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Introduction

St Agnes GAC has formulated this club development plan (CDP) as part of a wider scheme developed by Belfast City Council to equip 20 clubs within the city with development plans to focus their future aims and objectives for the next three years. A number of methods were used to gather information about the club's current structures, membership, needs and perceived development restrictions and to inform the content and priorities of the CDP. These included one to one meetings and structured focus groups.

Using these methods ensured that all sections and members within the club were given the opportunity to make their contribution to the consultation, which should assist in reflecting ownership and accountability within the plan.

Purpose of the plan

The plan has been produced to adequately outline a direction and way forward for the club and will specifically aim to address the following:

- To provide an opportunity to identify the need for and potential for new activities and to expand on existing programmes
- To identify opportunities for collaborative action between stakeholders such as other sports clubs, schools, community associations and governing bodies
- To identify opportunities for structured home and outreach programmes and activities that will accommodate a wider section of the community
- To assist in facilitating and developing good cross community relationships

Need for the Plan

- To gain maximum advantage for the club and its members in terms of proposed development
- To establish the club as an effective entity
- To encourage members to have ownership of, and a sense of pride in the club
- To create new activities that do not presently exist but that would encourage a greater diversity of people to use the facilities and/or join the club
- Map the clubs current provision for the next three years
- Clearly demonstrate a need for investment.

Specifically St Agnes GAC wishes to develop this plan to:

- To retain existing members at Juvenile level
- To provide an increasingly comprehensive level of coaching that allows club players to reach their full performance potential
- To continue effective management of the club and strive to continually improve the opportunities available for members

Benefits of the Plan

- More people participating in a greater range of club activities and programmes
- Creation of new partnerships and alliances with other sports clubs, schools, community organisations and governing bodies
- Improved sustainability of the club through wider involvement and support
- The ability to regularly monitor and evaluate progress and if necessary, adapt to changing circumstances
- Recognition of club goals and their priority within the plan by members

This plan is divided into three sections that will clearly document the following:

- Where the club is now (current position);
- Where the club want to be (the future); and
- How do the club get there (action plan).

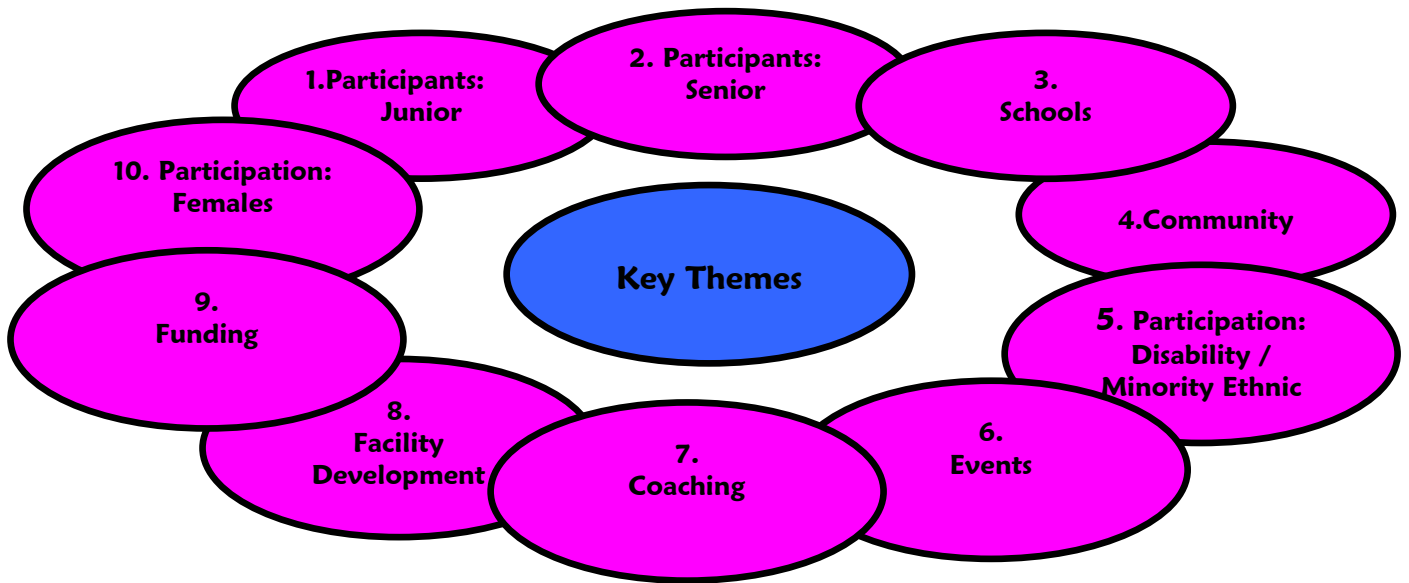
The action plan is further subdivided into five sub sections which will simplify the steps you take to improving success within the club:

- Increasing participation and membership
- Club coaching
- Performance pathways and talent identification
- Facilities
- Management

Monitoring and Evaluation

This club development plan has been developed using a series of key themes which will enable monitoring of the effectiveness in achieving objectives and assess performance against targets identified in the action plan. Monitoring of the plan by the club, in the form of gathering and recording relevant information, will take place on an ongoing basis and appropriate action taken to realign any identified under-performances and also highlight successes. This may include looking at financial performance, increase or decrease in membership, new programmes, new partnerships or of course the amount of financial investment brought to the club.

For the purpose of this action plan the following 10 key themes will be used as categories corresponding to each action presented within.



Background to the Club

Club History

St Agnes G.A.C. Andersonstown was formed, in the area around Casement Park, in 1951. It followed a number of football matches, soccer one week, Gaelic the next, organised on an impromptu basis between boys from the Commedeagh area and altar servers from the local St. Agnes chapel living in Mooreland Park/Stockman's Lane and Fruithill Park districts.

In 1954 the GAA purchased pitches at Shaw's Road and built a row of lock up garages. St Agnes leased two end ones, installed some basic facilities and this became clubhouse number two until the land was developed into the present 3 pitches in 1965. The next clubrooms were situated above the shops beside Casement Park but these were vacated in 1970. The club was without premises from then up to November 1999 when Danny Murphy (Ulster Secretary) officially opened our present clubrooms.

The club has always had many links with the county right from its inception. In the first playing year (1952) four players were selected to play for the county minor team, Frank Mc Gurk, Paddy Mc Grogan, Patsy Cunning, and Joey Corr. The next year Pat and Frank Grogan from Galleys's Gate (Aghagallon had no minor team) Frank Mc Gurk, and Eamon Brennan were selected with a number of players in the reserves. In 1953 Brendan and Frank Mc Gurk, along with Hillary Mc Kenna played on the Minor County Hurling Team and later on the senior teams. Others to succeed at county level at various grades were, Gerry Mc Parland, Gerry Thompson, Kevin Burke, Joe Compston, Maurice Massey, Noel Burke, Aidan Shannon, Brendan Grieve, Cathal Kelly, Aodan Mc Kinley, Kevin Martin, Conor Caldwell and Declan McLarnon. Two of the club's players, Liam Burke, and Dermot Rooney (vice-captain), played on the successful Antrim All Ireland Junior Hurling Team in 2002.

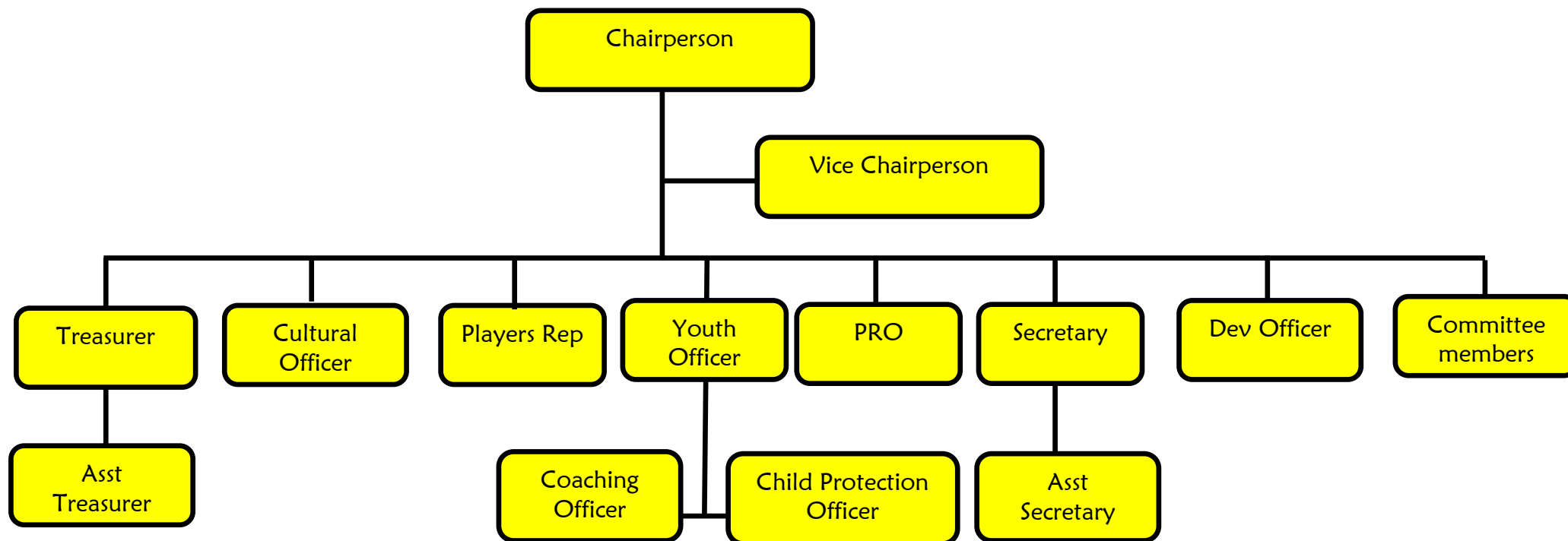
The club, from 1989 to 1999, produced the National League Football and Hurling and Antrim All County Football and Hurling Final programmes for the Antrim county board.

Saint Agnes GAC has participated in Antrim Scor for many years on and off, and have always fared well winning titles for the quiz, solo singing, ceilie dancing and recitation. Two years ago we entered Scor Na Nog for the first time in many years. The club has taken part in, and hosted teams in Feile winning best banner and best-dressed team twice. Juveniles and indeed seniors have enjoyed many cultural and sporting trips around Ireland

Current position of the club

This section serves to provide a set of baseline data outlining the position of the club as of April 2010. This section will include club structure, membership breakdown, teams, facilities and coaching qualifications, needs analysis and SWOT analysis.

Club structure:



The club has specifically developed this structure to adequately meet its needs and ambitions. As part of this process the club has agreed to conduct an annual review of management structures and relevant roles and responsibilities.

Membership breakdown:

	Male		Female		Total		Members with a disability		Members from minority ethnic group	
	number	%	number	%	number	%	number	%	number	%
Senior 21 years +	70	43	5	3	75	46	0	0	0	0
Junior Aged 5 - 20	80	49	4	2	84	52	3	1	0	0
Minor under 5	4	2	0	0	4	2	0	0	0	0

Teams

	Senior	Junior	Minor
Male	3 teams competing in the Antrim All County Leagues and the South Antrim League	5 teams competing in the South Antrim League	0
Female	0	0	0

Facilities:

	Owned	Part Owned	Leased	Other Arrangements – where do you use?
Facility 1	Club rooms in South Link DDA compliant :	-	Changing provided by BCC and leased by the Antrim GAA.	-
Facility 2	<ul style="list-style-type: none"> • Meeting room • Equipment store 	-	Pitch leased from the Antrim GAA Woodlands playing fields, Finaghy Road	-
Facility 3	<ul style="list-style-type: none"> • Kitchen • Small function room • Toilet facilities 	-	North (1.5 mile from the club rooms) Annual fee paid over the course of the year	-

Coaching: qualifications within the coaching team

	Details:	Male	Female
		Number	Number
i.e. NGB level 1	Hurling and football foundation level	11	1
NGB level 2	Hurling and football level 1	3	1
First Aid		6	0
Child protection (CP) training	Through the GAA	13	1
Designated CP officer training	Social worker within the club	1	0
Other specialist training	Fundamental football	2	0
Other specialist training	Valuing volunteers	1	1

Summary of club's current position

The club's team representation is entirely made of males with 8 teams (minor and senior) competing in hurling and football the Antrim All County Leagues and the South Antrim League. The maximum coaching award possessed by club coaches is level 1 with four coaches in total across hurling and football.

In addition to the information gathered above the club has also conducted an audit (including a needs analysis) and SWOT analysis to allow them to focus their efforts on achievable objectives for the next three years.

The first stage in the audit was to identify the club needs essential to future survival and to also distinguish them from 'luxuries' that the club desire. These 'luxuries' would of course enhance the club's capacity once priority needs are addressed.

Needs analysis

The identification of 'need' and distinguishing 'needs' from 'wants' will allow a club to prioritise their actions over the next three years. 'Wants' may in fact become needs as success of the club continues.

Needs	Wants
<ul style="list-style-type: none">• More funding• Increased number of volunteers and coaches• Increase juvenile participation• Improve / replace existing facilities - club rooms• Partner / information share with a club who are working towards club mark• Increased overall membership• Increased participation in local schools and youth clubs	<ul style="list-style-type: none">• Financially stable and self sufficient• Large numbers of juveniles at all age groups• New club house and sports complex• Smooth transition from junior – intermediate – senior status• To become a feeder club for local schools• Have an increased active membership

SWOT Analysis

SWOT analysis is a strategic planning method used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats involved in a project or in a business venture. It involves identifying the internal and external factors that are favourable and unfavourable to achieving your vision and addressing the needs identified previously. The following table outlines the *SWOT* analysis exercise for the Club.

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Experienced management committee • Good urban location • Own club rooms • Committed coaches and volunteers • Well established club 	<ul style="list-style-type: none"> • Club rooms are in a separate location to the pitch • Few ex players moving onto management • Losing members in U8 – U16 age group • U18 teams are an amalgamation with other clubs – no single identity • Disconnected from traditional club Parish due to members moving away • Don't own the pitch facility • Constant battle to remain solvent limiting long term development-too much time spent fundraising •
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Local Authority financial support • GAA initiatives in urban areas • Clubs recruitment initiative • Sport NI support • Attainment of Belfast Club Mark • Club Maith (GAA) • Partnership / alliance with cross community club or Gaelic club i.e. with a rugby club / football club with similar interests and requirements 	<ul style="list-style-type: none"> • Competition from other clubs and sport (perhaps more attractive to juveniles) • Recession / current economic climate • 'red tape' policies and procedures i.e. increasing administrative demand on clubs • Overly dependent on a small group of volunteers: i.e. potential for members losing motivation or if members leave a gap in work will be left • Stagnation of players, volunteers and officials

Summary

The main focus for the next three years will be the retention of members in the under 16 age group while undertaking Club Mark and Club Maith. There will need to be some work in developing a coach education scheme within the club for young adults and existing coaches to raise the standard of performance within the club. The club also hope to carry a feasibility study to explore facility options for the future

THE FUTURE: Where the club want to be

Introduction:

There are many reasons for clubs planning for the future:

- Use club resources more effectively
- Identify and prioritise club's aims and aspirations for the future
- Recognise where the club has come from and where it is now
- Improve team spirit by involving members in decision making
- Forward planning is essential for accessing funding support, such as local grant aid
- Ensure a professional approach
- Demonstrate what the club can offer potential new players and members
- Can demonstrate the club's commitment to local partners, for example schools and Belfast City Council
- The planning process can develop team work off the sports field
- Cope with change
- Monitor and evaluate progress

As part of the planning process the club has developed the following vision and mission:

Vision: To have a vibrant under age section and retained senior section setting St Agnes GAC as one of the leading GAA clubs in Belfast

Mission: To organise and promote Gaelic games as inclusive activities for people of all ages and abilities regardless of age, background OR disability.

This actions detailed in the action plan will take account of the Making Belfast More Active - the Physical Activity and Sports Development Strategy for the city of Belfast and the LISPA Model (Lifelong Involvement in Sport and Physical Activity). A brief description of both frameworks is detailed in the following text prior to the action plan and a summary is detailed at the end of this plan.

Making Belfast More Active - the Physical Activity and Sports Development Strategy for the city of Belfast

Sport and physical activity are of growing strategic significance, being recognised as having the potential to contribute to many health, social and economic objectives. Belfast City Council in conjunction with key stakeholders involved in sport across Northern Ireland produced a strategy for the development of physical activity and sport in Belfast. As part of the strategy, five key goals are suggested that the key partners should commit to. The proposed goals are:

1. Partnership – creating effective coordination, partnerships and communication
2. Capacity - building community, volunteering and club capacity
3. Facilities – developing effective use of the right facilities in the right places
4. Participation– increasing levels of participation
5. Performance – developing pathways to performance

The **Belfast City Council Corporate Plan** outlines the Members' high level vision for the city and is a commitment to improving the quality of life for everyone who lives in, works in and visits Belfast. One of the strategic themes of the Corporate Value Creation Map is 'Better support for people and communities'. Under this theme there are a series of corporate objectives including: people are healthier and more active, health and social inequalities are reduced and people have, and avail of, opportunities to improve their well-being with a focus on children and young people and older people. In supporting clubs in the production of a club development plan, which assist in encouraging greater participation in sporting and physical activities, the Council are contributing to the achievement of these objectives.

Lifelong Involvement in Sport and Physical Activity: The LISPA Model

The LISPA model encompasses all levels of participation and lifelong involvement in sport and physical activity and is framework recognised by Sport Northern Ireland and by the Irish Sports Council.

Within the LISPA model, there are two pathways and four opportunities for continued involvement in the model. The proposed model promotes two main pathways, long-term recreation pathway (LTR) and long-term player/athlete development (LTPAD). The LTR pathway allows individuals to choose to stay involved in sport and physical activity. The LTPAD pathway allows individuals to become more serious about their involvement in sport and move towards elite performance. Greater detail on the LISPA model is detailed in appendix 1.

Each of the objectives within the action plan is coded against the Belfast City Council strategy key goals and the LISPA Model to clearly demonstrate fit and potential contribution to strategic objectives. The club have also utilised SMART principles to present actions detailed in the action plan. A brief summary of the SMART principles is detailed in appendix 2.

The following table presents a summary of the overarching aims, objectives and outputs as a result of the action plan contained herein to provide a summary / quick reference of the action plan. The areas within the action plan are derived from the five key goals contained in the Belfast City Council Sport and Physical Activity Strategy, as outlined above.

Overview of objectives			
Area	Overarching Objectives	Output	Outcomes
1. Increasing Participation and membership	To retain existing members at juvenile level and encourage new members from other sports (out of season)	<ul style="list-style-type: none"> • Retention of 155 current members • 12 new members from out of season sports joining the club each year • weekly coaching sessions with schools 1 per week from Sept 2010 targeting 25 people • Developing a ladies section for the club by an 2011 with 21 members • Host annual presentation dinner • Ongoing maintenance of website • Increase juvenile membership from 83 to 110 by 2013 • Hold annual Cul Camp by summer 2011 targeting 40young people in 2013 	<ul style="list-style-type: none"> • Increased participation across all club sections • Increased female participation • Improved club communications and marketing
2. Club Coaching	To provide an increasingly comprehensive level of coaching that allows club players to reach their full performance potential	<ul style="list-style-type: none"> • Training and continuous development of 28 existing coaches • Train 4 additional female coaches to level 1 by Sept 2011 • Train 3 members as Referees by Dec 2011 • 28 coaches to have a minimum foundation level in hurling and/or football by 2013 	<ul style="list-style-type: none"> • Improved and enhanced coaching standards within club coaching structures
3. Performance pathway and talent identification	To provide support services to players that assist them with making positive lifestyle decisions that allow them to develop to their full potential	<ul style="list-style-type: none"> • Under 18 team competing in league and championship by May 2011 • 2 support seminars per year by June 2011 • Increased representation from the club at county Level each year • Fielding 16-18 age group team with 25 on the squad by April 2012 • Fielding a female team by June 2012 	<ul style="list-style-type: none"> • Increased participation at junior level • Increased female participation in the club
4. Facilities	To explore options for future facility provision for both the club house and the pitch	<ul style="list-style-type: none"> • Feasibility study to explore facility options for the future completed by Jan 2011 • Pitches maintained to high quality standard. • Refurbish existing club rooms for rental by local community groups by May 2011 	<ul style="list-style-type: none"> • Improved access to quality facilities
5. Management	To continue effective management of the club and strive to continually improve the opportunities available for members of St Agnes GAC	<ul style="list-style-type: none"> • Annual review of committee structures, roles and responsibilities • Attainment of Belfast Club mark Award (Gold by 2013) 	<ul style="list-style-type: none"> • Improved governance and practice within club

CLUB ACTION PLAN

A step by step guide to achieving the vision

The following tables provide a detailed description of the specific club objectives for the next three years across the five key areas. These specific club objectives have been derived from the overarching objectives and actions are aligned to each.

Area: Participation and Membership

Overarching objective: To retain existing members at Juvenile level and encourage new members from other sports (out of season)

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key themes	BCC strategy
Increase juvenile membership	Target youth clubs, after schools group and community groups Establish links with local university publicising club activities etc ... Family fun days 2 per annum offering sporting and social activities	St Agnes Local schools Local community groups Ray Compton	Ongoing Sept 2010 Christmas & June Annually	Administrative and publicity costs	Number of new members	LTR LTPAD	84	94	100	110	Participants: Junior, Schools, Community, Events, Coaching and Participants: Females	Participation
Retention of current members	Incentives for current members such as seminars and social events Improved coaching leading to improved performance and results	Ray Compton Training providers	Ongoing annually	Course tutors Hospitality	Number of participants Number of retained members	LTR LTPAD	155	165	171	181	Participants: Junior, Schools, Community, Events, Coaching and Participants: Females	Capacity Participation Performance

Area: Participation and Membership

Overarching objective: To retain existing members at Juvenile level and encourage new members from other sports (out of season)

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC Strategy
Encourage members from out of season sports to play GAA	Approach other local clubs and offer opportunities for continued competitive play in a sport with similar skill transfer	Ray Compton Local Rugby Clubs Local Soccer clubs BCC	May 2010 Annually	Publicity	Number of 'seconded' players	LTR LTPAD	-	4	8	12	Participants: Junior, Schools, Community, Coaching and Females	Performance
Research possibility of a merge with another club for the Juvenile Section with possibility of senior secondment	Arrange meeting with St Brides to discuss options for merge to ensure full age group representation across both clubs in the North Antrim and South Antrim Leagues Work in partnership with St Brides to offer playing secondments on a seasonal basis to some senior players	Ray Compton St Brides	July 2010	N/A	Improvement in results	LTR	-	-	-	-	Participants: Junior & Community	Participation Performance
Ongoing weekly coaching sessions with schools 1 per week (St Annes)	Arrange Taster sessions with local school: St Anne's Secure long term agreement for ongoing coaching	Ray Compton St Anne	Sept 2010	Equipment Coaches travel Insurance	Number of children taking part Number of referrals to join the club	FP LPP	-	15	20	25	Participants: Junior, Participants: Seniors, Schools, Community, Coaching and Females	Participation

Area: Participation and Membership

Overarching objective: To retain existing members at Juvenile level and encourage new members from other sports (out of season)

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC strategy
Developing a ladies section for the club	Through established contacts with local schools recruit girls who currently have no team outside of schools coaching	Ray Compton Local schools	January 2011	Equipment	Number of new female members	LTR LTPAD	4	9	15	21	Participants: Junior, Participants: Seniors, Schools, Community, Coaching and Participants: Females	Participation Partnership
Host Annual presentation dinner to recognise and reward commitment and performance improvement	Book venue Publicise Sell tickets Run Event	St Agnes Ray Compton	May Annually	Hire costs Hospitality Awards Publicity	Number of members attending	LTR LTPAD	100	100	100	100	Participants: Junior, Participants: Seniors, Community, and Funding	Participation
Ongoing maintenance of website	Weekly bulletins and updates of results	Ray Compton	Ongoing	N/A	Number of website hits	LTR	-	-	-	-	All key themes	All strategy objectives
Hold annual Cul Camp during the summer	Hold a Cul Camp by Summer 2011 Advertise and recruit through local schools and Belfast City council an IFA	Ray Compton BCC GAA Local schools and Community groups	Summer 2011	Equipment Advertising Coaching costs	Number of Children attending	FP LTR	-	20	30	40	Participants: Junior, Schools, Community, Events, Coaching and Funding	Participation

Area

Club Coaching

Overarching Objective: To provide an increasingly comprehensive level of coaching that allows club players to reach their full performance potential

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC Strategy
Ongoing training and continuous development of existing coaches & volunteers	Attend workshops annually	Ray Compton GAA BCC	Ongoing Annually	Course Costs Travel	Numbers attending workshops Number of Qualifications	LTR LTPAD	13			28	Participants: Junior, Community, Coaching, Funding and Participants: Females	Capacity
Train 4 additional female coaches to level 1	Attend workshops annually	Ray Compton GAA	Sept 2011	Course Costs Travel	Numbers attending workshops Number of Qualifications	LTR LTPAD	1	2	3	4	Participants: Junior, Community, Coaching, and Funding	Capacity Participation
Train 3 members as Referees	Source funding through membership fees and fundraising Attend course	Ray Compton	Dec 2011	Course costs Travel	Numbers attending workshops Number of Qualifications	LTR LTPAD	2	2	3	3	Participants: Junior, Community, Coaching, and Funding	Capacity Participation
All coaches to have a minimum foundation level in hurling and/or football by 2013	Source funding through membership fees and fundraising Attend course	Ray Compton	Jan 2013	Course costs Travel	Numbers attending workshops Number of Qualifications	LTR LTPAD	13	18	23	28	Participants: Junior, Community, Coaching, and Funding	Capacity Participation

Area: Performance pathways and talent identification

Overarching Objective: To provide support services to players that assist them with making positive lifestyle decisions that allow them to develop to their full potential

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC strategy
Enter under 18 team into league & championship	Contact county Antrim GAA	St Agnes Ray Compton	May 2011	League registration fees	Results in the championship	LTPAD	-	-	-	-	Participants: Junior, Participants: Senior, Schools, Community and Coaching	Participation
Representation from the club at County Level	Nominate potential Attend trials	St Agnes Ray Compton	April 2011	Travel	Number of club members with representative honours	LTPAD	2	4	5	6	Participants: Junior, Participants: Senior, Schools, Community and Coaching	Participation
Offer support services to Minor players aged 16+	Hold 2 seminars per year covering: <ul style="list-style-type: none"> • Nutrition • Drug and alcohol awareness • Stress • Work life balance 	St Agnes Ray Compton	April 2011 August 2011 Annually	Tutors costs Hospitality Hire charges where applicable	Number of members attending seminars	LTR	12	20	25	30	Participants: Junior, Participants: Senior, Schools, Community and Coaching	Participation
Merge gap in performance structure at 16-18 age group by fielding age group team	Recruit new players from local school Discuss possible merge with St Brides GAC	St Agnes St Brides GAA Ray Compton	April 2012	Equipment Club Kit	Number of players in the age group Results in the league	LTR LTPAD	5	17	20	25	Participants: Junior, Participants: Senior, Schools, Community and Coaching	Participation

Area: Performance Pathways and Talent Identification

Overarching Objective: To provide support services to players that assist them make positive lifestyle decisions that allow them to develop to their full potential

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC strategy
Field a female team	Through established contacts with local schools recruit girls who currently have no team outside of schools coaching	St Agnes Local schools Ray Compton	June 2012	Equipment	Number of new female members	LTR LTPAD	4	9	15	21	Participants: Junior, Participants: Senior, Schools, Community, Coaching and Participants: Females	Participation Partnership

Area

Facilities

Overarching Objective: To explore options for future facility provision for both the club house and the pitch

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC Strategy
Carry out feasibility study to explore facility options for the future	Explore Options: Do nothing Refurbish club rooms and continue to hire pitch Purchase pitch and develop associated club room facilities with multipurpose and space to accommodate fitness facilities	St Agnes Consultant Architect Ray Compton BCC	Jan 2011	Consultancy Fees	-	LTR LTPAD	-	-	-	-	Participants: Junior, Participants: Senior, Community, Facility Development and Funding	Facilities
Maintain the pitches to high quality standard.	Through ongoing agreement with the Antrim County Board carry out weekly and daily maintenance	St Agnes Antrim County Board Ray Compton BCC	Ongoing	Minimal	-	LTR	-	-	-	-	Participants: Junior, Participants: Senior, Community, Facility Development and Funding	Facilities
Based on options appraisal refurbish existing club rooms for rental by local community groups	Ongoing fundraising Appointment of an Architect	St Agnes Local community Architect Ray Compton BCC	May 2011	Capital Costs	Capital costs raised as a result of events and social activities	LTR	-	-	-	-	Participants: Junior, Participants: Senior, Community, Facility Development and Funding	Facilities
Beyond exploration of facility option (Capital rebuild) nominate the pitch as a support facility for county trials	Carry out weekly and daily maintenance Contact County	St Agnes GAA Ray Compton	June 2013	-	Number of trials / usage by the GAA	LTPAD	-	-	-	-	Participants: Junior, Participants: Senior, Community, Facility Development and Funding	Facilities

Area

Management and Club Structure

Overarching Objective: To continue effective management of the club and strive to continually improve the opportunities available for members of St Agnes GAC

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC strategy
Maintain good committee structures and polices by carrying out and annual review of efficiency	Review delegation of work within the committee Ensure that there are new members on the committee each year Assess workload against goals for the year and note successes and pending assignments	St Agnes Ray Compton	Annually	N/A	Successful attainment of development plan objectives	LTR LTPAD	-	-	-	-	Participants: Junior, Participants: Senior, Schools and Coaching	Capacity
Attainment of Belfast Club Mark Award	Set up sub committee to lead Arrange meeting with BCC for first steps Review progress monthly at committee meetings and delegate responsibilities to each committee member	BCC Sport NI St Agnes Ray Compton	Bronze accreditation by March 2011 Silver accreditation by Jan 2012 Gold accreditation by Jan 2012	Admin costs	Attainment of Accreditation	FP LTR LTPAD	-	Bronze	Silver	Gold	All themes	Capacity

Area

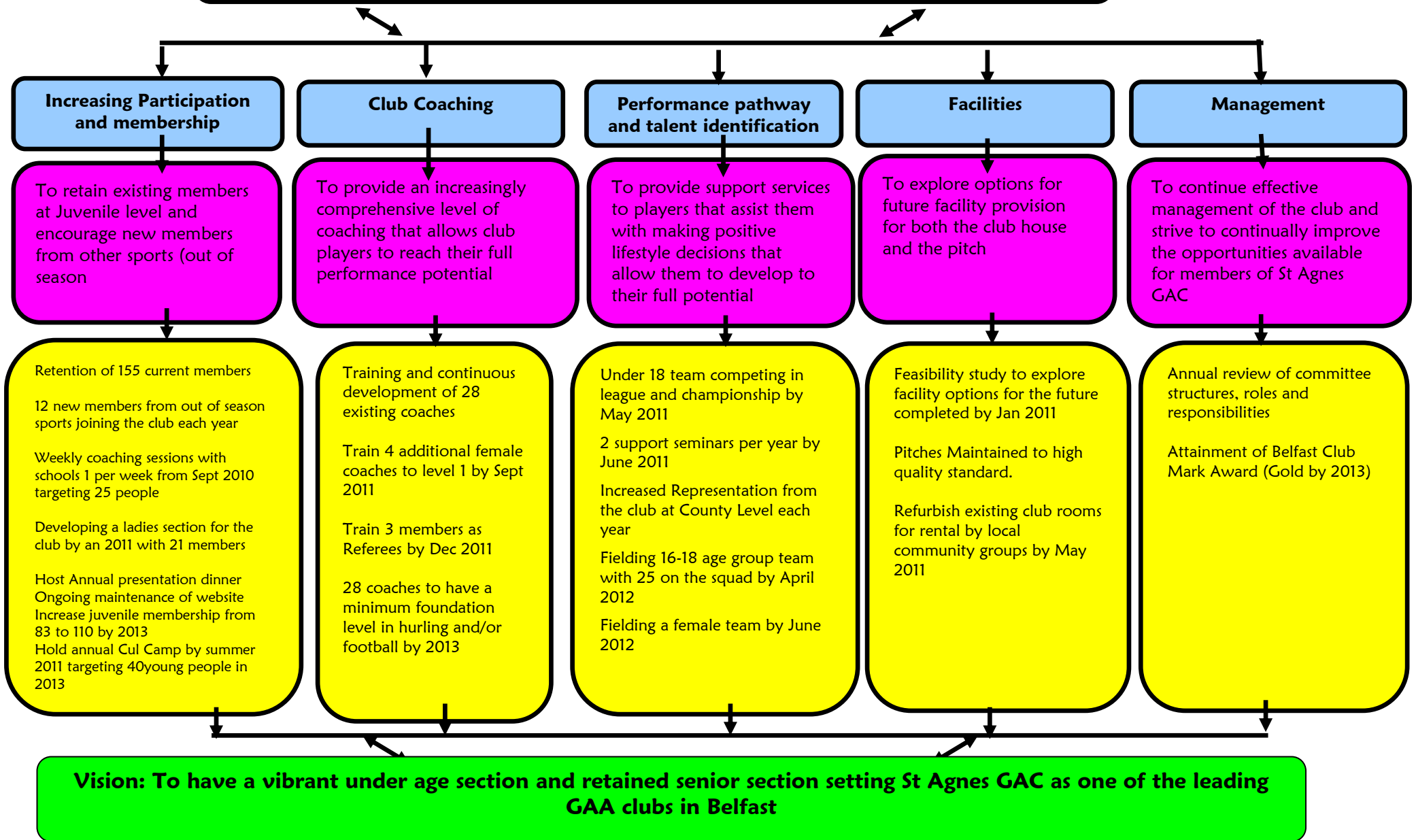
Management and Club Structure

Overarching Objective: To continue effective management of the club and strive to continually improve the opportunities available for members of St Agnes GAC

Objective(s)	How/ Action	Who / Partners	When?	Resource	M&E	LISPA fit	Baseline	Year 1	Year 2	Year 3	Key Themes	BCC strategy
Secure a long term sponsor for the club	Put together a marketing pack to approach sponsors with benefits of club involvement outlined i.e. publicity and community support	St Agnes Ray Compton	June 2010 ongoing	Admin costs	Recruitment of new sponsors	LTR	-	1	2	2	Participants: Junior, Community and Funding	Partnership Capacity
Improve publicity and marketing of the club through local press, media and events	Ongoing maintenance of the club website Establish regular correspondence with local press through the club PRO Publicise events and club activities on community centre notice boards	St Agnes GAC PRO Ray Compton	June 2010 Ongoing	Admin costs	Number of new members or increased numbers attending matches to support the club	LTR	-	-	-	-	Participants: Junior, Participants: Senior, Community and Events	Capacity
Attain Development Plan objectives	Review on an annual basis and assign actions to club individuals	Ray Compton BCC	May 2011 May 2012 May 2013	Admin	-	FP LTR LPP LTPAD	-	-	-	-	All	All objectives

Summary:

Mission: To organise and promote Gaelic games as inclusive activities for people of all ages and abilities regardless of age, background OR disability.



Conclusion:

This development plan has been produced by St Agnes GAC in order to help the club establish their key objectives and plot actions to help them achieve them in a planned and co-ordinated manner for the inclusive three year period 2010 – 2013. Specifically the club wish to increase participation across the juvenile section and establish a female playing structure.

The action plan identifies the key actions that will be implemented over the next three years and each has been set against an agreed timescale with key partners identified to assist delivery. Importantly the plan has been set against a number of strategic documents including importantly Belfast City Council's Sports Development and Physical Activity strategy thus ensuring the club's delivery meets wider policy objectives.

The club's management committee will coordinate a team of members who will have responsibility for regular monitoring and evaluation of progress and aim to review the overall plan on an annual basis. Each review will compare achievements against actions, taking account of changed circumstances and potential new opportunities. Additionally this will allow for any slippage to be recognised and actions to be re-timetabled accordingly.

The management committee and the wider membership will act as a source of information and expertise on internal and external sources of funding for club development. A comprehensive review of the plan will also take place in 2013 to allow sufficient time for a subsequent plan to be produced.

APPENDIX 1 – LISPA Model

The LISPA model encompasses all levels of participation and lifelong involvement in sport and physical activity and is framework recognised by Sport Northern Ireland and by the Irish Sports Council.

Within the LISPA model, there are two pathways and four opportunities for continued involvement in the model. The proposed model promotes two main pathways, long-term recreation pathway (LTR) and long-term player/athlete development (LTPAD). The LTR pathway allows individuals to choose to stay involved in sport and physical activity. The LTPAD pathway allows individuals to become more serious about their involvement in sport and move towards elite performance. The specific phases of the LISPA Model are detailed below:

Fundamentals Phase (FP): The objective of the FUNdamental phase is to learn all fundamental movement skills through a positive fun approach.

The Learning to Play and Practice Phase (LPP): The objective of the Learning to Play and Practice phase is to learn overall sports skills and specialised movement skills through a positive fun approach.

Long-term recreation (LTR): The LTR pathway encourages those individuals who choose to stay involved in sport and physical activity at a recreational level

Long-Term Player/Athlete Development (LTPAD) Pathway: The LTPAD pathway is a series of phases that underpin the balanced and long-term development of high performance athletes.

APPENDIX 2

SMART OBJECTIVES

SMART is an acronym that can be used to help ensure that effective objectives or goals are set that will help to motivate individuals within your organisation to reach common goals and to provide an agreed, consistent focus for all functions of your organisation. Each of the objectives detailed in this plan are **SMART**

Specific; objectives are clear and well-defined. This helps both those doing the work and those managing the work, and allows your organisation to monitor and assess actual performance against the specific objectives.

Measurable: Progress towards objectives often needs to be to be monitored whilst work is under way. It is also very useful to know when that work has been done and the objectives are completed. A measurable objective achieves this end.

Achievable: When setting objectives, the team/ group may not be able to achieve them for various reasons, including a lack of skill, not having enough resources (computers, tools, etc.), not having access to key people and not having support. Ensure they are achievable

Relevant; objectives should also add useful value within the context where they are being set, being aligned with strategies and higher goals.

Timed: Descriptions of objectives should also include timescales of what is required by when. This may also include details of delivery, stating (if relevant) where objectives are to be completed. Giving a time scale adds appropriate sense of urgency and ensures that the objectives do not dribble out over an unreasonably long timescale.

