

# MAN O'WAR GFC

Strategic Plan  
2017 - 2022



*Your Club...  
Your Community*

## CONTENTS

Message From Strategic Plan Committee .....	3
Club History .....	4
Mission, Vision, Values .....	6
Where We Are Now .....	7
Methodology .....	12
Activity Area 1: Coaching And Games Development .....	13
Activity Area 2: Club Structures And Administration .....	21
Activity Area 3: Finance And Fundraising .....	25
Activity Area 4: Facilities Development And Maintenance .	29
Activity Area 5: Communications, Pr And Culture .....	33
Implementation And Review Of Plan .....	39

**Get connected @ Man O'War GFC**

**facebook**



**You Tube**

# Message From Strategic Plan Committee

This 5 Year Strategic Plan is being formulated at a very positive time in our club's history. In 2016 and 2017, we continue to be swept along by the momentum of many years of successful club development. At last we can boast modern facilities and we are also reaping the rewards of years of dedicated coaching and training on the playing fields.

Our clubhouse is located in a rural and sparsely populated townland in a farming area of North County Dublin. The club has a long and proud tradition of promoting and nurturing Gaelic games and those Gaelic games have played a very important part in the lives of Man O'War people over the years.

Countless people have selflessly contributed in many ways by giving their time, energy, expertise, knowledge and enthusiasm to develop our club.

We would like to pay deep gratitude to all our club members, past and present, for their dedication, commitment and loyalty to our club. Like all GAA clubs around this island, we rely completely on the hard work and devotion of all our club members to help us prosper and grow.

The last 20 years have seen the Man O'War catchment area change in so many ways. New housing schemes and a growing diverse population have placed new demands on community and sporting groups. Increased membership and participation requires expanded facilities. With more players and members comes more teams, matches and volunteers. In turn this requires increased awareness around our responsibilities towards more refined coaching skills, child

protection, social inclusion, health and well-being and even promoting our Irish culture. Our resources have become stretched to the point where we need new volunteers, enhanced facilities and more funding.

In keeping with guidelines from our national organisation, Cumann Lúthchleas Gael, our plan sets out a strategic direction for the Man O'War GFC and provides a blueprint to help us address the key issues facing us over the next five years. It was drawn together on the basis of detailed analyses and consultation within the Man O'War GAA community and beyond.

The intent of the plan is to build on the successful management of the club to date, by harnessing various ideas in different sectors into a cohesive, unified and structured strategy that can be monitored and tracked to conclusion. It goes without saying that for the implementation of this plan to be successful, it is essential that we engage existing members and attract new members and volunteers. This will enable us to carry out the initiatives proposed and also to ensure that we can continue to serve our members, supporters and the community into the future.

The strategy will help members identify their place in our club's development and to get involved. This plan will become a live document that is realistic and helpful. It will be implemented, monitored and modified to ensure our success.

Finally, we wish to sincerely thank everybody involved in the formation of this plan.

*Go raibh míle maith agaibh.*



# Club History



Inset: 1954 - Bertie Martin, Johnny Jones & Hughie McDonnell.

The present club was founded in 1946 following a challenge match between Hedgestown and the Man O'War. Both sides had difficulty fielding a full team, so they decided to amalgamate to form the Man O'War Gaelic Football Club. Fielding a team continued to be an uphill battle over the following years. Despite these difficulties and numerous other setbacks, Johnny Jones a founder member of the club, never gave up in his efforts to establish the club as a force to be reckoned with. He was eventually rewarded in 1954 when the Man O'War GFC won its first trophy, the Nugent Cup, in the Fingal Junior League.

An eleven year wait ensued before Man O'War won its next trophy in the shape of the Jubilee Cup. This win sparked a renewed enthusiasm and juvenile teams were formed. These juveniles were eventually to form the nucleus of the team which won many competitions in the Fingal League, including the Fingal Senior Football Championship in 1976. After years of heartache and disappointment in the later stages of the Dublin Junior Championship, Man O'War won their only Dublin Championship in 1979, thereby achieving the club's crowning glory. When the Fingal League Board was disbanded, the team took a few years to find its feet in the Dublin All-County Leagues before setting out on a steady rise from Division 8 to Division 4. The club's first team continues to play at Division 4 and in the Junior Championship. The club also fields a second team in Division 11.

The Ladies section of the club was founded in October 1992 with a Minor team composed of girls ranging in age from 12 to 17 years. The first hint of greater things came in 1995, when the Minor Ladies finished runners-up in the league. A few near misses on the trophy front followed, before the Adult Ladies recorded back to back league titles in 2013 and 2014, propelling them into Division 2, a status maintained since then. The first team also plays in the Junior Championship. Today, Ladies football is a thriving part of the club and also includes a second team playing in Division 9, a Minor Ladies team and a Gaelic4Mothers&Others team.

The number of juvenile boys and girls has increased significantly over the past ten years. The number of club volunteers and mentors has increased to meet these demands and a Juvenile Committee is in place. The club has celebrated a number of league titles and championship wins at juvenile level in recent years. The committee also organises Easter and Summer Skills and Drills camps which are very well attended. In 2016, the club started to introduce hurling for younger members.

As a result of the expanding numbers of players, teams and mentors, improved facilities were required. Until recently, the adult and juvenile teams shared one pitch and a small and sub-standard pre-fabricated clubhouse with very basic showering and toilet facilities. The juvenile section hired external grounds for juvenile camps and indoor facilities for winter training.





Mentors V. Past Players 2016

In 2008, a Club Development Committee was formed and was eventually integrated into the Club Executive. Phase 1 of the club development involved the creation of a second full sized pitch using an all-weather grass surface. Phase 2 involved the upgrade to the existing pitch and surrounds.

Phase 3 was an ambitious project to build a new clubhouse consisting of four changing rooms with showers, an indoor training and social hall, meetings rooms, storerooms and toilets. It was a proud day for the club

when Uachtarán Cumann Lúthchleas Gael, Aogán Ó'Fearthail, officially opened the new facilities in August 2015. The Executive Committee is currently investigating further enhancements to external lighting, walkways and the development of the upper storey of the clubhouse.

In keeping with the noble aspiration of the inspirational Johnny Jones and his comrades, it is fitting that we launched this 5 year strategic planning process in 2016 on the 70<sup>th</sup> anniversary of the founding of the club.



The winning Dublin Junior Championship team in 1979, beating Fingallians 2-4 to 2-3. Cyril Caffrey captained the side.

# Mission, Vision & Values

The GAA's values are the heart and soul of Man O'War GFC. 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.

## Mission

Man O'War GFC aspires to the GAA mission to be 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, enriches 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

Man O'War GFC is committed to the GAA vision whereby 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 club, the community and the GAA.

## Values

Man O'War GFC is committed to upholding and remaining true to the following GAA values:

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



# Where We Are Now

## Club Facilities

Our playing facilities include:

- Two full-size playing pitches, one of which is an all-weather grass pitch.
- Partial floodlights on the first pitch and full floodlights on the second pitch.

**We have a clubhouse facility that currently provides:**

- Four changing rooms with showers and an ensuite WC
- A referee's room
- An indoor training/social hall
- A meeting room and kitchen with a servery area
- Storerooms
- Ladies and Gents WC facilities and a Disabled Access WC
- A first floor area that has planning permission for open plan use. The development of this area will be addressed as part of this strategic plan.

The grounds are fenced off from the surrounding farm lands and contain parking spaces for approximately 100 cars.





## Facts and Figures

- The total population of the club's catchment area is approximately 2,000 people.
- It costs over €50,000 per year to run the club.

### We currently have:

- Approximately 105 adult players, 85 Adult Social Members and 290 juvenile/nursery players
- 11 Juvenile football teams and emerging hurling teams
- 6 Adult and Minor teams
- 28 Juvenile and Minor Coaches and Mentors
- 4 Adult Coaches



U14 Ladies Championship Winners 2016



Under 16 Boys Shield Winners 2016



## Club Teams/ Participation

We currently field the following teams:

### Adult Men

Division 4 and Junior Championship

Division 11

### Adult Women

Division 2 and Junior Championship

Division 9

### Minor Ladies

Gaelic4Mothers & Others

Academy

Level 1 - U6s

Level 2 - U7s



### Juvenile Boys

Under 16

Under 14

Under 13

Under 12

Under 11

### Juvenile Boys & Girls

Under 10

Under 8

### Juvenile Ladies

Under 16

Under 14

Under 12

Under 10



## Macro Environment

Man O'War GFC's traditional catchment area was the adjoining farming and rural townlands from Lusk, Skerries and south Balbriggan. Balrothery in south Balbriggan makes up a key part of the current catchment. There has been a significant increase in residential development in Balrothery which has seen the number of houses increase from 84 in 2000 to 620 in 2011, bringing with it an increase in population from 279 in 2000 to 1,866 in 2011.

At a time when many clubs in rural Ireland are struggling to remain in existence through falling membership, our club recognises the unique opportunity that is presenting itself through the increase in population in our main catchment area. We are witnessing growing numbers of juveniles coming to our playing fields year on year, many of whose parents are new to the locality and have no prior connection to the club or the locality.

## Schools in our Local Area

Of particular interest in the 2011 census is that 281 of the Balrothery population are in the 5-12 years age group and 126 are in the 13-18 years age group. An analysis of the local schools in our catchment area shows the following:

*It is imperative that the club puts in place structures and policies to encourage these new residents to become part of the local community through our club. We need to ensure that parents who are dropping their children to training are made to feel welcome and are invited to become involved in our club.*

Local Primary Schools	Boys	Girls	Total
St. Oliver Plunkett's NS, Balrothery	176	167	343
Hedgestown NS	49	41	90
Milverton NS	45	49	94
Corduff NS	52	60	112
Balscadden NS	118	101	219
Gaelscoil Bhaile Brigín	229	236	465
Bracken Educate Together NS – Castlelands	217	191	408
<b>Total Primary</b>	<b>886</b>	<b>845</b>	<b>1,731</b>

Local Post Primary Schools	Boys	Girls	Total
Ardgillan Community College	488	218	706
<b>Total Post Primary</b>	<b>488</b>	<b>218</b>	<b>706</b>

<b>Total Primary and Post Primary</b>	<b>1,374</b>	<b>1,063</b>	<b>2,437</b>
Members of Man O'War GFC	198	92	290
% Members of Man O'War GFC	14%	9%	12%





Summer Skills and Drills Camp 2012



Adult Ladies League and Cup Winner 2013



# Methodology

The decision to develop a 5 Year Strategic Plan was ratified by the Club Executive in October 2016. It was agreed to follow the GAA Club Planning Programme in developing the club's own plan.

All club members were invited to an initial meeting, which was held on 8th November 2016. A steering group was appointed at that meeting to address all elements of the plan and to engage with relevant club members and the club community to ensure that the final plan would reflect the interests and ambitions of all. From that steering group, individuals were nominated to chair each focus group topic. Each focus group chairperson was asked to invite other club members to participate in the respective focus groups.

## Steering Group Chairperson

Seán Owens

## Focus Groups

## Chaired by:

Coaching & Games Development .....	Michael Daly
Club Structures & Administration .....	Tom Hoare
Finance & Fundraising .....	Deirdre Farry
Facilities & Development .....	Pat Moore
Communication, PR & Culture .....	Anna McKeown

## Members

Caroline Hughes, Dermot Sheridan, Frank Mongey, Peter Dolan & Catherine Livesey

Each focus group was tasked with consulting with its members and other stakeholders in relation to their specific activity area. The key stakeholders consulted included:

- Club Executive
- Sub-Committee members
- Juvenile Committee
- Adult mentors, coaches and players
- Juvenile mentors, coaches and players
- Gaelic4Mothers & Others players
- Club members and supporters
- Parents
- Dublin County Board Officers

All members of the steering committee were involved in a review process of the proposals from each focus group. The proposed content for each focus group went through a number of reiterations.

The final outputs from the five focus groups are collated and presented in this strategy document.





# Activity Area 1: Coaching & Games Development

## Aim

To develop each and every player to their full potential and to have teams competing at the highest level in their age group with well-trained mentors at all levels providing “best practice” coaching.

## Key Deliverable

Establish a Coaching and Games Development Committee which will implement and oversee a Games Development Programme aligned to GAA best practices.

## In 2022, Man O'War GFC will be able to say

- We have in place a co-ordinated coaching structure which develops all young players during their passage through our juvenile grades and into adulthood.
- We have achieved excellence in coaching standards and in providing games for our young players in a safe and enjoyable environment.
- We have the best possible coaching and games development structures in place to enable our adult teams to perform to their full potential.

## Key Goals

Games are the essence of what a GAA club is about. Our goal is to provide a safe environment in which all players are encouraged to express themselves, develop the skills of the game, build their self-esteem and 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. Along that journey, it is our duty of care to assist them in fulfilling their full potential, to have a positive and enjoyable experience and to encourage them to give back to the club by mentoring younger players.

### Coaching and Games Development Committee

We will appoint a Coaching and Games Development Committee to oversee all aspects of games development in the club. This will include identifying new coaches in the community, encouraging parents to become involved in coaching and ensuring that all our coaches have GAA Coach Education qualifications. The committee will also ensure that a balanced programme of games continues to be in place and that all players get an opportunity to play and participate.

The chairperson of this committee will sit on the Club Executive and will provide a report to each meeting.

### Club Coaching Officer

We will appoint a Coaching Officer, who will be chairperson of the Coaching and Games Committee. He/she will have responsibility for managing the affairs of the committee and for overseeing all coaching and games related activities and policies.

### Adult Participation

We will promote opportunities for competitive, recreational and non-competitive football for adults.

### Underage Games Programme

We will put in place a programme of games to ensure that all players get meaningful activity in an environment that promotes skills development. Go Games will continue to be used up to and including U12 level. Skills and Drills camps will continue to be hosted each year.

### Coach Education

We will put in place a formal programme that makes sure that every player is coached by a person qualified to the appropriate level. All club coaches will undertake GAA coach education. 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..

### Player Recruitment and Retention

It is essential that we have sufficient numbers of players for each team and that we actively seek players where a need is identified. We must create an enjoyable and safe environment for players throughout the club. We will strive to ensure that no player is lost due to lack of playing time or involvement and we will pay particular attention to skills development in all players.

### Increased Involvement of Former and Existing Adult Players

The experience and knowledge that adult players have can bring enormous benefits to the coaching and development of younger players. We intend to introduce new initiatives to connect underage teams with the senior players in the club.

### GAA Code of Best Practice and Code of Behaviour

We will implement 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 continue to ensure that all our volunteers working with children are Garda vetted and that our children participate in a safe environment. We will also develop safeguards and information around the responsible use of social media.

### Club/School Links

We will continue to cultivate links with our local schools with our Games Promotion Officer (GPO) at primary level and aim to develop this at post-primary level.





<b>Proposed Initiative</b> <b>(Clear Action Statement)</b>	<b>Proposed Outcome</b> <b>(Desired end result)</b>	<b>Key Milestones</b> <b>(Sub-tasks Required)</b>	<b>Timeline</b>	<b>Owner(s)</b>
Appoint Club Coaching Officer & set up Games Development & Coaching Committee.	To oversee all aspects of games development in the club & ensure the best possible coaching structures are in place in our club.	Adoption by the Club Executive.	Q4 2017	Club Executive
Review increased role for GPO(s) with local schools.	Increased player participation.	Adoption by the Club Executive.	Q4 2017	Club Executive
Develop key contacts in feeder schools.	Increased player participation.	Schools contact list.	Q4 2017	GPO/ Coaching Officer
Create club notice board in schools.	Increased player participation.	Review Quarterly.	Q4 2017	GPO
Develop & implement annual mini schools blitz held at club across all age levels.	Increased player participation.	Blitz held prior to end school year 2017/2018	Q4 2017 Annual Review	Coaching Officer
Present each new Junior infant student with "Having a Ball" home learning activity book & club merchandise during first term.	Increased player participation.	Discuss with County Board. Contact sponsors. Agree timetable.	Q4 2017 Annual Review	Games Development & Coaching Committee
Survey post-primary schools to determine interest in coaching & development links.	Increased player participation.	Survey results & contacts.	Q4 2017	Coaching Officer
Develop information pack on club, activities & membership for distribution.	Increased player participation.	Distribute to schools.	Q4 2017 Annual Review	Games Development & Coaching Committee
Participate in the LGFA Gaelic4Girls & Gaelic for Teens initiative.	Increased player participation.	Submit 2017 applications. Re-submit in 2018 & beyond if unsuccessful	Q4 2017 Q1 2018	Games Development & Coaching Committee

<b>Proposed Initiative (Clear Action Statement)</b>	<b>Proposed Outcome (Desired end result)</b>	<b>Key Milestones (Sub-tasks Required)</b>	<b>Timeline</b>	<b>Owner(s)</b>
Encourage participation in Gaelic4Mothers&Others blitzes annually.	Increased player & adult participation	Annual Blitz.	Ongoing	Games Development & Coaching Committee
Develop a Gaelic4Dads team & enter annual blitzes.	Increased player & adult participation.	Annual Blitz.	Ongoing	Games Development & Coaching Committee
Enter Boys & Girls teams into Community Games annually. Advertise through schools & social media.	Increased player participation.	U10 Boys Team. U10 Girls Team. U14 Girls Team.	Q1 2018  Annual Review	Coaching Officer
Create club coaching library including interactive games, DVDs, relevant books.	Increased coach skills.	Implement library.	Q4 2017  Annual Review	Games Development & Coaching Committee
Host quarterly mentor meeting to share ideas & develop coaching plans.	Enhanced coaching skills.	Quarterly session.	Q4 2017  Quarterly Review	Games Development & Coaching Committee
Develop road map for coaches from foundation to master level.	Increased coach skills. Additional qualified coaches.	Roadmap developed.	Q4 2017	Games Development & Coaching Committee
Run annual coaching session between club coaches.	Increased coach skills. Additional qualified coaches.	Annual Calendar.	Q1 2018  Annual Review	Games Development & Coaching Committee
Provide option of first aid training to all coaches & club members.	Increased coach skills. Additional qualified coaches.	First aid training.	Q1 2018  Annual Review	Coaching Officer
Encourage the use of specific club branded gear for all matches.	Pride & identification with club.	Fundraising Committee establish club shop & displays.	Q4 2017	Games Development & Coaching Committee  Fundraising Committee



Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Run two club branded skills camps each year.	Pride & identification with club.	Easter Skills & Drills camp. Summer Skills & Drills camp.	Ongoing	Games Development & Coaching Committee
Determine interest for & run an annual GAA Cúl Camp.	Enhanced games programme, wider community participation.	Summer 2019.	Q3 2018	Games Development & Coaching Committee
Each underage team will participate in one inter-county blitz.	Pride & identification with club.	Annual inter-county Blitz programme.	Q1 2018 Annual Review	Coaching Officer
Run summer street league for U7-U12 to improve participation.	Pride & identification with club.	Annual Calendar.	Q1 2018 Annual Review	Coaching Officer
Develop age appropriate Gaelic skill development player pathway in our club & local schools.	Skills Development by embedding best practice principles.	Pathway Program. School calendar.	Q4 2017 Q1 2018 Annual Review	Games Development & Coaching Committee Coaching Officer
Professional age appropriate coaching sessions to be made available to each player from juvenile to adult on an annual basis.	Skills Development by embedding best practice principles.	Annual Calendar: Speed & Agility. Strength & Conditioning. Goalkeeping. Nutrition	Q1 2018 Annual Review	Coaching Officer
Role model training sessions to be made available to adult & juvenile teams.	Increased player participation – skills developments.	Goalkeeping. Kicking skills. Catching skills. Nutrition.	Q1 - 2018 Annual Review	Coaching officer.

<b>Proposed Initiative</b> <b>(Clear Action Statement)</b>	<b>Proposed Outcome</b> <b>(Desired end result)</b>	<b>Key Milestones</b> <b>(Sub-tasks Required)</b>	<b>Timeline</b>	<b>Owner(s)</b>
Identify referees' training & development needs.	Increase the participation of referees to improve player development & participation.	Develop survey. Meet adult & juvenile approved referees. Review proposals & present to Club Executive.	Q1 2018 Q2 2018	Games Development & Coaching Committee
Develop an action plan to recruit referees.	Increase the participation of referees to improve player development & participation.	Plan presented to Club Executive.	Q2 2018	Games Development & Coaching Committee
Complete referees' training needs programme.	Increase the participation of referees to improve player development & participation.	Review of referee numbers at Club Executive.	Q3 2018 Annual Review	Games Development & Coaching Committee
Develop annual calendar for senior club players to participate in juvenile coaching sessions.	Pride & identification with club.	Calendar agreed with senior teams.	Q1 2018 Annual Review	Coaching officer.
Develop a master plan for the broad-based implementation of hurling within the club.	Increased player participation.	Plan presented to Club Executive.	Q1 2018	Games Development & Coaching Committee





*Your Club... Your Community*





*Your Club...  
Your Community*

## Activity Area 2: Club Structures & Administration

### Aim

To administer the club efficiently, ethically and in line with best practice.

### Key Deliverable

To have a club structure in place that operates with integrity and fairness, that promotes inclusiveness and involvement and which is representative of and transparent to all members of our club.

### In 2022, Man O'War GFC will be able to say

- Our club excels in its administration. We have structures in place appropriate to the club's needs.
- Our Club Executive is vibrant and we have increased the number of people volunteering in the club.
- We have ensured that all key groups have a real sense of representation, involvement and belonging in the club.

---

## Key Goals

### Review of Club Constitution

We will review our club constitution to ensure that the club continues to be run in full compliance with the GAA Constitution and that it remains as a relevant focal point for the club in changing times.

### Sub-Committees

Given the size of our club and the range of activities and skills that is involved in its running, it is increasingly evident that more people need to be involved to successfully run our club to spread the load and to avoid burnout. We will appoint a number of sub-committees/groups which will form part of the Club Executive in Year 1 of this development programme. These will deal with specific areas such as Finance and Fundraising, Coaching and Games Development, Communications, etc. We will recruit new volunteers with relevant skill sets to support these committees.

### Insurance and Injury Schemes

It is critical that our club has the correct insurance cover in place and that we take all the necessary steps to make the club a safe environment for everyone. We will continue to participate in the GAA Public Liability scheme and will introduce and practise good risk management and hazard reduction measures.

### Children's Officer & Designated Liaison Person

Child Safety and Protection is a primary responsibility and the club will continue to comply fully with all regulations and legislation concerning the safety and protection of children. A Children's Officer and a Designated Liaison Person will continue to sit on the Club Executive and will be given every assistance and training to ensure that they are carrying out their role correctly.

### Alcohol and Substance Abuse Prevention Programme / Health and Safety Programme

The Alcohol and Substance Abuse Prevention (ASAP) Programme is a joint venture by the GAA and the Health Service Executive that aims to reduce the harm being caused by alcohol and other drugs. The ASAP Programme is primarily about prevention. Our Well Being Officer will coordinate the ASAP programme.



Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
GAA Club Constitution is adopted & in place.	Make sure that the club is being run in accordance with GAA rules.	Ratification at AGM annually or at EGM as required.	Ongoing	Club Executive
Appoint 5 Year Strategic Plan Implementation Committee.	Monitor the implementation of the club plan.  This committee will include the Club Chairman, Secretary, Treasurer, PRO & Coaching Officer as well as others as required.	Adoption by the Club Executive.  Delivery of the strategic plan over the five year timescale.	Q4 2017	Club Executive
A strategy for club sub-committees is agreed.	Appoint a number of sub-committees to deal with Finance & Fundraising, Coaching & Games Development, Communication & others as required. Recruit new volunteers to sit on these committees who have a particular talent for these areas.	Adoption by the Club Executive.  Year 1 initiatives & milestones are planned	Q4 2017	Club Executive
Guidelines for meeting etiquette are agreed.	Develop guidelines for effective meeting management, set meeting days/times, agree minimum attendance & quorum, set timed agenda, agree system for meeting minutes & their circulation.	Communicate guidelines to all committee members & ensure adherence to same.	Q4 2017 for all committees	Club Executive

Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
GAA Volunteer Recruitment Toolkit is used by club officers.	Utilise GAA Volunteer Recruitment Toolkit to ensure that the club is following best practice in terms of recruiting and retaining volunteers.	Relevant club officers refer to the toolkit.	2017-2022	Club Executive
Guidelines and practices for Player/Member welfare during training are developed.	The GAA Good Practice Principles and the proper Health and Safety standards are being followed in all areas of club coaching.	ASAP/H&S officer to draw on GAA national guidelines and propose plan for initial kickoff. Plans for later years to evolve from this plan and national guidelines.	Q4 2017	Games Development and Coaching Committee or representative
Support the Children's Officer and Designated Liaison Person to meet their obligations with respect to child welfare and protection.	Review and facilitate any further training requirements of the Children's Officer and Designated Liaison Person roles.	Review status every 6 months with officer.	Ongoing	Club Executive
Develop an Alcohol and Substance Abuse Policy.	The club is following best practice regarding alcohol and other substances.	Review of ASAP policy.	Q4 2017 Annual Review	Club Executive
The club will comply with all regulations around Insurance and Injury to ensure a safe environment for everyone.	Maintain a Health and Safety Statement for the club in line with best practice and carry out regular risk assessments.	Review of Health and Safety statement.	Q4 2017 Annual Review	Club Executive



*Your Club...  
Your Community*



## Activity Area 3: Finance & Fundraising

### Aim

To achieve a high standard of financial excellence with full transparency within the club.

### Key Deliverable

To have sufficient funding in place to meet the day to day running costs of the club and to support the continued development and improvements of the club's facilities for the enjoyment of all members.

### In 2022, Man O'War GFC will be able to say

- We have been successful in achieving financial excellence and we are successful in fundraising in order to support the continued development of our club.
- The expenditure of all teams and the club as whole is clearly understood and controls are in place to manage this expenditure.
- Fundraising activities are in place to meet the ongoing expenditure needs of the club. We have new and innovative fundraising ideas and have new people helping in the fundraising efforts.

---

## Key Goals

### Fundraising Committee and Finance

The club will appoint a Fundraising Committee for the purpose of organising fundraising events for the club and ensuring that these events are co-ordinated in a manner that keeps a steady revenue stream into the club. The Club Executive will continue to have responsibility for the overall finances of the club and will assist the Fundraising Committee on setting financial objectives.

### Fundraising Calendar

A calendar of fundraising events will be developed annually showing all planned events for the year.

### Membership

A club registrar will be appointed to oversee the collection of membership. Membership pricing structure will be reviewed annually and any proposed changes will be presented at the next AGM.

### Budget Planning

The Club Executive will develop an annual budget plan to project income, expenditure and cashflow needs. Income will be generated through membership, fundraising, sponsorship, grants, pitch and website advertising, hiring of hall and the establishment of a club shop.

Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Appoint Fundraising Committee to manage the club fundraising activities.	Oversee all fundraising ventures by the club. Ensure that the club has an effective overall fundraising strategy. Ensure sufficient resources to meet the needs of this key area.	Include members from all sections of the club. Appoint the committee. Define the roles & responsibilities for this committee.	Q4 2017	Club Executive
Develop & implement club finance policies & procedures.	Introduce standardised procedures for the control & reporting of club finances.	Develop best practice standards in line GAA guidelines. Formally inform & monitor adherence by all committees to policies & procedures.	Q4 2017 Ongoing	Club Executive
Review & improve the club membership structure – costs, benefits, options, etc.	Ensure we have an attractive & value for money membership package for all sections of the club.	Consider the following options: <ul style="list-style-type: none"> <li>• Ability to pay online</li> <li>• Family membership</li> <li>• Membership cards</li> <li>• Discount on merchandise</li> <li>• Annual club draw</li> <li>• Other</li> </ul>	Q4 2017	Registrar Club Executive
Appoint a Registrar responsible for the registration of all members.	Review club membership lists & devise initiatives to grow non-playing membership.	New club membership database. Increase in numbers of registered members.	Q4 2017 6 monthly reviews	Club Executive
Produce club budget at the beginning of each year.	Help the club prepare for the year ahead & to help plan & set targets for fundraising events. An inventory of club equipment will be developed & reviewed annually.	Treasurer & committee to agree a budget process & format. Set timetable for delivery of this budget. Agree profit strategy of club & future finance goals.	Q4 Annually	Club Executive

Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Set up a calendar of fundraising events showing all planned events for the year.	Ensure coordination across all sections of the club & maximise results.	<p>Set calendar dates well in advance to ensure no clashes within the club.</p> <p>Make events calendar available on the website for club members to view.</p> <p>Appoint event leaders for each event.</p>	<p>Q1 Annually</p> <p>Quarterly review</p> <p>Ongoing</p>	Fundraising Committee
Seek to maintain & develop relationships with existing & new club sponsors to the mutual benefit of both the club & sponsor.	Maximise the income from new sponsors while continuing to maintain & develop the existing sponsor relationships.	<p>Draw up a plan to attract local companies, businesses &amp; individuals.</p> <p>Effectively use the contacts &amp; relationships of existing club members to develop sponsorship links.</p> <p>Organise an annual "thank you night" for all club sponsors.</p>	<p>Q4 2017</p> <p>6 monthly reviews</p> <p>Ongoing</p>	<p>Club Executive</p> <p>Fundraising Committee</p>
Maximise Revenue from the use of the club facilities.	<p>Promote social &amp; community awareness of the facilities that the club has to offer.</p> <p>Generate greater turnover.</p>	<p>Actively encourage all members to use facilities, including special offers &amp; packages.</p>	<p>Q4 2017</p> <p>Quarterly review</p>	<p>Fundraising Committee</p> <p>Facilities, Development &amp; Maintenance Committee</p>
Establish & manage club shop.	<p>Maximise revenue through sale of club merchandise.</p> <p>Encourage promotion of the club in the community through wearing of club gear.</p>	<p>Develop plan for establishment of physical &amp; online club shops.</p> <p>Assign responsibility for the running of the club shop.</p>	<p>Q4 2017</p> <p>Ongoing</p>	<p>Club Executive</p> <p>Fundraising Committee</p> <p>Facilities Development &amp; Maintenance Committee</p>





*Your Club...  
Your Community*

## Activity Area 4: Facilities Development & Maintenance

### Aim

To provide top class playing, training, changing and social facilities for our members and visitors.

### Key Deliverable

To provide top class playing, training, changing and social facilities for our members and visitors.

### In 2022, Man O'War GFC will be able to say

Our players, members and visitors now utilise and enjoy a range of excellent facilities that meet the needs of all club members and serve the wider community.

---

## Key Goals

### Development of First Floor of Clubhouse

We will develop a fitness centre on the first floor of the clubhouse, which can be made available to all teams, club members and the local community.

### Maintenance Programme

We will establish a more effective programme for general maintenance, repairs and pitch maintenance. We will engage more club volunteers to help with this.

### Housekeeping Programme

We will establish better housekeeping procedures for all of the indoor areas of the club and engage and involve all teams in this programme.

### Enhancements to the External Grounds

We will develop the parking area around the clubhouse, improve the front entrance of the grounds, erect a railing around the lower pitch and develop a walking/running track around the perimeter of the grounds.

### Develop Outdoor Playing and Training Areas

We will investigate potential funding or sponsorship to enhance the outdoor playing and training areas, in particular developing an all-weather synthetic pitch and a training wall.

**Note:** Some of the more ambitious and costly initiatives will require a comprehensive assessment prior to any decisions being made to ensure adequate funding is available.

Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Develop upstairs of clubhouse into a functional fitness centre.	A fitness centre that will allow club members, teams and members of the community to avail of its facilities.	Remedial work finished to make premises fit for purpose.	Q4 2017 Sports Capital Grant application Q1 2018 completion	Facilities Development and Maintenance Committee
Establish housekeeping for changing rooms, toilets and meeting room/kitchen.	Working group established to draw up recommendations.	Housekeeping etiquette displayed in the clubhouse and communicated to all teams.	Q4 2017	Facilities Development and Maintenance Committee
Increase number of volunteers to assist with key maintenance and pitch preparation work.	One person nominated from every team to coordinate key maintenance or pitch preparation work.	Working Group established.	Q4 2017 6 Monthly Review	Facilities Development and Maintenance Committee
Proactively maintain the club grounds and regular club tidy up.	2 days a year set into the calendar to encourage all club members to help with a tidy up.	Dates set in calendar.	Q4 2017  Annual Review	Club Executive  Juvenile Committee
Develop front entrance to grounds.	1. New entrance and signage. 2. Hedging for road front.	Area cleared and ready for planting March 2018.	Q1 2018	Facilities Development and Maintenance Committee
Agree pitch maintenance programme.	On and off season pitch maintenance programme in place.	Required equipment in place to carry out works.	Q1 2018	Facilities Development and Maintenance Committee
Improve signage for the club.	Road signs erected in strategic locations in the local area.	Working group established to review planning requirements.	Q1 2018	Facilities Development and Maintenance Committee
Investigate the possibility of securing funding for a hurling and football wall.	The wall will help develop the skills in both football and hurling disciplines at all levels.	Secure funding and sponsorship to begin works.	Q2 2018	Facilities Development and Maintenance Committee



Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Investigate the possibility of securing funding for a railing around one pitch.	Club can host greater number of games. Enhanced comfort and safety for spectators.	Secure funding and sponsorship to begin works.	Q3 2018	Facilities Development and Maintenance Committee
Investigate the possibility of securing funding for a walking/running track around the perimeter.	Enhanced training and fitness area for players, parents, spectators and community.	Secure funding and sponsorship to begin works.	2019+	Facilities Development and Maintenance Committee
Install a tarmacadam surface in the car parking area.	Tarmacadam driveway and carpark markings in place.	Secure funding.	Q2 2019	Facilities Development and Maintenance Committee
Investigate potential funding sources for an outdoor all-weather pitch.	A pitch that will: 1. Allow teams to train all year. 2. Be a source of income as it can be hired out to other clubs and local community.	Identify area on grounds suitable for development and secure funding.	Q3 2019 Sports capital Grant Funding application  Q4 2020	Facilities Development and Maintenance Committee



*Your Club...  
Your Community*

## Activity Area 5: Communications, PR and Culture

### Aim

Foster a strong club identity and a culture of inclusion and participation to position the club at the heart of the community.

### Key Deliverable

Raise the profile of the club within the locality by ensuring that all members and the wider population are informed about all club activities. Communicate about a wide programme of sporting, cultural, social and well-being activities for our playing and non-playing members, potential members and the local community.

### In 2022, Man O'War GFC will be able to say

- We are a key focal point within the locality for people of all ages.
- We have achieved excellence in communicating about everything that is happening in our club.
- All of our members and supporters are connected through traditional and new media and we have cultivated a sense of belonging, identity and pride among our members.
- We celebrate the rich history of our club, promote the Man O'War brand and value links with the local community.
- We promote a sense of fun and social celebration among club members of all ages and the local community.
- We facilitate communications for a healthy club and healthy players.
- We actively support the Irish language, traditional Irish dancing, music, song and other aspects of Irish culture.

---

## Key Goals

### Club Identity

We aim to promote a sense of belonging among members and non-members. We communicate about a varied programme of activities and events for players, non-players, juveniles, families, adults and senior members of the local community.

### Online and Printed Communications

We provide effective online communications for club members and for the wider community using the latest online media. We also provide more traditional forms of printed communications to those who are not part of an online community.

### Club Heritage and History

We have resources and events in place to celebrate our club's rich history and heritage.

### Scór

We are participating in the GAA Scór competitions and aim to promote Irish music, song and dancing. This involves playing and non-playing members, provides activities off season and helps to encourage people who have no connection with the GAA to become involved in the club.

### Irish Language Promotion

We have initiatives to promote the use of the Irish language in our day to day activities, meetings and events through spoken Irish and signage. We organise specific events to promote Irish.

### Healthy Club Campaigns

We organise and promote relevant health and well-being campaigns that benefit our playing and non-playing members as well as the wider local community.



Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Identify how members prefer to receive communication	Accurate information on how and what members want. Survey potential support for Scór and Irish language.	Survey in December 2017. Analyse results.	Q4 2017	Communications, PR and Culture Committee
Communications team has access to up-to-date contact details for members.	Members can be identified easily and club information emailed, texted, phoned, posted, etc. as required.	New Registrar role created. Content of membership database updated.	Q1 2018	Club Executive Registrar
Maintain the club website.	PRO ensures we have a current and well presented website which acts as the central point of reference for essential club communications and archive information and which feeds into club social media for current news and live updates.	PRO appointed at AGM.	Annually	PRO
Transition the club website from .com to .ie	Transition from a .com to an Irish branded .ie website and ensure our ranking on Google remains high during this transition.	Identify new hosting service. Secure agreement for costs. Register domain. Launch.	Q4 2018 in conjunction with re-branding of club from GFC to GAA	PRO Club Executive
Publish regular club notes or newsletters.	During the playing season, weekly club notes are circulated to all audiences and circulated less frequently off season.	Online club notes posted on Facebook. Identify best method for those not online. Key content provided to print media.	Q4 2017  Q4 2017	PRO

Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Maintain content on club social media using Facebook, Instagram, Twitter and Snapchat.	<p>PRO oversees the ongoing publication of content on social media.</p> <p>PRO is supported by a newly formed panel of news contributors representing every team and committee in the club. A process for gathering news content is established.</p>	<p>PRO appointed at AGM.</p> <p>News contributors identified and team formed.</p> <p>Facebook group created for news contributors.</p>	<p>Annually</p> <p>Q4 2017</p> <p>Q4 2017</p>	PRO
Celebrate and publicise club achievements.	Participation and achievement by players and teams is publicised, celebrated and rewarded.	<p>Publication of weekly notes.</p> <p>Host annual Juvenile and Senior awards ceremonies.</p> <p>Identify relevant external awards and enter.</p>	<p>Q3 2017</p> <p>Annually</p> <p>Q4 2017</p>	<p>PRO</p> <p>Juvenile Committee</p> <p>Senior Team Management</p>
Communicate and celebrate the club's 75th Anniversary in 2021.	Create a printed commemorative publication to record key activities, achievements and club history and organise event(s) to celebrate the 75th anniversary.	75th Anniversary Plan put in place.	2019	<p>Club Executive</p> <p>Communications, PR and Culture Committee</p>
Promote an annual calendar of social events for juveniles, adults and seniors.	Engagement in fun and social club activities by members and non-members and potential members to include: Family Fun Days, Juvenile Discos or Parties or outings, Table Quiz, Adult social "Hooley", Club History Evenings, Irish Culture events.	An annual calendar of events is planned and organised.	Q1 annually	<p>Fundraising Committee</p> <p>Juvenile Committee</p> <p>Irish Officer</p> <p>PRO</p>

Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Introduce and participate in the GAA's annual Scór Irish cultural competition.	Promote Irish language, music and dance in the club and involve playing and non-playing members and potential members in Scór na Óg (U17s) and Scór Sinsir. Provide an activity off season.	Establish selection process, entry process and club supports.	Q4 2017	Irish Officer
Celebrate our Club History.	Host club history events, interviews with past players, history talks, etc.	Annual event.	Q4 2018	Communications, PR and Culture Committee
Develop and maintain a complete archive of club photos and memorabilia.	Continue to populate and maintain club archives online or in hard copy.	Assign role owner. Use Google Photos as media server. Establish safe storage of hard copies.	Q4 2017	Communications, PR and Culture Committee
Create a permanent club photo, awards and records displays.	Club records display erected and maintained in the clubhouse	Plan made to identify content, collate archive and install display.	Q3 2018	Facilities Development and Maintenance Committee
Create a club mascot.	Members identify with their club mascot and the club mascot is a feature at key games and events.	Competition to create a design. Create the costume.	Q1 2018 Q2 2018	Communications, PR and Culture Committee
Run Healthy Club and Healthy Players campaigns.	Communicate pertinent information and campaigns relating to fitness, health and nutrition, duty of care to our member (players and non-players) and the local community.	Plan a minimum of one campaign per year. Identify themes akin to Dublin GAA Healthy Club Project.	Q4 2017	Health and Well Being Officer



Proposed Initiative (Clear Action Statement)	Proposed Outcome (Desired end result)	Key Milestones (Sub-tasks Required)	Timeline	Owner(s)
Promote the Irish language throughout the club.	<p>To raise the profile of spoken Irish and Irish signage in the club.</p> <p>To encourage and support our playing and non-playing members to use and enjoy Irish.</p> <p>The scope may include Irish at club meetings and events, signage, Irish in club communications as well as special events to learn, promote and enjoy Irish, etc.</p>	<p>Devise a plan of activities to promote Irish language.</p> <p>Implement the plan.</p>	<p>Q2 2018</p> <p>Q3 2018</p>	Irish Officer
Foster new participation in the Dublin Community Games sporting, social and cultural events.	Juvenile club members and non-playing juvenile and family members (and potential members) can remain active in sporting, social and cultural events during the summer.	<p>Enter football teams in boys and girls competitions.</p> <p>Identify and enter non-GAA activities for individuals and teams.</p>	<p>Q1-Q2 2018</p> <p>Annual Participation</p> <p>Q2 2019</p>	Games Development & Coaching Committee



*Your Club... Your Community*



## Implementation and Review of 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 duration of the plan. It will be possible to assess the success of the plan.

The Club Executive will put in place a Strategic Development Plan Implementation Committee. This committee will meet on a quarterly basis and assess the progress of the plan against its stated objectives. They 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 to the needs of the club and the identification of additional initiatives to assist in the completion of achieving the goals and objectives outlined in the plan.

If required, the plan will be modified and adapted based on these inputs. The committee will also be responsible for communicating the modified plan to all club members. The committee will report at the AGM every year.



## *Your Club... Your Community*







*Your Club...  
Your Community*