	<ul style="list-style-type: none"> • Cut back the overgrown hedges • Fence-off the drain (Keep children and balls out of the drains) • Remove permanent goalposts from the training pitch as they are not being used. • Purchase moveable large goal posts – Allow shooting drills etc. 	Q1, 2017	Facilities & Development Subcommittee
FD203	Distribute the playing load on the pitch (3)	To improve the quality of playing facilities and reduce wear and tear on high volume traffic areas	<ul style="list-style-type: none"> • Remove fence from top of field so that a full juvenile pitch could be played length ways 	Q3, 2017	Facilities & Development Subcommittee
FD204	Create and publish on-line a Pitch Schedule Calendar	To improve the quality of and access to, our playing facilities	<ul style="list-style-type: none"> • Agree format of calendar • Publish on-line • Assign responsibility for keeping calendar updated 	Q1, 2017	Facilities & Development Subcommittee
FD205	Complete the installation of the Existing Ball-Stop Nets (4)	Another health and safety issue that needs to be addressed urgently. There is a risk the balls could be kicked out on unsuspecting road traffic causing an accident	<ul style="list-style-type: none"> • Cut back hedges • Purchase plastic-coated chicken wire and hire a few teleporters • Get a group of volunteers together and hang the wire on both sides of the field 	Now!	Facilities & Development Subcommittee
FD206	Install New Ball-Stop Nets (5)	To improve the quality of playing facilities	<ul style="list-style-type: none"> • Apply for funding on the sports capital grant • Establish a Project and Project Manager • Implement the project 	Q2, 2017	Facilities & Development Subcommittee
FD207	Improve our management of goalposts, goalmouths & nets (6)	To improve the quality of playing facilities	Main Goals <ul style="list-style-type: none"> • Assess what needs to be done • Re-sod goal mouth and fence off when pitch not in game use Training Strip • Remove permanent goalposts • Purchase moveable large goal posts – Allow shooting drills etc. and take the pressure off the main goals Juvenile Goals <ul style="list-style-type: none"> • Tighten up all juvenile goalpost 	Q2, 2017	Facilities & Development Subcommittee
FD208	Upgrade Floodlighting on the Training Strip (7)	The current floodlight system is inadequate to cater for adult team training. The existing flood lights should be fixed and upgraded and new floodlights installed along training strip	<ul style="list-style-type: none"> • Investigate the use of existing flood lights (in storage) and associated poles (also in storage) • Develop an implementation plan • Implement 	Q2, 2018	Facilities & Development Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
		and main field			
FD209	Upgrade the Main Dressing Rooms to basic standard (10)	The existing dressing rooms are in a state of disrepair, and need to be upgraded as a matter of urgency. This will assist us in recruiting new and keeping our existing players.	<ul style="list-style-type: none"> • Fix the showers, plumbing and put maintenance plan in place • Replace existing bench boxes and replace with standard benches thereby creating more space • Replace toilets seats and coat hangers, install noticeboard, mirrors and soap dispensers • Fix the hole in the roof and resurface loose wall sections • Hose & repaint floor and walls 	Q2, 2017	Facilities & Development Subcommittee
FD210	Upgrade the Main Dressing Rooms Shower Facilities (10)	Improve the dressing room showers capability	<ul style="list-style-type: none"> • Assess and get quotes for improvement works • Develop a plan • Implement 	Q3, 2017	Facilities & Development Subcommittee
FD211	Develop Juvenile Dressing Rooms area to provide shelter and improve safety (11)	Move the children away from the high traffic volume areas	<ul style="list-style-type: none"> • Fix-up the porta cabin • Move to a suitable location in the pitch 	Q2, 2017	Facilities & Development Subcommittee
FD212	Develop a Medical / Fitness Room facility for all players in the Club (12)	Additional fitness area and equipment for players and Club members To facilitate emergency services	<ul style="list-style-type: none"> • Secure best advice on fitting out of facility • Basic equipment in place by Q1 2017 • Fully functioning Gym by Q2 2017 • Need to ensure it is secured 	Q2, 2017	Facilities & Development Subcommittee
FD213	Install a new Scoreboard (13)	Improve facilities for spectators and players. Also would be a source of revenue with the associated advertising installed	<ul style="list-style-type: none"> • Assess options • Secure sponsorship • Develop a plan • Implement 	Q3, 2017	Facilities & Development Subcommittee
FD217	Improve our Playing Equipment Storage	Allow for better management of playing equipment	<ul style="list-style-type: none"> • Playing equipment storage • Asset register • Compressor 	Q3, 2017	Facilities & Development Subcommittee Equipment Coordinator
FD218	Flexible Flags	Player safety	<ul style="list-style-type: none"> • Place logo on flags • Sponsorship on flags also to cover costs • Policy that they are taken in after each game 	Q2, 2017	Facilities & Development Subcommittee
FD219	Create a Referees Room	Changing and showering facility for referees and officials thereby ultimately improving Club profile	<ul style="list-style-type: none"> • Identify location • Develop a plan • Implement plan • 	Q2, 2018	Facilities & Development Subcommittee
FD300 Off-Main-Site Playing & Training Facilities					

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
FD301	Make better use from All-Weather Pitch facility	To provide a training facility for adults and youths, over the winter months, and a place of recreation for Club members	<ul style="list-style-type: none"> Identify options Develop a plan Discuss with Fingal CC Implement plan 	Q2, 2017	All-Weather Pitch Group
FD302	Make better use of the Bells Field	To take the pressure of the main pitch	<ul style="list-style-type: none"> Identify options Develop a plan Discuss with Fingal CC Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD303	Access further playing areas within the Balbriggan area	More playing and training areas	<ul style="list-style-type: none"> Negotiate with local schools and community organisation for the use of their pitches and green areas Create Pitch Finder on our website 	Q2, 2017	Facilities & Development Subcommittee
FD304	Access Winter Training Facilities	Improve playing facilities	<ul style="list-style-type: none"> Identify options Develop a plan Implement plan 	Q3, 2017	Facilities & Development Subcommittee
FD400	General Maintenance, Access & Security				
FD401	General Clean-Up , removal of unused equipment and facilities.	Improve Club profile and standing in the local and wider GAA community	<ul style="list-style-type: none"> Hire a skip Remove Clothing Banks Replace wire at the back of goal 	Q2, 2017	Facilities & Development Subcommittee
FD402	Cut back all the hedges around the site and put a maintenance plan in place.	The site hedges are completely overgrown Improve Club profile and standing with the local and wider GAA community	<ul style="list-style-type: none"> Hire a company to cut back the hedges 	Q2, 2017	Facilities & Development Subcommittee
FD402	Improve the usage of porta-cabins and storage facilities	Improve Club profile and standing with the local and wider GAA community	<ul style="list-style-type: none"> Remove used porta cabins or storage containers Storage for lawnmowers, grass trimmers, hedge cutters etc. Bar and catering storage 	Q2, 2017	Facilities & Development Subcommittee
FD403	Perimeter, Access & Security	Reduce the risk of theft	<ul style="list-style-type: none"> Security System Perimeter security fencing Put a lock on the Tap (Water Rates) 	Q2, 2017	Facilities & Development Subcommittee
FD404	Install a maintenance shed	For storage of maintenance equipment	<ul style="list-style-type: none"> Identify location Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD405	Traffic, Parking, Crowd/Spectator Management	A safer area for dropping off and picking up children.	<ul style="list-style-type: none"> Identify areas for improvement Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD406	Grass mower	Upkeep of grounds	<ul style="list-style-type: none"> Source appropriate machine Q4 2016. Purchase when finance sourced 	Q2, 2017	Facilities & Development Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
FD407	Remove earth bank	To increase parking area	<ul style="list-style-type: none"> Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD408	Public lighting / emergency lighting	In the interest of safety	<ul style="list-style-type: none"> Immediately 	Q1, 2017	Facilities & Development Subcommittee
FD409	Fencing along pitch	Allow advertising signs Stop children wandering onto field during game	<ul style="list-style-type: none"> Acquire materials and erect Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD410	Larger oil tank	Can fill tank when oil is cheaper, more cost effective Secure it against theft of contents??	<ul style="list-style-type: none"> Identify options Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD500	Signage Improvements				
FD501	Signage to Grounds	Improve Club profile and standing with the local and wider GAA community	<ul style="list-style-type: none"> Identify locations in the area for signage Discuss with Fingal CC Develop a plan Implement plan 	Q3, 2017	Facilities & Development Subcommittee
FD502	Safety signage at ground	Health and safety and playing facility policy compliance	<ul style="list-style-type: none"> Effect safety signage at ground 	Q2, 2017	Facilities & Development Subcommittee
FD600	Club House Improvements				
FD601	Broadband / Wi-Fi	Internet access for members and officers. Particularly the Club registrar for registering members	<ul style="list-style-type: none"> Identify options Develop a plan Implement plan 	Q1, 2016	Facilities & Development Subcommittee
FD602	Large TV Screen and Projector with associated provider to watch GAA and sport matches	Improve Club profile and social standing of the Club in the local community	<ul style="list-style-type: none"> Identify options Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD603	Improve Internal Décor	Improve Club profile and social standing of the Club in the local community	<ul style="list-style-type: none"> Refresh curtains and poles Group pictures Verify plaques are up-to-date Improve lighting (it is so dark at the minute) 	Q2, 2017	Facilities & Development Subcommittee
FD604	Meeting Room	More committee and groups under development plan so will need more meeting space	On-Site <ul style="list-style-type: none"> Convert porta cabin to a dedicated meeting space Install whiteboards Install projector and screen Off-site	Q2, 2017	Facilities & Development Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
			<ul style="list-style-type: none"> Hotel, Flemington CC 		
FD605	Administration office	For ease of administration	<ul style="list-style-type: none"> Identify area within buildings (currently called members bar) Buy a PC and Printer 	Q2, 2017	Facilities & Development Subcommittee
FD606	Update Kitchen furnishings	To allow on-site catering for small events	<ul style="list-style-type: none"> Locate, purchase and fit a second hand kitchen 	Q2, 2017	Facilities & Development Subcommittee
FD607	Extend and improve the Club Bar	Improve Club profile and social standing of the Club in the local community Increase revenue coming from bar	<ul style="list-style-type: none"> Develop a plan Implement plan 	Q3, 2017	Facilities & Development Subcommittee Social Committee
FD608	Entertainment Facilities	Improve Club profile and social standing of the Club in the local community	<ul style="list-style-type: none"> Locate space for the pool table Install a darts board Install a Sky TV Install large TV screen for match days 	Q2, 2017	Facilities & Development Subcommittee
FD609	Reception Area	Improve Club profile and social standing of the Club in the local community	<ul style="list-style-type: none"> Identify options Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee
FD610	Club Shop	Improve Club profile and social standing of the Club in the local community Increase revenue coming from shop	<ul style="list-style-type: none"> Identify options Develop a plan Implement plan 	Q2, 2017	Facilities & Development Subcommittee

13. Activity Area 6: Communications, Marketing and Public Relations

This section outlines 'what do we want to do?' and 'who is going to do it?' in terms of improving our Club's Communication, Marketing and PR over the next five years. It outlines the Club aims, the key initiatives and action steps necessary to make improvements in this activity area.



13.1. Aims

Our aims in **Communication, Marketing and PR** are:

- To ensure our Club is a vibrant, inclusive and excellent sporting, cultural and social organisation within our Community.
- To ensure our members and supporters are connected through traditional and new media. Our members and the wider community are informed of all events that are happening in the Club.
- To raise the profile of the Club and improve or expand upon our promotional methods.
- To have a fun, family friendly and welcoming social environment with the structure in place to manage events and promote our culture and activities.
- To develop our volunteer base and increase participation levels, either generally or from specific groups.

13.2. Key Initiatives and Projects

CMP100: Governance and Management

CMP101: Communications Team: The establishment of a new team comprised of individuals interested in the development and dissemination of the Club's message. Ideally, this would be led by the Club PRO, who would

be a member of the executive and report into that committee.

It would, with the approval of the Executive Committee, oversee contact with the media, use of social media and various other outputs over the course of a given year. It will also control who gains access to these channels and would oversee consistency in look, feel and content of the Club's different platforms i.e. match tracker, Club twitter and website.

The Communications Team will seek to bring persons with skills and background in communication and lay persons interested in promoting and communicating in respect of the Club together, to meet on a regular basis. The team will develop a communications strategy, which will be reviewed on an annual basis. The strategy will incorporate the various strands of communication utilised by the Club and seek to pursue new channels.

CMP200: Communicating with members and the Community

CMP201: Signage: An assessment will be carried out by the Communications team to identify the priorities for the provision of signage and signage appropriate to direct, identify and brand the Club. The signage should be bi-lingual (English and Irish)

We will ensure that signage is erected around the local community to highlight our games. We plan to build a larger bulletin board at the gates of the Club and look at the possibility of a digital screen facing the main road.

Both board and screen will have special emphasis on the next games within the Club.

CMP202: Notice Boards: We will make better use of our current noticeboards. This can be used to notify those who come to watch our teams of Club activities i.e. Fundraisers, fixtures/results and general news. It will help generate interest among supporters and inform them of up to date goings on within our Club.

CMP203: Quarterly Newsletter: We will email members a quarterly newsletter, which will inform them of all of the Clubs activities. This can be done both within the local community and on-line via email, to those who wish to know of our Clubs activities. The newsletter could be placed within shops, churches and hotels, or delivered to people's homes. We will also collect a database of information on Club members abroad, who may wish to receive information regarding O'Dwyers GAA

CMP204: Photography: Devise a policy of best practice in the area of Club photography which conforms with the GAA's Code of Best Practice, especially with regard to children. Thereafter, attempt to photograph every team that fields on an annual basis for both posterity and for possible inclusion in a Club calendar.

All mentors of juvenile teams will be asked to provide a team picture of his/her respective team at the start of each season. Club photographers will be engaged to picture adult teams at beginning of season.

CMP205: Cultural Communication: We tend to assume that everyone know what Hurling, Gaelic and Camogie are but, many people do not. Balbriggan has a population with many cultural backgrounds and we need to educate people about our sports and the spirit it brings to the community helping them settle into the community. One proposal is communicate details of these sports, in English, Polish and Lithuanian via the Balbriggan / Club's news etc. We will investigate the feasibility of conducting a survey to determine the various cultures in the Balbriggan area and to reach out to those groups to ensure they are aware of O'Dwyers and how they are welcome to be an active part of the Club.

Encourage any parents of children playing to hold an open night in their native language. Encourage attendance at our Open days to ensure we have people present with the different cultural backgrounds. This will help show that the GAA is an open family welcoming all to come together.

CMP300: Identity & Branding

We want immediate recognition of the O'Dwyers GAA brand that signifies quality and success. Initiatives will include Club merchandise, signage and publications.

CMP301: Club Colours: We envisage O'Dwyers GAA having one look and feel with regards to the Club's colours and gear. In association with our finance team we will seek to lock sponsors in for a three-year period. As part of this we will create a tender for the making of

our Club merchandise. This tender will include details of the number of current and proposed teams the Club will have within said period.

CMP302: Club Logo & Motto: The look and feel of our Club crest has not been reviewed in many years. As part of this process we will redesign our crest to bring it up to date with the modern era. The crest will show O'Dwyers GAA as it was and how it will be going forward.

Our current Club motto is *One Community, One Club*. This does not identify the area that. Therefore, we plan to change the motto to the following:

O'Dwyers GAA Club
Serving Balbriggan, Balrothery & Balcadden

CMP400: On-line Presence and Information Access

CMP401: New Website: We aim to develop a modern and user friendly website, which will contain all of the following:

- Club history
- Archive
- Games and team photo gallery
- Training and master fixtures programme
- Individual team news and information.
- Latest news
- Results board
- Match reports
- Contact form
- On-line registration for merchandising purposes

CMP402: Social Media Strategy and Policy: We aim to establish connections across all social media platforms to encourage communication between all members, players and parents of juvenile players through Facebook, Twitter, LinkedIn and YouTube

A strategy for social media.

- Facebook
 - Remove redundant sites and team pages.
 - Centralise under one O'Dwyer's umbrella
 - Place editorial controls in place
- Twitter
- Instagram

CMP403: Club Texting and Communication Tools: We will develop and roll out an effective communication tool for group texting. We will compile a Club contact database for all sections of the Club to include phone numbers and email addresses of all members of the Club. This will be used to notify members of upcoming matches and social/fundraising events. The Club will have a secure and appropriate database of Club and member information to include an archive system and data protection policy.

13.3. Communication, Marketing and PR Action Plan

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
CMP100	Governance & Management				
CMP101	Set-up a Communications Team	Responsible for the management and issue of Club communication	<ul style="list-style-type: none"> • Leverage any relevant Communications, PR and Marketing expertise within the membership when selecting members for this Subcommittee • Include representatives from all sections of the Club • Define the roles and responsibilities for this team 	Q1,2017	Club Executive
CMP200	Communicating with members and the Community				
CMP201	We will improve Club signage in the Club grounds, Balbriggan and the general environs	<ul style="list-style-type: none"> • Enhance visibility and awareness of the Club and its facilities • To ensure bilingual signage is erected to make the community aware of ladies' and men's games • Sign to advertise Club events and games and in turn increase awareness of and support for our Club teams 	<ul style="list-style-type: none"> • Review existing signage • Develop a plan including costings • Agree plan with relevant stakeholders • Agree with Club Executive • Implement Plan 	Q4,2017	Communications Team Facilities & Development Subcommittee
CMP202	We will set up a permanent (or mobile, or rented) notice board in suitable locations to communicate the key Club fixtures and events to the public	<ul style="list-style-type: none"> • Seek to add a notice board at the entrance to the Club grounds • Investigate the possibility of obtaining digital advertisement boards to be erected, at the Flemington side of the grounds overlooking the main road • Investigate how many notice boards/advertisement areas are available for use of the Club within the town and its surrounding areas 	<ul style="list-style-type: none"> • All paper based notices will follow the Club agreed advertisement template and will be printed. • Digital signs should be connected to Club broadband facility to allow for offsite updating. • Explore the options available and identify optimum solutions for obtaining a digital display (e.g. purchase permanent or mobile display; rent notice space, etc.) • Get Executive approval and implement 	Q4,2017	Communications Team Facilities & Development Subcommittee
CMP203	We will issue a Quarterly Newsletter	<ul style="list-style-type: none"> • Newsletter to be created in hard & soft format. This will be distributed by email, available in the Clubhouse and linked from the website • Progress of Club development, fundraising and enhancements to be included • Updates of on-pitch activities with match reports and photographs 	<ul style="list-style-type: none"> • Develop template to issue newsletter • Investigate the best available software • Work with the membership team to determine the audience • Draft and issue newsletter 	Q2,2018	Communications Team

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
		Include the success stories from Club events that have occurred in the past quarter and highlight the upcoming events			
CMP204	Photographs	<ul style="list-style-type: none"> Obtain team pictures from each manager at the start of each season. Picture resolution needs to be of high quality to allow for future use Identify Club members with a photography interest to photograph games and Club events Investigate the possibility of obtaining aerial photographs of important sporting events that take place on our facilities, for use in advertisement 	<ul style="list-style-type: none"> For use on newsletters, Club leaflets, Club brochures & website 	Q2,2018	Communications Team
CMP205	Cultural Communication	<ul style="list-style-type: none"> Balbriggan is a culturally diverse town with a changing ethnic landscape. To attempt to attract more members we will concentrate on producing some of our advertisement items in other languages of these people 	<ul style="list-style-type: none"> Target certain Club events and sporting events <ul style="list-style-type: none"> Summer/Easter camps Large blitzes 	Q4,2017	Communications Team
CMP206	Develop a Club ' Welcome Pack '	<ul style="list-style-type: none"> All new members and visitors will receive a welcome pack 	<ul style="list-style-type: none"> To contain the following <ul style="list-style-type: none"> Training Times and Contact Details Important Club contacts Location of Pitches Known upcoming events for the current year. Website & Social Media addresses. 	Q1,2017	Communications Team Membership & Registration team
CMP207	We will establish a ' Suggestion box ' in the Club house	<ul style="list-style-type: none"> Gather feedback from Club community 	<ul style="list-style-type: none"> Find suitable location Implement 	Q1,2017	Communications Team
CMP208	Continue to issue weekly Club Notes	<ul style="list-style-type: none"> Weekly Club notes will continue to be circulated with the distribution list continuously managed and monitored 	<ul style="list-style-type: none"> Constant review of content Work to increase the scope in conjunction with the Clubs overall review of the use of MyClubFinance 	On-Going	Communications Team
CMP209	Master Fixtures /Events List:	<ul style="list-style-type: none"> A master fixtures/events list will be compiled and placed on the website and in hard copy format in the Clubhouse and if possible circulated through other local media outlets 	<ul style="list-style-type: none"> Compile fixture list or seek to automate this form on the Dublin GAA website 	Q2,2017	Communications Team
CMP210	O'Dwyers Diaspora	<ul style="list-style-type: none"> The Club will use social media to maintain links with our diaspora all over the world. 	<ul style="list-style-type: none"> Compile a list of our Club's Diaspora Work to attract former members via social media 	Q1,2018	Communications Team

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
CMP210	We will agree guidelines and the use of a standard template for all match reports	<ul style="list-style-type: none"> To ensure consistency of reporting and fairness to all players To facilitate the PRO in compiling their reports 	<ul style="list-style-type: none"> Develop the template (1 or 2 different ones) Assign a responsible person from each Team Group to complete and submit the standard template as required 	Q2,2017	Communications Team
CMP300	PR, Identity & Branding				
CMP301	We will seek expert PR advice to develop a comprehensive PR strategy for the Club	<ul style="list-style-type: none"> To ensure the Club develops and maintains a high standard of public relations across all media channels To keep our members and the wider public well informed of Club events and developments 	<ul style="list-style-type: none"> Identify the appropriate PR expertise and agree any relevant terms Perhaps also seek help from other Clubs that have a good Social Media presence Jointly develop an overall PR plan for the Club, with sufficient detail around each element Determine what training is required for Club members Implement the agreed plan 	Q1,2018	Communications Team
CMP302	Club Colours	<ul style="list-style-type: none"> Create one look and feel set of gear and merchandise. 	<ul style="list-style-type: none"> To be worn from Juvenile to Adult Create tender document for manufactures to supply clothing. Tie in 3-year of jerseys with 3-year sponsor term. 	Q1,2019	Finance Committee Club Shop Communications Team
CMP303	Club Logo & Motto	<ul style="list-style-type: none"> Redesign Club crest to bring it into the modern era Update current Club motto to clearly identify the areas that Club caters for. 	<ul style="list-style-type: none"> Review existing logo and motto 	Q1,2019	Communications Team
CMP304	Investigate the feasibility of at performing a survey in the busy areas of the town to get a measure of brand recognition	<ul style="list-style-type: none"> Understand the perception of the Club in the community 	<ul style="list-style-type: none"> Perform survey three times over the period of this strategic plan, firstly, at the beginning of the plan, then 2 ½ years in and at 5 years. This should identify if our updated communication policy is operating successfully. 	Q1,2018	Communications Team
CMP305	Ensure Club players wear Club socks and shorts during matches	<ul style="list-style-type: none"> To improve the Clubs image on the field 	<ul style="list-style-type: none"> Make all age groups aware of policy Q1 2017 Review when next year's league campaigns have concluded Q3 2017 	Q3, 2017	Club Committee
CMP306	Make a weekly pitch schedule	<ul style="list-style-type: none"> To ensure supporters and management teams know of the activities and availability of the pitch and facilities 	<ul style="list-style-type: none"> Review after 6 weeks, to analyse its effectiveness 	Q1, 2018	Club PRO

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
CMP400	On-line Presence & Information Access				
CMP401	New website	<ul style="list-style-type: none"> Create a modern, clutter-free and mobile-friendly website 	<ul style="list-style-type: none"> Use an up-to-date content management tool to allow each update Create pages for each team to replace current Facebook pages/groups Grant access to individuals to update certain sections Create calendar that is modifiable to display upcoming Club events Integrate website with GAA Fixtures system, ServaSport to allow for automatic display of Fixtures, Results and League Tables. Purchase more domains to point at main site. 	Q2, 2017	Club IT Officer Communications Team
CMP402	Social Media Strategy & Policy	To help improve communication with our members, particularly those who are abroad	<ul style="list-style-type: none"> Adapt the GAA Social Media policy. <p><u>Twitter</u></p> <ul style="list-style-type: none"> Increase Twitter usage <ul style="list-style-type: none"> Look at posting half time and full-time results directly from matches. Look at score by score updates for big games. <p><u>Facebook</u></p> <ul style="list-style-type: none"> Move all subsites to the website. Give team managers access to update <p><u>YouTube</u></p> <ul style="list-style-type: none"> Create Club advertisement videos and upload <ul style="list-style-type: none"> Capture footage of Summer Camps, Easter Camps, Skills Camp & Blitzes for use in promotional videos Constant review of content 	Q3, 2017	Communications Team
CMP403	Club Texting and Communication Tools	To allow us to communicate directly with all Club members. Note Child protection policy must be adhered to in terms of communion with Juveniles"	<ul style="list-style-type: none"> Collect all existing data available Q1 2017. Increase contact database by 10% Q4 2017 	Q3, 2017	Communication Team

14. Activity Area 7: Club, Cultural and Community

This section outlines 'what do we want to do?' and 'who is going to do it?' in terms of improving our Club's Culture and Community over the next five years. It outlines the Club aims, the key initiatives and action steps necessary to make improvements in this activity area.



14.1. Aims

Our aims in **Club, Culture & Community** are:

- To ensure our Club is a vibrant, inclusive and excellent sporting, cultural and social organisation within our Community
- To have a fun, family friendly and welcoming social environment with the structure in place to manage events and promote our culture and activities.
- To remain a family Club, supported by our positive 'atmosphere' and 'feel'. To ensure we are engaging and more than just 'dropping the kids off' and leaving.

14.2. Key Initiatives and Projects

CC100: Governance, Management and Structure

CC101: Club Social Officer

The Club Social Officer will chair the Chairperson of the SCE Sub Committee, be selected by, and be a member of the Club Executive. This will ensure the appropriate influence in the Club for those engaged in promoting Cultural and Social activities.

CC102: Social, Culture & Events (SCE) Subcommittee

We will appoint a Club social committee to organise Club activities/events for the full spectrum of Club membership. Social events will build Club connections and spirit and create a point of contact for different sections of the Club to build relationships and create a platform to encourage greater volunteerism within the Club.



This Subcommittee will work in tandem with the Bar Team and will be responsible for developing a programme of social and cultural activity within the Club.

The purpose of this committee is to foster a cohesive and growing GAA community, by organising fun, interesting events for the entire GAA community/family so that members and their families can meet and socialize with each other.

It should include in its programme a plan for active cooperation in the promotion of the Irish language, music etc. including participation in Scór competitions. The Club Irish Language and Cultural Officer and the SCÓR officer should be a member of this committee.

It should also provide events which allow families, parents and children to have social and fun time together e.g. table quizzes, treasure hunts, field days, barbecues and so generate a life-style and life-time attachment to the GAA and its ethos. Former players will be actively encouraged to participate in Club cultural and social activities.

The committee should attempt to plan a community event each quarter and should also endeavour to provide on-going events which allow people to meet and interact and feel welcome and welcomed. An annual brainstorm of ideas could assist in defining and planning of events for the year ahead.



CC103: Social, Culture & Events Operational Teams

We will appoint a Club social committee to organise Club activities/events for the full spectrum of Club membership

Team / Group	Purpose	Team Lead	Team Size
Bar Team	Manage the running of the Club bar	Bar Coordinator	3-4
Shop & Merchandising Team	Manage the running of the Club shop	Shop Coordinator	3-4
Culture / Scór Group	Promote Irish music, song and dance	Culture Group Coordinator	4-5

	Encourage people who have no connection with the GAA to become involved in the Club, and also showcase talents other than those that are football related		
Event Team(s)	Plan and organise a calendar of events with at least one event each month. Events should be inclusive and allow for the community to meet, interact and feel welcome within our Club.	Event Coordinator	3-4
Bingo Crew	Run a calendar of bingo events throughout the year.	Bingo Coordinator	3-4
Supporters Club	To encourage all Dublin GAA supporters within the North Co Dublin area to become involved, holding regular meetings and social events in our Clubhouse.	President of the Supporters Club	3-4
Health & Wellbeing Group	To promote Health and wellbeing within the Club. Organise a number of guest speakers to visit the Club and create awareness of supports around mental & physical wellbeing.	Health & Wellbeing officer	1-2
Golf Society	To organise and encourage involvement in Club run golf outings	Society Captain	2-3
Recreational Team(s)	Gaelic4Mothers+ Others Masters Rounders	Team Coaches	2-3

CC200: 100th Year Anniversary

We will establish a team to organise a number of events throughout 2018 to promote and celebrate the centenary of the Club.

CC300: Inclusion & Integration of All Cultures

Balbriggan is one of Ireland's most ethnically diverse town. The foreign-national population accounted for 21.2% of the

population of Balbriggan compared with the national average of 12%. Polish (894) were the largest group followed by Nigerians (758), at the 2011 census. A majority of children in four of the local primary schools are from African and Eastern European backgrounds and in many instances do not speak English at home. The economic situation in many of the families of these children prevents them from joining a sports Clubs. If they do join, they mainly join soccer as this is part of their culture. We will develop a Club strategy on how to fully integrate new cultures into the Club, providing activities for people of all ages, genders, abilities and backgrounds.



CC400: Event Management

The Social & Events Subcommittee will plan a Calendar of Events to include the annual Juvenile Fun Day, annual La Na gClub, Awards Nights for Juvenile, Ladies and Adult Clubs and informal social events for active volunteers and supporters. The group will be professional in its approach and strive for maximum participation and involvement from the community. Our events will be welcoming, inclusive and always community orientated.

CC500: Health and Well Being

The Social and Events Subcommittee will set up a 'Health & Well-Being' support team. This team will provide information, education and opportunities to address a range of health issues, using both the skills of Club members and other health professionals in the community and raise awareness of health issues that affect all members of the Club: men's health; women's health; cancer awareness; blood



pressure awareness; drug awareness; dealing with stress; healthy eating; weight control; the dangers of drugs and alcohol; cardiac screening and stopping smoking.

Area of focus include

- Critical Incident Response Plan
- Gambling, Alcohol & Drug Education
- Nutrition / Health Eating
- Community Development
- Mental Fitness
- Healthy Club Project
- Training & Personal Development

CC600: Club History

The Club will look at the merits of bringing together a history committee to begin the long term project of bringing Club history together. Such a committee will identify persons with a knowledge of O'Dwyer's GAA Club history and the historic material related to it. Such material will be scanned electronically, for posterity and the Subcommittee will identify suitable storage (preferably within the Club) and means of recording past and ongoing information relating to the Club.

CC700: Culture / Scór Group



We will try to enter local Scór competitions and aim to promote Irish music, song and dancing. This will help encourage people who have no connection with the GAA to become involved in the Club, and also showcase talents other than those that are football related. We will endeavour to enter teams in a variety

of the sections involved in Scór, and appoint a Scór co-ordinator to organise our Clubs teams.



CC800: Irish Language Promotion

The Club will make every effort to promote the use of the Irish language in its day-to-day activities. This will include the use of the 'Gaeilge ag an Cruinni' section in the 'Culture and Heritage' section of the on-line GAA Club Manual.

We will incorporate the Irish language into our daily activities within the Club. We will have signs in both English and Irish, e.g. Fir/Mná on toilets etc. and ensure that our Club's name appears in Irish on all jerseys worn by our players.

CC900: Club Bar

We will endeavour to increase the usage of the Club bar to generate revenue for games development. The installation of a large screen TV should enhance the venue and help bring back a culture of using the Clubhouse for socialising. We will aim to use the Bar and Clubhouse as the main base and meeting point for the Balbriggan branch of the Dublin Supporters Club and create a comfortable venue for functions and parties

CC1000: Club Shop

The Club shop will be in a new more accessible position with a view to it being a profitable entity. The shop will have a beverage and snack facility opened on Saturday mornings and at busy period's mid-week. The Club shop will stock a range of 'Club gear' and merchandise for sale.

CC1100: Golf Society

The Social and Events Subcommittee will establish an O'Dwyers GAA Golf Society. This society will hold regular event / outings.

CC1200: Recreational Teams

- Gaelic4 Mothers+Others
- Masters
- Rounders

We will continue to drive and encourage recreational initiatives such as Gaelic 4 Mothers+Others to promote inclusiveness and 'craic' within the Club.

**CC1300: Dublin GAA Supporters Club (Balbriggan Branch)**

The Social, Cultural & Events committee will set up a Balbriggan Branch of the Dublin GAA Supporter Club. Our Clubhouse will be the Head Quarters for all meetings and gatherings of the supporters Club which will enhance the social element within the Club.

14.3. Club, Culture and Community Action Plan

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
CC100	Governance & Management				
CC101	Appoint a Club Social Officer	Create and implement a cost effective social programme for the Club, its players, members and supporters in order to enhance relationships.	<ul style="list-style-type: none"> Assess the Club database for people with the correct skill set Identify suitable candidates Discuss role with potential candidates Select and appoint 	Q1, 2017	Club Executive
CC102	Appoint a Social, Culture & Event (SCE) Subcommittee	Organise Club activities/events for the full spectrum of Club membership from under 6 to over 66. Social events will build Club connections and spirit and create a point of contact for different sections of the Club to build relationships and provide a platform to encourage greater volunteerism within the Club	<ul style="list-style-type: none"> Leverage any relevant Event management expertise within the membership when selecting members of this Subcommittee Include representatives from all sections of the Club Define the roles and responsibilities for this sub-committee. Executive Committee to appoint the Subcommittee 	Q1,2017	Club Executive
CC103	Establish the required Social, Culture & Events Operational Teams	Necessary Teams set-up to operationally run the social aspects of the Club	<ul style="list-style-type: none"> Sub –Committee to seek out suitable candidates to form operational teams Define the roles for each operational team 	Q2,2017	SCE Subcommittee
CC200	100 Year Anniversary				
CC201	Establish a team to plan the 100 year anniversary	Organise a number of events throughout 2018 to promote and celebrate the centenary of the Club.	<ul style="list-style-type: none"> Develop a calendar of events to mark the occasion Develop a communications / media strategy to create maximum awareness 	Q4, 2017	SCE Subcommittee
CC300	Inclusion & Integration of All Cultures'				
CC301	Implement a strategy to integrate all cultures into the Club	Holistic, integrated, community Club. Greater participation in Club by minority groups	<ul style="list-style-type: none"> Find out how many migrants live and/or work in the local community Get an idea of where they are from Make contact with them and invite them to a Club function/event/game Run a "Have-A-Go-Day" to introduce them to the Club and the games Run a multi-cultural evening which mixes and-matches Irish culture/music/song/dance with theirs 	Q2,2017	SCE Subcommittee

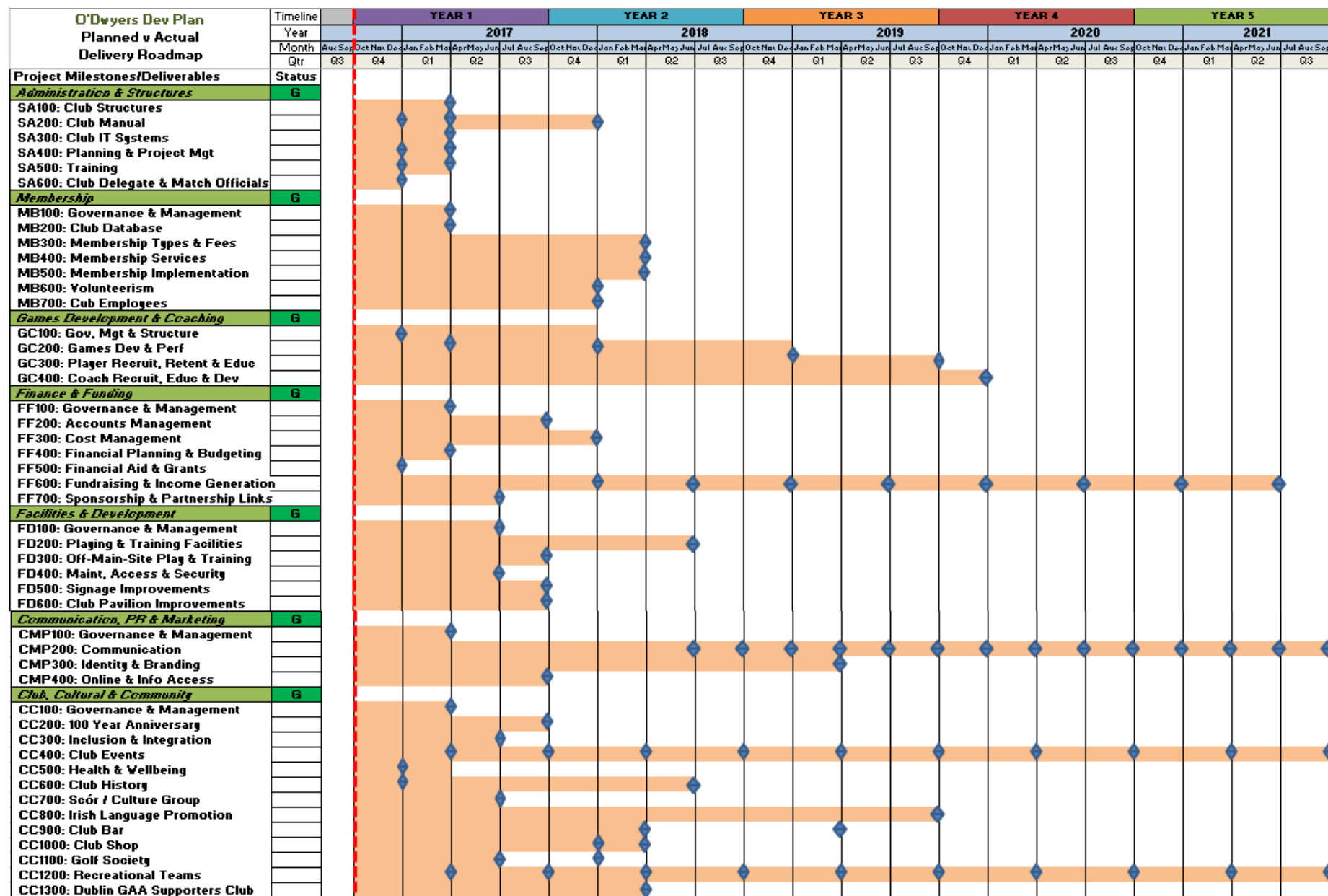
No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
			<ul style="list-style-type: none"> • Welcome them into the local community/the GAA • Host an integration day at the pitch • Actively recruit or provide financial incentives for foreign nationals to join • Provide multi-lingual information about summer camp • Hold a welcome night and advertise it via multi-lingual publicity literature • Implement our anti-racism policy 		
CC400	Club Events				
CC401	Annual Calendar of Social & Cultural events	To bring members together and develop a sense of 'Club'	<ul style="list-style-type: none"> • Create a forum / survey to find out what events Club members would like the Club to run. • Meet with local community groups including minority group representatives to ensure all areas of the communities needs are met. 	Q1,2017 & Annually	SCE Subcommittee
CC402	Organise annual Awards nights for Adult, Ladies and Juvenile Clubs	To recognise the contributions and achievements of our members and players both on and off the field.	<ul style="list-style-type: none"> • Establish a process for selecting award winners 	Annually	SCE Subcommittee
CC403	Develop Lá na gClub in conjunction with the local schools.	To encourage members of all ages to participate more fully in our Club's social activities and games. To further develop a sense of Club.	<ul style="list-style-type: none"> • Proposal to be designed and signed off with the school before end of Q2, 2017 	Annually	SCE Subcommittee
CC404	Organise the Club Participation in Community Events . For example: <ul style="list-style-type: none"> • St. Patrick Day, • Balbriggan Summerfest 	We will show our Club to the community with pride and always ensure we put our best foot forward at events such as the St. Patricks day parade. 'We are Dwyers'	<ul style="list-style-type: none"> • Bring together a list of volunteers from the Club and community. • Engage with our sponsors to partner up for all events within the community 	Annually	SCE Subcommittee
CC405	Host a Community Open Day in the Club each year	To become the cornerstone of our community, we will welcome and encourage everyone in the community to come along and visit our Club.	<ul style="list-style-type: none"> • Invite all schools, community groups and members of the community to join us in our Club at least once each year. 	Annually	SCE Subcommittee
CC406	We propose that at least one event a month should take place in the Clubhouse.	Provide events which would allow families, parents and children to have social and fun time together e.g. table quizzes, treasure hunts, field days/barbecues, and so generate a life-style and life-time attachment to the GAA and its ethos	<ul style="list-style-type: none"> • Develop a schedule of events • Implement events 	Monthly	SCE Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
CC407	We will develop events such as volunteer Club clean-up days into social events.	To show we are committed to our community, we will seek to create partnerships with 'Balbriggan Tidy Towns' to do our part in keeping the town tidy and clean	<ul style="list-style-type: none"> Encourage teams and committee members to volunteer time and assist with 'tidy town' initiatives 	Monthly	SCE Subcommittee
CC408	Promote Club outings	To establish more Club outings particularly for underage players to big matches and to other Clubs both within and without the County	<ul style="list-style-type: none"> Review current Outings Devise a plan to offer more Outings Implement Plan 	Monthly	SCE Subcommittee
CC408	Promote New Activities	Make the Club the heartbeat of the community. Widen the range of activities available to current members and also make the Club more attractable to new members	Investigate the following <ul style="list-style-type: none"> Senior Citizens night. Irish dancing. Social Club nights Running Club 	Q1, 2017	SCE Subcommittee
CC500	Health & Wellbeing				
CC501	Club defibrillator in place and coaches trained in its use	To ensure that the welfare of our players and supporters is of top priority	<ul style="list-style-type: none"> 12 coaches / mentors have now been given training in first aid and the use of the defibrillator 	Q4, 2016	SCE Subcommittee
CC502	Develop a health and lifestyle program	To ensure all members are informed and aware of health and wellbeing	<ul style="list-style-type: none"> Review current Health & Lifestyle offerings Devise a Health & Lifestyle plan Implement Plan 	Q1, 2017	SCE Subcommittee
CC503	The Club will promote access to its games and facilities to individuals including community people with disabilities	To promote inclusiveness to all members of the community	<ul style="list-style-type: none"> Create links with local disability groups and encourage their participation within the Club 	Q1, 2017	SCE Subcommittee
CC600	Club History				
CC601	We will preserve, promote and display our Club history	To embrace and create awareness of our Club history for current and future members, and for the public	<ul style="list-style-type: none"> Set up a secure repository (archive) for all Club memorabilia – documents, photos, soft and hard copies. Agree and implement a plan to display a selection of memorabilia (e.g. one photo of each Team/Panel with the names printed at the back of it). Utilise website and Facebook to periodically post articles and photos of historic interest to the Club Compile and communicate the Club History 	Q2, 2018	Club History Group

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
CC700	Scór / Culture Group				
CC701	We will Promote SCÓR within the Club	To promote our Gaelic culture and to ensure we cater for the non-playing members (and potential members) as well as playing members – both juveniles and adults	<ul style="list-style-type: none">Define and agree the role of the Club Irish and Cultural Officer, ensuring SCÓR is a central elementEngage with the Gael Scoil and other schools to discuss their SCÓR activities and support these.Participate in adult and juvenile SCÓR events every year, where feasiblePublicise SCÓR events and encourage members and non-members to get involved	Q2, 2017	SCE Subcommittee
CC800	Irish Language Promotion				
CC801	Raise awareness of the annual GAA scholarships to An Gaeltacht	Maximise scholarships for Club members going to Gaeltacht	<ul style="list-style-type: none">Review current Irish language offeringsDevise a plan to promote Irish languageImplement Plan	Q3 2019	Cultural officer
CC802	Promote Irish Culture & Language	At least 1 Cultural Event to be run by the Club annually		Q3 2019	Cultural officer
CC803	Promote use of bi-lingual signage throughout facilities	Greater acknowledgment of Irish identity		Q3 2019	Cultural officer
CC805	Organise conversational Irish classes in our Clubrooms over the winter months	To encourage our members and their friends to speak Irish more often and with greater confidence.		Q3 2019	Cultural officer
CC900	Club Bar				
CC901	Appoint a bar manager and team to run and manage the bar facility	Increase the usage of the Club bar to generate revenue for games development	<ul style="list-style-type: none">Assess the Club database for people with the correct skill setIdentify suitable candidatesDiscuss role with potential candidatesSelect and appoint	Q1, 2018	Club Executive
CC1000	Club Shop				
CC1001	Set up merchandise shop	To make official Club clothing widely available to players, managers and the wider community	<ul style="list-style-type: none">Appoint a CoordinatorLiaise with suppliers	Q1, 2018	SCE Subcommittee
CC1100	Golf Society				
CC1101	Establish an O'Dwyer's GAA Golf Society	To assist in fundraising and to expand the range of social events organised by the Club.	<ul style="list-style-type: none">Review current golf offeringsDevise a plan to set-up the societyImplement Plan	Q2,2017	SCE Subcommittee

No	Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks / Specific steps to achieve outcome sought)	Timeline (When?)	Responsibility (Owners)
CC1200	Recreational Teams				
CC1201	We will continue to drive and encourage recreational sports initiatives within our Club	Bring about a culture of 'craic' and 'banter' through initiatives	<ul style="list-style-type: none"> • Review current recreational teams • Devise a plan to promote teams • Implement Plan 	Annually	SCE Subcommittee Coaching & Games Dev
CC1300	Dublin GAA Supporters Club				
CC1301	Set up a Balbriggan Branch of the Dublin GAA Supporter Club.	Our Clubhouse will be the headquarters for all meetings / gatherings of the supporters Club and will enhance the social element within the Club	<ul style="list-style-type: none"> • Review current recreational teams • Devise a plan • Implement Plan 	Q1,2018	SCE Subcommittee

15. High-Level 5 Year Roadmap



16. Implementation and Review Mechanisms for the Plan

This Plan is a living document. It will be reviewed, assessed and adapted to ensure it facilitates the Club in reaching its potential over the next five years.

The Club Executive Committee will put in place a "Planning & Support" Subcommittee. This Subcommittee will meet on a quarterly basis and assess the progress of the plan against its stated objectives and will report directly to the Club Executive Committee.

This team will decide on the most appropriate method to carry out a comprehensive annual review of the Plan. This will involve the assessment of the current initiatives, their appropriateness for the needs of the Club and the identification of additional initiatives to assist in the completion of achieving the goals and objectives.

If required, the Plan will be modified and adapted as required. The Committee will also be responsible for communicating the modified Plan to all Club members.

17. Plan Implementation Support

As can be seen, this is an ambitious plan and throughout its implementation we will be calling upon a number of organisations for their assistance and support, including (but not exhaustive) the following:

- Balbriggan, Balrothery, Balcadden Communities
- GAA
- Dublin County Board
- Fingal County Council
- Local Organisations, Schools and Educational facilities
- Chamber of Commerce and Local businesses
- Local Politicians
- Local County Councillors
- TDs and Government Bodies

18. Acknowledgements

Special thank you to the following:

Plan Steering Committee

- Gary Dunphy (Chair)
- Michael Hughes (Secretary / Project Manager)
- David Rooney (Admin & Structures and Membership Strand Lead)
- Mark Levins (Finance and Funding Strand Lead)
- Ger Lyons (Games Development & Coaching Strand Lead)
- Pauline McNamee (Facilities Strand Lead)

- Seán Garvan (Games Development & Coaching Strand Lead)
- Mary Finn (Social & Events Strand Lead)

Club Executive Committee (2016)

- Liam Howley (Chairperson)
- Tom Devoy (Vice-Chairperson)
- Paul Finn (Secretary)
- Pauline O'Hare (Assistant Secretary)
- James Collins (Treasurer)
- Aidan Smith (Assistant Treasurer)
- Antoinette Curran (Registrar)
- Dolores Mooney (Assistant Registrar)
- Linda Howley (PRO)
- Gareth Darcy (Assistant PRO)
- Dick Burke (Facilities Manager)
- Mary Kenny (Health and Wellbeing Officer)
- Fiona Carleton (Irish Officer)
- James Devoy (Player Representative)
- Paul Nixon (Member)
- Gary Dunphy (Member)
- Freda Smith (Member)
- Dorinda Byrne (Member)

Club History

- Pauline O'Hare for collating the section on the Club's history and assistance with editing
- Photograph of Teddy Curtis reproduced courtesy of Joe Curtis

Meeting Room Providers

- Bracken Court Hotel
We are very grateful to the Moriarty Group for all their support throughout this planning process
- Fingal Community Centre

Visited Clubs

- Donaghmore Ashbourne GAA Club, Co. Meath
- Clontarf GAA Club, Co. Dublin
- Malahide Rugby Club, Co. Dublin
- Castleknock GAA Club, Co. Dublin
- Ballyboden St. Enda's GAA Club, Co. Dublin
- Balbriggan Rugby Club, Co. Dublin
- St Pats Gaa Club, Stamullen, Co. Meath
- Skerries Harps GAA Club, Co. Dublin

Focus Group Members

1.Administration & Structures	2.Membership Review	3.Finance & Funding	4.Games Development & Coaching	5.Facilities & Equipment	6.Communication , Marketing / Public Relations	7.Social & Event
David Rooney	David Rooney	Mark Levins	Ger Lyons	Pauline McNamee	Seán Garvan	Mary Finn
Lorna Sweetman	Michael Cullen	Adrian English	Robbie Kehoe	Ian Howley	Martin Valentine	Clare McGrath
Sharon Mooney	Dolores Mooney	Mary Finn	Michael Blount	Mark Keeley	Paul Mulvey	Freda Smith
Pauline O'Hare	Antoinette Curran	Roger Cannon	Barry Mullane	Tony Murphy	Trevor Conaghan	Ann McHale
Paul Finn	Mark Levins	Alice Davis	Paul Finn	Sean McGee	Ray Mallon	Annie Baxter
Alan O'Donnell	Sean Hanratty	Ruary Martin	Fintan Keenan	Roger Cannon	Ann McHale	Peter Lawless
		Dorinda Byrne	John McGarry	Dave Kelly	John Fallon	John Fallon
		Paul Hearne	Colm Smith	Ken Stuart	Paul Cummins	Tom Downes
		Ian Morris	Trevor Conaghan	Martin McInerney	Peter Lawless	Lauren Murphy
		Aidan Smith	Ger O'Sullivan	Coman Burke	Declan Smith	Lorna Sweetman
		Kevin Clarke	Roger Cannon	Liam Howley	Aidan Smith	Ruth Weakliam
		Gareth Mullen	Donald Fraser	Malachy Quinn	Gillian Tiernan	Dorinda Byrne
		Pauline McNamee	Denis O'Leary	Graham Ward	Linda Howley	Sharon Mooney
		Sinead Creamer	Ray Mallon	Dick Burke	Denise Corcoran	Fiona Carleton
		Freda Smith	John Fallon		Gordon Brady	James Collins
		James Collins	Peter Lawless		Larry O'Neill	Mary Kenny
			Cian Wilson			
			Garrett Mullen			
			Ronan Coone			
			Mark Keeley			
			Paul Tapley			
			Stephen Mulherron			

19. Appendix A: Club Roles and Responsibilities

19.1. All Club Roles, Terms and Time Commitment

Role	Maximum Term (Years)	Estimated Time Commitment (Per Week) *
President	Annual	1 Hour
Vice-President	Annual	1 Hour
Trustee		1 Hour
Chairman	4 Years	6 Hours
Vice-Chairman	4 Years	2 Hours
Secretary	4 Years	7 Hours
Assistant Secretary	4 Years	4 Hours
Registrar	4 Years	4 Hours
Treasurer	4 Years	7 Hours
Assistant Treasurer	4 Years	4 Hours
Players' Representative	Annual	1 Hour
Public Relations Officer	4 Years	7 Hours
IT Officer	4 Years	3 Hours
Volunteer Co-ordinator	4 Years	3 Hours
Accounts Team Member	N/A	2 Hours
Fundraising Unit Member	N/A	2 Hours
- Lotto Team Member	N/A	2 Hours
- Fundraising Team Member	N/A	2 Hours
- Sponsorship Team Member	N/A	2 Hours
- Financial Aid Team Member	N/A	2 Hours
Facilities Officer	4 Years	3 Hours
Development & Planning Officer	4 Years	4 Hours
Head Groundsman	4 Years	5 Hours
Groundsman Team Member	N/A	N/A
Children's Officer	4 Years	3 Hours
Coaching Officer	2 Years	6 Hours
Games Promotion Officer	N/A	N/A
Coaching Administrator	2 Years	6 Hours
Football Development Officer	2 Years	6 Hours
Hurling/Camogie Development Officer	2 Years	6 Hours
Coaching Equipment & Facility Coordinator	2 Years	6 Hours
School/Educational Co-ordinator	3 Years	6 Hours
Referee Co-ordinator	3 Years	6 Hours
Head Coach	3 Years	6 Hours
Assistant Coach	3 Years	6 Hours
Parent Helper	N/A	N/A
Player	N/A	N/A
Social Officer	2 Years	6 Hours
Irish Language and Cultural Officer	4 Years	2 Hours
Health & Wellbeing Officer	4 Years	1 Hours
Bar Coordinator	4 Years	5 Hours
Shop Coordinator	4 Years	5 Hours
Culture Group Coordinator	4 Years	5 Hours
Event Coordinator	N/A	N/A
Bingo Coordinator	N/A	N/A
Dublin GAA Supporters Club President	N/A	N/A
Golf Society Captain	N/A	N/A
Executive Committee Member	4 Years	3 Hours
Planning & Support Subcommittee Member	4 Years	2 Hours
Games Development and Coaching Subcommittee Member	4 Years	2 Hours
Finance Subcommittee Member	4 Years	2 Hours
Social, Culture & Events (SCE) Subcommittee Member	N/A	2 Hours

Facilities and Development Subcommittee Member	N/A	2 Hours
Membership & Registration Team Member	N/A	2 Hours
Communication Team Member	N/A	2 Hours
Code of behaviour Advisory Group Member	N/A	N/A
Health & Wellbeing Group Member	N/A	1 Hours
Supporters Club Member	N/A	N/A
Bar Team Member	N/A	5 Hours
Shop & Merchandising Team Member	N/A	5 Hours
Culture / Scor Group Member	N/A	N/A
Event Team(s) Member	N/A	N/A
Bingo Crew Member	N/A	N/A
Golf Society Member	N/A	N/A

* Note the time estimated will be readjusted after speaking with people in the current role

19.2. The President and Vice-President

The President, like the Vice-Presidents, is primarily an honorary position within the Club. The President acts as the Club's representative at internal and external functions. The person elected to this position would have long service and would be a link with the past and be part of the tradition of the Club. For these reasons it is a useful role and recognises outstanding achievement by a member of the Club.

He/she will:

- Provide advice and assistance to any of the officers of the committee as required.
- Provide liaison and communication between the various sections of the Club.
- Act as a member of any Subcommittee if required, and if such a request is deemed suitable.
- Contribute to the general standard of the Club and provide an understanding of the ethos and codes of conduct required.
- Be recognised at Club AGMs and Club functions and be expected to make short speeches e.g. acknowledging the work going on in the Club, leading the prayers for deceased members at AGMs.
- Meet and greet the heads of other local sports bodies as the occasion demands. He /she could, on request, represent the Chairman and Executive at functions.

19.3. The Chairman (Cathaoirleach)

A Club Chairperson has been entrusted with responsibility for "leading" the Club. A Chairperson's leadership should encourage participation by all the Club volunteers in Club decision-making and acknowledge the roles of others. Ideally the Chairperson should be someone who has time to put genuine effort into the job, has a clear understanding of the importance of the GAA in their local community and has the necessary knowledge of the administration and workings of the GAA at Club, County, Provincial and Central level. It is vitally important that the Chairperson acts with integrity at all times and ensures that he/she has the respect of their fellow officers and Club members. The Chairperson needs to develop an overview of the committee and the Club's objectives during his/her term of office so that he/she can facilitate good decision-making and identify and address conflict if and when it arises with the Club.

Skills required to be a Chairperson:

- Enthusiasm
- Organisation
- Timekeeping
- Decision Making
- Confidence in public speaking and keeping order during meetings and when making presentations within the Club
- Leadership
- Integrity

The Chairperson has prime responsibility for the following areas in the Club:

- **Planning:** Overseeing the strategic direction of the Club and ensuring the Club has a vision
- **Delegation:** Ensuring the Management Committee Members, Subcommittee Members and Club Members are aware of their roles and responsibilities within the Club, in addition to delegating special projects within the Club to Subcommittees or workgroups
- **Prime representative of the Club to the outside world.** Ideally the Club Chair should act as delegate to the County Board and should liaise with external organisations and other local community groups if necessary
- **Overall Management of the Club:** Working with both the Secretary and the Treasurer to ensure that the day-to-day tasks are carried out within the Club

The duties of the Chairperson are:

1. Chairing all Club Management Committee meetings, General Club Meetings and Extraordinary General Meetings and Annual General Meetings. In the event of tied vote at any of the above meetings the Chair shall have the casting vote
2. Represent the Club at County Committee meetings as and when required
3. Take responsibility for managing the Club Management Committee and the affairs of the Club
4. Oversee and guide all decisions taken by the Management committee and sub committees
5. In liaison with the Secretary, oversee the work of all officers
6. In conjunction with the Secretary, prepare and present the annual report
7. Liaise with the Secretary on the agenda for each meeting and review the minutes before they are circulated
8. Be completely familiar with the Official Guide, Club Constitution and GAA Committee procedures
9. Liaise with the Treasurer to ensure that the Management Committee approves all funds and ensure that they are spent properly and in the best interests of the Club
10. Help the Club Development Officer, Treasurer or other committee members prepare and submit any statutory documents that are required (e.g. grant aid reports, CASC etc.)
11. Be aware of current Child Protection legislation within the Club and act as the Club Designated Officer, assisting the Child Protection Officer in their duties
12. The Chairperson may, subject to approval by the Club Management Committee, appoint Chairs and members of Club Subcommittees.
13. Sign the minutes of previous meetings
14. If unable to attend any committee meeting, a written report should be sent to the meeting and the Vice-Chairman briefed on the Agenda. It is good practice for

a Chairperson to serve no more than five years in office, (three years would be preferable) to encourage other committee members to serve in the position.

19.4. Vice-Chair (Leas- Chathaoirleach)

The post of Vice-Chairperson should be regarded as a training post of a future Cathaoirleach. The Vice-Chairperson should be given specific duties apart from the obvious one of taking the place of an absent Cathaoirleach, such as being nominated Cathaoirleach of a Subcommittee or taking responsibility for assisting the Chairperson in developing links with other local community groups.

- Stands in for the Chair when necessary
- Plays a prominent role in the Club
- Usually chairs an important Subcommittee
- Is usually seen as the Chair-in-waiting
- Contributes at County level as appropriate
- Planning & Support Subcommittee Chair
- Is Accountable for the implementation of the 5 year development plan

19.5. The Secretary (An Runai)

The main purpose of the Club Secretary is that of principal administrator for the Club. The Secretary carries out or delegates all of the administrative duties that enable the Club and its members to function effectively. The Secretary has a pivotal role within the Club, with a close involvement in the running of the Club.

The Secretary will work closely with the Club Chairperson and Treasurer and if required will make important decisions between Executive Committee Meetings.

The role of the Secretary includes good communication skills and a good knowledge of the Official Guide, County and Club byelaws. The Secretary is usually the first person an outsider contacts, and a good Secretary is vital to the successful management of the Club. As the principal administration officer the Secretary provides a link between the members, the Executive Committee, the Players, team Management, County Board and other Clubs.

The role of Secretary is diverse and varied and they will often be at the forefront of a mix of duties all of which are as important as each other.

Meetings

- Club Executive/Management Meetings should be held once a month, on a specific day i.e. First Monday of each month etc.
- The Secretary calls the meeting, an agenda and minutes of the previous meeting should be sent to the committee members at least three days in advance, the Secretary and all committee members should be proficient in the use of ICT and all correspondence should where possible be done by email.
- The qualities to be good a Secretary are;
- Be methodical and reliable
- Good Communication skills

- Be Impartial
- Good Planning
- Good Organisation Skills
- Good Decision Maker
- Be able to maintain confidentiality
- A reasonable knowledge of the Irish Language

The duties of the Secretary are:

- Receiving and dealing with all correspondence
- Attending meetings to represent the Club, i.e. County Fixture meetings, local sports council meetings
- Organising and Attending Executive Meetings
- Organising and Attending all Annual General Meetings/Emergency General Meeting
- Taking and distributing minutes and maintaining accurate records
- Ensuring meeting action points are carried out

Things to Remember

- You need to be motivated to do a good job.
- You need to be well organised and conscientious
- All correspondence must be dealt with quickly
- Follow meeting guidelines to ensure they are productive
- Remind yourself that the important thing about keeping records is keeping the right records and being able to find them quickly and easily. Have hard paper copies, store on a computer and have back up facilities available
- It is good practice for a Secretary to serve no more than five years in office, (three years would be preferable) to encourage other committee members to serve in the position

In Brief, the Secretary

- Is the administrative hub of the Club
- Acts as the point of Club contact
- Sends and receives correspondence on behalf of the Club.
- Takes and keeps minutes of Executive Committee meetings and AGMs
- Keeps Club files and records.
- Works closely with the Chair.
- Knows how to say "No" to extra work (too often Club Secretaries are expected to do everything!).
- Contributes at County level as appropriate.

19.6. Assistant Secretary / Registrar

The role will assist the Secretary in carrying out the above tasks. Ideally the assistant secretary would be somebody who might be interested in taking on the secretary's job in 1-2 years and this is a learning opportunity for them to understand the role while not assuming complete responsibility for it.

The Assistant Secretary will

- Help the Secretary in carrying out his/her role in the Club

The Club Registrar is responsible for ensuring that the Club is up to date in the registration of players and members. Each year, a Club must complete two registrations i.e. the registration of Full and Youth members and the registration of players. Registration is now facilitated on the on-line GAA Player and Member registration system, which is the only

acceptable method of registering players and members with the GAA. Club Registrar needs access to broadband internet and have good PC skills.

The Registrar will:

- Help the Secretary in carrying out his/her role in the Club
- Chair the Membership & Registration Group
- Oversees Club membership
- Ensure all members are registered using the on-line GAA Player and Member registration system, which is the only acceptable method of registering players and members with the GAA. All GAA codes are now using this system
- Ensures all membership fees are paid
- Keeps an up-to-date register of Club members
- Contributes at County level as appropriate
- Update the Club Secretary and provide reports to Club Executive on membership status (actual v planned)

19.7. The Treasurer (An Cisteoir)

The Treasurer has responsibility for all Club finance which includes Cash, Assets, Games Equipment and Fittings/Fixtures etc. In corporate language, the Treasurer is the Chief Financial Controller of the Club.

An Cisteoir is responsible for:

- The safe-keeping of the funds of the Club in conjunction with the Chairman and Secretary
- Ensuring that the personal property of the Club is protected
- Organisation and management of the Club finances

Main Duties

- Receive all money on behalf of the Club
- Act as a signatory on all Club bank accounts
- Keep an accurate set of accounts
- Present the annual audited accounts to the AGM
- Ensure that all receipts are kept
- Ensure all fees are paid
- Ensure that the Club does not fall into debt
- With the Chairperson and Secretary make important Club decisions between Club Executive Meetings
- Present a budget to the Executive Committee at the first Executive Committee meeting of the Year
- The treasurer must not commit the Club to any expenditure for which prior approval has not been given by the Club Management Committee

Qualities of Treasurer:

- A Planner who is ideally chairperson of Finance Committee.
- An Organiser to assist in organising fund-raising
- A Controller responsible for the day-to-day cash receipts and disbursements
- A Recorder who accurately records all financial transactions
- A Reporter who provides the Club Management committee with all financial information
- The Treasurer of the Club does not have to be an accountant, but must have the ability to keep accurate records

Club Accounts - Cheque Book and Bank Statements

- The Club must open a bank account (Rule 11.1)
- All cheques drawn must be signed by the treasurer and co-signed by the Secretary or Chairperson (Rule 11.1) Cheques should not be pre-signed
- To ensure accountability, all financial transactions in the Club should only take place by cheque

The Executive Committee shall cause proper Books of Account to be kept in respect of:

- All sums of money received and expended by the Club, and the matters in respect of which such receipts and expenditures take place
- All Sales and Purchases of goods by the Club
- The Assets and Liabilities of the Club

An Cisteoir should keep the following record books:

- Income Record book
- Payments Book
- Invoice Book
- Receipt Book
- Notebook in which to enter monies received at matches, meetings and functions etc.
- Make payments by cheque and retain cheque stubs.
- Pay for nothing using cash!
- Retain all bank statements and ensure that cheque numbers correspond to those on the bank statement.
- All Bank statements to be forwarded to an officer other than cheque signatories.
- Use a lodgement book for all lodgements into the account.
- Enter transactions in Income and Expenditure Books.
- Give receipts for cash received and get receipts for cash paid out.
- Keep receipts on file.

Club Executive Meetings

The financial report to all Executive meetings should include the following details:

- Income
- Expenditure
- Bank Balance(s) – with statements reconciled
- List of accruals (e.g. when we account for something when it is earned or spent, rather than when we actually get or hand over the cash or asset) and prepayments (where appropriate)
- Details of investments and bank loans (where appropriate)
- Financial Commitments.

Treasurer's Duties at the AGM

- The main duty of the Treasurer at the AGM is to prepare an Annual Financial Statement and Balance Sheet (Rule 11.8)
- Report placed before the AGM for consideration.
- Copy of financial statement should be forwarded to Clubs members prior to AGM (Rule 8.5.3)
- It is recommended that Annual Accounts should be audited independently
- Financial statement to be approved by the Executive Committee prior to AGM, and signed by two of three officers – Chairman, Secretary and Treasurer (Rule 11.7)

The financial report presented to the AGM must include the following:

- Income
- Expenditure
- Bank Balances with statements reconciled.
- List of accruals and payments.
- Debts
- Details of investments and bank loans.

In brief the Treasurer

- Oversees the Club's accounts
- Maintains the Club's financial books, i.e. records all items of income and expenditure, to include keeping all invoices, bills, and receipts and noting what all payments, cheque or cash, are for
- Gets cash paid into the Club's account as soon as possible
- Keeps the Executive Committee up to date on all financial matters
- Prepares and presents a financial report for the Club AGM
- Contributes at County level as appropriate.

19.8. Assistant Treasurer

The role will assist the Treasurer in carrying out the above tasks. Ideally the assistant Treasurer would be somebody who might be interested in taking on the treasurer's job in 1-2 years and this is a learning opportunity for them to understand the role while not assuming complete responsibility for it.

The Assistant Treasurer will:

- Help the Treasurer in carrying out their role in the Club.
- Chair the Fundraising Unit
- Be responsible for co-ordinating and planning a fundraising calendar taking into account all fundraising events in the Club
- Evaluate fundraising events which people may propose in terms of:
 - Target money to be generated
 - Time and people resources involved to organise
 - Best timing of events to generate the greatest impact
- Any fundraising events and their details have to be communicated to this person and this person has to approve them based on their merits and plan them into the calendar
- Generate fundraising ideas and set up groups to organise and implement those events
- Meet with the executive at least once every two months (or more often if they require) to update them on events and fundraising happenings
- Strive to build a group of fundraising assistants who will organise, manage and implement events
- Regularly meet with people who are managing events to ensure that:
 - They have the resources (people, money etc.) needed
 - The event is planned correctly
 - The event is progressing correctly

- The event is being communicated correctly and timely
- Link in with the PRO to ensure effective and timely communication of all fundraising events

19.9. Players' Representative

- Brings player issues to the Executive Committee.
- Feeds back on overall Club issues to players.
- Encourages players to become involved in other non-playing aspects of the Club.

19.10. Public Relations Officer (PRO)

The PRO will find the Advice Note on PR and Communications useful in supporting them in their role. The job of PRO is one of the most important positions in the Club. The main function of the PRO is to present a good image of the Club and Cumann Lúthchleas Gael in the local community and beyond. The need for good PR in GAA Clubs has never been greater given the increased competition for players, which Clubs face. The PRO is the official spokesperson for the Club, all dealings with the media should be coordinated through him/her.

Responsibilities of the PRO:

- The updating and administration of the Club Web-site.
- Ensure that the weekly notes are published in the Newspaper.
- Ensure that the weekly notes/Club newsletter is published in the parish bulletin.
- Submit the match results on a weekly basis.
- Publish the activities of the Club on a weekly basis.
- Prepare an annual report and present it to the AGM.
- Ensure that the teams are updated using the text messaging system.
- Ensure that Club has a high status in the community.
- Keep records of Club games, team photos etc. This is invaluable historical information!
- Provide match results to County PRO and other relevant people.
- Work as part of a team along with the other Club Officers, team mentor and the various Subcommittees in the Club.

The PRO must be well informed on all Club activities and keep a constant link with officers and team mentors. It is vital that the PRO builds up links with local newspaper and radio personnel and if a controversial issue arises it should only be dealt with in consultation with other officers (particularly An Cathaoirleach). The PRO must consult widely with relevant people in the Club regarding the public perception of the Club. Also it is vitally important that the PRO brings a camera to games and events but is fully aware of the Child Protection requirements in terms of taking photographs.

A PRO should not:

- Push his/her own agenda - Club policy and decision-making supersedes personal opinion
- Criticise the Club in public or private

A well informed PRO needs:

- Good communication with fellow officers and team mentors
- Good links with Division and County Board PRO

In brief the PRO

- Looks after all public relations and publicity issues
- Ensures weekly Club notes appear in the local press
- Oversees the Club website
- Draws together Club news-sheets
- Issues press releases
- Deals with the media regarding Club affairs, e.g. major games, Club events, openings, successes etc
- Takes the lead re publications such as programmes and yearbooks
- Contributes at County level as appropriate

19.11. IT Officer

The IT Officer will be responsible for the provision of information and impartial advice to our members and the public, and overseeing the Club IT related system and equipment, to include

- The ongoing development of long-term IT strategies for the Club in conjunction with the GAA's central IT department
- Management of Club Website
- Technical and operational advice to other members developing IT dependent projects and systems
- Identification and prioritisation of IT needs in each financial year
- Specification, ordering and installation of equipment and software
- Software support (within reason)
- Maintenance and repairs to systems at all levels
- Maintenance of Broadband network
- Maintenance of AV and TV equipment
- Maintenance of network software systems
- Control over software licensing

19.12. Volunteer Co-ordinator

Responsible for the retention, training, organisation, recruitment and welfare of a sufficient number of volunteers, to enable the Club operate effectively on a weekly and ongoing basis. The volunteer coordinator is a member of the Membership and Registration team. He/she will:

- Provide a focal point for volunteers and volunteering within the Club
- Facilitate the recruitment, retention, recognition, and reward of volunteers within the Club
- Determine each year the various tasks that are need for the Club to operate efficiently and effectively and match volunteer skills and interests to those positions
- Ensure that new volunteers are welcomed appropriately and are clear on their role/ responsibilities including whom to approach if any difficulties are encountered. Each year arrange orientation and appropriate briefings for each volunteer
- Issue documentation that clearly sets out each volunteer's role and commitments, making any adjustments as necessary

- Ensure individual volunteers are given appropriate support and guidance to maintain their enthusiasm
- Identify means of recognising and rewarding volunteers.
- Attend Club events, matches, and social evenings to promote and encourage new volunteers

19.13. Social Officer

This position is responsible for creating and implementing a cost effective social programme for the Club, its players, members and supporters in order to enhance relationships. He/she will:

- Plan and co-ordinate the implementation of a programme of social events for the Club and its supporters
- Where necessary create subcommittees to run each event
- Work closely with each organising committee to monitor progress
- Co-opt appropriately skilled volunteers to assist in the organisation/running of an event
- Ensure a final reconciliation of income and expenditure is produced for each event
- Motivate members to attend Club events

19.14. Facilities Officer

He/she will ensure that

- Machinery such as grass mowers are used only by authorised and experienced personnel
- All equipment and machinery is securely locked away when not in use
- The premises are properly secured when not in use and not available for any ad hoc activities
- Third party contractors do not commence work of any kind unless evidence of insurance and safety legislation compliance is forthcoming. In his absence the Facilities Officer Chairman will request a member of the Facilities Committee to deputise
- Any incursion or unauthorised entry is prevented and, if unable to prevent such, will report such incursion to An Garda Síochána
- A fully-equipped First Aid Kit is available on site at all times
- Waste and refuse are managed and collected by the appropriate agency

19.15. Development and Planning Officer

It is recommended that all Clubs appoint a Development Officer to allow for improved communication and better coordination of development matters between the County Development Officer/Committee and the Club.

Development is more than about developing Club facilities. It is about developing the Club as a unit in terms of administration and activity. While the Club Chairperson plays a key role in initiating the development of a Club plan, a development officer will assist greatly in its implementation.

The Club Development Officer should seek ways to improve the general organisation, structure and efficiency of the Club unit and ways to improve the facilities in the Club. He/she should ensure that the Club is availing of all administration resources and education programmes provided by the GAA for the Club.

He/she should provide the lead in planning and carrying out Club development and regularly update the Club Development Plan in conjunction with the Club Committee and other relevant Subcommittees.

The Development Officer should:

- Be familiar with existing Club development plans
- Assess the relevance of existing Club plans and plan to modify these if required
- Work with a Subcommittee who will be selected in conjunction with the Club Officers to initiate planning and development
- To act in an advisory role with other Club Subcommittees in the Club to ensure co-ordination of planning on a whole-Club basis
- To report on a regular basis to the Club Committee on development issues
- To provide for an annual review of the various development plans within the Club and seek agreement or modification if necessary
- To develop contacts with external planning agencies and bodies like Dublin GAA Development Officer, Leinster Council Development Officers, the Fingal County Council and other relevant bodies
- To seek funding opportunities from outside bodies to aid in aspects of Club development
- To help develop financial planning at Club level to take account of current and projected development
- To annually review the Club Development Plan

The Club Development Officer should also act as the link with the County Development Officer or County Development Committee, to allow for improved communication and better coordination of development matters between County Development Committee and the Club.

The Club Development Officer:

- Oversees Club development issues
- Leads on producing and monitoring the Club's development plan
- Leads on major projects, e.g. new pitch, stand, etc.
- Keeps up-to-date on others' plans (e.g. local authorities & Sports Councils)
- Keeps up to date regarding funding programmes, GAA and other
- Contributes at County level as appropriate

It is proposed that the Club Development Officer be appointed from within the Club Executive after the Annual General Meeting i.e. the first Executive meeting. Because it is rarely possible for an Officer responsible for immediate day-to-day activities to devote time to planning and development, the person appointed should not already hold office, particularly the office of Chairperson, Secretary or Treasurer. There are unlimited opportunities for development in every Club. The Club Development Officer will not be able to tackle every

development necessary in his/her Club but should select certain immediate Club needs and concentrate on them.

Duties of the Development Officer.

Priority areas:

- Club Development & Administration to improve the general organisation and efficiency of the Club unit
- Physical Facilities - Look after grounds and property and ensure all Club Property is vested
- Community - The Development Officer should avail of opportunities for assistance by units of the GAA in appropriate community activities especially those aimed at improving the quality of life for persons who are disadvantaged by virtue of age, health or social and economic circumstances
- Resource Centre: The Development Officer should be known within the Club to be the person who can provide Development information, reference material, guidelines (which can be sourced at Central Office)

General Areas:

- Work with other officers for the general good of the Club
- Encourage and support Officers and Committees who are working effectively already.
- Ensure that the Club assists with the development of the games in local schools
- Assess the needs and plan for the future development of the Club
- Work closely with the County Development Officer and Committee

19.16. Club Coaching Officer

The Club Coaching Officer will be chairman of the Coaching and Games Development Subcommittee. He / She will have responsibility for managing the affairs of the committee and for overseeing all coaching and games development-related activities and policies.

- Provide direction for coaching for all codes within the Club
- Establish and chair coaching committee (inputs from each code and each age group)
- Schedule regular coaching committee meetings
- Provides regular reports to executive committee
- Involvement in appointment of underage coaches
- Oversee effective Club school link in conjunction with Club school liaison officer
- Lead role in devising and developing Club coaching plan
- Responsible for implementation and monitoring of Club coaching plan
- Oversee all coach education programmes within the Club
- Manage and distribute coaching resources (coaching manuals etc.)

19.17. Games Promotion Officer (GPO)

The primary role of the GPO is to focus on core football, hurling & camogie activities within the Club. He/she will be an active member of the Coaching & Development committee, providing

updates on progress and making the Committee members aware of new developments that may impact the Club strategy Club day to day tasks that the GPO should be asked to undertake include

Key tasks:

- Organise, coordinate and implement (where necessary) a Games Development project(s) from the following as outlined by the Club Coaching Committee
- Games Opportunities
 - A regular programme of games appropriate to the age and ability of the various playing groups at Child/Primary and Youth/Secondary and Adult/Third level
 - Implementation of a programme of Go Games at Club, Community and Primary Schools
 - Provide Coaching Support to Primary and Post Primary Schools
 - Support Planning, Coordination and Organisation of Activity Camps
 - Support Development Squads Grow participation in Balbriggan and Environs
 - Deliver f specific programmes with regard to the promotion and development of Gaelic Games in urban areas
- Skill Development:
 - Coaching and skill development Initiatives appropriate to the age and ability of the various playing groups at Child/Primary and Youth/Secondary
 - Guest coach for specific teams from under 14 to minor
 - Assisting mentors to prepare for PJ Troy and Feile na nGael tournaments
- Education:
 - A programme of courses and workshops appropriate to the requirements of Coaches, administrators and Referees to fulfil their various functions in a Games Development context.
 - Coaching the coaches and mentoring the mentors;
 - Performance appraisals for coaches
 - Coordinating coach education events
- Support:
 - Initiatives to support the development of a sustainable sports system by managing the identification, recruitment and training of key personnel within the Clubs, Schools and Counties to effectively develop Gaelic Games in the community.
 - Promote the Easter Festival
 - Promote and Coordinate Summer Camps
 - Liaise with and coaching in local schools
 - Promote and Coordinating Club run tournaments
 - Advise the Club members of emerging developments in the area of games promotion, coaching techniques etc.
- Report on implementation of the project(s) on a regular basis, and particularly ensure data relating to the implementation of the project(s) is available on a quarterly

basis through use of the GAA Game Development Information Management System (MIS)

- Maintain key lines of communication with project stakeholders to ensure the successful completion of the project(s)
- Complete any other duties as may reasonably be assigned by the Club Coaching Committee

19.18. Coaching Administrator

- Coordinates coaching committee meetings and administers these
- Produce regular coaching report for executive committee
- In conjunction with Club secretary attends relevant county board meetings specific to underage activity
- Assists Club secretary with fixtures for underage activity
- Coordinates of Pitch / Facility usage in conjunction with Club coaching officer
- In conjunction with Club registrar provides list of registered players to the Head coaches of the various age groups
- Assists Head coaches in arranging challenge games
- Assists Club PRO with promotional material and match reports
- Assists Club Children's Officer

19.19. Children's Officer

The Club Children's Officer should have as his/her primary aim the establishment of a child and youth centred ethos within the Club and will be viewed by many as the link between the children/young people in the Club and the adults. It is the responsibility of the Children's Officer to regularly report to his/her Club Executive or Management Committee on how Club policy and procedures impact on the welfare and safeguarding of underage players and their coaches.

The Club Children's Officer should:

- Promote greater awareness within the Club of the GAA Code of Best Practice in Youth Sport
- Assist with and identify the need for Code of Ethics training within the Club and other appropriate training in consultation with the Club's Designated Person
- Ensure, in as far as possible, that all Players, Coaches/Team mentors, Parents/Guardians, Officials and Spectators adhere to the Code of Best Practice for Youth Sport
- Distribute copies of the GAA Joint Code of Behaviour at Club level
- Influence policy and practice within the Club in order to prioritise children's and young people's needs.
- Promote greater consultation with under age players and participation by them in Club activities and planning
- Encourage the involvement of parents/guardians in organising Club activities and co-operate with parents in ensuring that every young person enjoys his/her involvement with the Club.
- Establish good links with local schools involved in the promotion of Gaelic Games
- Liaise with Coiste na nÓg to ensure that the "child centred ethos" is being adhered to through coaching and games development

- Develop good practice procedures in the recruitment and selection of persons working with young people in the Club
- Assist, or oversee if appropriate, the distribution of Garda Vetting and Access NI forms as applicable in the Club
- Monitor, in association with team coaches, any significant drop out rates, lack of attendance or Club transfers of underage players and report accordingly to the Club Executive or Management Committee.
- Maintain on-going contact with the County Board Children's Officer and with other Club Children's Officers.

Club Children's Officers do not have the responsibility to investigate or validate child protection allegations or concerns within the Club. The liaison person appointed by the Club to deal with such concerns is the Club's Designated Person as per the GAA Guidelines for Dealing with Allegations of Abuse (Fourth Edition 2009).

The Club Children's Officer should avail of any training provided for them at County, Provincial or National level

19.20. Games Development Officer (Football/Hurling/Ladies Football/ Camogie)

- To ensure that an active committee is put in place representative of team mentors and players at the beginning of each year
- To organise and chair regular meetings of the committee (preferably monthly)
- To report to the Executive Committee on progress of the various teams and any issues raised at the meeting of the Subcommittee
- Reporting to Coaching Officer
- Helps the Coaching Officer where needed
- Liaise regularly with other Development Officers
- Coaching Education implementation
- Reporting to Club Executive
- Registration of Players
- Recruitment of New Players
- Recruitment of Coaches & Parents
- Facility Booking for cohort of teams
- Retention of Players
- Ensuring Transition of players to next level

19.21. Coaching Equipment and Facility Coordinator

- Audit of all coaching equipment in Club
- Appropriate storage of all sports equipment
- Attend Coaching committee meetings and communicate with Head coaches to monitor equipment
- Responsibility for ordering equipment as approved by coaching committee and Club treasurer
- Identify what facilities are required (Club pitches, indoor halls, council pitches, gyms, schools)
- Allocate training slot and games slot for each team
- Club noticeboard to show clearly who is using Club facilities throughout the week
- Update noticeboard on weekly/fortnightly basis

19.22. School/Educational Co-ordinator

Increasingly, the role of Club/School Co-ordinator and the Club/school link is becoming one of the key roles in helping to develop Gaelic Games in the Club. All Clubs should ensure that there is a Club/school link in operation to promote the games in the local schools.

The main responsibilities of the Club/school co-ordinator are to liaise with the local school teachers to promote Go-Games and the U-Can Awards in the school and to work closely with the Club Coaching and Games Officer in all aspects of coaching and games development in the Club.

The Club-School Liaison should:

- Link with the school principals, teachers and governors to ensure that Gaelic Games are being promoted in the local schools and assist where appropriate in Cumann na mBunscoil competitions.
- Ensure that the Club has a dedicated, regularly updated, notice board in each school promoting Club activities and encouraging children to get involved in Gaelic Games.
- Identify local feeder school(s)
- Establish an effective link with key representatives from local school(s)
- Set up meeting between Club personnel and school representatives
- Formalise arrangements with school relating to coaching programme, GPO hours before/after school, sharing of facilities and a Club noticeboard
- In conjunction with Club coaching officer appoint additional retired Club coaches to deliver agreed coaching programme in the school
- Monitor the agreed arrangements throughout the academic year
- Coordinate the distribution of Club literature if applicable
- Regular communication with appropriate school representatives (principal, PE coordinator)
- Monitor the number of children receiving GAA coaching and the subsequent numbers attending the Club
- Update the Club noticeboard on a regular basis (photographs, articles, notices, events)

19.23. Referee Co-ordinator

He/she will be responsible for the following tasks

- To appoint referees for Home Go Games juvenile fixtures
- To identify suitable candidates for referee courses from juvenile to senior.
- To appraise and mentor referees in the Club by recruiting experienced referees to form a mentoring panel.
- To run an annual workshop for referees, children, mentors and parents.

19.24. Head Coach

He/she will be responsible for the following tasks:

- Draft up-to-date list of players at the respective age group
- Implement effective communication system to inform parents/players of practice and games
- Have knowledge of Long Term Player Pathway and what is appropriate for the age group of their team
- Select and preparing the team for matches.
- Plan and prepare for training sessions and activities.
- Ensure all players get equal opportunity to take part in all Club/team activities.
- Set the right example for players on and off the field.
- Educate players in the ethos of GAA and the values of being a true sportsman.
- Be fair in the treatment of all players at all times.
- Conform to all Club and/or GAA policies on young children in sport.
- Attend coach education opportunities as outlined by Club coaching officer
- Coordinate transport for players to get to games as required
- Ensure all activities are safe and supervised at all times.
- Plan and implement yearly programme of age appropriate coaching sessions and games for his/her team. Involve assistant coaches and get approved by Club coaching officer.
- Represent age group at Club coaching meetings and keep constant eye on fixtures and fixture changes
- Communicate effectively with Club coaching officer, Club coaching administrator, other head coaches, children's officer, equipment coordinator, assistant coaches, parents and players
- Delegate responsibility of coaching and other duties to assistant coaches and parent helpers
- Monitor coaching sessions to ensure they are Fun and challenging and that players have an environment to develop and progress
- Ensure medical kits are immediately available for both training and matches
- Ensure those who are not paid up members are not allowed to use the Club facilities.

19.25. Assistant Coach

- Provide assistance to head coach at coaching sessions and games
- Play active role in planning coaching sessions and content with Head Coach
- Play active role in delivering coaching at each session as agreed with Head Coach
- Attend coach education opportunities as outlined by Club Coaching officer
- Assist Head coach in coordinating transport and communicating with parents/players
- Compile statistics and produce match reports for Head coach and Club PRO

19.26. Parent Helper

- Provide supervisory assistance at coaching sessions
- Assist Head Coach with administrative duties
- Assist with skills testing and recording of results
- Supply or organise transport
- Umpire or side-line duties at youth games
- Possibly play a future role in coaching at the Club and attainment of Foundation coaching award

19.27. Irish Language and Cultural Officer

Each Club is required to have an Irish language and Culture officer on the Club Executive, in accordance with rule 7.2 of the Club constitution. The main role of the Irish Language and Culture Officer is to promote the use of the Irish language and to promote cultural activities such as Irish music and dancing in the Club. The Culture & Language Officer position should be filled by someone who has a good working knowledge of the Irish language.

The officer should provide a back-up service in the use of Gaeilge for all Officers and Members and encourage and promote the use of Irish phrases in the Clubs business. Cultural activities should be organised through the very popular GAA Scór competition. This is also a great way of including more people in the Club. He/she should also liaise closely with the County Irish Officer and any relevant Committee and with other Irish/cultural organisations in the area

19.28. Club Health and Wellbeing Officer

The Club Health & Wellbeing Officer will work with the County Health & Wellbeing Committee to ensure that his/her Club is availing of the supports, programmes, partnerships, training, and resources available to them. With the support of the Club Chairperson and Executive, he/she should ensure that related GAA policies are implemented, and that the Club continues to foster a culture that promotes health and wellbeing amongst all Club members and, where possible, the local community.

Works with

- Club Chairperson and / or Executive
- County Health & Wellbeing Committee
- Other officers/members within the Club

Responsibilities

- The role is primarily about communication and will involve promoting the excellent work a Club already does while also developing and promoting new health promoting opportunities.
- Regular reporting of activities to the Club executive
- The officer will familiarise him/herself with the policies, resources, and programmes developed by the GAA's Community & Health Department and wider Health & Wellbeing Section.
- The officer will support his/her Club through achievable actions based, where possible, on the current County Health & Wellbeing Committee Action Plan.
- The officer WILL NOT BE required to provide direct services or support to members but may help signpost to

appropriate services provided by suitable agencies and/or voluntary groups.

Requirements

- Good communication and interpersonal and organisational skills (computer literacy is essential).
- Ability to deal discreetly with potentially sensitive issues.
- Ability to work with other Club officers (Children's/Coaching Officer) and the Executive as required.
- Have a genuine interest and knowledge in the Association and interest in health and wellbeing.
- Good standing in the community.
- Have time to do the job.
- Willingness to attend training as provided by the GAA or its partners.

Recommendations

- It is recommended that the Club Health & Wellbeing Officer be appointed for a minimum of two years to allow adequate time for policies to be implemented and appropriate training and work to be undertaken.
- It is highly recommended that additional Club members with an interest in the area are engaged to support the Health & Wellbeing officer's work.

Additional Information and Support

- The Community & Health Department in Croke Park, alongside the GAA's National Health & Wellbeing Committee, will provide direction and support to those working at provincial, county, and Club level.
- Training for Club Health & Wellbeing Officers and project team members will be provided at county level each year.
- All supporting resources are available on the Community & Health website: www.gaa.ie/community

20. Appendix B: Committees & Groups

20.1. Executive Committee

The Executive of the Club should meet at a minimum on a monthly basis with each Subcommittee presenting a report to the Executive on its particular area. All /certain decisions of the Subcommittees will have to get approval of the Club Executive prior to being ratified. However between Executive Committee meetings the officers of the Club have the responsibility for the running of the Club and should report on matters arising at the next full Executive Committee meeting.

The Executive subgroups (i.e. Subcommittees) will meet on monthly basis (ideally two weeks before Executive) or on a needs-be basis

Role:

- To manage and control all the affairs of the Club

Executive Committee Duties:

- To approve annual and multi-annual budgets
- To develop expenditure controls for capital and current expenditure
- To adopt and roll forward annually Club strategic development and financial plans
- To ensure the development and implementation of coaching programmes
- To direct, supervise and remunerate staff
- To manage and administer the affairs of the Club including implementation of Strategic Plan
- To establish appropriate Executive subgroup charged with developing and implementing Club policies on games development, coaching, finance, communications, cultural and community involvement, facilities development and maintenance and any other areas deemed necessary
- To ratify the appointment of chairpersons of such Subcommittees/task forces
- To meet at least once per month
- To make regulations for conduct and management of Club
- To open Bank Accounts
- To ensure proper Books of Account are kept
- To approve expenditure/payments
- To approve Financial Statements
- To ensure an account of Income & Expenditure is prepared for the AGM
- To interpret the Club Constitution and rules as set out in Club Constitution (Rule 16)
- To administer Disciplinary Code
- To ensure compliance with Health & Safety requirements.
- To ensure that external agencies e.g. Club solicitors, Club bankers, Club Auditors etc. are appointed and performing satisfactorily at all times

20.2. The Management Team

This team fulfils a variety of functions on a day-to-day basis including:

- Support the executive committee to define the annual goals and strategic targets of the Club across all Planning & Sub committees
- Upon agreement of the targets/goals the Club management team will be responsible to support each of the officers to define a plan for implementation
- Report on the status of the delivery of this plan and provide regular updates to the Club's Executive Committee on status and, where required, support in putting in mitigation planning to ensure goals are achieved.
- Take responsibility for planning of the key annual Club activities, i.e. St Patricks Day, Key fundraisers.
- Be the central point for all planning activities and will in turn support committees/ sub committees with proposals for approval to the executive committee
- Be responsible for maintaining and driving the key principles of the Club and GAA
- Ensure that each of sub committees is sufficiently in place with the right people and good governance structure

20.3. Planning and Support Subcommittee

This Subcommittee fulfil a variety of functions on a day-to-day basis including

- Gathering data about project progress and producing reports
- Developing standards and processes
- Encouraging (or enforcing where necessary) the use of those standards and processes
- Managing resources for projects
- Delivering training and mentoring project team members
- Managing dependencies across multiple projects
- Tracking benefits
- Reporting on financial information such as return on investment

Development Plan

- Meet on a quarterly basis and formerly assess the progress of the plan against its stated objectives and will report directly to the Club Executive Committee.
- Conduct a comprehensive annual review of the Plan. This will involve the assessment of the current initiatives, their appropriateness for the needs of the Club and the identification of additional initiatives to assist in the completion of achieving the goals and objectives.
- If required, the Plan will be modified and adapted as required. The Committee will also be responsible for communicating the modified Plan to all Club members.
- Conduct further long-term planning of activities so that the aims and objectives of the Club are met
- Monitor and evaluate the progress of agreed actions – both short term and strategic.
- Ensure that succession and forward planning are integral and ongoing in the Club

Officer and Subgroup Support

- Reusability: stopping Club officers and subgroups from reinventing the wheel, by being a central point for lessons learned, templates and best practice.
- Delivery support: making it easy for Club officers and subgroups to do their jobs by reducing bureaucracy, providing training, mentoring and quality assurance.

20.4. Games Development and Coaching Subcommittee

Coaching and Games Development Subcommittee to oversee all aspects of games development and encourage a structured coaching environment throughout the Club.

Duties Include:

- Manage all fixtures
- Liaise with the PR/Communications Group to promote the games and events within the Community
- Submit Games & Coaching facilities requirements to the facilities committee
- Provide a monthly summary to the Club Executive of all underage activities
- Submit financial accounts on a quarterly basis to the Finance Committee
- Identify new coaches in the community and encourage parents to become involved in coaching
- Ratify the appointment of coaching officers (Nursery – Adult)
- Ratify the appointment of all coaches and selectors
- Develop of a football and hurling development and promotion plan for the Club, in conjunction with the respective committees/groups
- Liaise with both the Juvenile & Adult sections and ensure that all mentors progressing through the Nursery will complete the Foundation level course and at least one mentor from every team throughout the Club will have a Level 1 coaching qualification.
- Ensure that a balanced programme of games is in place and that all players get an opportunity to play and participate.
- Assist all teams and also to monitor the quality of coaching and games development including the implementation of a Player Pathway Scheme, which will continuously assess player skill development.
- Develop a player welfare programme for both adult & underage players to provide information and/or training on topics such as diet, strength & conditioning, heart screening, etc.
- Liaise with the Children's Officer to ensure implementation of the highest standards of child protection within the Club
- Investigate the possibility of linking up with a 3rd Level College re students being able to assist with welfare programme
- Organise a continuous development coaching programme for our members
- Publicise coaching information available at county, provincial and national level and develop an on-line database of drills, manuals, etc.
- Develop a 'buddy-up' system between our adult players and underage section

- Ensure the Club 'Code of Conduct' is being implemented by players and mentors
- The chairman of this committee will sit on the Club Executive Committee and will provide a report to each meeting.

Members Include

- Coaching Officer
- GPO
- Coaching Administrator
- Children's Officer
- Club School Liaison Officer
- Code representatives (as applicable)
- Equipment Coordinator
- Representative from each age group
 - Football Development Officer
 - Hurling Development Officer
 - Youth Development Officer

20.5. Finance Subcommittee

This Subcommittee will ensure the following:

- Overall financial management and governance of the Club
- Issue audited accounts to the Club for the AGM
- Co-ordinate and agree parameters of all fundraising activities for the overall Club and for the units managed by Subcommittees of the Executive
- Publish quarterly accounts on behalf of the Executive
- Liaise with banks and third party financial organisations on behalf of the executive
- Develop annual budget for the Club including the dispersal of funds to Club units
- Source and manage Club sponsor partners
- The chairman of this committee will sit on the Club Executive Committee and will provide a report to each meeting.
- Have appropriate financial controls in place including a budgeting system and cash flow management.
- Always protect the Club's assets and never take unnecessary financial risks.
- Get value for money for the running of the Club and any new developments/ ventures.
- Have appropriate financial resources in place for new projects and the everyday running of the Club.
- Oversee accountability, transparency and clear lines of responsibility throughout the Club.
- Annual accounts will be subject to audit by independent body.
- Implement our Finance Action Plan.

20.6. Social, Culture and Events (SCE) Subcommittee

The SCE committee will organise Club activities/events for the full spectrum of Club membership from under 6 to over 66. Social events will build Club connections and spirit and create a point of contact for different sections of the Club to build

relationships and create a platform to encourage greater volunteerism within the Club.

- Brainstorm ideas social events & plan events for the year in advance
- Create an annual budget with an estimated cost for each actual event
- Report planned events to the Executive communication for validation
- Report validated events to PRO for notification to members and wider community
- Execute planned events
- Provide details of the event – photographs etc. to PRO for newsletter/website Committee
- Report activities to Executive
- Have a central role in the allocation of the hall.
- Oversee the management of the Club Shop and Club Bar
- Appoint the Irish language and cultural officer
- Develop designated section on the website to attract and communicate with the community members interested in Scór and the Irish language
- Evaluate the potential of setting up a Scór group in the Club
- Build partnerships with other local Scór groups
- Develop a project plan to host a Community Open Day in the Club each year
- Develop a health and lifestyle program
- Introduce recreational games for the Club
- Establish links with local community groups
- The chairman of this committee will sit on the Club Executive Committee and will provide a report to each meeting

- Charged with the effective timetabling of the Clubhouse.

- Hire out facilities while always giving priority to members
- Organise one Saturday morning clean up each quarter. (Have work planned out prior to the day and material obtained)

Future Developments:

- Develop a five year facilities development plan
- Make proposals in relation to facilities upgrade
- Carry out a needs analysis with each section for the Club
- Develop partnerships with local schools and universities re: facilities
- Liaise with local authorities and develop partnerships with same
- Relocate the Club to new facilities

20.7. Facilities and Development Subcommittee

We will appoint a Facilities and Development Subcommittee to oversee the management, maintenance and development of our Club facilities including the pitch, flood lights and dressing rooms. This is a very important committee due to the heavy demands placed on the pitch during the year by the Clubs teams.

Current Facilities:

- Manage and co-ordinate the current facilities requirements of all Club units
- Conduct an audit of all existing facilities
- Develop a plan for any immediate facility upgrades that can be completed
- The chairman of this committee will sit on the Club Executive Committee and will provide a report to each meeting.
- Establish an annual Maintenance plan of work required to maintain facilities
 - Ensure pitches are cut when needed.
 - Ensure pitches are marked when needed.
 - Keep a field/Clubhouse log.
- Appoint a person(s)
 - To organise and oversee job/tasks for caretaker.
 - Charged with the effective timetabling of the pitches for matches and training.

21. Appendix C: High Level Projections- Population, Membership, Teams and Pitches

							Development Plan						
Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Balbriggan													
Population	23,332	23,565	23,801	24,277	24,763	25,258	26,016	27,056	28,409	29,829	31,321	32,887	34,531
No of Primary Schools				9	10	10	10	10	10	10	10	10	10
No of Secondary Schools				5	5	5	7	7	7	7	7	7	7
Projected Growth		1%	1%	2%	2%	2%	3%	4%	5%	5%	5%	5%	5%
O'Dwyers													
Membership	377	425	378	350	273	400	500	625	781	977	1221	1526	1907
Projected Growth		11%	-12%	-8%	-28%	32%	25%	25%	25%	25%	25%	25%	25%
No of Teams (Training)					18	20	22	25	28	32	36	41	48
No of Pitches	1.5	1.5	1.5	1.5	2.0	2.0	2.2	2.5	2.8	3.2	3.6	4.2	4.8
Projected Growth						10%	12%	12%	13%	13%	13%	15%	16%

22. Appendix D: Future Facilities (High-Level Requirements)

Population

- 25,000 at the moment
- An extra 40,000 by 2023

Sport

The Club intend to offer sport in

- Football
- Hurling
- Ladies Football
- Camogie

Playing Facilities

- **Pitch 1 (Main Pitch)**
 - "Prunty" Type Pitch
 - Ball stop nets
 - Flood lights
 - Perimeter security fencing
 - Dug-outs
 - Fixed Goalposts
 - Spectator stand (to cater for 500 people)
 - Surrounding spectator banks
 - Press box
- **Pitch 2 (Training Pitch)**
 - Sand based pitch
 - Ball Stop Nets both Sides
 - Flood lights
 - Adjacent dressing and toilet facilities
 - Adjacent equipment storage facilities
- **Pitch 3 (Juvenile Pitch)**
Facilities for Nursery (3-5), Academy (5-7), Go-Games (8-11)
 - Sand Based Pitch
 - Movable goalposts
 - Surrounding spectator banks
 - Adjacent dressing and toilet facilities
 - Adjacent equipment storage facilities
- **Pitch 4 (Ladies Pitch)**

- "Prunty" Type Pitch
- Ball stop nets
- Flood lights
- Perimeter security fencing
- Dug-outs
- Surrounding spectator banks

- **Pitch 5 (Existing All Weather Facility)**

- Swipe Card Access
- Adjacent dressing and toilet facilities
- Adjacent equipment storage facilities

Training / Other Facilities

- Referee Room
- Score board
- Gym / Weights / Medical Room
- Ball / Hurling wall
 - All weather-soft stone surface
- Club Shop

Equipment Storage & Maintenance Sheds

- Storage for lawnmowers, grass strimming, hedge cutting etc.
- Playing equipment Storage
- Bar and catering Storage

Clubhouse

- Club Bar
- Sports Hall – Dancing, Social Gatherings, Winter Nursery etc.
- Kitchen
- Toilet Facilities
- 2 Meeting Rooms
- 3 Offices

Security, Access & Parking

- Turnstiles and payment boxes
- Roadways (compounded stone finish)
- Car parking
- Boundary entrance wall.

Appendix E: MyClubFinance O'Dwyers Review 2016

	Poor			Excellent				Recommendations	
Club Name:	O Dwyers GAA								
Received Documents		Yes			No				
Social Media		/						<ul style="list-style-type: none">Give to person in charge of social media accounts (Facebook and Twitter)	
What happens now		/						<ul style="list-style-type: none">General information on training, support and promotional strategies	
Mobile Lotto		/						<ul style="list-style-type: none">See strategies for using and set up sellers	
Score:	0	1	2	3	4	5	Score		
Site Deployment			/				2	<ul style="list-style-type: none">Membership and Lotto plug-ins are on the site but lotto plug-in requires scrolling down (below the fold). As membership season is over Club should consider moving lotto plug-in above the fold	
Email Import			/				2	<ul style="list-style-type: none">Just under 200 newsletter subscribersFeel free to send us updated list (Duplicates will be automatically removed)Use newsletter resource to target expired players (15 with value of €468) Tell them the jackpot is now €20000Emphasise two key areas in all lotto communication: 1. where is the money going and 2. Call to action – share with Facebook friends/work colleagues etc.	
SMS Import							n/a	<ul style="list-style-type: none">This feature can be enabled at any time – just send us numbers/names	
Facebook Utilisation			/				3	<ul style="list-style-type: none">Popular FB page, frequently updated with 1,500 + likesTry to merge any related O’Dwyers GAA pages or at least give link to official Facebook page to all otherWe have already set up app/call to action “Play Game” button and app on FB page and people can buy lotto directly from FB. But need to draw more attention to it. Also should post to FB during each lotto update – ask people to share (offer a prize from local sponsor?)Thank high value ticket purchasers or purchasers from abroad publically on page. Photos are also effective of winners.	
Twitter Utilisation			/				2	<ul style="list-style-type: none">1250 followers and again updated regularly– potentially valuable resourceInclude link to lotto/membership page in profile– as per Facebook the idea is to promote lotto/fundraisers - Include link (or images) and ask people to RT and get fans, players etc. to do so Include Dublin GAA and local media (radio, newspapers – call in favours)Some may not retweet but some will – you have to ask!Also vary the message on fundraisingCan’t always be “Play our weekly Club lotto on-line at http://ift.tt/1s4rc32 . Draw takes place this evening. #odwyersgaa #FB”Spice it up!	

Targets							n/a	<ul style="list-style-type: none"> Discuss with My Club Finance, aim for 100 players. Currently just 17 entries which can be improved on significantly 2016 monthly average is almost double 2015 monthly average (€91 v €57 – but still way below national average of €500)
Quality of communication		/					1	<ul style="list-style-type: none"> Add more detail and flavour, only basic info there at the moment Tell people where the money is going, include call to action, vary colours/font/content (add stories, Club news, humour, competition to get people to open mail) At the moment lotto email has bare minimum of info and offers no incentive to play nor does it tell people why they should play (crucial to Club's future development/new Clubhouse etc.) For example "No winner of last week's jackpot of €600 Jackpot tomorrow 13th June will be €820" Remember the lotto email goes out to all current players, past players and newsletter subscribers (197)
Lotto		/					1	<ul style="list-style-type: none"> Go to Reports>Lotto Summary Report for details. Club Lotto is bringing in very little revenue, Club should have minimum target €500 per month Remember to add next week's jackpot amount each time you update lotto draw just passed. Consider adding value to jackpot amount - €600 is very low
Tickets	/						0	<ul style="list-style-type: none"> Any kind of fundraiser, dinner dance, camps etc. then promote link everywhere (newsletters, social media, website etc.) – Send details via email or phone to have this set up E.g. 5k race, dinner dance, Easter camp etc. Club should offer members/supporters chance to purchase tickets to all fundraising events on-line e.g. disco, summer camps. There is no additional charge to set these events up with MyClubFinances.com, just provide a few weeks' notice (more people on-line generally on-line = more lotto/membership)
Membership			/				3	<ul style="list-style-type: none"> Membership revenue going up year on year from 2013 (just under 3k) to 1016 (almost 8k) so it proves there is an on-line user base at the Club. Don't forget you can send newsletters to members too promoting lotto and fundraising events Also be aware of features like ARMs, Serva sport integration, and templates for common reports Have you considered questions to ask members that you can access in a few clicks in the reports section – photo consent/agree to Club policies/volunteering/what fundraiser they would like to see the Club organize...lots of possibilities to use data from members
Mobile Lotto	/						0	<ul style="list-style-type: none"> Has not been set up, Club can boost revenue by adding sellers to sell with smartphones – target cash buyers, see mobile lotto document for selling strategies
Committee Participation		/					1	<ul style="list-style-type: none"> Everyone should buy at least one on-line ticket – no excuses, committee lead by example. (Tickets are just €2 on mobile – can all committee members say they have purchased on-line lotto?)
Local Advertising		/					2	<ul style="list-style-type: none"> Signs at Clubhouse, brochures, posters, press release (see what happens now document), parish newsletter, shopping centres/library/popular pubs etc.
Contacted Influencers		/					1	<ul style="list-style-type: none"> Supporters in positions of influence, High profile players and former players, captains, coaches, local media – journalists, radio, "celebrities"
Overall Club Grade							2	<ul style="list-style-type: none"> Focus on boosting lotto, using social media & use of mobile lotto. A lot of small things can make a big difference. Create an on-line team? Target at least €500 a month and 100 players by end 2016 We can train nominated Club officials on lotto administration/promotion and also accessing membership reports

23. Appendix F: Fundraising - Quick Step By Step Guide





THE BRACKEN GRILL
STEAK & SEAFOOD RESTAURANT

This spacious, sleek and modern restaurant is the ideal setting for all occasions, romantic or celebratory. Chef James Whelan offers a beautiful menu with the best local ingredients. Modern Irish cuisine taste and flavours with hints and influences from around the world.

ON THE GRILL - STEAK NIGHT TUESDAY

Box Sirloin Steak cooked to your liking with Sautéed Portobello Mushrooms, Spanish Onions and Stealth Fries
Only €19.95

WINE & DINE FOR €59

Experience the very best the Bracken Court Hotel has to offer with our excellent Dine & Wine Menu. For a little as €59 for two starters, two main courses with a bottle of wine.
Now that's what we call great value*
Offer available Sunday to Thursday. *Terms & Conditions Apply.

GIRLS NIGHT OUT

Get the girls out on a night full of good food, good music and good craic. Two Course Meal including a Cocktail or a Glass of Wine for just €19.95. Every Thursday at the Bracken Grill.

Bracken Court Hotel, Bridge St., Balbriggan, Co. Dublin
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