

CLUB DEVELOPMENT PLAN



CHAIRMAN'S ADDRESS

So much is happening within Naomh Bríd, that it is difficult to keep all plates spinning at the same time. But that is the challenge ahead. If we break down what is happening into five areas:



Games



Connectivity & Communications



Finance & Funding



Social & Cultural



Administration & Facilities

It is important that not only do we look at the present scenario, but that we plan for the next 5+10 years and beyond. We need to ensure we can try to anticipate any obstacles which might be put before us. If we prepare, we can create a more sustainable club and have in place the parameters for the next generation to follow.

An important aspect of this is that we have to ensure we have our plan of action in place so as to counter any concerns which might be raised in the future when our tenure at Musgrave Park is up for renewal. If we now can demonstrate where we are and where we intend to be, then we have written proof as to our

progress, which can only serve to strengthen our position when the existing Facilities Management Agreement comes to an end in 2028.

There are many volunteers involved in the club and we thank them all for their efforts and hopefully we can maintain the enjoyable aspects of being involved so that they remain part of our club.



This Development Plan was updated in 2016 by St Brigids GAC Belfast to further develop and promote Gaelic games in our area. It is the responsibility of all members and supporters to assist in the implementation of this plan to ensure its success through positive support and leadership.

AIMS

- To establish a strategy to retain the existing number of participants within Naomh Bríd and thereafter further increase those numbers
- To increase the number of females and younger girls who play and are involved in our Club
- Further strengthen our hurling base and develop camogie
- To create a sustainable structure to develop and compete in Scor and promote the Irish language
- To explore how to embrace and encourage foreign nationals to participate
- To create a consistent means of raising funds to pay for the annual upkeep of the Club
- To continue to develop our facilities at Musgrave Park and this includes the erection of a ball wall
- To establish a coaching structure and a 'Coach the Coaches' process to encourage more members to become involved in improving our players' skill levels and their ability to manage teams. This will allow our teams to become even more competitive but not at the expense of inclusivity
- To improve our ability to communicate with our members through all aspects of 'connectivity'
- To strengthen our ability to communicate with our members
- To promote our Health and Well Being programme to help improve all aspects of safety, discipline and respect at all levels
- To re-apply for Club Maith, which is the GAA's Accreditation Scheme for Clubs encouraging Best Practice and recognise the priceless work carried out by volunteers.
- To be seen as the strongest and most vibrant GAA team in Antrim and Belfast
- To establish a Development and Strategy committee to continually assess where we are and what we need to do
- To establish a flow of players capable of representing the county at football, hurling and camogie
- To increase the numbers of volunteers within the Club, including new members, through the Goldmark Programme
- To draw up a strategy to embrace individuals of all ability and the appointment of a member of the committee to move forward with this initiative
- To support all our teams with the equipment they need to perform at their best





CONTENTS

1 Introduction	6
1.1 Plan Structure	6
1.2 Implementation	6
1.3 Participants/Key Stakeholders	6
2 Where are we now?	7
2.1 Club Background	7
2.2 Key Development Milestones	7
2.3 Population and Demography	8
2.4 Club Membership and Recruitment	8
2.5 Club Administration	9
2.5.1 Constitution	9
2.5.2 Trustees	9
2.5.3 Club Presidents	9
2.5.4 Annual General Meeting Process	9
2015/2016 Club Committee	10
2.6 Games Structure	10
2.7 Mentoring and Coach Development	11
2.8 Club Property and Facilities	12
2.8.1 History of Facilities Used	12
2.8.2 Current Facilities	13
2.9 S.W.O.T Analysis	14
3 Where Do We Want To Be?	15
3.1 Aims	15
3.2 Medium Term Objectives	15
4 How Do We Get There?	17
4.1 Action Plan	17
5 Conclusion	?

1 INTRODUCTION

This Development Plan was updated in 2016 by St Brigids GAC Belfast to further develop and promote Gaelic Games in our area and to benchmark as well as plan the progress of the Club now and in the future. It is the responsibility of all members and supporters to assist in the implementation of this Plan to ensure its success through positive support and leadership. The Club, consistent with the overall ethos of Gaelic sports relies on (and avails of) a high level of support from volunteers from the local community. This in turn generates a sense of community within the area which would not be achieved otherwise and in particular focuses on supporting our local young people in line with our club motto 'Mol an Óige' (Praise the Youth).

1.1 PLAN STRUCTURE

This Development and Action Plan is broken into three main sections, each of which outlines the direction the Club is moving toward.



1.2 IMPLEMENTATION

This plan should be tabled regularly at meetings of the main committee in order to ensure that it is implemented throughout the year and that specified timeframes are being met.

It has been agreed by the all participants involved in this process that St Brigids GAC Belfast will also hold an annual planning review workshop in line with its AGM to ensure that this plan is updated each year. The first of these workshops will be held in order to establish the main objectives for 2017 – the output from this workshop will form the basis of updating/ maintaining this plan.



1.3 PARTICIPANTS/KEY STAKEHOLDERS

The key participants and stakeholders in the Club are listed as the following:

- Club Members (including parents and players)
- Club Committee
- Parish Community
- St.Brides Primary School
- Stranmillis Primary School
- St Anne’s Primary School
- Harlequins Rugby Club
- Antrim County Board
- Ulster Council and Croke Park
- South Antrim GAA
- Ladies Gaelic Football Association
- Business Sponsors
- Queens University Belfast
- National Lottery/Sports Council Lottery Fund
- Belfast City Council

2 WHERE ARE WE NOW?

2.1 CLUB BACKGROUND

St Brigids Gaelic Athletic Club was founded in December 1998 with the aim of providing all the children of the area (South Belfast) an opportunity to play Gaelic Games. At this time there was no other organisation, with the exception of St Brides Primary School, which provided limited exposure to Gaelic Games once a week to P6 and P7 pupils, providing such an outlet in this area.

In order to gauge the interest in Gaelic games among the youths, an initial session was organised by the Club in December 1998. Leaflets were circulated in three local primary schools St Brides (Catholic maintained -catering mainly for the catholic population); Stranmillis (state controlled –catering mainly for the Protestant population) and Cranmore Integrated (non specific denominational school), with the event advertised under the heading "Fun, Friendship and Skills". The attendance at that initial session was 96 children. This was quickly followed by the organisation of a twelve week programme for the children to help develop the coaching and skills programme.

From its foundation in 1998, the welfare of the youth of the local community became the foundation upon which St Brigids GAC Belfast has been built. This was evidenced in the Club's infancy, when it was decided to run a competition in three local Primary Schools to design a kit and badge for the new Club. This competition attracted almost three hundred entries from the children of Cranmore Integrated, Stranmillis and St Brides Primary Schools, the winning kit being the blue and gold worn by all our teams today.

Whilst the winning entry for the badge did come from a pupil of St Brides Primary School, the design encompasses a tree (Crann Mor), a stream (Stran Millis) as well as a Saint Brigid's Cross, thereby underpinning the Club's aspiration to be inclusive of our entire community.

The Club motto, "Mol an Óige", adopted at the 2002 Convention is an abbreviation of an old saying from the Irish language, "Mol an óige agus tiocaidh siad" which translates as "Praise our youth and they will come through".

This philosophy has been, is and will remain a guiding principle for Cumann Luchleas Gael Naomh Bríd.

2.2 KEY DEVELOPMENT MILESTONES

The following have been the key development milestones since the Club was initially established in 1998:

- 1999:** U-12 and U-14 teams registered for competition
- 2000:** U-16 team registered for competition
- 2002:** Minor squad established and registered for competition
- 2003:** Underage Hurling section introduced
- 2004:** Senior team established & entered Division 4 of ACL
- 2004:** Senior team win County Junior Championship and promotion to ACL Division 3
- 2004:** Ladies Senior team established
- 2004:** Irish News "Club of the Year" – 2nd place
- 2005:** Ladies U-16 & U-14 teams established
- 2005:** Second Senior team entered for league competition
- 2005:** U-21 team registered for competition
- 2005:** Senior men's team win ACL Division 3 and promotion to Division 2 2006; Senior men's team gain promotion to ACL Division 2
- 2008:** Senior men's team win County Intermediate Championship. Opening of Musgrave Park Facility
- 2010:** Senior ladies team win County Junior Championship
Girls win U14 League and Championship
- 2011:** Girls win U14 County Feile
- 2012:** Girls win U14 County Feile
- 2013:** Girls win U14 County Feile; St Brides PS win Raffo Cup; Development of Bríd Óg Hurling amalgamation
- 2014:** Girls win U14 County Feile; St Brides PS win Raffo Cup; U16 Boys win South Antrim and All Antrim Championship and League, narrowly defeated in Paul McGirr Ulster Tournament final
- 2015:** Strictly Brid event whereby 1,300 people attend a fundraising event to pay for the 2nd part of the Musgrave Park project; Development of Gaelic of Mothers & Others
- 2016:** La na gClub an annual day of festivity and celebration of our games and include all members of the club; Boys B win U14 County Feile; Entering the Scór
Boys win U16 County Championship
Girls win U16 County Championship

2.3 POPULATION AND DEMOGRAPHY

The Club is located in the South Belfast area. This is a mixed commercial and residential area with no previous history of GAA. Previously those interested in playing Gaelic Games joined clubs in West Belfast or North Down. There are within the area 3 primary schools only one of which caters for Gaelic Games. There are only 3 post primary schools in the immediate area, only one of which, Victoria, cater for GAA. Queens University is in the centre of the Parish and many of its' graduates live within the catchment. The population of the area is approximately 60,000. Our main feeder school is St Brides and is located in the centre of the parish with over 800 pupils in attendance.

2.4 CLUB MEMBERSHIP AND RECRUITMENT

Membership is currently undertaken on a family basis for all players under 18. The table below provides a breakdown of the current membership of the club.

Group	Number
Senior Male Playing	65
Senior Female Playing	35
Minor Men	30
U16 Boys/Girls	37/18
U14 Boys /Girls	45/30
U12 Boys/Girls	40/20
U10 Boys/Girls	30/20
U8 Boys and Girls (from age 4-8)	140
Hurlers- may play football as well	35
Non Playing Adult Members	217
Gaelic for Mothers and Others	54
Total	816

Breakdown of the growth in membership since 1999:

The Club grew very quickly in the first ten years since 1999 with active membership reaching over 700. In recent years membership has continued to grow albeit at a lesser rate. This increase is mainly due to the continued strong recruitment of young members, and in more recent times the retention of players post U12. (St Brigids are the only club in Antrim that fields two teams at U12, U14 and U16 boys).

U16 and Minor now also have better retention levels and the club does not need to rely on sanctions and mergers to participate as was the case in previous years.

Ladies football at St Brigids has plateaued, after continual growth and success in the early years of the club. The increase in other clubs starting their own ladies sections which has limited the recruitment of players from other areas, and a decline participation of females after at U16+ has posed a problem in recent years. Senior men's football is continual strong with a slight drop off in recent years, due to the "island wide" problem of emigration of younger adult men, the club still plays both intermediate and reserve football.

Whilst the club doesn't play in any leagues or championships currently in the Hurling Code, the club coaches hurling at Fun Sunday and children are given the opportunity to play hurling with an amalgamation with St Agnes and Ardoyne at U10-U14.

Our priority in 2017 is to promote ladies football, hurling and camogie.

Since the Naomh Brid was first established there has been a concerted drive to recruit new members to the Club. This has been very successful as the following growth figures show: There are currently 325 Family Units within the club.



2.5 CLUB ADMINISTRATION

2.5.1 Constitution

We adopted the GAA Constitution when the Club was founded and can be seen on the club website (www.stbrigidsgac.com)

2.5.2 Trustees

The Trustees of the Club are listed below and their position within or relative to the Club at the time of writing.

- Frank Cassidy – Founding Club member, previous Club Chairman and former Chair of Sub committee responsible for race days, the Musgrave Park opening and the Strictly event.
- Conor MacSherry – Founding Club member, former Chairman and former Senior Football Manager
- Kieran Dillon – Founding Club member and former Secretary
- Eamon McMahon – Antrim County Board representative
- Danny Murphy – Ulster Council representative

2.5.3 Club Presidents

The Club has co-Presidents, namely:

- Monsignor Macaulay – Retired Parish Priest, St Brigids Parish
- Thomas Walsh - Club member

2.5.4 Annual General Meeting Process

We have a preset course of action for the running of the AGM, as follows

1. Notification of the date is issued by email to all families six weeks prior to the Event. Each family has one vote and each adult member has one vote. Notification is accompanied by nomination forms and motion forms.
2. Members are re-advised of the date via the website.
3. Further notification by email and social networks, four weeks prior to the meeting date
4. All nominations and motions returned to Secretary no later than two weeks prior to the meeting date.
5. Confirmation of nominations/motions, Secretary's report, Treasurer's report and Chairman's report are posted on the website ten days prior to the AGM.

This allows for efficiency and transparency as to what is happening prior to the AGM.



2.5.5 Club Committee (2016)

Currently the main committee consists of 23 members. The following are the members of the Club Committee:

Role	Name	Years On Committee
Cathaoirleach (Chairman)	Dermot Dowling	17
Leas Cathaoirleach (Vice Chairman)	Marc Murphy	7
Runai (Secretary)	Phil Convery	8
Cisteoir (Treasurer)	Declan Canavan	2
Leas Runai (Assistant Secretary)	James Higgins	3
Leas Cisteoir (Assistant Treasurer)	Una McGurk	1
Ionadai Contae (County Board Delegate)	Pat O'Hagan	3
Ionadai Contae (County Board Delegate)	John McKeever	5
Claraithesir (Registrar)	Martin McCarney	6
Coisteoiri (Committee Member) – Facilities Officer	Paul Campbell	14
Coisteoiri (Committee Member) – Hurling Officer	Frank MacElhatton	1
Coisteoiri (Committee Member) – Hurling Officer	John Duffy	1
Coisteoiri (Committee Member) – Health & Wellbeing Officer	Anna O'Hagan	1
Coisteoiri (Committee Member) – Fund Raising Officer	Frank Cassidy	16
Coisteoiri (Committee Member) – Schools Liaison Officer	Frank McGurk	3
Coisteoiri (Committee Member) – Child Protection Officer	Deirdre Webb	6
Coisteoiri (Committee Member) – Fun Sunday Development Officer	Peter Mulgrew	2
Coisteoiri (Committee Member) – Cultural Officer	Tracey Galvin	2
Coisteoiri (Committee Member) – Juvenile Football Coordinator	Anthony Carleton	10
Coisteoiri (Committee Member) – Senior Football Coordinator	Eunan Conway	17
Coisteoiri (Committee Member) – Equipment Officer	Muiris McCarthaigh	1
Coisteoiri (Committee Member)	Philip Doyle	3
Coisteoiri (Committee Member)	Geraldine O'Hare	1

2.6 GAMES STRUCTURE

Currently we field 11 male teams from Senior to U10's.

Senior, Senior reserve, minor, U16 (two), U14 (two) U12 (two) U10 (two), U8

We have six female teams-

Senior, U16, U14, U12, U10 and Gaelic for Mothers and Others

There is no Hurling team at present outside of Bríd Óg and we are attempting to address this by starting with an U12 Development Squad.

Hurling is played at U8/U10 Level within the club, and at U12 and U14 in an amalgamation with St Agnes and Ardoyne. A number of other club members are playing at older levels at other clubs under a county sanction. We have divided the male football teams into three manageable sections.



In addition we have a Ladies section and a Hurling section. The table to the right outlines the relative positioning of these groups in terms of their current strength.

Group	Strength
Primary Group	Strong
Juvenile Boys	Good numbers, healthy retention rate
Ladies	Going steadily
Senior Men	Competing at the highest level and striving for improvement
Hurling	Very weak
Camogie	Starting
G4M+0	Very promising

Primary:

Our primary age members are very strong compared to other Antrim clubs. There is substantial growth in our numbers in U8 and U10 Girls and we now regularly field at these ages at tournaments and Go Games without difficulty.

Our Cul Camps are among the best attended in the county and are used as benchmark for Antrim. In recent years the boys have had repeated success in local competitions and blitzes (St Brides PS have won the Raffo Cup for last two years; and two years previously and the girls won in 2014/2015). Girls football remains competitive but would be among the second tier of girls teams in Antrim.

Juvenile Boys:

Recently this group has always been competitive and has improved in both numbers and performances. The Club has won the South Antrim league at U12, U14 in 2014. The 2015 U16 team reached the Paul McGirr/Ulster final, narrowly losing to Burren. It would be hoped that this success will continue in the future with the current support remaining in place.

Juvenile Girls:

Good numbers and participation levels up to U14, where playing numbers drop off. Successful in recent years at Feile.

Senior Men:

Playing numbers are slightly down in recent years as emigration and the exodus to university outside of Ireland has affected the numbers and indeed the standard of football and the team are now playing 1st Division in Antrim and in the senior championship.

Hurling:



The club coaches hurling at Primary School level and plays in local Blitz tournaments up the U10 grade as St Brigids.

At U12 and U14 the club has players in the amalgamated team with St Agnes and Ardoyne under the name Bríd Óg. It would also have a number of older players playing Hurling for other Antrim clubs through sanctions. Numbers are small compared to football however would be growing year on year. The Club regularly plays in P2 and P4 Go Games under our own name also.

It should be noted that this summary is not a reflection of those participating in these sections, but rather a reflection on our ability as a Club to foster and grow each of these sections of the Club.

2.7 MENTORING AND COACH DEVELOPMENT

Each team is to have a mentor and four assistant coaches with parents assisting for transportation. All coaches are encouraged to work towards Foundation Level qualification and must have Child Protection Registration through both the GAA system and Access NI. Mentors of squads from U12's upwards must have achieved Level 1 within 12 months. Coaches are encouraged to follow through on other courses.

The following table outlines the number of coaches with Child Protection and various coaching qualifications:

Category	Number
Child Protection (GAA course)	73
First Aid Qualification	12
Coaching Fundamentals	7
Foundation (Hurling)	13
Foundation (Football)	40
Level 1 (Football)	5
Level 2 (Football)	3
Club "bespoke" 6 week training*	35

*At the end of 2005 the Club completed a six week "Coach the Coaches" training programme whereby a professional coach taught various coaching techniques for two hours each week. It is proposed to run this again in 2017.

In addition to the above there are five qualified referees who participate in all county competitions. Our Level 2 coaches are currently compiling a Coaching Template which will be adopted by all competitive teams.

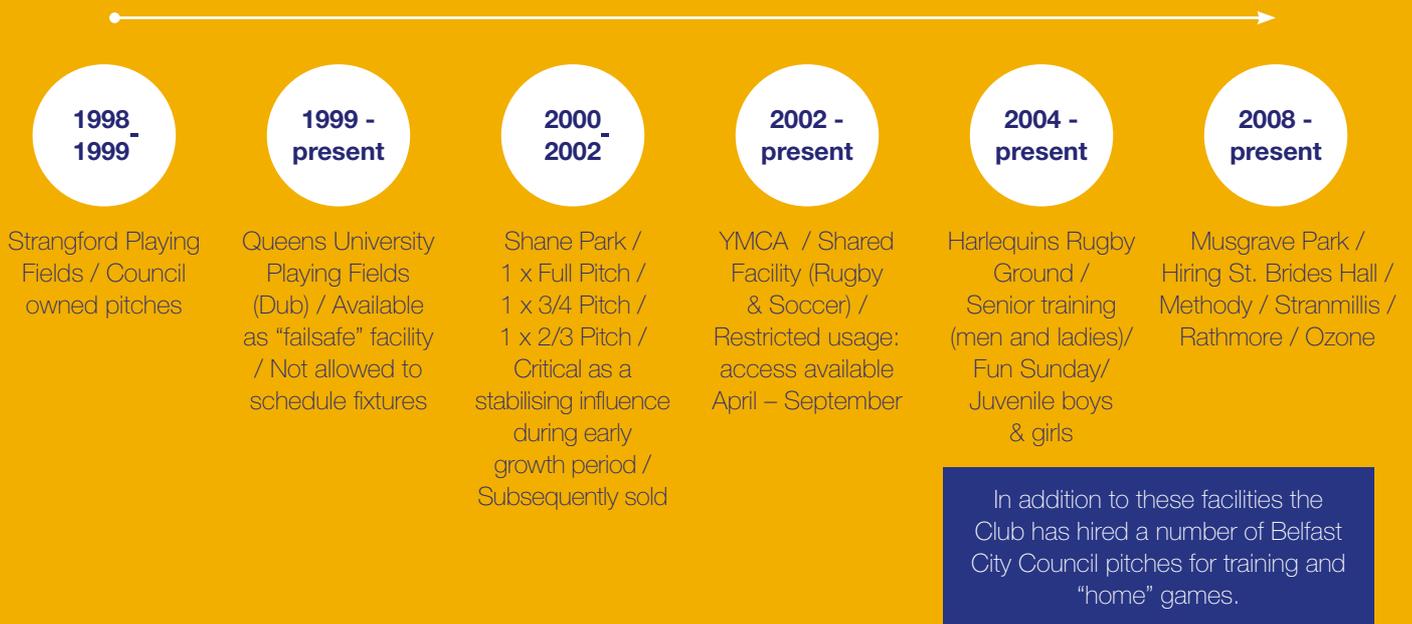
Regular updates on First Aid are provided by the Club for mentors and parents alike.

2.8 CLUB PROPERTY AND FACILITIES

Since its inception the Club has utilised a number of facilities within the main catchment area. Given the area where the Club is located the cost of procuring land for pitch development is prohibitive.

2.8.1 History of Facilities Used

Over the past eight years the Club has used the following as our main playing facilities:



2.8.2 CURRENT FACILITIES

Belfast Harlequins

Senior male and female teams currently train at Belfast Harlequins. At the end of 2005 the Club reached agreement with Belfast Harlequins to erect a playing pitch for use from April to September each year. This facility became our official home pitch for senior male and female teams until Musgrave Park was developed.

In addition to the playing pitch the Club will have access to the club house facilities at Belfast Harlequins. This is a significant agreement and one of the first of its kind we believe between the GAA and Ulster Rugby if not Irish Rugby.

We do have concerns in that our usage is confined to use for our Fun Sunday groups, occasional Tournaments and ladies training. We want to encourage greater use of this facility.

Musgrave Park

Since 2008 we have shared a facility under a maintenance agreement with Belfast City Council whereby we have full use of a pitch and training area. This facility to date has cost some £480,000 to develop, made up of Sport NI/ Lottery money, GAA central funds in addition to monies raised by the club.

We are now extending the training area, installing fencing around the entire pitch area and establishing the base for floodlighting whilst at the same time Belfast City Council is funding the construction of changing rooms. The cost of this will amount to over £600,000 of which we need to contribute approximately £130,000.

A proposal has been tabled to apply for planning permission for a ball wall at Musgrave Park. This would help improve the skills levels of our Hurlers and footballers, hurlers and camogs.



2.9 S.W.O.T ANALYSIS

The following provides SWOT analysis for the Club. Note, the strengths and weaknesses are internal to the Club and the opportunities and threats are external.

STRENGTHS

- Relationships with primary and post primary schools
- Relationship with Harlequins RFC
- Available pool of potential members (playing & non-playing) within the local area
- Significant numbers (>50) playing senior football within three years of formation
- Our ability to attract children from a young age (four years plus)
- Administration structure
- Contacts within the GAA (and outside) and ability to “get things done”
- Disposable income within the local area
- Ladies section and growth already achieved
- Access to playing facilities at Musgrave
- Access to expert advice from professional consultants
- Credibility of those involved and experience within their own professional lives
- Ability to raise capital funding
- Recent influx of Fun Sunday coaches
- Restructuring of coaches - to allow for hurling/camogie to be played every week
- Participation at Go Games across all ages and codes
- Cúl Camp participation

WEAKNESSES

- Spread of workload to other committee and club members
- Efficient mechanisms for communication within the Club and externally
- Need to encourage more the importance of hurling and camogie
- Lack of female input to the club at all levels
- Lack of Scór activities
- Promotion of Irish culture and language
- Lack of formalised coaching plan and structure for certain groups and in particular the primary group
- Lack of input to secondary level schools to develop players and skills from ages 11-17
- Retention of players following further education and leaving for college outside Belfast
- Emphasis on discipline, maintaining respect and attitude to create an ethic of hard work
- Not having a definite registration system to bring in membership monies and also the structure of our volunteers

OPPORTUNITIES

- To improve the number of children (estimated at 800) in our main feeder school of St Brides – developing potential
- The other schools within the area
- The increasing population of South Belfast, especially young professionals moving to the area
- The relationship, playing facilities and social facilities at Belfast Harlequins
- Further development of pitches at Musgrave Park
- Second generation of members coming through the Club
- Second generation is coming to the fore
- Increase in the numbers in the community for the ethnic minority groups
- Restructuring of coaches to allow for hurling/camogie to be played every week
- Participation at Go Games across all ages and codes
- Cúl Camp participation - this an opportunity not a threat

THREATS

- The proliferation of other sports clubs within the area and thus an over “playing” of children
- Lack of “home” pitch and facilities
- Potential loss of players to other GAA Clubs and other sports
- The impact of younger players leaving the area for college
- Access to funds may be diminished due to other activities and sports clubs in the area
- Retention of facilities
- Lack of development of hurling, Scór and ladies football and camogie
- Financial complacency; that we are perceived to have ready access to funding to maintain the Club. Proficient at capital raising, but poor at day to day fundraising

3 WHERE DO WE WANT TO BE?

3.1 AIMS

We have established the following main aims for the club:

- To allow as many children/adults as possible to participate in our games and codes in a way that they enjoy our games and play with pride, integrity and a competitive nature, but not at the expense of inclusivity
- To achieve success on the playing field at all levels and all ages
 - a) to establish an overall pattern of play within the Club i.e a playing/coaching template in order for every participant to have the skills they have require at any point in time
 - b) to better monitor the performance of teams/squads throughout the year to ensure assistance is available for mentors as required on a regular basis.
- To further develop Musgrave Park our own purpose designed and built facility which will fully address the short comings of the current facilities and will cope with the expansion plans for Club membership
- To provide sports activities for the youth of the local community
- To further develop a cross community base
- To establish a recognised brand throughout Antrim, Ulster and Ireland
- To ensure that our children play in a secure and safe environment and that we follow the necessary safeguarding procedures
- To promote health and well being and the safety of our children
- To be a family friendly club
- To establish a ball wall facility at Musgrave Park to help develop skills
- To further promote cultural activities associated within the wider remit of the GAA
- To increase volunteer numbers and develop structural support in the quality of coaching skills
- To ensure defibrillator and first aid training established
- Reserve team to win two championship matches in 2017
- The female teams to consolidate their position within the county in 2017
- The juvenile teams to be more competitive and to finish within the top fours in all Leagues and to continue to build on our recent successes of 2016 / we field two teams at every grade (U12 and U14)
- To develop our Gaelic for Mothers and Others
- To achieve a minimum 16 competitive games in the season for each team and to play more challenge games and increase overall 'game time'
- To ensure inclusivity at all levels and respect and ensure that our members have 'value for their membership'
- To field a competitive hurling team at underage level by 2017
- Underage (primary) coaching to be undertaken more than once per week – currently this is a once a week session on a Sunday morning. We can facilitate this through greater participation with the local schools, in particular St Brides
- To develop our Coach the Coaches programme
- To develop our safeguarding process to not only include child-protection, but also first aid courses
- To promote our codes of conduct for coaches, parents and children and take on the 'Silent sidelines' motto
- Playing facilities:
 - To continue to utilise the playing pitches at Belfast Harlequins for home senior games and training throughout 2017
 - Further enhance and establish the permanent playing facilities at Musgrave Park by 2017
- To establish a Scór section for the club by the end of 2016
- To improve communication throughout the membership through the use of email and the website. Connectivity being the buzz word
- To establish links within the community involving all youth through the schools, parish and cross community groups
- To support and develop camogie within the Club
- To encourage younger members to volunteer either through coaching or administration
- To increase the percentage of coaching participation among Fun Sunday parents
- For each team to have an administrator to co-ordinate matches, training and team activities

3.2 MEDIUM TERM OBJECTIVES

The following medium term objectives have been established for the club:

- The Senior team maintain Division One status in the ACL in 2016
- Senior team to contest and win an Intermediate final in 2017
- Reserve team to improve on last year's League position and to achieve a top two position in 2017



4 HOW DO WE GET THERE?

These are the areas in which the Club must attain excellence in order to achieve our objectives and realise our mission. There are a number of important areas that need to be addressed within the Club, these include:

- To establish an overall pattern of play within the Club i.e. a playing/coaching template in order to establish for every participant the skills they have acquired at any point in time
- To better monitor the performance of teams/squads throughout the year to ensure assistance available for mentors as required. To do this on a regular basis.
- To develop our 'Coach the Coaches' programme
- Be more inclusive by providing regular games for all members of the various quads. For example, we have over 30 members in the U12 and U14 squads, yet are only fielding one team at each of these grades
- To increase the level of all resources required (e.g. facilities, administration etc) in order to meet the needs and demands as we expand our playing membership and the number of competitive teams
- More focused fundraising from all sections of the Club in order to secure the funds necessary to achieve our goals with regard to permanent playing facilities

4.1 ACTION PLAN

The following action plan was established in January 2015 to help us achieve our aims and objectives as defined above. This list of actions will be reviewed and amended, updated and added to during each monthly meeting of the Committee throughout 2015. A full review session will be held at the end of 2015 to review progress.

Note: the initials indicate the member of the committee with prime responsibility for driving each of the action points.

Games

Ensure that the Club advances on the playing field across all sports. This can be achieved through a structured coaching programme applicable to all groups and age levels and by ensuring that groups are fully inclusive of all wishing to participate.

Ensure that the Club advances on the playing field across all sports. This can be achieved through a structured coaching programme applicable to all groups and age levels and by ensuring that groups are fully inclusive of all wishing to participate.

Ref.	Action	Date by	Who
GAM-01	To develop Ladies Football and Hurling and Camogie within the club to the same level as the men's game in preparation for 2017	Sept 2017	FMcE/ JD/ FMcG/ TG
GAM-02	Increase youth training sessions to 2/3 times per week	June 2017	Coaches Group
GAM-03	Establish schools sub-group – aim to improve take-up/participation/skills etc	Feb 2017	FMcG
GAM-04	Additional coaching resources for boys/ladies/hurling squads	Sept 2017	EC/PM
GAM-05	Develop all coaches for dual codes and ensure all coaches have sufficient level of qualification	Sept 2017	EC
GAM-06	To continue to operate summer camps	Jul 2017	MMcC/ AC

Communications / Connectivity

To increase the levels of communication within the Club and externally by taking advantage of all available communication mechanisms including email, website, multi-media, texting, the press and regular bulletins.

Ref.	Action	Date by	Who
COM-02	Compile email distribution lists for all groups and all members (committee, coaches, players etc)	Sep 2017	MMcC/JH
COM-03	Seek to get assistance for Club media communications e.g. potential funding for a media studies student	Sep 2017	JH
COM-04	Look at options for quarterly bulletin and see how this would fit in with the current monthly bulletin	Jun 2017	PRO/JH
COM-05	Identify individuals responsible for match reports for each of the teams/groups	Feb 2017	Coaches
COM-06	Create Buzz Word and identity card system for all underage members, create a club mascot	Sep 2017	PM
COM-07	To create a revised code of conduct for children/player/parents	Sep 2017	DD
COM-08	To create a badge for the Fun Sunday group		PM

Fundraising /Finance

To continually seek new and innovative mechanisms to raise finance both to fund the necessary pitch development at Musgrave and ensure increasing levels of success across all sports and teams within the Club.

Ref.	Action	Date by	Who
FUN-01	To raise £60,000 to fund Musgrave development - Ball Wall	Jul 2017	DC/ JH/ MM
FUN-02	Sponsors for Seniors bags/tracksuits	Ongoing	Secretary
FUN-03	Sponsors for Seniors bags/tracksuits	Mar 2017	Seniors
FUN-04	Investigate the potential of placing advertising hoardings at Musgrave	Mar 2017	Committee
FUN-05	Create budget for Marketing/Branding	Jan 2017	Pro
FUN-06	Create budget for all capital projects – Musgrave	Sep 2017	JH/ DC/ MM
FUN-07	Re-investigate and co-ordinate approach for monthly (initially low-key) raffle, draw or lottery	Sep 2017	JH/ MM/ DC
FUN-08	Develop a strategy as to how best to maintain sponsors for the benefit of all involved To make each team self funding	May 2017	JH/ DC/ MM
FUN-09	To create a system of self-funding for teams at all levels	May 2017	DC/ JH

Apply for grant aid for Musgrave project facilities

To ensure that we establish and further enhance a permanent playing facility at Musgrave Park, while building on our relationships with Belfast Harlequins and local schools thus ensuring sufficient facilities are available to cater for the increasing playing membership.

Ref.	Action	Date by	Who
FAC-01	To complete development at Musgrave Park	Jul 2017	All
FAC-02	P Campbell to prepare budgets and programmes for establishment of pitch at Harlequins	Sep 2017	EC
	To develop a process to fund and build a Ball Wall at Musgrave Reapply for Club Maith		
	Establish a Committee to look at the Club Strategy and continually oversee the ongoing progress of the Club and ensure things are moving in line with our aims.		
	To improve our governance process		
	To create a history of the Club and a book in time for our 20th anniversary.		

Social

To ensure we maintain and increase our level of visibility within the immediate community within south Belfast by attracting people not necessarily associated with sport while also increasing awareness of the St Brigids brand within County Antrim, Ulster and nationally.

Ref.	Action	Date by	Who
SOC-01	To develop plans for 'strictly come dancing' event	May 2017	FC
SOC-02	For each team to host their own fund raising event	Jul 2017	DD
SOC-03	To take underage teams to Championship matches	Jul 2017	All
SOC-04	To develop Scór aspects of the club		
SOC-05	To generate greater association with other community groups		

To implement this plan the following structures have been put in place:



For each of these groupings we have identified a number of key objectives over the coming 12 months that will assist in Club in achieving our overall aims and objectives.

The following is a brief terms of reference that has been set for each of these areas. It should be noted that two common themes run throughout all of these areas, which are:

- 1. To ensure proper administration and good governance at all times**
- 2. To support and build a cross-community ethos at all times**

