



Five-Year
**STRATEGIC
DEVELOPMENT PLAN**
2022 – 2026





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CHAIRPERSON'S ADDRESS



A Chairde,

Is cúis mhór bróid dom an plean cuimsitheach seo a thabhairt isteach thar ceann CLG Breachmhaigh.

It is with great pride that I introduce this comprehensive plan on behalf of Breaffey GAA Club.

Breaffey GAA Club would like to invite all members, supporters, and the wider community to review and enjoy the contents of this comprehensive and ambitious 5-Year Strategic Development Plan document.

The implementation of this Plan will serve to keep the club to the forefront in enhancing the lives of our members, supporters, and the wider community.

The main objectives of the plan are to provide a comprehensive roadmap of activities, football, and social facilities within a safe and welcoming environment for all ages to partake and enjoy.

I would like to take this opportunity to thank the following people who gave up their time so willingly to work on this plan from inception to conclusion.

- | | |
|--------------------------------|-------------------------------------|
| 1. Club Structure | Thomas Connaughton & Celia Rattigan |
| 2. Coaching | Padraic Costello |
| 3. Communication/PR | Colm Gannon |
| 4. Club Development/Facilities | Albert Dravins & Brian Ruane |
| 5. Finance | Pat Gallagher & Martin Clarke |

Also, thanks to Ita Rumley who liaised with the Ladies Club on all five areas of the Plan and our Club Secretary Celia Rattigan for her assistance with bringing this document to completion.

The abundance of goodwill, generosity of spirit and commitment shown by all these people who worked so hard to ensure Breaffey GAA continues to flourish and grow should not be taken for granted.



I wish to acknowledge the enormous contribution & leadership shown by the Chairperson of the Development Plan group, Seamus Tuohy. Seamus brought vast experience from all levels of Community and GAA life and I thank him most sincerely for his huge efforts in bringing this plan to fruition and for the courtesy he has shown me throughout the process.

I greatly welcome the enormous growth in popularity of the Ladies Club as well as The Rounders and Breaffy Walking Groups since their establishment and I look forward to their continued growth and success both on and off the pitch.

Breaffy GAA is so much more than a football club. It is the beating heart of our community, uniting neighbours, and friends, young and old, promoting solidarity while cheering on the blue and white. Indeed, it is very hard to discuss Breaffy Community life without acknowledging the central role this club has played in our community in the past as well as today.

At this point it would be remiss of me not to acknowledge the enormous contribution made to the club by those wonderful volunteers, in particular those who have gone before us.

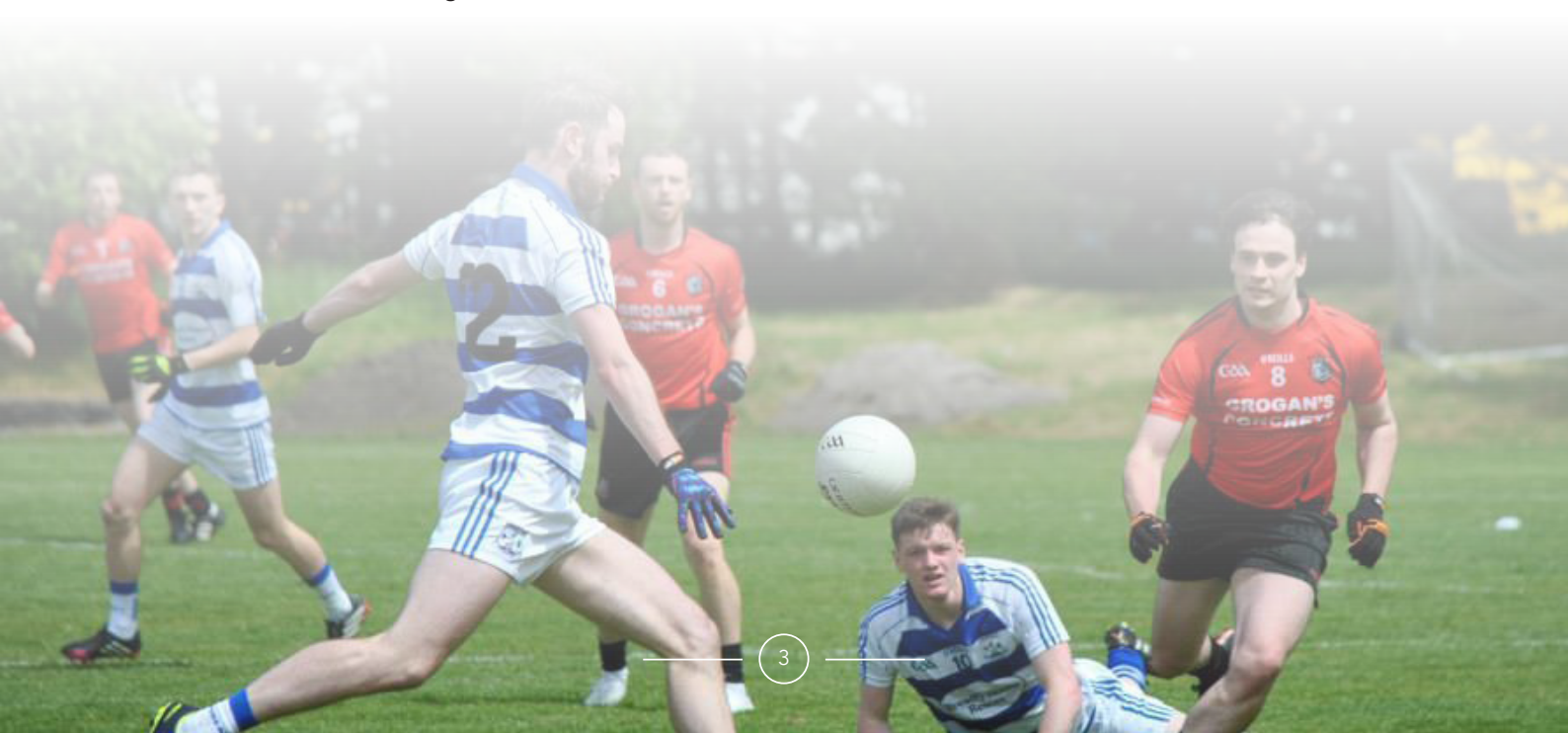
We owe these great men and women a huge debt of gratitude for bringing the club to where it is today.

This plan will continue to build on the Club's strengths and address challenges in a positive manner. It is a living document that will need to be reviewed at regular intervals and updated where required.

I appeal to the incoming Executive to embrace this document and build on the work that has been done to date to make this plan the success it deserves to be.

Le gach dea-ghuí,
Is mise le meas

Gearoid de Búrca
Cathaoirleach
C.L.G. Breachmhaigh





2. HISTORY OF THE CLUB

An cumann a bhfuil aithne air inniú mar CLG Bhréachmhaigh, bunaíodh é i mí Aibreán 1953. Cumann Naomh Miceál an t-ainm oifigiúil a baisteadh air agus is dóige go ndearnadh sin sa chaoi go mbeadh imreoirí ó taobh amuigh don cheantar sásta imirt don fhoireann. Oibríthe as siopa Uí Dhuibheannaigh i mBréachmhaigh a spreag an club a bhunadh agus toghadh beirt acu, Liam Ralph agus Proinsias Ó Cuinn mar runaí agus chisteoir ó thús ama. Múinteoir scoile áitiúil, Pádraigh Ó Góilín a ceapadh mar Chathaoirleach. D'imir agus bhuidh an fhoireann a gcéad cluiche ar an Domhnach 10ú Bealtaine 1953 in aghaidh Achadh Ghobhair san pháirc atá mar phríomh ionad ag an chumann ó shoin i leith. Ábar broid go bhfuil griangraf don fhoireann sin ar thaispeán san clubteach.

Although the club is traditionally referred to as the Breaffy Club, its official title is St. Michael's GAA Club, a name probably chosen to cover the complexity and locality of the founding fathers. The club was founded in April 1953, and it is widely accepted that the lynchpin of the club in its formative years were employees of Divney Stores, Breaffy especially Frank Quinn of Windsor, Castlebar, Bill Ralph and Martin McEllin from Manulla. The initial pair were the original Treasurer and Secretary while Breaffy native Paddy Golden a local schoolteacher, was appointed Chairperson. In addition to the three principal officers, others actively involved in the formative years included John Rice, Tom Roche, Peter Gavin, Tom Fahey and Paddy Joyce.

While the present club is in continuous existence since 1953 and is primarily a gaelic football club, none of the sports referred to as our National Games were forgotten either. Records show that a football teams existed

in the locality as far back as 1901 [Ballyheane Grainuailes] and 1906 [Breaffy] while Derrywash tried to organise a football team in 1954. Ballyheane Hurling team were the dominant club team in the county from the late 1920s to the 1940s and its domination was obvious by supplying nine [9] players to the Mayo team which was defeated by Waterford in the All-Ireland Junior semi-final of 1935 while a year later, three Ballyheane hurlers were chosen on an Irish selection that played the British Exiles in a representative match. Hurling was back in favour in Ballyheane again in the 1970s and at the start of the 21st century. Camogie was not forgotten either as Breaffy had a very active team in the 1930s and again in the 60s and 70s with the team playing in an All-Ireland club semi-final in 1971 while Errew camogie team made its presence felt in the 1950s. Handball, no doubt due to the splendid alley in Ballyheane was always a regular youthful activity and no more so than in the mid-1960s when a very strong club existed in the locality.

While not a sport in any sense, the GAA cultural promotion e.g., the Scór competitions which started in 1969 found a willing partner in the Breaffy Club who since holding its first club competition in the Horseshoe Hall, Frenchill in 1970 have been active participants in numerous Scór competitions since then culminating in the winning of the All Ireland the Scór na nÓg figure-dancing competition in 2001.

The catchment area of the club was, and still is primarily identified as representing the Ballyheane, Breaffy, Derrywash and Errew school areas as well as an entitlement to register any available player in the parish of Aglish [Castlebar]. The club fielded its first team on May 10th, 1953, when defeating Aughagower by 2gls.7pts to 2gls.2pts. in

the West Mayo Junior 'B' championship. The match against Aughagower was played in what was known as the Breaffy Sportsfield which was then part of the Browne Estate and it's a matter of pride that the venue of that match is still the club's premier pitch. Indeed, it is also a matter of great pride and satisfaction that a photograph of that inaugural team is proudly adorned in the clubhouse.

Alas, early sadness struck the club and team within three months of its existence when the district was rocked by the tragic death in a traffic accident of 24year old Martin [Murt] Sweeney of Lisgowel who had starred in that Breaffy victory over Aughagower.

Success came early to the club, as in its initial years the team amazingly won the 1953 and 1954 West Mayo Junior 'B' championship but were defeated by Newport and Ballintubber respectively in the actual West Junior final, but the divisional A titles were achieved in both 1955 and 1956 when defeating Kilmeena and Islandeady respectively but defeat was their lot in the county semi-finals when losing to Crossmolina and St Coman's. Their inclusion in the county semi-final of 1956 paved the way for their involvement in the prestigious Ballyhaunis based Good-fellowship tournament which they won when defeating the local side in what the press described as one of Mayo's best ever club matches.

The club's first decade also saw underage success when an amalgamation of Breaffy and Castlebar players won the county minor titles in 1954, 1955 and 1959 with a substantial number of Breaffy players on the respective winning teams. Another notable achievement in that first decade was the inclusion of Mick Kennedy on the Mayo All Ireland winning minor panel of 1953, a team in which he also played for in 1954 and captained in the All-Ireland semi-final defeat of 1955 where he was joined on the team by other Breaffy players Aidan

O'Reilly, Mickey O'Boyle, and Dan McEllin.

A notable event in the club's history was the selection of Tommy Lyons as club Chairperson in 1957, a man who continued in that role until 1987 while also actively involved at County, Provincial and National level. Indeed, Tommy continued as club PRO until 1997. His enormous contribution to Breaffy GAA Club could never be quantified and mention should also be made of his brother Johnny, a former club President whose generous support of the club and especially the Bord na nÓg participants knew no bounds.

In 1966 Breaffy won its first county title when annexing the county junior title, an achievement which was repeated in 1996 and 2003. The club had attained senior status in 1998 but relegation was their lot the following year and it was 2005 [having been Intermediate Champions in 2004] before participation in the senior competitions beckoned again. Since then, the Breaffy club has remained at the pinnacle of Mayo football but unfortunately have been defeated in four attempts to achieve the holy grail of Mayo club football e.g., the senior championship losing the finals of 2013, 2015, 2018 and 2020. Club players who donned the green and red of Mayo's senior teams included the aforesaid Mick Kennedy who lined out during the 50s/60s with his Breaffy neighbour Liam Malone to be followed a decade later by the Jordan brothers Vincent and Kevin. The playing success during the initial decade of the 21st century was capped by Marty McNicholas scoring the winning point to claim the 2001 National League title for Mayo, a feat previously achieved in 1970 and Seamus O'Shea's storming second half performance that clinched the 2006 under-21 title for Mayo.

Breaffy had numerous other players donning the green and red of their county down the years but undoubtedly, the year 2013 will be



forever remembered in the history of the club when seven Breaffy players lined out in the All Ireland minor and senior finals in Croke Park. Alas, defeat was the lot of Robert Hennelly and the three O'Shea brothers, Seamus, Aidan and Conor in the senior decider, a feat valiantly but too often endured by them, Matthew Ruane and Michael Hall since then. However, the minor trio of Michael Hall, Matthew Ruane and Liam Irwin won All-Ireland medals on that day in 2013 and repeated the achievement at under-21 level three years later.

Regarding its grounds and facilities, the club has made enormous strides in recent decades. In the initial years of the 1990s the old dressing rooms and the playing pitch underwent a major renovation and overhaul. This was the beginning of a period of immense development in the club. On October 16th, 1998, an EGM of the club made the historic decision of unanimously voting to construct a new Clubhouse in Breaffy and develop a playing pitch and dressing rooms in Ballyheane. In 1999 work commenced on the Ballyheane pitch which was levelled, drained, and sanded to make it the exceptional playing surface it is today, and which was augmented by an appropriate dressing room complex. On March 18th, 2003, the construction of a major three-story clubhouse in Breaffy with its ancillary amenities commenced and which is now much admired and a logical focal point in Breaffy village. These major developments of the past twenty-plus years could not have been undertaken without major financing and in that regard special mention must be given to the commitment of Pdraig Walsh and Gerry Bourke who have unselfishly promoted the successful club lotto since its inception in May 2000.

As covered in more detail in the following section, the traditional Irish game of Rounders was introduced to the area in 1985 by Breaffy school principal Tom Higgins and it's no exaggeration to say, that the Breaffy Rounders Club has excelled at National and Community games competitions since that inaugural year.



3. THE ROUNDERS CLUB

As mentioned above, Rounders was introduced to the Breaffy community back in 1985 by Tom Higgins, the then Principal of the local primary school. Tom trained boys and girls teams at underage levels and competed in many competitions. Rounders was always a very popular sport in Breaffy and many of those children who first played at the start with Mr. Higgins still recall their participation in Rounders as being one of their best childhood memories.

For children rounders is an excellent sport to play. It is a team sport where communication is key but there is an individual aspect when a player comes to bat, the game is in their hands and for many children who may not shine in large sports teams, batting in a rounders game is a chance to shine and we find many children excel when the so-called pressure is on.

Breaffy Juvenile rounders has had much success over the past 4 decades with Community games competitions and many GAA Rounders competitions. In the mid-nineties, the Breaffy senior men's team dominated the rounders competition winning four All-Ireland titles in a row from 1992 through to 1995, and a couple of men from those winning teams are involved today with our senior teams.

Breaffy ladies never competed in senior competition before the reformation of the Senior section of the club in 2017. Many of the ladies' players had played with Castlebar Rounders club and enjoyed much success at underage level.

One interesting thing about rounders is that it is the only sport that male, and female can play on the same team at a competitive level as well as socially. Also, when it comes to adults playing there is no age limit and in 2020 a

grandfather and his granddaughter played on the same team in finals.

Our Senior mixed team reached the national finals in 2017 – our first year competing at senior level and were runners-up to The Heath on that occasion. That successful first year has driven us on and every year we welcome new players to our club and have had a great social side to the club also.

Since Breaffy Senior ladies started competing at national level in 2017, they hadn't lost a game in the league stages of the competition until they met Glynn Barntown in 2020. The ladies have reached the semi-final stage of the competition every year, coming very close on a couple of occasions to reaching the final before making it to the 2020 final. After having to wait till June 13th, 2021, to play that delayed final against four-in-a-row reigning champions Glynn Barntown, Breaffy ladies lifted the cup and claimed the title of Senior Ladies All-Ireland Champions. This was an epic final, and one that many involved in rounders said was a perfect example of how to play the game.

2021 has been another successful year at underage level with the girls U-13 Breaffy Community games team winning the All-Ireland title for the first time ever. This win was marked by the community with bonfires and celebrations that all will remember for years to come.

To finish our 2021 season, we entered the inaugural Connacht Challenge Cup in which twelve teams from all over Connaught and Ireland competed at the Connaught Centre of Excellence in Began where our mixed panel of 22 players won the title, another cup for our club and a great finish to our 2021 season.



**Rounder women
senior All Ireland
winners 2020**

We recently started social rounders towards the end of the 2021 season which has proven popular with a mix of new and more experienced players who are all willing to help expand the rounders culture in our club.

Going forward the club hopes to continue to grow its membership and to continue with the juvenile aspect. Like all clubs our coaches are volunteers, and many of them are involved in coaching and are very experienced and willing to give of their time despite several of them not having children involved in the Rounders club. This demonstrates the love our senior members have for the game and their desire to teach the next generation of players how to play the sport so they may one day play at senior level. Breaffy Rounders will continue to promote the sport and to develop the next generations of rounders players.

The clubs only source of income is a membership fee for adults and juveniles. Our annual costs include affiliation, a standard fee per player paid to national rounders GAA, referees' expenses, competition entry fees and travelling all over the country to participate in national competitions. A huge commitment is made by all players to fulfil the fixtures, again a reflection of the dedication of all our players. GAA Rounders is very active at promoting the sport and in Mayo in 2021 two new adult clubs have been founded. So, after many years

of being the only affiliated club in Mayo it is great to welcome new clubs and players to the game. All members share a love of the sport and with more new clubs in Mayo, the sport of rounders is growing and thriving.

ROLL OF HONOUR:

2018 All Stars: Olivia Tolster – Catcher

2018 All Stars: Katie Kenny – Left out Field

2021 All Stars: Grainne Fahey – first base

2021 All Stars; Olivia Tolster - Catcher

U13 Boys Community Games winners
1996, 2010

U15 Boys Community Games winners
2001,2011,2012

U15 Boys Feile Winners 2018

U13 Boys Feilw Winners 2005

Minor Men Runners Up 2003

Senior Mens Winners 1992, 1993, 1994 & 1995

Senior Mixed Runners Up 2017

Senior Ladies Winners 2020

Connacht Challenge cup winners 2021

U13 Girls Community Games winners 2021

4. HEALTH & WELLBEING

Breaffy GAA Club was accepted onto phase 3 of the Healthy Club Project in 2018. The aim of the project was to help GAA clubs to identify what they were already doing well, take note of areas they could or would like to improve and empower them to ensure that everyone who engaged with the club would benefit from the experience in a health-enhancing way, be they players, officers, coaches, parents, supporters, or members of the local community.

Healthy Club Officers Helen Heneghan and Siobhan Dravins, with the support of the club executive committee, started a journey to gain Healthy Club Status for Breaffy GAA. The Healthy Club Launch was held on the 6th of October 2018 with a morning walk followed by a healthy breakfast - prior to this date we connected in with our primary schools and asked the children to show us, through art, what they thought a healthy club would look like – the response from the children was fabulous, their art was excellent, and the morning was a success.

To gain Healthy Club status we completed a Recipes for Success programme – this included connecting in with our local secondary school and inviting young people from our club to join us, together we spent an afternoon looking at healthy options and learning how to cook healthy food using affordable, fresh ingredients. We also set up a weekly walking and exercise timetable, we encouraged all in our community to join us - this group has continued into 2021, we have a dedicated group of walkers who meet up on a weekly basis to walk and talk – we continue to encourage others to join us and always welcome newcomers. We have also embarked on more adventurous walks through the summer months which have been enjoyed by all who joined in.

Breaffy GAA was recognised as an official GAA Healthy Club at the National Healthy Club Conference which was held in Croke Park on Saturday 5th October 2019 – our achievement was celebrated by the club - but our work had just begun.

Other Projects carried out by Breaffy Health and Wellbeing include:

- First Aid Course, Rapid Response and use of Defibrillator Course
- We hosted a Positive Mental Health information evening and a Healthy Heart Information evening with CROI and also held an information evening on Alcohol and Drug abuse
- We launched our No Smoking and No Vaping Club in May 2021
- The GAA Substance use Policy has been adopted by the Club
- The Critical incident Plan has been adopted by the Club
- We took part in Ireland Lights Up and we are registered with Get Ireland Walking
- We held a safe cycling instruction for 8 to 14yrs olds at Breaffy Clubhouse.
- The old Irish tradition of making St Brigid's day crosses was resurrected during lockdown - we organised a friendly competition within the club and the best cross was selected.

This year to bring our Healthy Club forward we set up a Healthy Team, with this more diverse group we hope to reach further into the community, encourage new members to join our healthy club and bring new ideas and energy to Breaffy GAA. We are looking to the future with great excitement and hope to involve the club in protecting our environment by promoting the benefits of the 3 Rs – Recycle, Reuse and Refill. Our hope is that we will continue to provide a place where all in our community can come and enjoy exercise, information, friendship, and conversation – be part of who Breaffy GAA is and we look to a future where everyone in our community can feel that Breaffy GAA Club is theirs and they belong to it.

5. WHERE THE CLUB IS AT NOW



The launch of the 5-year Strategic Development Plan is a very exciting chapter in the history of Breaffy GAA Club. The 5-year Strategic Development Plan is a collaborative effort between Breaffy GAA, Breaffy Rounders and Breaffy LGFA Clubs. It is one of the most exciting and progressive events in the club's history and bodes well for the future.

Breaffy Gaelic Athletic Association Club was founded in 1953 under the name of St Michael's GAA Club with its main pitch and clubhouse based in the village of Breaffy just outside Castlebar. Breaffy GAA has a second pitch & Clubhouse situated in the townland of Curnaveagh, Ballyheane 3 KM outside Castlebar.

Breaffy GAA values are the heart and soul of our community. Our vision is that everybody has the opportunity to be welcomed to take part in our games and culture, to participate fully, to grow and develop and to be inspired to keep a lifelong energy with Breaffy GAA Club.

The Club caters for Juvenile and Adult players and extends a warm welcome to new members. The Club offers sports in Football, Rounders and Ladies football.

The club faces strong competition from neighbouring sporting clubs within the area

due to its close proximity to Castlebar.

Breaffy GAA Club Executive Committee is the controlling body in the Club. It is elected annually at the Club AGM. The 2021 Executive Committee comprises 20 members.

Breaffy GAA continue to support Breaffy LGFA & Breaffy Rounders while each maintaining their own membership, governance, and traditions.

It is worth noting that Breaffy GAA has produced several very illustrious players in recent years.

- Currently playing for Mayo Senior Team representing Breaffy are Aidan O Shea, Matthew Ruane, Robbie Hennelly & Conor O Shea.
- On the 2021 Mayo U20 team representing Breaffy was Breaffy GAA Senior Player Oisin Tunney.
- Gavyn McManamon & Pierce Deane represented Breaffy GAA on the Mayo Minor Team 2021.
- Eddie Conroy represented Breaffy on the 2021 Mayo Master's Football Team.
- Seamus O Shea has recently retired from Mayo Senior football.
- Breaffy Clubman Seán Deane is the current Mayo Minor Manager

DISTINGUISHED AWARDS

- Aidan O'Shea received numerous accolades during his career to date including eight Connaught Senior Football titles, three All-Star Awards, and participated in the International Rules Series on four occasions, captaining the Irish team in 2017.
- Breaffy GAA's tough defender Oisín Tunney picked up the Electric Ireland Minor Football All-Star Award in 2019.
- Matthew Ruane was named Player of the Month and Man of the Match during Mayo's 2021 Senior Championship.
- Grainne Fahey & Olivia Tolster both recipients of the Rounders GAA All Star Awards in 2021.

At adult level, the club competes in the Senior Football Championship. Breaffy also has a second adult team competing at Junior Level. The club also entered a team into the U19 competition held in 2021.

BREAFFY GAA SENIOR TEAM

Senior Championship Runners-Up 2013, 2015, 2018 and 2020
 Joint Division 1 League Winners 2021

BREAFFY GAA BORD NA NÓG

West Mayo Minor A Final Runners Up 2021
 Mayo U16 B Championship winners 2021





ROUNDERS

Breaffey U13 girls Rounders team winners of All Ireland Community Games 2021.
Rounders Senior Ladies All Ireland winners 2021.
Winners Connacht Cup mixed competition 2021.

MEMBERSHIP

Adult membership in the club is increasing, however, there is no significant increase in underage in recent years.

The club has approx. 55 underage coaches each with a minimum of Foundation Coaching level, Safeguarding Level 1, and Garda Vetting Acceptance.
See below table of BNN competing teams in recent years.

Age	No of competing teams 2021	No of competing teams 2020	No of competing teams 2019
U12	2	2	2
U14	1	2	2
U16	1	2	2
Minor	1	1	1

It is worth noting there is a decrease in the number of teams competing at underage 2021.

SCHOOLS

There are 5 feeder schools in the Breaffey GAA catchment area.
These are: Breaffey NS, Errew NS, Ballyheane NS, Derrywash NS & Scoil Rafteri.
The club recognises the invaluable contribution made by primary and secondary schools and teachers over the years and wishes to continue and further foster the partnership approach for the betterment of the club and schools.





FACILITIES

Breaffy Pitch is the Club's main playing facility and is stretched at times beyond capacity. However, it still manages to cater for everything from games in all codes and ages, (winter & summer) as well as school games, Cúl Camps etc.

Ballyheane is mostly used as our training pitch facility. It too is in full use particularly from Breaffy Ladies Club as well as rental from Mayo LGFA.

Both pitches have been meticulously maintained over the years by Gerry Bourke & Padraic Walshe in a voluntary capacity.

Breaffy Clubhouse has four dressing rooms, toilets, a bar and hall, Gym and 3 tenants.

There is room for development on the 1st floor with ample space for more tenants/offices.

Ballyheane Clubhouse has been recently painted and boasts 4 dressing rooms, Referee's room, kitchen, meeting room, toilets, and storeroom.

Finally, this Plan is a blueprint for how all sections of the club will need to work together to meet the challenges that lie ahead.

What is particularly impressive about this plan is that although we have been living through a pandemic, the committee under the chairmanship of Seamus Tuohy had the perseverance and determination to complete this plan document.

I would like to congratulate everyone involved and wish the next Executive every success in achieving the goals and objectives outlined.





6. MISSION, VISION, VALUES

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

We need all our members to fully understand our values. They guide the attitudes and behaviours we must display to one another as members, players, officers. and external groups we interact with. By living in accordance with these values, the Club will continue to grow, and to bring life, energy, and identity to the community we serve.

MISSION	VISION														
<p>“The GAA is a community-based volunteer organisation promoting Gaelic games, culture and lifelong participation.”</p> <p>We develop and promote Gaelic games at the core of Irish identity and culture.</p> <p>We are dedicated to ensuring that our family of games, and the values we live, enrich the lives of our members, families, and the communities we serve.</p> <p>We are committed to active lifelong participation for all and to providing the best facilities.</p> <p>We reach out to and include all members of our society.</p> <p>We promote individual Development, health, and well-being and strive to enable all our members achieve their full potential.</p>	<p>Our vision is that everybody will 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 and our Association.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #4a7ebb; color: white;">VALUE</th> <th style="background-color: #4a7ebb; color: white;">What this Means</th> </tr> </thead> <tbody> <tr> <td style="background-color: #d9e1f2;">Community Identity</td> <td> <ul style="list-style-type: none"> Community is at the heart of our Association Everything we do helps to enrich the communities we serve We foster a clear sense of identity and place. </td> </tr> <tr> <td style="background-color: #d9e1f2;">Amateur Status</td> <td> <ul style="list-style-type: none"> We are a volunteer led organisation All our members play and engage in our games as amateurs We provide a games programme at all levels to meet the needs of all our players </td> </tr> <tr> <td style="background-color: #d9e1f2;">Inclusiveness</td> <td> <ul style="list-style-type: none"> We welcome everybody to be part of our Association We are anti-sectarian We are anti-racist </td> </tr> <tr> <td style="background-color: #d9e1f2;">Respect</td> <td> <ul style="list-style-type: none"> We respect each other on and off the playing fields We operate with integrity at all levels We listen and respect the views of all players </td> </tr> <tr> <td style="background-color: #d9e1f2;">Welfare</td> <td> <ul style="list-style-type: none"> We provide the best playing experience for all our players We structure our games to allow players of all abilities reach their potential </td> </tr> <tr> <td style="background-color: #d9e1f2;">Teamwork</td> <td> <ul style="list-style-type: none"> Effective teamwork on and off the field is the cornerstone of our Association Ní neart go cur le chéile (There is no strength without working together) </td> </tr> </tbody> </table>	VALUE	What this Means	Community Identity	<ul style="list-style-type: none"> Community is at the heart of our Association Everything we do helps to enrich the communities we serve We foster a clear sense of identity and place. 	Amateur Status	<ul style="list-style-type: none"> We are a volunteer led organisation All our members play and engage in our games as amateurs We provide a games programme at all levels to meet the needs of all our players 	Inclusiveness	<ul style="list-style-type: none"> We welcome everybody to be part of our Association We are anti-sectarian We are anti-racist 	Respect	<ul style="list-style-type: none"> We respect each other on and off the playing fields We operate with integrity at all levels We listen and respect the views of all players 	Welfare	<ul style="list-style-type: none"> We provide the best playing experience for all our players We structure our games to allow players of all abilities reach their potential 	Teamwork	<ul style="list-style-type: none"> Effective teamwork on and off the field is the cornerstone of our Association Ní neart go cur le chéile (There is no strength without working together)
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Teamwork	<ul style="list-style-type: none"> Effective teamwork on and off the field is the cornerstone of our Association Ní neart go cur le chéile (There is no strength without working together) 														

7. GOVERNANCE & CODE OF ETHICS

The GAA is a community-based, volunteer organisation promoting Gaelic games, culture, and life-long participation. It is dedicated to ensuring that our games and our values enrich the lives of our members, our families, and the communities we serve. Consequently, it is vital that we all strive to reach the highest standards of ethics and behaviours in our interactions with our fellow Club members.

This GAA Governance Guide sets out the standards to be achieved under the five main principles of Governance – leading, controlling, being accountable, working effectively and behaving with integrity.

The Club will adopt this guide as a help to its volunteers to perform to the highest standards of ethics and behaviours and to offer confidence and reassurance to all who are involved with our Club.

Every officer and volunteer should familiarise themselves with the set of values espoused by the GAA (as set out in section 6 above) and be guided by these values when interacting with other volunteers and club members.





8. THE PLANNING PROCESS

METHODOLOGY

WORKING GROUP

Chairperson: Seamus Tuohy

1. Club Structure:

Thomas Connaughton
& Celia Rattigan

2. Coaching: Padraic Costello

3. Communication/PR: Colm Gannon

4. Club Development/facilities: Albert
Dravins & Brian Ruane

5. Finance: Martin Clarke &
Pat Gallagher

Ita Rumley liaised with the ladies' club on all 5 areas and is part of our working group.

DATES AND TIMELINES

January 2021: Strategic Plan process initiated in January 2021 by Club Chairperson.

March 2021: Seamus Tuohy appointed as Chairperson of Group.

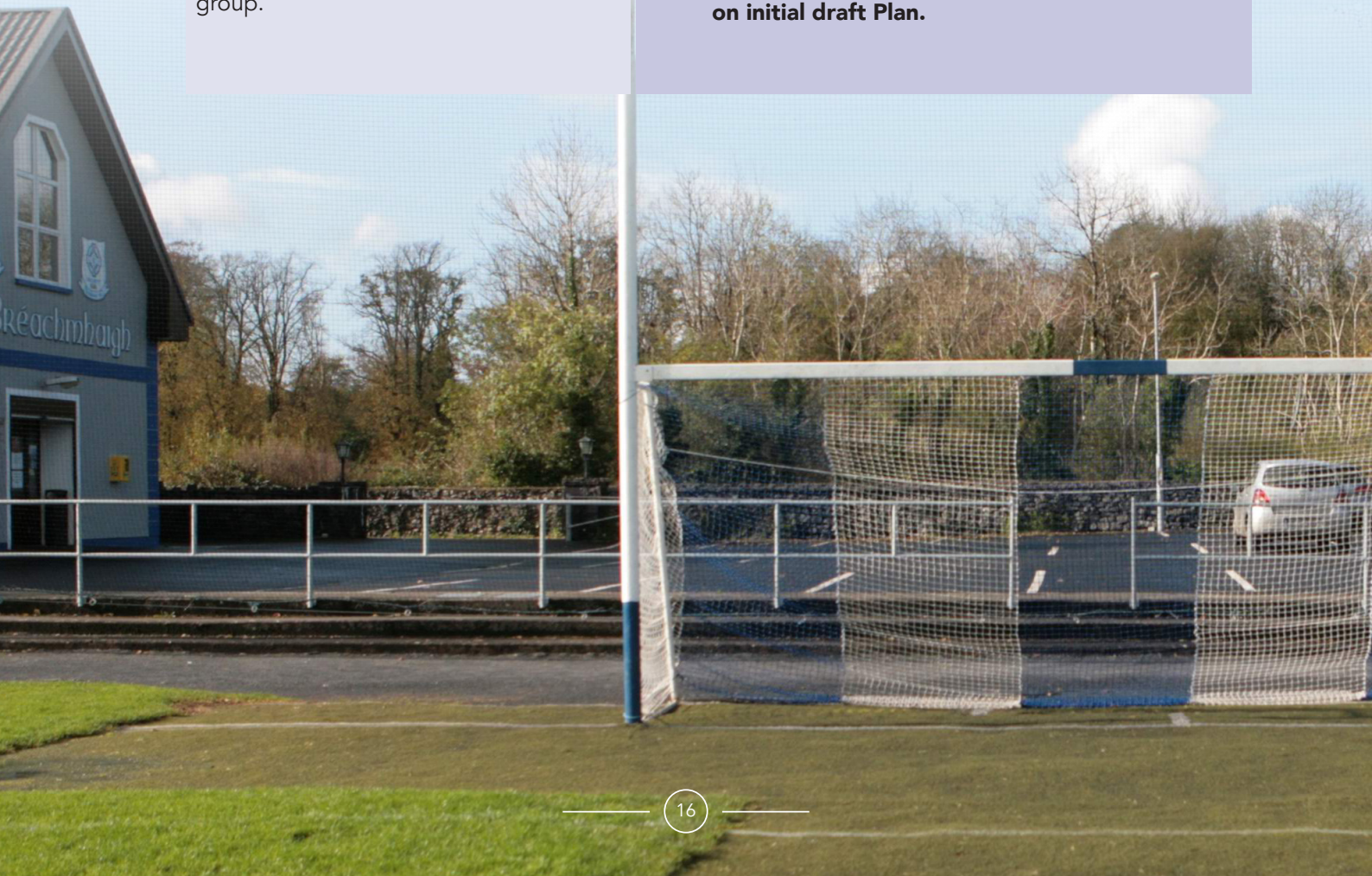
April 2021: Working group formed by Club Officers in Consultation with Chairperson of Working Group.

April 30th, 2021

- First Meeting
- Terms of Reference agreed
- Timeframes of Plan agreed

May 2021: Chairperson met with the Club Executive and outlined plans of working group, Executive.

April / May / June: 2021 Focus groups worked on initial draft Plan.



CONSULTATION:

Members of the Working Committee researched Club Plans produced by other clubs. Some of these plans were available online and others available through publication. The study of different club plans and the GAA Club Plan template, along with the support of Eoghan Tuohey GAA Planning & Development Coordinator in Croke Park gave the Working group the framework needed to map out the timescale and the procedures necessary to put the plan in place for Breaffy GAA Club

30th June 2021: Decision to run with circulation of a draft Plan to all members, sponsors, local schools, and wider community.

1st October 2021: Circulation of Draft Plan

10th October 2021: Final Feedback to the Group

15th October 2021: Evaluation of feedback

26th October 2021: Meeting with Bord N'Og

November 2021: Final Meeting with Executive

November 2021: History of Club compiled by Donal O Gallachoir

November 2021: Planning Process: Seamus Tuohy Chairperson of Group

November 2021: Mission, Vision, Values, Governance & Ethics: Pat Gallagher

November 2021: Where the Club is at now:

- Senior Club: Celia Rattigan
- Rounders: Grainne Cashin Secretary of Rounder's Club
- Health & Well Being: Siobhan Dravins and Helen Heneghan

November 2021: Implementation Process Seamus Tuohy & Pat Gallagher

November 2021: Acknowledgements: Seamus



9. THE 5-YEAR **STRATEGIC PLAN**

9.1: CLUB STRUCTURES AND ADMINISTRATION

Goals:

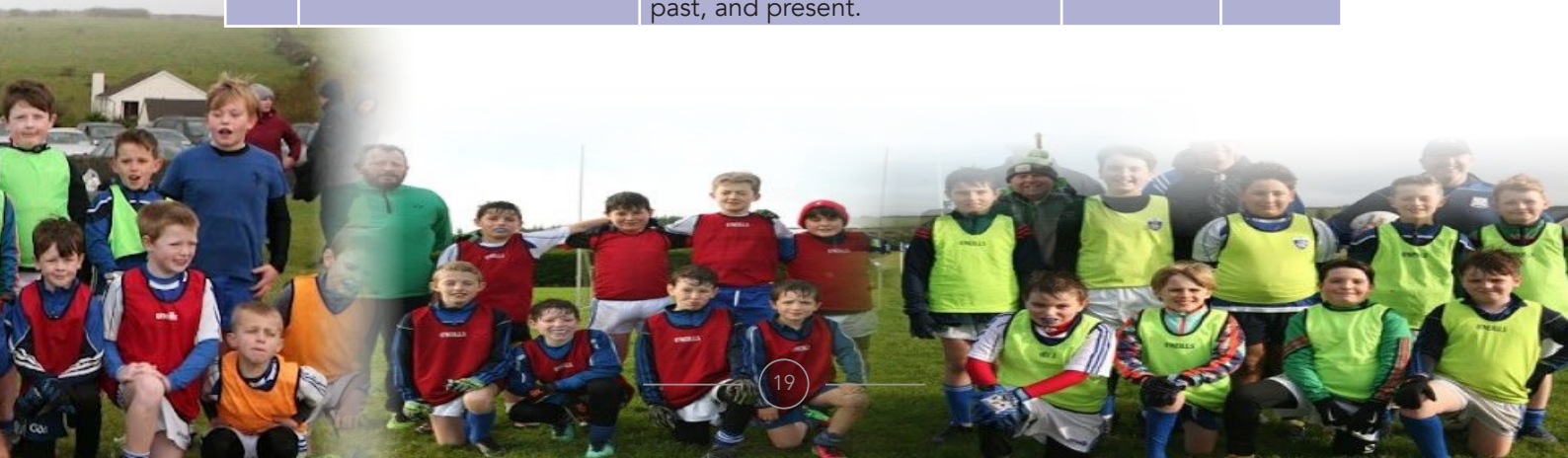
1. To be well organized and professional in all that we do.
2. To have a clear, well-defined structure in place, which promotes involvement and has inclusive representation for all members of our Club.
3. To evenly share the operational knowledge and workload of our Club to ensure all key activities are being managed effectively.
4. To promote an ethos of continuous improvement with officers being developed at all levels in the Club.
5. To ensure volunteers enjoy their involvement, with individuals being appointed to roles that suit their strengths & personality. All volunteers should fully understand what is expected of them regarding time, effort, and commitment.
6. All members can recognise and understand how the club is run and that information is made available.
7. To improve on getting information out to the local community regarding membership, fixtures, results, events, facilities, and achievements.
8. To place the community at the centre and heart of the club.

Main Enablers or Changes Required To Assist The Achievement of the Goal:

1. Huge improvement in the areas of communication, support, and cooperation from all stakeholders within the club.
2. Engage more with the local community and encourage participation.



No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
1	Establish a Finance Committee.	75% people recruited outside of the Executive to plan & organize fundraising within the club.	Club Treasurer	High
2	Improve communication with all stakeholders within the club in relation to all matters regarding the day to day running of the club.	Officers of Ladies, Rounders, BNN to meet with Senior Club Officers quarterly – to ensure the smooth running of the club for all parties. To see improvement on sharing the operational knowledge and workload of our club to ensure all key activities are being managed effectively.	Club Secretary	High
3	Standardise Club Sub-Committees and their reporting line into the Executive.	Standardise club subcommittees and clearly describe and define all roles involved in each committee.	Club Chairperson	High
4	Ensure current and potential officer's avail of the GAA's Officer Training.	Promote an ethos of continuous improvement with officers being developed at all levels in the Club. Potential Officers will have good knowledge of the role prior to being elected to the position.	Club Officers	High
5	Implement Social/Cultural & Events Committee of 4/5 persons from all stakeholders within the club - to include – a Health & Wellbeing Officer and a Cultural Officer.	Manage club/cultural/social activities. Promote Irish culture, to attract new people to the Club and to increase the use of our native language – to enhance lives by way of social events and ensure inclusion of all our members and the wider community.	Club Executive	High
6	Set up a Facilities & Development Committee.	Ensure the best possible facilities are available to all players & club members and there is a management & maintenance plan put in place.	Club Executive	High
7	Implement a PR team to improve communication with sponsors/past members/ members abroad etc.	PRO to chair PR subcommittee to assist with all matters in Public Relations i.e., website/ social media and local press as well as members at home and abroad, past, and present.	Club PRO	High





No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
8	Engage with the local community.	Invite a representative from the local community council to join one of the sub-committees.	Club Executive	Medium
9	Perform a review of handball at Ballyhean and the feasibility of upgrading the ball alley in conjunction with the local community and incorporating it into the Club.	Make a recommendation to the membership regarding this and formulate an action plan, if required.	Club PRO	Medium
10	Investigate the feasibility of re-introducing hurling and camogie.	Make a recommendation to the membership regarding this and formulate an action plan, if required.	Club Executive	Medium
11	Improve communications between all stakeholders and the Club Executive	Invite one representative from the Men's Club onto the Ladies Club Executive and Rounders Committee.	Club Executive	High
12	Restrict the size of the Club Executive to a maximum of 16 - each having a clear role – with 1 rep from Sub committees i.e., BNN, Health & Wellbeing.	Each Executive member has clear well defined roles best suited to their skillset.	Club Executive	High
13	Review the pro's & cons of utilising the GAA's Corporate Trusteeship, a separate legal entity, set up by the GAA as a Trust Company, to hold property for and on behalf of the Club.	Take the pressure off individual Trustee's without affecting ownership in any way. Reduce the complexity when dealing with financial institutions. Avoid legal costs of amendments when Trustee's retire.	Club Executive AGM	Medium
14	Adopt the GAA Governance Guide as the code of ethics and best practices to be followed within the Club.	Every officer and volunteer are made aware of the values espoused by the Club (as set out in section 6) and how these values must be maintained when interacting with all other volunteers and club members.	Club Executive	High

9.2 COACHING & GAMES DEVELOPMENT

The Goals

To significantly raise the performance standards of our players and teams through enhanced coaching, mentoring and support structures with a focus on player wellbeing, participation & enjoyment.

Main Enablers or Changes Required To Assist The Achievement of the Goal:

Our Coaching and Games Development Committee strongly believe in the need for a planned and structured approach to Coaching & Development across all Breaffy GAA - Boys & Girls, Men's & Ladies and, across all codes and games.

We are unanimous in the view that for Breaffy GAA Club to move forward and develop its player base and games into the future, it is a prerequisite that a full time Coach Development and Games Promotions Officer (GPO) is appointed immediately with two main areas of responsibility: -

1. Coach Development

The Games Promotion Officer (GPO) will be responsible for the promotion and development of the Breaffy GAA Coaching & Development Plan across all GAA codes & teams.

- o Provide planning, coaching and mentoring support to all Club teams and mentors
- o Present and organise Coach Education workshops
- o Promote Provincial and National conferences, workshops, and seminars to members
- o Chair and be an active member of the Coach Development Team (CDT) in the club
 - Drive the establishment of Coaching Community of Practice
 - Review, deliver and share Breaffy Underage Programme
 - Reinforce delivery of Breaffy Player Pathways across all ages from Child - Youths - Adult
- o Assist in the development of club coaching structures throughout the entire underage system.
- o Assist in fulfilling the administration related to the Coach Education Development Programme and maintain up to date records of courses and participants.
- o Assist in developing relationships with key agencies in the delivery of programmes.
- o Assist in developing programmes for Primary and Secondary School teachers.

Main Enablers or Changes Required To Assist The Achievement of the Goal (Contd.):

2. Developing Key School Links & Nurturing Relationships

The Games Promotion Officer (GPO) will also take responsibility for nurturing and developing strong and positive links with all Primary & Post-Primary Schools in our Catchment area.

- o Support and initiate Club and Schools links nurturing relationships with key stakeholders e.g., School Principals and teachers with interest in Coaching Gaelic Games.
- o Identify how the club can support and serve them knowing efforts will be reciprocated.
- o Develop a positive culture of Breaffy GAA within all schools.
- o Promote strong communication and relationships with Teaching staff (School contact/Principal) and pupils.
- o Promote Breaffy Brand (Branded Balls, gear, Class/Year Competitions).
- o Develop and promote Games & Skills Challenges.
- o Promote pupil integration from different schools.
- o Develop TY GAA Leaders and Junior Whistlers (referees).
- o Develop & Implement coaching and development links in all feeder Primary schools and Secondary schools.
- o Deliver development initiatives to post primary Schools.
- o Organise blitzes between Breaffy feeder schools throughout the year.

Other

- o Assist in developing a budget for the delivery of the annual programme.
- o Running of GAA Camps during Halloween, Easter, and Summer.

To attract the best candidates to this new role, sources of funding the position need to be identified. The net cost to the Club could be minimal:

- o 50% of cost may be funded by Mayo GAA.
- o Connacht Council may provide funding.
- o Run Student Camps (4-13 Years) at Easter, Summer (2) and Halloween.
- o Run Advanced Camp (14-17 Years) at Summer.
- o Schools may part finance.



No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
1	Appoint a full-time Coach Development & Games Promotion Officer (GPO) with responsibility for the promotion & development of Breaffy GAA within our community of primary and post-primary schools, while working closely with the Club Executive, BNN and Mayo County Board. The GPO must be qualified and 'GAA Tutor' trained.	Significantly raise the performance standards of our players & teams through enhanced coaching, mentoring and support structures with a focus on player well-being, participation, and enjoyment.	Club Executive High	High
2	Appoint a Club Coaching Development Team, with the responsibility of leading the development of coaching in Breaffy and to improve existing coaching structures & practices within each team.	Coaching Team formed involving GPO, Coaching Officer & Coaching Committee All Teams within the club would work towards an agreed set of standards with clearly defined roles for Team Managers, Head Coaches and Supporting Coaches to include coaching plans, communication, and administration within the team.	Games Promotion and Club Coaching Officer	High
3	Promote a Culture of Education and Development for Coaches across all age groups within Breaffy GAA Club.	All Coaches to complete a minimum of Foundation Level/ Level 1 for child/youth/adult coaching. Games Promotion Officer/ Coaching Officer to coordinate and arrange courses, workshops, and clinics in conjunction with Mayo County Board.	Games Promotion Officer Coaching Officer	High
4	Implement a Coach Mentoring Programme with the support of existing experienced club coaches.	Suitably Qualified Coaching Committee Members acting as mentors will attend training sessions to support club coaches. Training sessions will be observed with a view to providing constructive feedback on 1) What went well. 2) Opportunities to improve. 3) Any other support required.	Games Promotion Officer/ Coaching Officer/ Coaching Committee	High



No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
5	Support the Development of Coach Pathways.	<p>Arrange School Coaching Initiatives 'TY GAA Leaders' and 'Young Whistlers" (Referees)</p> <p>Provide opportunities for young coaches/parents to progress and gain coaching experience starting at youngest age groups and progressing to older age groups over time</p> <p>Coaches take a session with other Age groups (2-3 per Year)</p> <p>Specialist Coaches (Goalies & Free-Takers) identified and provide coaching Clinics and one to ones.</p>	Coaching Committee GPO	High
6	Promote a culture of shared resources and knowledge to support all Breaffy Coaches (Breaffy Coaching Community).	<p>Coaches have access to shared coaching resources to assist them in in preparing and delivering both quality and consistent coaching sessions.</p> <p>Coaches can access resources easily using an agreed channel such as Breaffy GAA website links/Microsoft teams.</p> <p>Links will include: GAA Learning. ie, GAA Activity Planner, Coaching Videos, Sample Sessions - e.g. (Turas Age 7-11years - four sample sessions available for each age group), Challenges/Skills testing etc.</p> <p>Skills videos to be recorded and delivered by Breaffy Players.</p>	Coaching Committee	Medium
7	Develop a Code of Best Practice and Code of Behaviour incorporating an agreed Set of Principles, Practices and Values for Coaches, Players & Parents.	<p>As a Club, we expect all our coaches, players, and parents to be guided by Breaffy Club Principles, Practices & Values.</p> <p>Coaching Standards and Best Practices recommended:</p> <p>Coaching Sessions Themed, Physical Literacy, Games-based with emphasis on fun and skills development particularly at underage level, with sessions prepared in advance by coaches and shared with Team Management.</p> <p>Come prepared & be punctual.</p>	<p>Club Executive</p> <p>Coaching Team GPO & Coaching Officer</p>	High

No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
8	Strengthen links with all Primary & Post-Primary schools in Breaffy Catchment area and provide them with supports and assistance in promoting and developing our games.	Establish key contacts and nurture positive relationships with all Primary & Post Primary Schools (Principal, Teacher, Parents, Pupils). GPO/Coaching Officer establishes all our schools' coaching opportunities and provides the necessary support. Promote a positive culture of Breaffy GAA and proactive pupil integration from different schools. Promote Breaffy Brand (Balls, Gear, Challenges, Competitions). Arrange fun days, Camps, 'Skills challenges', Matches, Blitzes. Breaffy GAA GPO coordinates Cumann na mBunscol. Breaffy GAA Notice Board in Schools.	Coaching Officer & GPO	High
9	Develop a structured Player Pathway from Academy through Adult for all genders.	Review and expand on existing Breaffy Player Pathway Model. Provide detailed guidelines and clear progressions for Player Development through all age groups from Academy right through to Adult. All Breaffy Coaches to model their coaching around clear & specific Skills/ Athletic Player Pathway.	GPO Coaching Officer Team Coaches	Medium
10	Deliver a Programme of Games for all players to ensure that all players get an adequate number of meaningful games in a fun and safe environment that promotes skills and player development.	Continue to Develop a Structured Nursery Programme. Further develop our Go-Games Model. Provide the opportunity for lifelong participation and engagement in Gaelic games to as many people as possible to ensure that players 'Play to Stay with Breaffy GAA'. Programme of games guided by Breaffy Code of Practice i.e. (Players playing up a grade). Improved Player Retention across all Age groups. Adult: Ensure an adequate programme of games for u17-u19 and Junior to protect Player Retention and develop Pathway to Senior Football.	Team Coaches GPO	High

No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
11	Establish Skills proficiency at the heart of our players development.	Adopt shared Pathway on Skills progressions across all stages of Development. Repetition of Skills in progressive Game-based scenarios will embed quality skill acquisition and decision-making. Development of 'Two-Sidedness' capability continually reinforced. Application of Skills and Decision-Making in Conditioned Games. Implement regular Skill Challenges & Assessments.	GPO Coaching Officer	High
12	Promote age-specific Athletic Development - Movement Skills, Physical Literacy, Strength & Conditioning.	Movement Skills, Physical Literacy & Athletic Development form key components of Players Development throughout all age-groups: Nursery - Movement Skills/Physical Literacy Child - Physical Literacy/Athletic Development Youth - Athletic Development/Strength & Conditioning Adult - Strength & Conditioning (Specialist)	GPO S&C Coaches	Medium



9.3 COMMUNICATIONS & PUBLIC RELATIONS

The Goal:

To communicate effectively, promptly, and frequently with our officers, members, sponsors and the broader Breaffy community, thereby creating a strong sense of common purpose, pride, and ownership.

Make use of the most modern and popular communications platforms and methods to maximise the reach and impact of a positive communications strategy.

Main Enablers or Changes Required To Assist The Achievement of the Goal:

Establish a Communications and P.R. subcommittee to support and assist the Clubs PRO to achieve the goal (above).

Embrace a one-club approach in regard to all communications & PR.

Each section of the Club to nominate a person to be responsible for ensuring the PRO is updated promptly with news and photographs of events and achievements.

Build relationships with media outlets in the area.

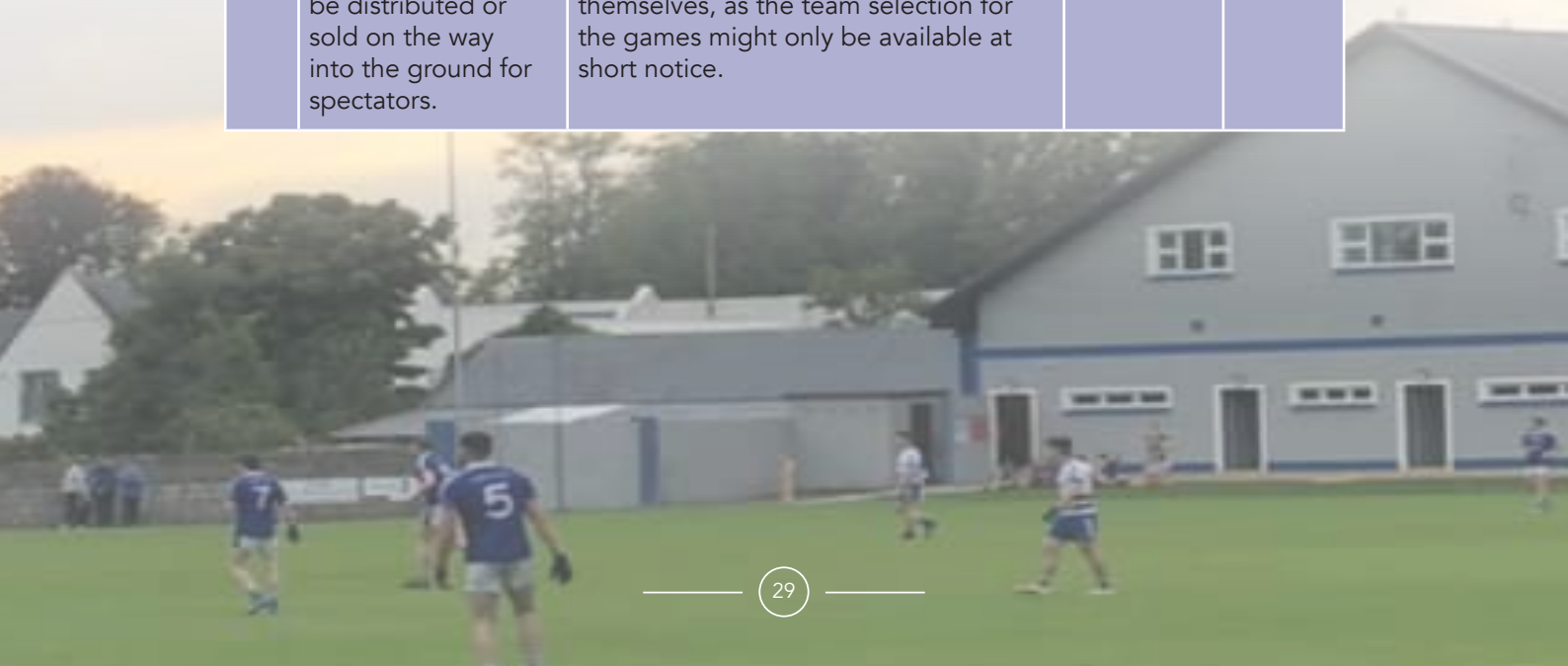




No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
1	Establish a P.R. Committee.	The workload involved in doing the best job for the club in promoting itself is more than a job for one person, i.e.: the club PRO. The club should bring together a few people to form a committee, to work with Club PRO to ensure a constant flow of information on activities of the club to its members and those outside the club, through club website and social media channels. Link in with club underage PRO, Ladies Club PRO and Rounders PRO to give full breath of what is going on in the club.	Club PRO – with committee working information through the club PRO before being either put out on social media or website.	High
2	Improve club website.	While social media channels are the most effective way of getting information out, having a regularly updated club website with all activities is also very important. If possible, post a report of club games at all levels on the club website (adult, BNN, ladies & rounders).	Club PR committee through club PRO	High
3	Prepare and distribute a Monthly eNewsletter.	Monthly eNewsletter to be distributed to members through email contacts and available on club website and via social media comprising all major club activities. This can include small adverts for club sponsors to give them more exposure and a thank you from club.	Club PR committee	High
4	Social Media Hashtags.	Agree on a hashtag that people are encouraged to use when posting about the club along with the clubs' posts e.g., #wearebreaffy or something similar.	Club PR committee	Medium



No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
5	Run events to celebrate major milestones for the Club.	For example, the club will be 70 years old in 2023 – it should be celebrated, and the history of the club collected, through interviews with members past and present, particularly any of the founding members still alive and those who have been involved in major achievements such as adult championship wins at every grade. A book or a series of interviews can be posted online either in video or audio format to ensure the history is recorded and every ten years updated. Collect old photographs and video of teams and events from the past to be collated as part of the project.	Club PR Committee	High
6	Photographs The clubhouse walls should express our pride in our past, in our achievements and in our players.	Include a photograph of every player that played senior football for Mayo. This could be expanded to include every player who played for Mayo at all levels. Include photos of the people who won national titles e.g., Rounders, Scor, etc. Also display photos of the current Club Chairperson, Secretary, Treasurer, Coaching Officer, BNN Chair, Child Welfare Officer, etc.	Club PR Committee	High
7	Match Programme Develop a simple template to be used for all club adult league games to be distributed or sold on the way into the ground for spectators.	Design a template that can quickly be printed off and distributed as a match programme. The programme could list the all the squad names with positions left blank for spectators to fill out themselves, as the team selection for the games might only be available at short notice.	Club PR Committee	High





No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
8	Stream audio/video of games Provide a simple team sheet/match programme for home competitive games.	The club should investigate the possibility of streaming senior team games online through the various platforms available – it will allow those living away to keep in touch with games and if successful – it can be rolled out to underage and other levels in the future. In time, it could assist the club to sell sponsorship of its games to businesses or reward existing sponsors.	Club PR Committee	Medium
9	Club Gear	The club should endeavour to have club gear available for purchase in local sports retailers, along with existing ability to purchase club gear online. Hold regular promotion events in the clubhouses in Breaffy and Ballyheane where people can purchase/order club gear during the year, especially around major games & events for the Club and at the start and end of each season.	Club PR Committee	High
10	Brand Breaffy The club should seek to position itself at the centre of a 'Brand Breaffy'	The club should examine the opportunity to position itself at the heart of the community alongside other community organisations in Breaffy, Ballyheane, Derrywash and work with them to promote all good things happening in our communities.	Club PR Committee	Medium



9.4 FACILITIES DEVELOPMENT

The Goal:

In 5 years' time our players, members and supporters will enjoy the best possible facilities in Breaffy and Ballyhean both on and off the pitch.

Main Enablers or Changes Required To Assist The Achievement of the Goal:

Provide opportunities to all members and sections of the club and the local community to review major development plans and to make inputs at appropriate times.

Work closely with the Executive and the Finance subcommittee to ensure sufficient funds are available in advance to complete all development and maintenance plans.





No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
1	Review the facilities at both Breaffy and Ballyhean.	Club Executive to appoint a sub committee to review existing facilities and explore others.	Club Executive	High
2	Establish current facility usage.	Review to be carried out on how current facilities are used throughout the year based on numbers of teams, games, and training sessions.	Development Committee	High
3	Review the standard of training facilities versus requirements.	Evaluate the training facility needs of all current and future teams for the near and distant future including an upgrade of floodlighting first at Ballyhean and then Breaffy.	Development Committee	High
4	Liaise with both National and Secondary Schools in the area.	With established connections with local schools and shared facilities, is it possible to expand or improve this arrangement for mutual benefit.	Coaching Officer / Development Committee	Medium
5	Review status of land owned in the locality and particularly that adjacent to Breaffy GAA headquarters.	Investigate the possibilities around land purchase in the area.	Development Committee	Medium
6	Maintain a positive relationship between the Club and local politicians, etc.	Liaise with local politicians and other representative groups about the needs of the club.	Club Executive	Medium
7	Prepare a Club Maintenance Plan to ensure our facilities are future proofed through the installation of services where required.	Develop a maintenance plan for all club facilities showing projected annual costs, recommended improvements and monthly/yearly actions which need to be carried out.	Club Executive	Medium
8	Make a proposal to the Executive on a plan to maximise rental income from the clubhouse and the management of tenants, etc.	Maximise the return on the investment in the clubhouse. Examine the cost v benefits of upgrading the unused first floor area to a shell standard to begin with.	Development Committee	High

9.5 FINANCE AND FUNDRAISING

The Goal:

Ensure there is sufficient recurring income in place to finance the normal day-to-day running costs of the Club (including the repayment of current loans) without the need to run any major fundraising events.

- Has clear lines of responsibility and accountability for monies spent.
- Always gets value for money.
- Optimises the assets of the Club.
- Ensures full transparency within the club.

Ensure the Club embraces the highest standards of Governance and:

- Has appropriate financial controls in place.
- Makes appropriate resources available to achieve the agreed aims of the Club.

The Club's Financial Plan should be considered a 'living document' to be reviewed, assessed, and adapted as needed to ensure it facilitates the Club to reach its full potential.

Main Enablers or Changes Required To Assist The Achievement of the Goal:

Establish a Finance & Fundraising Committee to assist with delivering this goal. This committee should be given a role of advising the executive on all financial matters over the duration of the 5-year plan and beyond.

The workload involved in successfully implementing this action plan requires the setting up of a Finance & Fundraising Committee to be Chaired by the Club Treasurer and reporting to the Club Executive through the Treasurer.

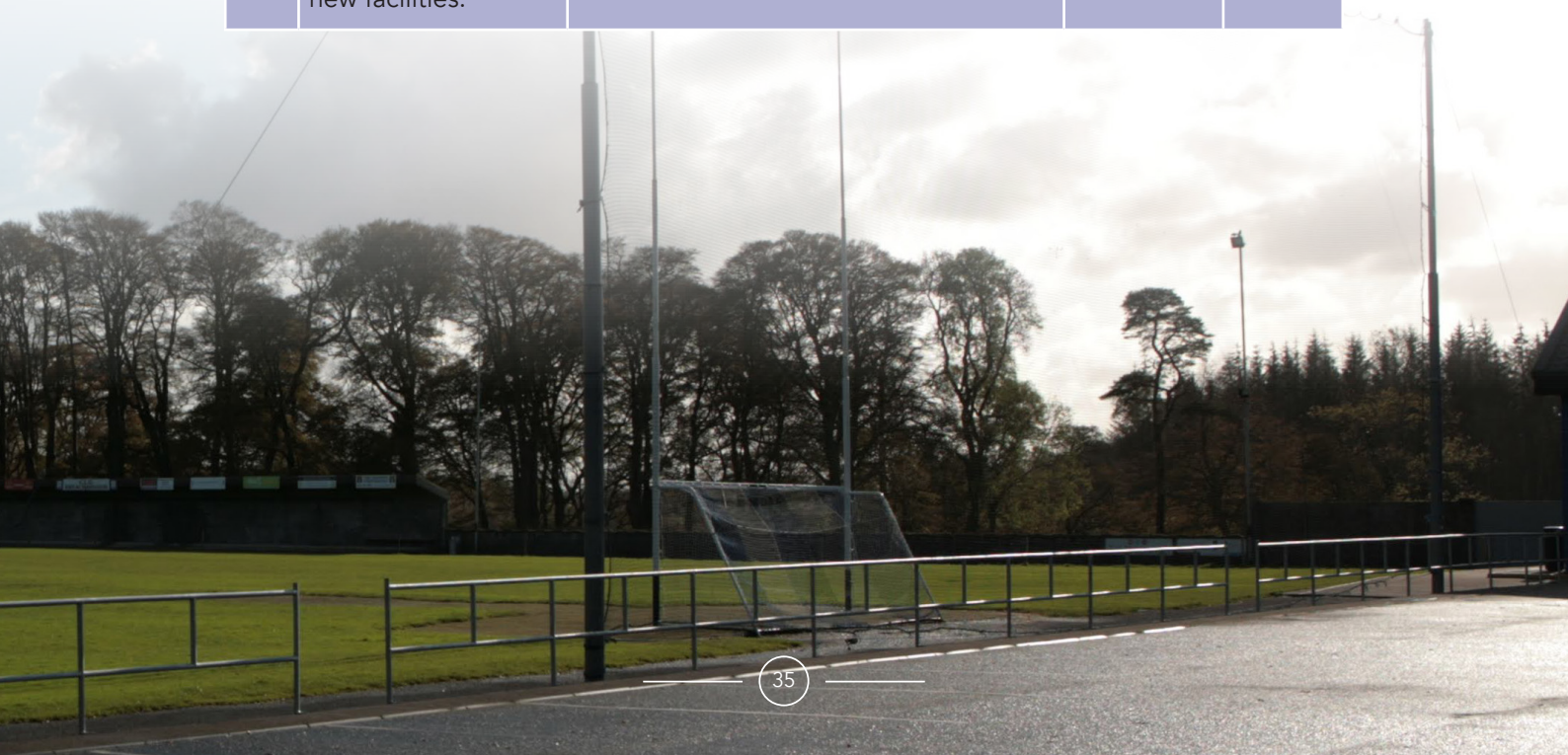
There are a number of opportunities to significantly increase the levels of recurring revenue to the Club. However, to realise these opportunities the Club will need to embrace modern methods of communications using popular Social Media platforms and digital techniques to actively promote a more positive image of Club activities and achieve a much broader reach into the community as well as reaching Breaffy people living in other parts of Ireland and abroad. To be successful in this important aspect, the Finance Committee will need the support of an active P.R. committee that includes a talented blog writer(s) to capture the many good-news stories and events within the Club in a timely manner and to circulate eNewsletters to the community on a regular basis. There are several people within the Club with expertise in this area.

Another key enabler of additional fundraising is to win greater support from the community and ensuring clarity regarding Executive roles & responsibilities coupled with transparency re. the decision-making processes within the Club.



No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
1	Appoint a Finance sub-committee comprising 3-5 people to be Chaired by the Club Treasurer and reporting to the Club Executive through the Treasurer.	Meet the annual cash-flow requirements of the Club. Ensure the cost of running the various elements of the Club is appropriate to that element.	Chairperson /Club Executive	High
2	Identify new sources of funding and develop a detailed plan to be implemented by new subcommittees to maximise the recurring annual income to the Club. Obtain approval of the Club Executive for the plan.	Increase the recurring annual income to the Club by >50% (above the 2019 level).	Treasurer/ Finance Committee	High
3	Ensure effective & efficient use of the Clubs funds & resources.	Implement a system of annual budgets for each major expense category within the Club. Ensure appropriate controls over spending are in place to ensure adherence to budgets. Provide quarterly Income & Expenditure reports to the Club Executive.	Treasurer / Finance Committee	Ongoing
4	Review the Membership & Lotto models. Develop proposals to streamline these processes. Obtain approval of the Club Executive for the plan.	Maximise the use of direct debit / standing orders/credit cards and simplify the fee collection process. This will free-up time to focus on increasing membership.	Treasurer / Finance Committee	High

No.	Specific Actions	Outcome / Measure of Success	Led By	Priority
5	Ensure the most effective and efficient I.T. systems are deployed in the administration and financial affairs of the Club.	Review the multiple software platforms currently in use at the Club and make recommendations to the Executive.	Treasurer / Finance Committee	High
6	Appoint an expanded fundraising team to deliver major fundraising projects. (This team should leverage the knowledge & expertise gained from successful fundraisers run by other clubs & counties).	Financial targets and success criteria TBD.	Chairperson / Executive	As Required
7	Obtain a professional valuation of the Club's grounds, clubhouse & facilities for the purpose of supporting any new loan applications and/or providing options to develop new facilities.	Market value.	Chairperson / Executive	Medium



10 PLAN IMPLEMENTATION & MONITORING PROCESS

This Breaffy GAA Strategic Plan is a living document. It will be reviewed, assessed, and adapted to ensure it facilitates the Club in reaching its potential over the next five years. The Club Executive Committee will put in place a Plan Implementation Sub-Committee. This subcommittee will meet on a quarterly basis and assess the progress of the plan against its stated objectives and will report directly to the Club Executive Committee.

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

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

The Club Implementation Committee will comprise of the following:

1. Club Chairperson
2. Club Secretary
3. Club Plan Coordinator
4. One extra person

The Breaffy GAA Club Plan Implementation timeline will be as follows:

- Launch of plan – Dec 2021
- Regular Reports to the club executive – Club Monthly Meetings
- Annual Report to Membership - AGM
- Mid Term Implementation Report – Summer 2024
- Full Term Implementation Report – End of 2026



11 ACKNOWLEDGEMENTS



The Club Executive is very grateful to everyone that has contributed to Breaffy GAA Club throughout its rich history and look forward to the continued support of people within the parish and further afield in the future.



Breaffy GAA CLUB SPONSORS



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Little Angels
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Five-Year
**STRATEGIC
DEVELOPMENT PLAN**
2022 – 2026