



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



## 9.1: CLUB STRUCTURES & 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 are able to recognise and understand how the club is run and that information is available.
7. To improve on getting information out to the local community re 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 needed in areas of communication, support and cooperation from all stakeholders within the club.
2. To engage more with the local community and encourage participation.



Legend:



On Target



Not Started



Behind Schedule

Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
1. Establish a Finance Committee	75% of people recruited outside of the Executive to plan & organize fundraising within the club.	Club Treasurer/ High	Q1, 2022	Finance Committee set up on schedule.  Committee expanded to include non-executive members Oct '22.	
2. Improve communication with all stakeholders within the club in relation to all matters in regard to the day to day running of the club.	Officers of Ladies, Rounders, BNN to meet with 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	Q1, 2022	Meetings have taken place with BNN and LGFA.  Meetings with Rounders reps will happen from 2023 onwards.	 
3. Standardise Club Sub-Committees and their reporting line into the Executive.	To standardise club sub committees and to clearly describe and define all roles involved in each committee.	Club Chairperson/ High	Q1, 2022	Every sub-committee is Chaired/Led by a member of the Executive and has clearly defined objectives and action plans.	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
4. Ensure current and potential Officers avail of the GAA's Officer Training.	<p>To promote an ethos of continuous improvement with officers being developed at all levels in the Club.</p> <p>Potential Officers will have good knowledge of the role prior to being elected to the position.</p>	Club Officers/ High	2022 and ongoing	All new Officers for 2022 attended various training seminars & events	
5. Implement a Social/Cultural & Events Committee of 4/5 persons from all stakeholders within the club - to include the Health & Wellbeing Officer & Cultural Officer.	<p>To manage club/cultural/social activities</p> <p>To promote Irish culture, to attract new people to the Club and to increase the use of our native language – to enhance the lives by way of social events/bar &amp; ensure inclusion of all our members and the wider community.</p>	Club Executive/ Medium	2022	<p>The main social event in 2022 was a club evening in Garbo's to honour the victorious 1996 junior team.</p> <p>A recognition event was held in the clubhouse to honour our newest All-Star, Matthew Ruane.</p> <p>Presentation of medals to Senior and Under-Age Teams also took place in the clubhouse.</p>	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
6. Set up a Facilities & Development Committee.	Ensure the best possible facilities are available to all players and club members. Put a management & maintenance plan in place.	Club Executive/ High	Q1, 2022	Two committees were set up; <ul style="list-style-type: none"><li>- A Utilities &amp; Maintenance committee to look after the ongoing maintenance of the grounds &amp; buildings.</li><li>- A Facilities Development committee to plan the longer-term development of the club</li></ul>	
7. Implement a PR team to improve communication with sponsors/past members/ members abroad etc.	PRO to chair PR sub - committee 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	Q1, 2022	PR & Communications committee established Feb '22.	
8. Engage with the local community	Invite a representative from the local community council to join one of the sub-committees.	Club Chairman/ Medium	2023		
9. 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	2023		



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
10. 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/ Medium	2023	TBD	
11. Restrict the size of the Club Executive to a maximum of 16, each with a clear role and with one rep from each subcommittee.	Each Executive member has a clear, well-defined role, best suited to their skillset.	Club Chairman/ High	2022 and ongoing	The 2022 Executive was reduced to 17 members with every sub-committee being represented.	
12. 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/ Medium  AGM	2023	Currently being reviewed.	
13. Adopt the GAA Governance Guide as the code of ethics and best practices to be followed within the Club.	Every officer and volunteer to adhere to the values espoused by the Club (as set out in section 6 of the Strategic Plan)	Club Executive/ High	2022	Adopted for BNN.	



## 9.2 FOOTBALL, COACHING & GAMES DEVELOPMENT

### **The Goal:**

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 and ensure a sustainable pipeline of players coming through the ranks/ages so that the Club can maintain its senior status into the future.

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

Our Football, 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 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.

- Provide planning, coaching and mentoring support to all Club teams and mentors
- Present and organise Coach Education workshops
- Promote Provincial and National conferences, workshops, and seminars to members
- 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
- Assist in the development of club coaching structures throughout the entire underage system.
- Assist in fulfilling the administration related to the Coach Education Development Programme and maintain up to date records of courses and participants.
- Assist in developing relationships with key agencies in the delivery of programmes.
- 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.

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

**Other**

- Assist in developing a budget for the delivery of the annual programme.
- 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:



- 50% of cost may be funded by Mayo GAA.
- Connacht Council may provide funding.
- Run Student Camps (4-13 Years) at Easter, Summer (2) and Halloween.
- Run Advanced Camp (14-17 Years) at Summer.
- Schools may part finance.
- Increase Club Membership Cost (Membership base will grow through appointment).








### 9.2.1 COACHING & GAMES DEVELOPMENT

Legend:




-  On Target     Not Started     Behind Schedule

Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>1. Appoint a full-time Coach Development &amp; Games Promotion Officer (GPO) with responsibility for the promotion &amp; 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.</p> <p>The GPO must be qualified and 'GAA Tutor'trained.</p>	<p>Significantly raise the performance standards of our players &amp; teams through enhanced coaching, mentoring and support structures with a focus on player well-being, participation, and enjoyment.</p>	<p>Club Executive / High Priority</p>	<p>Q1, 2023</p>	<p>The club made a successful application to Mayo and Connacht GAA to have a Coaching Officer assigned to it for an initial six-month period from Feb '23 under a new scheme being piloted and run by Connacht GAA.</p> <p>The Officer will coordinate the activities of the club coaches and managers to provide a safe and rewarding progression for its players from U8, U10, U12, U14, U16, and Minor. To achieve this, the Club Coaching Officer will meet regularly with all coaches and managers as a sub-committee of the Club.</p> <p>The Officer will spend two-thirds of his time in Breaffy and one-third in Islandeady. The Coaches will be employees of Connacht GAA with the clubs paying 70% of the cost, Mayo GAA 20% and Connacht GAA10%.</p>	






Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>2. Appoint a Club Coaching Development Team, with the responsibility of leading the development of coaching in Breaffy and to improve existing coaching structures &amp; practices within each team.</p>	<p>Coaching Team formed involving GPO, Coaching Officer &amp; Coaching Committee</p> <p>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.</p>	<p>Games Promotion and Club Coaching Officer / High Priority</p>	<p>Jan '22</p>	<p>Coaching Development Team in place for 2022.</p> <p>This team will be greatly supported during 2023 with the assignment of the new Coaching Officer to the club under the auspices of Mayo and Connacht GAA.</p>	
<p>3. Promote a Culture of Education and Development for Coaches across all age groups within Breaffy GAA Club.</p>	<p>All Coaches to complete a minimum of Foundation Level/Level 1 for child/youth/adult coaching.</p> <p>Games Promotion Officer/Coaching Officer to coordinate and arrange courses, workshops, and clinics in conjunction with Mayo County Board.</p>	<p>Games Promotion Officer Coaching Officer / High Priority</p>	<p>Ongoing</p>	<p>All coaches have a minimum of Foundation level with 40% of coaches having Level 1 certification.</p>	





Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>4. Implement a Coach Mentoring Programme with the support of existing experienced club coaches.</p>	<p>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</p> <ol style="list-style-type: none"> <li>1) What went well.</li> <li>2) Opportunities to improve.</li> <li>3) Any other support required.</li> </ol>	<p>Games Promotion Officer/ Coaching Officer/ Coaching Committee / High Priority</p>	<p>Ongoing</p>	<p>This is currently active and will receive additional support from the new Coaching Officer from Feb '23 onwards.</p>	
<p>5. Support the Development of Coach Pathways.</p>	<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 &amp; Free-Takers) identified and provide coaching Clinics and one to ones.</p>	<p>Coaching Committee GPO / High Priority</p>	<p>Commenced.</p>	<p>A school coaching initiative was already in place in St. Gerald's and this will now be extended to primary schools within the Club catchment area with the appointment of the Coaching Officer.</p> <p>A 'Young Whistlers' project has not yet commenced as it needs a new initiative at Mayo/Connacht level or higher.</p>	  



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>6. Promote a culture of shared resources and knowledge to support all Breaffy Coaches (Breaffy Coaching Community).</p>	<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>	<p>Coaching Committee / Medium Priority</p>	<p>Commenced &amp; ongoing.</p>	<p>Lead coaches are already engaged in this activity and it needs further development which will be a key focus of the new Coaching Officer.</p>	
<p>7. Develop a Code of Best Practice and Code of Behaviour incorporating an agreed Set of Principles, Practices and Values for Coaches, Players &amp; Parents.</p>	<p>As a Club, we expect all our coaches, players, and parents to be guided by Breaffy Club Principles, Practices &amp; 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 &amp; be punctual.</p>	<p>Club Executive</p> <p>Coaching Team</p> <p>GPO &amp; Coaching Officer / High Priority</p>	<p>2023</p>	<p>The club needs to formally adopt a Code of Behaviour and ensure that all members are aware of it and abide by it going forward.</p> <p>This has commenced with adult team management and will be cascaded to all other teams during 2023.</p>	  





Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>8. Strengthen links with all Primary &amp; Post-Primary schools in Breaffy Catchment area and provide them with supports and assistance in promoting and developing our games.</p>	<p>Establish key contacts and nurture positive relationships with all Primary &amp; 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.</p>	<p>Coaching Officer            &amp;            GPO /            High Priority</p>	<p>2023 &amp; ongoing</p>	<p>This will be a key focus area for the new Coaching Officer in 2023.</p>	
<p>9. Develop a structured Player Pathway from Academy through Adult for all genders.</p>	<p>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 &amp; specific Skills/Athletic Player Pathway.</p>	<p>GPO            Coaching Officer            Team Coaches            / Medium Priority</p>	<p>2023 and ongoing</p>	<p>With the support of the Coaching Officer, the club coaches will endeavour to implement the three-phase player development pathway as outlined by Croke Park.            Key to the implementation of the pathway will be provision of meaningful games programmes, quality coaching and player development inputs appropriate to their age and stage on the pathway.</p>	







Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
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.	<p>Continue to Develop a Structured Nursery Programme.</p> <p>Further develop our Go-Games Model.</p> <p>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'.</p> <p>Programme of games guided by Breaffy Code of Practice i.e. (Players playing up a grade).</p> <p>Improved Player Retention across all Age groups.</p> <p>Adult: Ensure an adequate programme of games for u17-u19 and Junior to protect Player Retention and develop Pathway to Senior Football.</p>	Team Coaches GPO / High Priority	2023 and ongoing	A successful deployment of the player development pathway programme will include this action.	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>11. Establish Skills proficiency at the heart of our players development.</p>	<p>Adopt shared Pathway on Skills progressions across all stages of Development.</p> <p>Repetition of Skills in progressive Game-based scenarios will embed quality skill acquisition and decision-making.</p> <p>Development of 'Two-Sidedness' capability continually reinforced.</p> <p>Application of Skills and Decision-Making in Conditioned Games.</p> <p>Implement regular Skill Challenges &amp; Assessments.</p>	<p>GPO Coaching Officer/ High Priority</p>	<p>Ongoing</p>	<p>This is already active at all training sessions and will be enhanced by the player development pathway programme from 2023 onwards.</p>	
<p>12. Promote age-specific Athletic Development - Movement Skills, Physical Literacy, Strength &amp; Conditioning.</p>	<p>Movement Skills, Physical Literacy &amp; Athletic Development form key components of Players Development throughout all age-groups:</p> <p>Nursery - Movement Skills/Physical Literacy</p> <p>Child - Physical Literacy/Athletic Development</p> <p>Youth - Athletic Development/Strength &amp; Conditioning</p> <p>Adult - Strength &amp; Conditioning (Specialist)</p> <p>(We view this of Utmost Importance - When we can get our Players to move properly - Game - Specific Skills will follow)</p>	<p>GPO S&amp;C Coaches / Medium Priority</p>	<p>Ongoing</p>	<p>This is already active and will be enhanced by the appointment of the new Coaching Officer.</p>	



## 9.2.2 TEAM MANAGEMENT, COACHING & SUPPORT SERVICES


Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
13. Select / propose Managers/Management / Coaches for all teams for ratification by BNN and the Executive as appropriate.	Managers and Coaches are ratified and in place for all teams including under-age.	Coaching Officer	31/03/2022	All underage groups and Senior management teams in place, U19/Junior Team Manager position filled.	
14. Ensure there is a succession plan within the club for future team managers, especially managers of the senior team.	Club people being properly qualified to cover all aspects of managing a senior club team	Football Committee	2023 & Ongoing		
15. Ensure all coaches are vetted, trained and appropriately skilled for their role.	All coaches to have obtained as a minimum foundation course and select coaches to undertake higher level courses	Coaching Officer	2022 & Ongoing	Update required for all BNN coaches	
16. Decide annually which competitions the various teams will compete in.	Teams are playing at the appropriate level for their abilities	Team Coaches/ Coaching Officer	2022 & Ongoing	In place for 2022	





Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
17. Arrange to have specialist support services in place (e.g. medical, physio, strength & conditioning, dietary, etc.).	Physio, S&C organised for 2022	John Fahy	Q1, 22	In place for 2022. To be reviewed annually to ensure these remain fit for purpose and they meet club needs (within the budget available).	
18. Maintain a database of adult players (name, age, contact details, footballing ambition, fitness level, employment location, etc).	On-going, discussion required over access to current information held by club and any GDPR issues	Keith	TBC	GDPR issues remain on the collection of this information.	
19. Communication with parents/guardians of all players to ensure all players are aware of football season times and activities	Ensure all players are aware of training/games for their age group and not have some players accidentally excluded from communications for their age group	Enda/ Keith	Annually	Whats App groups are in place for parents/guardians of under-age players and also for adult teams.	
20. Amalgamation of Football committee and Coaching committee due to significant cross over between both committees.	One committee to oversee the football and coaching structures within the club	Enda/ John	Oct '22	Committees have been amalgamated. Members to be finalised.	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
21. End of year review	In conjunctions with the Chair/Vice chair set review dates for all adult football management teams to review year	Enda/ John/ John Caulfield	Nov '22	Some review meetings have taken place already in November.	



### 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.

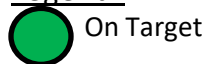
Each section of the Club to nominate a person to be responsible for ensuring the PRO is updated promptly with news and photographs of events and achievements.

Build relationships with media outlets in the area.



### 9.3 COMMUNICATIONS & PUBLIC RELATIONS

Legend:



On Target






Not Started



Behind Schedule

Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
1. Establish a P.R. Committee.	<p>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.</p> <p>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.</p> <p>Link in with club underage PRO, Ladies Club PRO and Rounders PRO to give full breath of what is going on in the club.</p>	<p>Club PRO – with committee working information through the club PRO before being either put out on social media or website.</p> <p>/</p> <p>High Priority</p>	Jan '22	<p>Committee established Jan'22.</p> <p>Regular communications issued on Instagram, Facebook &amp; the Club Website.</p> <p>Regular meetings of committee are ongoing.</p>	
2. Improve club website.	<p>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.</p> <p>If possible, post a report of club games at all levels on the club website (adult, BNN, ladies &amp; rounders).</p>	<p>Club PR committee through club PRO</p> <p>/</p> <p>High Priority</p>	Q4 '22	<p>New website developed and went 'live' 24<sup>th</sup> Oct 2022. Thanks to local company 'Sportlomo' and Eoin Carney for sponsoring this project.</p> <p>Results of club games are posted in a timely manner to the website but written reports of games at all levels are proving difficult to obtain.</p>	  





Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
3. Prepare and distribute a Monthly eNewsletter.	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 Priority	Issue an eNewsletter twice a year, every year to give members and the community an update on club activities.	An eNewsletter was circulated in June '22 with the next one due Dec '22 incorporating the annual report to the AGM.	
4. Social Media Hashtags.	Agree on a hashtag that people are encouraged to use when posting about the club and with the clubs' posts.	Club PR committee / Medium Priority	Feb '22	Two hashtags in use;- #GambleAware #PlayResponsibility	
5. Run events to celebrate major milestones for the Club.	Also, the history of the club could be captured through interviews with members past and present, particularly with the founding members and those who have been involved in major achievements such as adult championship wins. Collect old photographs and video of teams and events from the past to be collated as part of the project.	Club PR Committee / High Priority	For major achievements and as milestone anniversaries occur.	<p><b>Milestone events in 2022 included:</b> Victorious 1996 junior team get together &amp; club social evening in Garbo's. U16 presentation night. Mattie Ruane All Star presentation. Live transmission of monthly development draws.</p> <p>Video interviews with older club members were commenced in 2022 by Colm and Edwin with the intention of compiling a series.</p> <p><b>Upcoming events;</b> Possible football blitz in memory of David Gavin blitz. TBC. Club 70<sup>th</sup> anniversary celebration in 2023</p>	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>6. Photographs</p> <p>The clubhouse walls should express our pride in our past, in our achievements and in our players.</p>	<p>Roll/Wall of Honour: 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 Officers and Executive Members &amp; their roles.</p>	<p>Club PR Committee / High Priority</p>	<p>2023</p>	<p>Work has commenced on compiling a roll of honour. Need to get roll of honour.  Needs more info to be input; <a href="https://docs.google.com/document/d/1CQt5O1JCuskUZ5-Ucojfr4CkWZ_voM0uv4uN9DtAWHY/edit?usp=sharing">https://docs.google.com/document/d/1CQt5O1JCuskUZ5-Ucojfr4CkWZ_voM0uv4uN9DtAWHY/edit?usp=sharing</a></p>	
<p>7. Match Programme</p> <p>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.</p>	<p>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.</p>	<p>Club PR Committee / High Priority</p>	<p>Q2, 2022</p>	<p>For the SFC, all team selections were announced on a public address system before throw-in. Team selections were also posted on the clubs' social media.  Printed match programmes are not considered to be an additional requirement.</p>	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>8. Stream audio/video of games</p> <p>Provide a simple team sheet/match programme for home competitive games.</p>	<p>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.</p>	<p>Club PR Committee / Medium Priority</p>	<p>2023</p>	<p>This is a big project to undertake but its viability will need to be assessed during 2023.</p> <p>Charlestown (video streaming) and Louisburgh (audio streaming) can help with the assessment in terms of resources, costs &amp; transmission platforms.</p> <p>Given the increasing number of games being broadcast by Mayo GAA TV, this project may not prove viable for the club.</p>	
<p>9. Club Gear</p>	<p>The club should endeavour to have club gear available for purchase in local sports retailers, along with existing ability to purchase club gear online.</p> <p>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 &amp; events for the Club and at the start and end of each season.</p>	<p>Club PR Committee / High Priority</p>	<p>Ongoing</p>	<p>McKeever was appointed as the new suppliers of Breaffy Club gear in July '22.</p> <p>McKeever was in Breaffy clubhouse on the 6<sup>th</sup> Oct with samples of gear and began taking orders. They plan to do this again.</p> <p>Thanks to Tommy and Linda for taking the lead on this in 2022.</p> <p>The McKeever club shop can be accessed via the link on the Breaffy GAA website.</p>	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
<p>10. Brand Breaffy</p> <p>The club should seek to position itself at the centre of a 'Brand Breaffy'</p>	<p>The club should examine the opportunity to position itself at the heart of the community and alongside other community organisations in Breaffy, Ballyheane, Derrywash and work with them to promote all the good things happening in our communities.</p>	<p>Club PR Committee / Medium Priority</p>	<p>2023</p>	<p>For consideration in 2023.</p>	





## 9.4 FACILITIES, GROUNDS & UTILITIES

### **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.

Maintain the grounds and utilities to maximise the longevity of the clubs' assets and protect against its facilities & utilities falling into poor condition while also minimising risks to health and safety.

Maintain the grounds free of litter.

### **Main Enablers or Changes Required to Assist The Achievement of the Plan:**

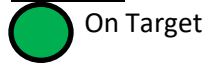
Provide opportunities to all members and sections of the club and the local community to review major development plans and to make inputs at appropriate times.

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



### 9.4.1 FACILITIES DEVELOPMENT

Legend:



On Target



Not Started



Behind Schedule

Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
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 Priority	2022	A review has been completed with actions that are achievable in the short-term being rioritized. Major upgrades of playing facilities will require a new fund-raising drive.	
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 / Medium Priority	2023	A new SportsKey App was introduced in early 2022 and all bookings of facilities must be done through this app.. This will facilitate analysis of utilization in 2023.	
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 Priority	Q1, 2022	Lights for walking around Breaffy Pitch upgraded.	
			Q3, 2022	New electronic scoreboard installed at Ballyhean pitch.	
			Q3, 2022	Gym set up in clubhouse. New stage in clubhouse	
			2023	Upgrade lights at Ballyhean to training standard	
			2023	Refurbish dressing rooms	








Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
4. Investigate the opportunity for greater sharing of facilities between the club and local schools.	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 Priority	2023		
5. Review status of land owned in the locality and particularly that adjacent to Breaffy GAA headquarters.	Investigate the possibilities around land purchase or long-term lease in the area.	Development Committee / Medium Priority	2022 and ongoing	A number of potential options were explored during 2022 without success and will be kept under continuing review.	
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 Priority	2022 and ongoing	Ongoing	
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 Priority	2022 and ongoing	Completed. See 'Grounds & Utilities Maintenance' section below.	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
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 Priority	Q3, 2022	An office design & conceptual artists impression of the upper floors of the clubhouse was drawn up and placed with a local Estate Agent for viewing by potential clients.	
9. Embrace the GAA's national 'Green Energy' initiative.	Evaluate the installation of solar panels to reduce annual energy and maintenance bills with the added possibility of selling electricity to the National Grid.	Development Committee / High Priority	2023	Evaluation of the project has commenced with the evaluation to be completed in Q1, 2023.	




### 9.4.2 GROUNDS & UTILITIES MAINTENANCE

Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
1. Convert the heating system in the office occupied by the Golfing Union of Ireland to a high-efficiency, electric system.	Extend the life of the heating system. Reduce energy cost.	Tom Heneghan High Priority	March '22	Completed on schedule.	
2. Convert the heating system in the downstairs office & bar area to a high-efficiency, electric system.	Extend the life of the heating system. Reduce energy cost	Tom Heneghan High Priority	TBD	Task postponed pending evaluation of a potential solar energy system at the clubhouse.	
3. Dressing rooms: Repair the showers  Replace some boilers and remove the remainder.  Paint dressing rooms	Showers that work.  Ensure the heating system continues to operate effectively	Tom Heneghan High Priority	June '22  TBD  2023	Completed  Task postponed pending evaluation of a potential solar energy system at the clubhouse.	  



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
4. Relocate the Gym from inside the large hall to the dressing rooms area.	Restore the main hall to its original size and make it suitable and safe for renting to outside groups.	Tom Heneghan High Priority	July '22	Completed Oct '22	
5. Playing Pitch: Repair the surface around the goal areas.  Improve the drainage, sand the pitch.	Prevent continuous damage to goal-mouth area by putting a robust solution in place.  Annual requirement	Tom Heneghan High Priority	Nov '22  Sept '22	Repaired using 4G AstroTurf in Aug '22  Completed in Aug '22	  
6. Clean out the junk on the 2 <sup>nd</sup> & 3 <sup>rd</sup> floors of the Clubhouse.	Make area presentable to any potential new tenant.	Tom Heneghan Medium Priority	Jan '22	Completed on schedule.	
7. Cut back/remove the Leylandii trees alongside the main road.  Tidy-up & landscape the area after cutting Leylandii.	Deliver on promises made to local residents	Tom Heneghan Medium Priority	Feb '22  July '22	Completed on schedule.  Completed Sept '22	  



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
8. Bring the electrical, gas, firm alarms and fire extinguishers up to standard and obtain compliance certificates for each.	Certified key utilities.	Tom Heneghan High Priority	Oct '22	Completed on schedule	



## 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.

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.
- 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.

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 Finance Plan:**

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.





## 9.5 FINANCE AND FUNDRAISING

Legend:



On Target



Not Started



Behind Schedule

Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
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.	Chairman / Club Executive / High Priority	Qtr. 1 2022	Finance Sub-Committee in place. Need to now take the engagement to the next level to close off on the required actions.	
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% by 2026 (above the 2019 level).	Treasurer / Finance Committee / High Priority	Qtr. 2 2023	Aim to have a plan in place for Qtr. 2 2023.	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
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	Qtr. 1 2023	Current Income and Expenditure provided at each Executive meeting. Will adjust the reporting to focus on quarterly forecast updates.  Will work with the Executive to put in place a Budget for 2023 that we can measure going forward.	
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 Priority	Qtr. 4 2022	2022 membership of €29k splits as follows: <ul style="list-style-type: none"> <li>▪ <b>Foireann:</b> €19,762 or 68.3%</li> <li>▪ <b>Card:</b> €4,030 or 13.9%</li> <li>▪ <b>Cash:</b> €2,980 or 10.3%</li> <li>▪ <b>Gold Circle:</b> €2,170 or 7.5%</li> </ul> We will be bringing a proposal to the 2022 AGM for an increase in the membership cost for members to align with other clubs and meet the rise in costs that the club is experiencing.	
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 Priority	Qtr. 1 2023	Needs to be considered along with the PR & Communications Sub-Committee and also in terms of GAA's overall plans for the Foireann platform.	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
6. Appoint an expanded fundraising team to deliver major fundraising projects. (This team should leverage the knowledge & expertise gained from successful fund-raisers run by other clubs & counties).	Financial targets and success criteria TBD.	Chairman / Executive / As Required	Qtr. 4 2022	<p>Letter of engagement and T's and C's now signed with Sixtwo Digital (Oct 14h) and the Win a Car fundraiser will launch in November with a plan to finish in April 2023.</p> <p>Win a Car committee now in place with two meetings having taken place to date.</p> <p>Next steps are finalising an agreed launch date and a review of the campaign plan with Six Two in the coming weeks.</p>	
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.	Chairman / Executive / Medium Priority	Qtr. 1 2022	Professional valuations were completed in March 2022 and reflected in financial reports.	



## 9.6 HEALTH & WELLBEING

### **The Goal:**

To deploy the GAA's National Healthy Club model which aims to embed a healthy philosophy in a club while integrating health into the day-to-day club activities in a sustainable way.

The GAA Healthy Club Project helps clubs identify what they are already doing well and areas where they can or would like to improve and ensure that everyone who engages with their club will benefit from the experience in a health-enhancing way, be they players, officers, coaches, parents, supporters, or members of their local community.

Achieve both the GAA's Foundation and Silver level Healthy Club Accreditation by end 2023.

Achieve Gold level certification by end 2025.

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

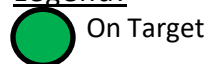
Further development of the Healthy Club subcommittee to support and assist the Club's Health and Wellbeing Officer to achieve the goal (above).

Embrace a one-club approach and work collaboratively with the Breaffy LGFA Health and Wellbeing officer and Rounders Club.



## 9.6 Healthy Club Team Action Plan

Legend:



On Target



Not Started



Behind Schedule

Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
1. Develop the Healthy Club Project Implementation Team	Ensure the team represents all demographics in the community.	Health and Wellbeing Officer/ High Priority	Ongoing	Team expanded. Plan is to add one retired member of community and a representative from Rounders Club.	
2. Organise “Ireland Lights Up” and the “Irish Life Steps Challenge” as part of the Club’s “Operation Transformation” activities.	Weekly events organised at both Breaffy and Ballyhean.  Co-ordinators appointed for both locations.  Good attendance (apart from when weather conditions don’t allow)	Health and Wellbeing officer  / High Priority	10-week duration	Complete for 2022	
3. Breaffy Wanderers Walking Group	Continue with organised weekly walks, advertised via WhatsApp group and club social media channels	Siobhan Dravins and Helen Heneghan  / High Priority	Ongoing	Complete for 2022	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
4. Under-11 Healthy Club Top presentations	20 Healthy Club tops delivered to all healthy clubs for their U11 teams.	Health and Wellbeing officer / Medium Priority	Mid-March	Completed - Agreed to give to U-11 boys who continued training under lights over the winter period	
5. Specsavers Social Initiative	€500 bursary sponsored by Specsavers to bring elderly and disabled to a home league Mayo match.	Health and Wellbeing officer / Medium priority	On hold until 2023 Allianz National League	On Hold	
6. Introduction of <i>#PlayResponsibly</i> and <i>#GambleAware</i> hashtags for use on Lotto and gambling type fundraisers	For use on Lotto and gambling type fundraisers	Health and Wellbeing officer with Treasurer and PRO/ Medium Priority	Ongoing	Ongoing	
7. Healthy Club Officer training for team members	All health club members to complete Healthy Club training. Link shared with all members.	Health and Wellbeing officer.  To be completed by all / High priority	Ongoing	Ongoing	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
8. Club and community mapping	The Healthy Club team will conduct a survey of club and community members to gain feedback on its activities to date and to help identify what needs exist in the community.	Healthy Club Officer/ High Priority	End June	The survey was circulated to all club members and was also open to the community. Much good feedback was obtained and future Health & Welfare activities will take this feedback into account.	
9. Update policies	Ensure GAA Critical Response and Substance Abuse policies have been adopted and updated	Health and Wellbeing officer / High Priority	End May	Adopted.	
10. Apply for Foundation and Silver Level accreditation during 2023.	These are 18-24-month programmes that will result in the Club being accredited by the GAA.	Health and Wellbeing officer / High Priority	2023	Updates are being logged on the GAA's portal on an ongoing basis with the intention of the achieving both Foundation and Silver Level Accreditation in '23	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
11. Cycle Safety Course 8–13-year-olds	Following on from the success of last year's course, continue with another one this year	Health and Wellbeing Officer with Pamela Ryan / Medium Priority	End July	Course delivered by Mike Kilcourse, Castlebar Bike Clinic.	
12. Gambling and Substance Abuse event	Following on from the club AGM where a motion was passed that the executive would address the issue of gambling abuse it was decided to organise an event in the Autumn	Health and Wellbeing Officer with Cathy McDonnell / High Priority	Q4 2022	Health and Wellbeing officer to link in with county Health and Wellbeing committee to organise an event(s).	
13. Continuation of Juvenile and Senior Rounders and recreational rounders	Ensure club members are aware of rounders offerings for both juvenile and senior members as well as recreational rounders. This is mixed between competitive and social rounders	Rounders Committee / High Priority	Ongoing	Health and Wellbeing officer linking with Rounders committee	





Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
14. Healthy Club launch	Launch of Healthy Club initiatives for 2023	Health and Wellbeing officer and committee / High Priority	Jan '23	A launch event can be scheduled once events are confirmed and calendarised.	
15. Club Recognition Presentation Night	25 <sup>th</sup> anniversary celebration night for successful Junior and Intermediate teams in County and Connacht Championships  Seamus Tuohy, newly elected County Board chairman, appreciation night	Toni/Edwin McGreal/Stephen Jordan/Colm Gannon	April '22	Completed	
16. Anti-bullying initiative	Organise talks for underage teams on anti-bullying topic. Specifically targeted when and if a need arises within a particular team	Maggie/Helen / Toni  Medium Priority	Q4 '22	Maggie Heneghan and Helen Heneghan to liaise with the club's Child Protection Officer to see what gaps exist and what supports are needed.  Rob Hennelly/Foroige to deliver an online bully event in November	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
17. DNI event/initiative	To investigate if there is an opportunity for club underage players to work with children with special needs within our catchment	Health and Wellbeing officer with Pamela Ryan /High priority	2023		
18. Active Retirement Initiative	To determine the needs of the active retirement community and establish event to suit needs	Health and Wellbeing officer with Helen Heneghan / High Priority	2023		
19. Cookery Demo	In response to survey – healthy eating cookery demo scheduled	Toni Bourke/Orla O'Connor	Nov '22	Award-winning chef Barry Ralph, House of Plates, to give cookery demo on Nov 8 <sup>th</sup> themed <i>"Taking the Fear out of Fish"</i>	



Specific Actions	Outcome / Measure of Success	Led By / Priority	Target Completion Date	Action Update	Status
20. Exercise Classes	Repeat of other years and in response to survey, exercise classes recommencing in Clubhouse	Helen Heneghan/S iobhan Dravins	Commencing October 2022	Classes recommenced on Mondays for 8-week block, (excluding bank holidays).	
21. Couch to 5k	Being organised in response to survey	Maggie/Elaine/Toni	Q4, 2022	A "Couch-to-5k" six-week programme commenced 15 <sup>th</sup> Nov.	
22. Fathers and Others training	Being organised for male coaches	Eddie Conroy	Q4, 2022	Informal social football commenced 20 <sup>th</sup> Oct at Ballyhean for club members.	