

*Cumann Náisiúnta Iománaíochta agus Peile
Fionnbarra Naofa*

Plean an Chumainn '18 - '23



St. Finbarr's National Hurling and Football Club

Club Plan '18 - '23

Introduction

Why Plan? - "The future belongs to those who prepare for it today." (Malcolm X)

In any walk of life, experience will show that good outcomes follow on from good planning. A club is no different. Our Club Plan allows us to be clear about what it is we want to achieve and how we intend to go about achieving it. A documented strategy also provides our members with a clear and agreed sense of direction for the future.

While these are challenging times financially, our Executive Committee is adamant that this should not be a reason to stand still. It is essential that we plan to ensure that our facilities are of a high standard and fit for purpose to cater for increased demand and expectation. Our goal is to build on our past success and deliver the consequential benefits for our members and our Community.

This Club Plan is not just about infrastructure and facilities. There are many actions set out in our Plan which are low cost or no cost and which are aimed at improving areas such as coaching, administration and Club governance, so that we can build confidence among existing members and encourage new members to become part of our Club.

In 2026 our Club will celebrate its 150th anniversary. The decisions and actions of our Club's committees and members over the lifetime of this Plan will help to shape the type of club St. Finbarr's will be when we reach this important milestone.

It is our Club's aspiration that implementation of this Plan will make an important contribution to improving our chances for success on the playing field through higher standards of coaching and attainment of excellence at Club level.

Our Club recognises the importance of sport in developing a young person's character in terms of team work, social skills, and personal discipline. It provides a social outlet in a structured environment to counteract the many distractions of modern society. Our Plan is structured to encourage increased and prolonged participation at all levels.

In addition to implementing measures to promote increased participation and excellence in sporting activities, we feel that that our Club is ideally positioned to promote other health and well-being initiatives which can benefit our members and our Community.

While many of our Plan objectives relate to improved standards and are non-finance dependant, clearly any improvement to facilities will require investment. On the infrastructure side, our Plan proposes realistic goals, achievable over time, taking cognisance of our current financial state.

Our Club will be seeking to secure whatever grants become available and will continue to be prudent in its day-to-day administration. It will also endeavour to extract other sources of funding which may become available under other community initiatives. In

terms of fund-raising, it is evident that we need to work towards a greater self-sufficiency and commitment within our membership to contribute to the facilities that we aspire to provide.

In order to achieve our vision and in accordance with our stated core values we have identified a number of objectives for the five year period to 2023. These have been categorised under the following themes:

(A) Coaching – To develop our coaching structure so that a balanced programme focusing on skill development and enjoyment is in place;

(B) Finance & Fundraising – To ensure that a coherent and sustainable funding structure is in place to meet commitments;

(C) Structure & Administration – To ensure that our Club adheres to Club policies, Codes of Conduct & guidelines. To ensure that Club administration, including financial, is of the highest standard;

(D) Facilities – To ensure that players have optimum opportunity to develop and hone their skills;

(E) Communication, Culture & Community – To ensure that our cultural identity is fostered and to ensure that our Club is at the hub of Community activity.

Plan Implementation

Progress on plan implementation will be discussed at each meeting of our Executive Committee. An annual review and update will be conducted in advance of our Club Annual General Meeting.

Mission, Vision, Values

Mission

St. Finbarr's promotes the Gaelic Games of Hurling, Gaelic Football, Camogie, Ladies' Gaelic Football and Handball. Our Club is dedicated to ensuring that our games and the values we live, enrich the lives of our members, our families and the Community we serve. We reach out to and include all members of our society. We are fully committed to the physical, mental, social and personal development of all our members. It is our policy to encourage active participation by all players and members in our Club, and to enable them achieve their full potential in their chosen roles. We aim to create a Club spirit for the benefit of all, through committing St. Finbarr's to excellence both on and off the playing field.

Vision

Our vision is that everybody is welcomed to participate fully in our games and culture, to grow and reach full potential in a safe and health-orientated environment and to be inspired to keep a lifelong engagement with our Associations.

Values

Values are the heart and soul of our Associations. In every club around the world they are what binds us, what makes us unique and what attracts more and more players, members, volunteers and supporters.

Player Welfare

We provide all our players with the best facilities possible to allow them to develop to their full potential.

We structure our games to allow players of all abilities participate.

We discourage the use of alcohol, drugs and performance enhancing substances.

Amateur Status

We are a volunteer led Club.

All our members play our games and engage in our Club as amateurs.

We want to continue the ethos of volunteerism in all aspects of our activities.

Inclusiveness

We welcome everybody to be part of our Club.

We provide a games programme at all levels to meet the needs of all our players.

We are anti-discrimination of any kind, be it on the basis of age, ability, gender, sexual orientation, social and ethnic background, political persuasion or religion.

We are non-party political.

Respect

We respect each other on and off the playing field.

We operate with integrity at all times.

We listen to and respect the views of all.

We respect referees and other match officials.

We respect the players, mentors and supporters of other clubs.
We respect our own Club's and other clubs' property.

Community Identity

Community is at the heart of our Associations.
Everything we do helps to enrich the community we serve.
We foster a clear sense of identity and place.

Teamwork

Effective teamwork on and off the field is the cornerstone of our Associations.
We continuously strive to ensure effective teamwork in all our Club's activities –
“One for all, and all for one”.
Ní neart go cur le chéile (There is no strength without working together).

Coaching

“People are what make a club; players are what make a team. We must ensure to invest in the future.”

The key to good coaching is good coaches. Accordingly, our Plan focuses on upskilling our coaches so that they are enabled to maximise their own potential and, by extension, the potential of our players. If coaches are the key to success, then we should aspire to having the best cohort of coaches available to any club. It is also a worthwhile and attainable aspiration that this coaching initiative will lay the foundation for our Club producing coaches for all our teams. Just as our players progress through the ranks so should our coaches. Representing our Club at Senior level, as coach or player, must be the ultimate honour. We have produced many outstanding coaches – some of whom have distinguished and are distinguishing themselves on the national stage – and we should strive to emulate them in the years ahead.

This section outlines ‘what we want to do’ and ‘who is going to do it’ in terms of improving our Club’s coaching over the next five years. It outlines our Club’s aims and the action necessary to make improvements in this area.

Coaching Committee

Our Executive Committee, under Section 7.15 of our Club Constitution, will establish a Coaching Committee to coordinate coaching activities within our Club.

The composition of our Coaching Committee will be:

- (a) Our Coaching Coordinator
- (b) A Coach nominee for each of the codes of Camogie, Ladies’ Football, Hurling and Football
- (c) Our Schools’ Liaison Officer

Coaching Coordinator

Our Executive Committee will appoint a Coaching Coordinator to lead our Coaching Committee. S/he will be Chairperson of our Coaching Committee, will sit on our Executive Committee and will provide a report to each Executive Committee meeting. S/he will have responsibility for managing the affairs of our Coaching Committee and for overseeing all coaching related activities and strategies.

Coaching Committee Responsibilities

Our Coaching Committee will:

- (a) oversee all coaching activities and the formulation of related strategies
- (b) develop and implement a Coaching Programme to provide the best possible coaching for all our teams, to facilitate training and promote best practice at all levels
- (c) address the education of coaches to a certified level
- (d) provide a clear pathway for player development from Street Leagues to adult games

- (e) put in place a coaching structure which will provide individual player assessment and development, and ensure that management teams apply one-to-one advice
- (f) develop cohesion and consistency in our teams' style of play from Street Leagues to adult levels in order to maximise skills
- (g) provide a plan for the retention of players
- (h) monitor best practice developments from both within our Associations and from other sources as applicable
- (i) ensure compliance with "Our Games Our Code", which is the Code of Best Practice in Youth Sport, when working with underage players
- (j) support our Code of Behaviour through all of its activities with the aim of ensuring that training and games are conducted in a safe environment for both players and coaches. It will promote discipline and respect towards match officials, team mates, opposition and spectators
- (k) assist our Children's Officer to ensure that all team coaches and mentors attend the GAA/ISC Child Protection in Sport Awareness Workshop and are Garda Vetted
- (l) provide social media information to make coaches aware of the impact of social media in positive and negative ways
- (m) maintain a database of coaching credentials of all Club coaches to ensure we have a clear record of all available coaches and their qualifications at all times

Coaches

Our existing management teams and coaches will be valued and supported to facilitate their continued contribution. Our Coaching Committee will ensure the development of new coaches by offering education, advice, resources and mentoring. It will identify talented individuals who are potentially good coaches. It will provide opportunity for players, former players and other interested parties to become involved in coaching. Former players have valuable experience and knowledge and will be actively encouraged to become involved in coaching and the preparation of teams at all levels.

Coach Education

Our Coaching Committee will make sure that every player is coached by a person qualified to the appropriate level and that our coaches will be equipped for the coaching role they take on. It will ensure that the best possible tuition is provided for our coaches in order for them to pass on their knowledge to our players.

Coaching Qualifications

There are two coaching courses available that are of particular interest to coaches. The Foundation Award is the introductory award for coaches and is aimed at beginner coaches. The Award 1 Course is the second award on the coaching pathway of Gaelic Games and is aimed at those who have progressed through the Foundation Award and have experience as a coach. Our Coaching Committee will ensure that all our coaches have completed at least the Foundation Level coaching course. We will aim to have all our coaches at Award 1 level over time. To provide an ongoing bank of tutors, a coach from each of the codes will be qualified as Coach Tutors on an annual basis. The coach

recruitment programme will include a target number of coaches to meet the requirements of our teams.

Coaching Programme

The development of a Coaching Programme is central to achieving the highest standards of coaching and player performance within our Club. This Programme will set out a coordinated approach to coach education, coaching best practice, team preparation and motivation. It will provide support to coaches in the form of coaching materials, teaching aids and workshops. The Programme will include detailing our Club's interaction with our schools with a view to increasing the extent of coaching support provided.

Schools' Link

Schools are an important part of every community. We acknowledge the invaluable contribution made by our schools and teachers to our Club over the years. Our schools understand the critical role that sport plays in the development of our children and the role it plays in countering childhood obesity. They appreciate the role that the Barr's plays in supplementing their work in this area and the help we offer them. We will continue and further foster the partnership between our Club and our schools. Our Executive Committee will appoint a Schools' Liaison Officer. In this way, we will establish a regular communication link with our schools to ensure player development is optimised. We will assist schools in whatever way possible so that more time is devoted to Gaelic Games. This will have a knock-on effect on our Club.

Child Protection

Our Coaching Committee will assist our Children's Officer in ensuring the GAA/ISC Child Protection in Sport Awareness Workshop is attended by all our coaches and mentors. It is of utmost importance to us that all our Club coaches and mentors show respect to one another, to our players, as well as to match officials and to our opponents, their mentors and supporters at all times.

Player Retention

Player retention is of particular concern for most Clubs. It is very important that an enjoyable environment for players is promoted at all levels within our Club. Player retention, particularly in the age groups 12-18 (Barrs Óg) shall be a high priority issue. Our Coaching Committee will support mentors and Section Officers in developing strategic approaches to ensuring that high levels of retention for all teams are achieved and will critically review such 'fall offs' as are observed.

Cúl Camp

A Cúl Camp will be held each year and run by our own Club coaches, to give all children in our community the opportunity to be coached in Gaelic Games in a fun environment that promotes skill development.

Referees

Our Coaching Committee will put a plan in place to publicise, encourage and support referee development within our Club. Our Committee will ensure all players and mentors are educated annually on the rules of our games by a qualified referee. Rule Books will be available on our website.

Conclusion

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

In five years' time, we will be able to say:

“Our players are provided with a consistently high standard of coaching resulting in appropriate skill development. We ensure each player has an opportunity to participate in games in a safe and enjoyable environment. Our Club’s teams are enabled to perform to their potential, supported by our progressive coaching structures. We have a plan implemented to ensure that we retain our players into the adult sections of our Club.”

Finance and Fundraising

“Never spend your money before you have earned it.” (Thomas Jefferson)

The purpose of our Finance and Fundraising Plan is to put in place best practices in relation to the financial management of our Club and to maximise our fundraising capacity. This Plan will ensure that appropriate governance arrangements are in place in relation to all income and expenditure. If the hours of work volunteered to our Club were calculated, the figures would run into hundreds of thousands. We are indebted to all our volunteers. Whilst we operate on a volunteer basis we must strive for the highest of professional financial standards.

This section of our Plan outlines ‘what we want to do’ and ‘who is going to do it’ in terms of improving our Club’s financial situation over the next five years. It outlines our Club’s aims and the actions necessary to make improvements in this area.

Over the next five years, this Plan will cover:

- (a) The day-to-day running of our Club and
- (b) Club development

Finance and Fundraising are two very different disciplines requiring two very different skillsets.

- Finance:
 - o Budgeting
 - o Controlled spending
 - o Debt Management
 - o Annual Audit and Financial Accounts for Cork County Board
 - o Membership fees
- Fundraising:
 - o Schedule of fundraising events throughout year
 - o Targets for each event
 - o Costs for each event
 - o New and enhanced fundraising ideas

Current Financial Position

The cost of running our Club annually is nearly €500,000. This is on a par with a medium sized business. Our loan repayments, for the next nineteen years, are €35,000 per annum. This, along with our other financial commitments, allows very little room for anything other than very tight cash management and limited investment. Our Club is now in an improved financial position to what it was five years ago. This has come about through significant sacrifice on the part of all Sections of our Club.

Aims

- To achieve financial excellence with full transparency within our Club.

- To reduce our debts so that our Club can invest a more substantial portion of our income into games and facilities in the coming years for the benefit of all our players, members and community.

Finance Management

It is important that we have strong financial management procedures in place. Our running costs are chiefly met by a range of fundraising methods, in addition to earned income, over the course of the year. The huge effort made by Club members in doing so must be recognised. We must ensure that the finance raised is appropriately used in a cost-effective and cost-efficient manner. In fact, we have a duty to those who contribute financially to our Club or who organise fundraising events to use the money raised in the best interests of our Club. We will identify and exploit all possible funding opportunities including sponsorship, widen our existing avenues of funding and research new avenues, adopting a proactive approach. However, it will be necessary to prioritise all expenditure and manage our cost base effectively. We must be prudent in how we spend available money without affecting our stated aims.

It is important that our Club has sufficient funds at any point in time to meet our liabilities, as these fall due, and manage the unexpected such as repairs. Accordingly, our Club's cash flow will continue to be managed to meet these liabilities and situations.

Cost Control

A major part of managing finances is cost control. A lot of good work has been done but more needs to be done over the coming five years to ensure we are getting value for money. Members need to understand that our Club cannot spend unless there are funds available and the expenditure is approved.

In order to maximise savings and reduce waste we will introduce a clear and transparent process for spending approval. We will constantly review how we spend money and ensure we use existing expertise within our Club rather than going outside. All plans to incur costs on behalf of our Club must be submitted to our Finance Committee for approval.

Cash Flow Management

It is important that our Club has sufficient funds at any point in time to meet our liabilities. Our spending will be dependent on our income.

Financial Practice

- All Club financial business will be carried out through our authorised accounts.
- Cash holdings will be kept to a minimum and all cash sums will be deposited into our Club accounts as quickly as possible.
- Cash transactions on behalf of our Club will be by exception and for small amounts only.
- A limited number of authorised cheque signatories will be approved by our Executive Committee.
- The authorised signatories will include our Club Chairperson, Treasurer and Secretary.
- All cheques will be signed by at least two of these authorised signatories.

- All expenditure over €100 (or another agreed figure) will require approval from our Club Treasurers
- All Club expenditure over €2,000 (or another agreed figure) will be formally approved in advance at an Executive Committee meeting.
- The Treasurer will, at each Executive Committee meeting, give an account of all Income and Expenditure incurred since the previous meeting and give the current position in terms of each of the Club's bank accounts.
- All expenditure will be on foot of properly-vouched invoices or other appropriate documentation.
- At least three tender prices will be sought for all works/tasks estimated to cost over €5,000 (or another agreed figure).

Finance Committee

At its first meeting following our AGM, our Executive Committee, under Section 7.15 of our Club Constitution, will establish a committee to oversee finance in our Club. This committee will advise our Executive Committee on all financial matters. One of our Treasurers will act as chairperson of this committee.

Composition of Finance Committee

Membership shall be as follows:

- Our Treasurers
- Chairperson and Secretary of our Fundraising Committee
- Our Registrars
- Our Secretary/Manager

Responsibilities

Our Finance Committee will:

- ensure that our Club complies with the highest accounting and financial regulatory standards.
- ensure our assets are protected.
- prepare yearly budgets for our Club and with each Section of our Club.
- prepare annual Club accounts for submission to our Accountants for audit, ratification by our Executive Committee and then our Club AGM.
- approve all Club expenditure up to €2,000 (or another agreed figure).
- arrange that there are appropriate systems in place within our Club to ensure that all income due is (a) collected and (b) lodged to the appropriate account.
- ensure and arrange that appropriate tax refunds, grants, etc. are availed of and received.
- ensure that cash flow is managed appropriately to have adequate funds available to meet ongoing Club liabilities.
- establish clear policies for expenditure in all aspects of Club activities.
- ensure we get value for money.
- ensure our Club indebtedness will at all times remain reasonable and manageable.
- set rental rates for tenants in consultation with our Secretary/Manager.
- be responsible for membership fee collection and for developing an annual membership package.

- be familiar with, and apply for where possible, all Central/Provincial/County GAA funding and grants.
- be familiar with any other forms of state funding available, i.e. Lottery grants from Government Departments, TÚS employee schemes.
- examine income and expenditure trends to improve how we earn and spend monies.

Budgeting

Our Finance Committee will undertake an analysis of Club income and expenditure over recent years and draw up realistic budgets for future years. Each budget will reflect expected income and costs for the year and outline what saving and fundraising is required during the year. It will set financial goals for the year and the steps required to reach these goals.

Annual budgets, for running costs, will be agreed with the different Sections of our Club. This will eliminate any unnecessary costs in the day to day running of our Club. With tight budgetary control on all day-to-day expenditure our major fundraising initiatives can be utilised to meet our programme of games and facilities development.

Fundraising Committee

At its first meeting following our AGM, our Executive Committee, under Section 7.15 of our Constitution, will establish a committee to oversee fundraising in our Club.

Composition of Fundraising Committee

Our Fundraising Committee will consist of at least five, but not more than eight members.

Responsibilities

Fundraising is one of our principal means of generating income and of ensuring we continue to not only meet our day-to-day requirements but also the long-term commitments made by our Club to meet borrowings.

Similar to a lot of voluntary organisations, our Club relies on a small number of members to fundraise and keep our Club afloat financially. We are very grateful to all who have been involved.

We need all members to play their part in the coming years in Club fundraising. Projects identified by our Fundraising Committee benefit all Sections within our Club. Consequently, all members should support our Fundraising Committee and participate in fundraising events.

Our Fundraising Committee will:

- examine a variety of fundraising options, both in terms of once-off and ongoing.
 - organise and implement a project, once it has been ratified by our Executive Committee.
 - set out a calendar of fundraising events to ensure adequate time between initiatives.
- We must ensure that we do not overload the generosity of our members and community.
- inform members of fundraising events through our website.
 - develop and implement a post project review process to capture and document lessons learnt from fundraising events.

- establish teams to run our Bingo, Lotto and Cork Clubs' Draw.
- draw up a marketing, sponsorship, and advertising policy and procedure.

Committee Tasks

Our Finance Committee will be tasked with increasing regular income and our Fundraising Committee with identifying new fundraising activities to ensure we are in a position to meet our day-to-day liabilities, our Club's commitments to the Bank and future development.

Increasing Regular Income

Our Club will increase our regular income by focusing on:

- applying a more rigorous, consistent and structured approach to the collection of membership fees across all categories.
- the introduction of overseas membership.
- increasing our weekly Lotto.
- increasing participation in the Cork Clubs' Draw.
- capitalising on the social aspect and the goodwill created by our investment in coaching within our schools.
- reviewing how to maximise income from Bar/Catering/Hall/Shop/Gym/Courts/Astro.
- make community aware of facilities available for use

Membership

Membership is a fundamental of any club. We will focus on increasing Club membership. From a financial perspective, expanding membership is an important source of finance both in terms of membership fees but also in terms of the potential which an expanded membership brings to contributing to all aspects of Club activity. We will:

- promote the use of electronic payments via our online membership payments system.
- set a target to increase annual membership by 5% in each year of our Plan.
- establish an international membership. This will include members/former players living in Ireland and outside Cork. Communication with our Diaspora will be enhanced through the use of social media including our Club's website, Facebook and Twitter. Members will be encouraged to participate in our weekly Lotto and to purchase items from our Club Shop on line.
- encourage former members and players to rejoin our Club.
- ensure all players and mentors are Club members – no pay, no train, no play.

Our Finance Committee will review membership fees to reflect benefits accrued and propose for our Executive Committee approval and ratification at our AGM, a schedule of annual membership fees.

Lotto

Our Lotto is one of our main fundraising efforts and we are very grateful to our team for their ongoing efforts. We will continue to promote our weekly Lotto, introduce playing Lotto online and encourage people to pre-pay or use standing orders. Lotto online will enable our members who have gone overseas to buy tickets. We will seek new and novel ways of increasing our sales. Our existing sales are, however, due to the

work of a few key individuals, instead of being spread across our Club. We will increase our team of dedicated lottery ticket sellers to promote sales. We will advertise our Lotto jackpot externally in our Club grounds. Our Lotto will be promoted via social media, in particular to our Diaspora, to utilise the online facility to support our Club.

Our Lotto Team will:

- supervise, administer and revitalise our current Lotto.
- expand sales outlets
- increase local advertising to public
- introduce easier payment methods to allow greater uptake
- provide an online service
- target areas of Club membership where Lotto is not sold and increase Lotto sales by 10% per annum.

Bingo

Bingo nights on Fridays are well established from both a revenue generation and also from a social context. Our Club is deeply indebted to our Bingo team for their hard work in ensuring its continued success. Bingo patrons also support many Club draws and events. A large number of Lotto tickets are sold at Bingo sessions and a number of Bingo patrons are members of the Cork Clubs' Draw. Bingo also creates a small amount of business in our Bar. How Bingo can attract increased attendances will be considered.

Cork Clubs' Draw

We will carry out a full review of existing participants in this scheme. We will identify and encourage new participants.

Club Development Work

We have established a practice of setting money aside for capital expenditure and Club development. The projects requiring funding will be clearly defined and the importance of sequencing these projects will be communicated clearly.

Marketing Committee

At its first meeting following our AGM, our Executive Committee, under Section 7.15 of our Constitution, will establish a committee to oversee marketing, sponsorship, and advertising in our Club.

Composition of Marketing Committee

Our Marketing Committee will have at least three members and not more than five. It will include our Secretary/Manager.

Marketing

Our Marketing Committee will:

- create a marketing plan to assist our Club in reaching its potential.
- conduct an audit of all companies, businesses, firms and organisations in our community.
- present businesses with benefits of advertising with St. Finbarr's – membership numbers, social media numbers.

- prepare and present different advertising options and packages to the businesses.

Sponsorship

Sponsorship of teams and the sale of advertising boards around the club pitch and club house are core sources of income for most GAA clubs. Many club sponsors and advertisers are involved because they want to support their club and community rather than purely commercial reasons. But that's all the more reason why they should be treated well.

In this still challenging climate for business we will address the issue of sponsorship and formulate a clear sponsorship policy (covering all aspects including pitch signage, scoreboard, events, etc.). All approaches to potential sponsors will be approved by our Fundraising Committee so there is a uniform approach. We will form mutually beneficial relationships with businesses in our community. A high profile on social media will be utilised to achieve this.

Our Marketing Committee will:

- maintain and develop relationships with existing and new Club sponsors to the mutual benefit of both Club and sponsor.
- draw up a plan to attract local businesses and individuals.
- build relationships with key contacts in firms which may give sponsorship to our Club.
- effectively use the contacts and relationships of existing Club members to develop sponsorship links.
- offer different sponsorship packages to sponsors.
- identify the advertising expectation/requirement of sponsors and determine the most effective form of advertising for them to get maximum business return.
- develop a database and encourage members to use sponsor services.

Pitch Advertising

A full review will be carried out of existing pitch advertising. Redundant signs will be removed and replacement signs identified. An annual invoicing system has been put in place.

Grants & Tax Exemptions

Our Club must ensure that it is aware and takes advantage of all processes and procedures in relation to obtainable grants and tax exemptions that are available to sporting entities. A requirement in many grant schemes is that a club provides a proportion of funding itself. Over the coming years it is vital that our Club's finances are such that this cash is available. We will apply for grant funding for developments via National Lottery, Munster Council, Cork City Council and The Sports Council of Ireland.

Tax Relief on Charitable Donations

Tax relief is available in return for the payment of an annual sum to any registered charity. We have such charitable status. Where a club receives a qualifying donation, tax relief on the contribution can be claimed either by the club or contributor. The club issues a contribution receipt and benefit can then be claimed from the Revenue Commissions. Our Club will avail of this relief where possible.

Capitalisation on social aspect of our Club investment in our Schools

Our Club has invested significant resources in the coaching of our school children which has resulted in an increase in our underage members. This initiative has now matured sufficiently enough to enable us to capitalise on the goodwill created to expand our fundraising capabilities.

Provision for Capital and Other Developments

We have established a practice of setting money aside monthly for capital expenditure and Club development. This will ensure that our Club has money for unexpected expenses or opportunities that may arise in the future.

Procurement

We will develop and implement a procurement policy. We will participate in the GAA Purchasing Power Initiative. We will ensure that our Club is getting the best available terms and conditions when purchasing any goods, materials and equipment for our Club.

Maintain donations to Worthy Causes

We will continue to make annual donations to our chosen charities.

Conclusion

The future of our Club is dependent upon the generosity of our members, our sponsors and our community. In order to maximise and protect their investment in our Club we will ensure that the highest accounting and financial regulatory standards are in place. Ultimately the prize for our Club is a degree of financial independence that allows us to invest back into our games and facilities.

In five years' time, we will be able to say:

“Our Club has controls in place to manage the financing of our day-to-day running costs. We are operating within budget each year and demonstrating our financial stability in meeting financial targets and investing from our available resources in the development of our games and facilities.

Fundraising activities are in place to meet our ongoing income needs. We are constantly adapting our approach to fundraising by being highly innovative. We have a large group of enthusiastic volunteers helping in all fundraising activities.”

Structure and Administration

There is no i in team.

Connie Neenan stood with arms folded and his back to our Pavilion. He observed all the activities taking place on our pitches. He was approached by a young player who asked: “Do you own this Club?” Connie replied: “Yes, I do, but so do you.”

It takes a number of committed people to run any club. We are blessed to have many such people. Just like our teams on the field, they need to work as teams off the field. Each team member contributes unique ideas as well as unique talents. Each of us excels at certain things - the team benefits from the combined talents that its members possess. We have an appreciation that none of us is good at everything, but we all are good at something.

Our Club has a horizontal structure and not one that is vertical/hierarchical. Every member is a contributor and is an equally important part of our Club. Each Section of our Club operates on the same level.

This part of our Club Plan outlines ‘what we want to do’ and ‘who is going to do it’ in terms of improving our Club’s structure and administration over the next five years. It outlines our Club’s aims and the actions necessary to make improvements in these areas. It spells out how we approach things, who’s responsible and what our members, players and community can expect from us.

Aims:

- To build one strong and unified Club family in which all Sections work together and share a common approach in all areas.
- To have a structure, supported by sufficient volunteers, that meets the needs of our Club overall into the future.
- To have effective committees with clearly defined and documented roles and responsibilities.
- To achieve best practice in our Club administration and to extend to all our members an opportunity to give their time, expertise and enthusiasm, by contributing to our Club in their area of choice.

Current Structure

Bar Committee

Barr’s Óg Committee

Bingo Team

Boys’ Street Leagues Committee

Camogie Committee

Children’s Officer

Designated Person

Executive Committee

Football Committee

Fundraising Committee
Girls' Street Leagues Committee
Golf Classic Team
Grounds Team
Healthy Club Team
Hearings Committee
History Committee
Hurling Committee
Ladies' Committee
Lotto Team
President
Secretary/Manager
Trustees
Vice-Presidents

Constitution

Our Constitution is the single most important document in our Club. Our Club is administered in accordance with the GAA Club Constitution. We will ensure that it is updated whenever decisions are taken that affect it.

Trustees

Our Trustees are Tony Maher, Gerald McCarthy, Jim Harrington, Frank Murphy (Cork County Committee) and Simon Moroney (Munster Council). All our Club property vesting documents are in order. Our Trustees are kept up-to-date with developments.

Recruitment

Our Club Officers will use the GAA Volunteer Recruitment Toolkit so that we are following best practice in terms of recruiting and retaining volunteers. We will enhance family involvement and provide opportunities for parents to participate in all aspects of our Club.

We will develop a register of volunteer positions and outline what is required for each role (workload, etc.).

One of the reasons stated for not volunteering is that people feel they do not have the necessary skills for a particular role. We will help by asking a volunteer with experience in an area to 'mentor' a new volunteer. This will give new volunteers confidence in their role. Specialised training programmes and other resources that are of benefit in helping volunteers to understand and carry out their role will be provided also.

Membership

We will review and improve our Club membership structure to ensure we have an attractive and value-for-money membership package for all Sections of our Club.

Executive Committee

The role of our Executive Committee is to manage the affairs of our Club. However, between Executive Committee meetings the Officers have the responsibility for the

running of our Club and report on matters arising at the next Executive Committee meeting.

Subcommittees

Subcommittees are appointed by our Executive Committee. Each subcommittee appointed will have a set of Roles and Responsibilities associated to it. Members of subcommittees will be selected on the basis of knowledge, experience and capacity to deliver on the project/issue under consideration. An audit of members' skills/professions will be carried out to augment this process.

The following subcommittees will become permanent fixtures of our Club structure from 2018 onwards: Coaching Committee, Finance Committee, Marketing Committee.

Roles and Responsibilities

Our Executive Committee will define and agree a clear and concise role description for all identified positions within our Club structure, so that there is clarity around the duties and responsibilities of all roles, in so far as is practicable. We will communicate these role descriptions to the relevant persons and provide adequate training, where required, to the holder of these positions. In this way we will ensure that all volunteers who give of their time and energy are supported in carrying out their roles.

Officer Training

All elected Officers will become familiar with GAA Club Officer programmes, roles and responsibilities. We will have continuous development and training of Club Officers to ensure the progression of Club objectives. This will ensure also that we have efficient leadership and decision making.

Officer Rotation

We will actively promote the rotation of Officers to ensure workload and responsibility are evenly spread and new people are brought on board to generate enthusiasm and new ideas. Club Officers will serve a maximum of five years in a position.

Talent Management

A Club volunteer will not undertake more than three roles (e.g. Player, Coach & Committee Member). This is to ensure delegation of duties, engagement of our wider membership and to prevent burnout of members. To avoid possible conflicts of interest, no person involved in the management/coaching of a team can hold a position of Officer within the same Section.

Club Policies and Procedures

We have in place a number of policies and a procedure to ensure consistency and minimise bureaucracy in the way we carry out our business.

Areas covered are:

- Alcohol and Substance Abuse Policy
- Child Protection Policy
- Code of Behaviour
- Code of Best Practice in Youth Sport
- Complaints, Disciplinary and Appeals Procedure

- Critical Incidence Response Plan
- Dignity and Respect Charter
- Health and Safety Policy

We will formulate a Data Protection Policy and a Social Media Policy.

Health and Safety

Our Executive Committee will complete a Risk Assessment on all activities undertaken at our Club. We will ensure that we will meet all Health & Safety standards and take appropriate action where required.

Injury Funds & Insurance Scheme

Our Executive Committee will appoint a Welfare Officer who will ensure that:

- all our players are affiliated to the GAA/LGFA Injury Funds or Camogie Insurance Scheme.
- all players are made aware of the operation of the Injury Funds and Insurance Scheme.
- the limitations of Funds and Scheme and the liability of our Club are made known to all players.
- all notifications and documentation are provided to ensure that all eligible claims are processed.

Code of Behaviour

We have put in place the GAA Code of Best Practice in Youth Sport. Our Executive Committee has appointed three members to our Hearings Committee.

We have developed a common Code of Behaviour applicable to all Sections of our Club – all playing and non-playing members, parents and supporters. It reflects best practice. We will implement a process for ensuring all members and parents sign a simple declaration indicating their commitment to abide by our Code of Behaviour.

Parents/guardians, in common with coaches and Club personnel, should act as role models for players as they participate in our games.

Fines

A player, mentor or member, involved in an incident which incurs a fine, will pay the fine.

In the case of a supporter/parent, who is not a member, being reported and incurring a fine, the person will be approached to pay the fine.

Appeals will be lodged only when it is clear there is a probability of success.

At each game, a Designated Person will be nominated to liaise with the referee. The referee will be informed of this prior to the game.

Club Discipline

We have a Disciplinary Procedure in place to deal with internal breaches of discipline.

Children's Officer and Designated Person

Our Executive has appointed our Children's Officer and Designated Person to oversee implementation of the GAA Code of Best Practice in Youth Sport and to deal with any allegations of abuse in the correct manner.

Our Children's Officer will ensure that anyone associated with children in our Club is fully vetted. S/he will ensure also that all our coaches and mentors attend a "Child Protection Awareness Workshop".

Club IT Matters

We will appoint a Club IT Officer to assist with the provision of IT-related advice to our members and oversee our Club IT-related systems and equipment.

We will take advantage of the latest technology and systems to improve performance and drive efficiency within our Club.

Document Storage

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

Plan Implementation

Our Executive Committee will monitor the implementation of our Club Plan.

Annual review of our Club Plan

Our Vice-Chairperson will submit an annual review of our Plan to our Club AGM.

In five years' time, we will be able to say:

"The administration of our Club is structured to maximise effectiveness and efficiency. It is fully compliant with the Official Guide and our Club Constitution.

We continuously reach out to recruit and include members of our community. We ensure that all Club members feel welcomed, valued and appreciated, and are afforded the opportunity to grow and develop a clear identity and sense of belonging to our Club. The workload of our Club is shared evenly, with all Sections fully integrated in all aspects of Club activity. Officers are being developed in all Sections. Support and training is provided and methods for spreading specialist knowledge have been devised."

Facilities

“Good sports facilities are a blessing.” (Kapil Dev)

Our Club has grown and developed over nearly a century and a half. What is most notable about our development is that it has been based on a solid platform of voluntary community effort - "the work of many hands". The baton has been passed on and never dropped. The challenge, to provide organised sport and facilities for our community, has been successfully delivered. We now cater for over one thousand households. Nothing worthwhile comes without real effort and strong commitment. The leadership, dedication and generosity of members and supporters, past and present, has been the key to our development over the years. We are also indebted to Cork County Board, Munster Council, Cork City Council, Government Departments and our sponsors for financial assistance towards the provision of our facilities.

Our Plan sets out clear goals for our Club. These include achieving significant success across our games, strong participation across all levels and a strong Club spirit. Our facilities strategy is driven by having the best playing, training and other facilities to support these goals. This section outlines ‘what we want to do?’ and ‘who is going to do it’ in terms of improving our Club’s facilities over the next five years. It outlines our Club’s aims and the steps necessary to make improvements in this area.

Our Aims

- To provide top class playing, training, spectator and social facilities for our members and for the use of our community.
- To maintain our fields, Pavilion, carpark and other facilities to the highest standard.

Executive Committee

Our Executive Committee will continue to oversee the management, maintenance and development of our facilities.

Secretary/Manager

Our Secretary/Manager is responsible for the day-to-day management, maintenance and efficient operation of our facilities.

Grounds Team

Our Team is responsible for ensuring that our pitches are maintained to a high standard and it also decides playability of games.

Present Facilities

- Two enclosed sand based pitches (one floodlit)
- One juvenile grass pitch
- All weather, floodlit playing/training facility
- A well to provide a sustainable water supply and a system to distribute water across pitches as required

- Scoreboard
- Ball Wall
- Changing Rooms/Showers
- Hurling Alley
- Handball Alley
- Gym
- Squash Courts
- Bar
- Kitchen
- Hall/Stage
- Meeting Rooms
- Shop
- Car Park

Pitches

Both enclosed pitches have been maximised in terms of their size. Ongoing verti-draining, sanding and fertilisation of our pitches will be undertaken to retain and improve playing surfaces. We will consult with outside experts to ensure the playing surface of our pitches is maintained in the best possible condition. The establishment of Ladies' Football teams will contribute to growing pressure on our existing pitches for scheduling training and matches alike. We will identify lands which are for sale/lease or may become available for sale/lease.

Dugouts

Dugouts are needed in our pitches to provide shelter for substitutes and management on match days. We will do a cost analysis of different types of dugouts and recommend best option/location for dugouts.

Dressing Rooms

We will upgrade and modernised our dressing rooms and showers and make them suitable for male and female participants.

Pavilion

Connie Neenan proposed the building of our Pavilion in 1968 with the wish that it would be still operational in 100 years from then. It was the first to be built in the country by a GAA club and is nearly half ways towards fulfilling Connie's wish.

Bar

Our bar has provided us with the means to build a strong bond within our Club through off-field activities. From social gatherings to fund raisers, members are able to mix together in comfortable surroundings.

Hall

We will upgrade our bar and kitchen in our Hall.

Gym

Strength and Conditioning has become a major area in the preparation and performance levels of teams. For our teams to compete at the highest possible level of performance it is important that strength and conditioning is an integral part of their training programmes. We will upgrade our gym to facilitate development of players' strength and conditioning and to provide healthy exercise for Club members.

Handball Alley & Squash Courts

We will expand the use of our Handball Alley and Squash Courts.

Slí na Sláinte

We will provide a walkway around the perimeter of our grounds. It will enhance the role of our Club as a focal point for physical activity within our community. It will also lead to an increase in the level of engagement by our Club with people who may not traditionally have gotten involved with or joined our Club.

Health & Safety

We will undertake a bi-annual Health & Safety audit of all Club facilities to be conducted by a suitably qualified professional. We will ensure that our Club complies with relevant Health & Safety legislation. We will continually update our Club Safety Statement and identify potential safety hazards, thus ensuring that our grounds follow best practice in providing a safe environment. We will ensure we meet all our insurance requirements.

We will carry out an inventory on First Aid kits and check that they are up to date and accessible to all teams. We will draw up an Emergency Response Procedure to be able to deal promptly and appropriately with accidents/injuries. We will provide a Medical Room. We will have a fortnightly defibrillator check. We have a Club member who is a CPR trainer and provides the necessary training.

Shop

We will extend our shop.

Children's Play Area

We will investigate the provision of a children's play area. We will explore insurance implications and planning requirements.

Meitheal/Voluntary Group

We will encourage voluntary effort. We will compile a register of skills of members available for voluntary work. We will invite nonplaying/noncoaching members to participate in our Club activities.

Signage

We will improve Club signage in our general environs (with assistance from Cork City Council) with a view to enhancing visibility and awareness of our Club and its facilities.

Waste/Litter Management

We will investigate ways to dispose of our waste and to improve litter management.

Projects

The projects outlined above will involve serious financial outlay. We will get costings for same and explore grants available. In the current economic climate, development projects will be prioritised according to their potential benefit to our Club.

In five years' time we will be able to say:

“We have the facilities in place to allow all our teams play Gaelic games at the highest level throughout the year and sustain our Club into the future. We will continue to work to ensure that all players, members, visitors and our community enjoy the very best facilities on and off the pitch.”

Communication, Culture and Community

Ar scáth a chéile a mhairimid. – We all depend on one another.

There has been significant development and change in how we communicate with one another over the past two decades. From mobile phones to e-mail to websites to Twitter and Facebook, the way in which information is made available to everyone, young and old, has changed drastically. An enormous amount of activity takes place in our Club each year. We will strive to communicate effectively with our members and our community, so that everyone can be aware of all the activity.

Our Club is one of the two GAA clubs with the word “National” in its name. By using the word, Irish people nailed their colours to the mast of the movement for a national identity in the final quarter of the nineteenth century. Much work remains to be done to preserve aspects of our culture. We will increase our efforts to promote our native language and culture.

Community is at the heart of everything that we are about and is core to our key values. We are situated in Togher, with our roots in the Lough. We will cooperate with community agencies to promote a sense of place and identity among our Club membership. We will make our Community aware of our Club – its benefits, successes and challenges – and encourage our members to become more involved in our Community.

This section outlines ‘what do we want to do?’ and ‘who is going to do it?’ in terms of improving our Club’s Communication, promotion of our Culture and bonding with our Community over the next five years. It outlines our Club’s aims and the actions necessary to make improvements in these areas.

Our Aims

- To communicate effectively with as many people as possible within our Club and throughout our Community.
- To increase the use of Irish within our Club and to promote Irish culture.
- To generate interest and involve our Community in our Club and for our members to become more involved in our Community.

Communication

Website:

We have an up-to-date website that is easy to use, informative and well presented. It contains all the latest Club news, match results and upcoming fixtures. A new feature will be the ability to purchase Lotto tickets on-line. Our website will continue to be at the centre of our communications network. It will continue to hold all current and historic information regarding our Club’s activities. It is the means by which we publicise our message to those living both inside and beyond our Club’s boundaries. We will keep our members and our Community well informed of Club events and developments.

Social Media:

We utilise connections with social media platforms to encourage communication between members, players and parents of underage players. The following are the sites with a Club presence:

- Facebook • Twitter • You Tube

Texting:

We have an effective communication tool for group texting by using the My Club Finances platform, which will be extended to allow our playing sections make effective use of this valuable facility.

Database:

We have compiled a database containing numbers and email addresses of members of our Club. This is used to notify members of upcoming matches and social/fundraising events. My Club Finances/Servasport provide us with the ability to contact members as required and the provider ensures that all relevant Data Protection and privacy requirements are adhered to by participant clubs.

Culture

Irish Language Promotion:

We will incorporate the Irish language into our daily activities within our Club. We will have signs in both English and Irish, e.g. Fir/Mná on toilets, etc. We will provide opportunities to encourage our members to speak Irish more often and with greater confidence. These opportunities will include conversational Irish classes and conversation circles. We will raise awareness within our Community about annual GAA scholarships to An Gaeltacht.

Scór:

Our Irish Language & Culture Officer will be tasked with bringing together talented Club and Community members and entering the local Scór competitions with the aim of promoting Irish music, song and dance. This can help encourage people who have no connection with the GAA to become involved in our Club.

Inclusion & Integration of all Cultures:

The foreign-national children in our primary schools account for over 40% of the population compared with the national average of 11.6%. In many instances they do not speak English at home. The economic situation in many of the families of these children prevents them from joining a sports Club. If they do join, they mainly join soccer clubs as this is part of their culture. We will develop a Club strategy on how to fully integrate new cultures into our Club, providing activities for people of all ages, genders, abilities and backgrounds.

Community

Within our Togher/Lough and wider community, our Club has a role beyond that of a sporting body. We perform a critical role in fostering social cohesion. Our community-building aspect is an admirable value of our Club. The participatory nature of our Club and the way we encourage a sense of volunteering and civic engagement is an

important attribute of our Club. Our Club must continue to play a central role in our Togher/Lough Community. We will try to have a representative on Togher Community Association Committee. We will seek to create a partnership with 'Togher Tidy Towns' to do our part in keeping our locality tidy and clean. We will actively engage with newly developed and older estates in our catchment area to recruit new young players, as well as adults who could assist with coaching.

In five years' time, we will be able to say:

“Our Club has a highly effective communication facility in place reaching our members, at home and abroad. Information is provided to ensure our members and our community are continually aware of all activities (sporting, cultural and social). Our Club excels in its participation in and promotion of Gaelic culture. Our Club has a vibrant social, inclusive and cultural atmosphere that has created a strong club spirit, sense of togetherness and unity of purpose. Our Club is a hub of Community activity through our provision of facilities for all ages and being recognised as a place where everybody is welcomed.”

Conclusion

St. Finbarr's is one of the largest GAA clubs in the country. This is a testament to the work and commitment of our Club's members since 1876. Our Plan is designed to build on the solid foundations they laid and ensure that St. Finbarr's remains fit for purpose for the foreseeable future. Every action listed in our Plan will help us to achieve this goal.

Our Plan, as presented, is the beginning of the journey to further grow and develop our Club. The journey won't be easy. We are extremely fortunate to have so many people willing to give of their time and energy in the promotion of Gaelic Games. The future success of our Club is in our hands and with a dedicated cohort of volunteers we can deliver on the focus and drive contained in this Plan.

We will not be afraid to amend our Plan if we are presented with new challenges in the future that were not foreseen when our Plan was put together. As a Club we must continue to be proactive rather than reactive. We must continue to strive for excellence and accept nothing less. Our Plan provides the roadmap to help us achieve this. Together we can deliver our Plan – *Ní neart go cur le chéile (There is no strength without working together)*.

Acknowledgements

Many people have contributed to the development of this Plan. It is impossible to thank everyone individually. Go raibh maith agaibh go léir.

Executive Committee

17th January 2018