



The Black + Amber Plan



*Driving Mearnóg
Forward
(2019-2023)*



Black + Amber Plan

Summary

December 2018

Executive Summary

The Black + Amber plan was created to provide a vision for how Naomh Mearnóg should operate in the next five years. The plan has taken extensive feedback from players, mentors, wider club membership and domain experts to evaluate what our core principles are, examine where our focus needs to be and define the goals we should aspire to in order to facilitate the next stage in the development of our great club.

The core focus of this plan is the establishment of new initiatives in relation to Games Development to improve our clubs' standards of playing across all codes. We are after all a community sports club promoting and engaging in our own traditional Gaelic games currently across 4 codes. We need to ensure that Games Development at all levels, player recruitment, player retention and best practice player coaching is provided to enable our players to play to the maximum of their ability, in a fun, engaging, healthy and mutually respectful environment, irrespective of what that level of ability is.

In order to deliver on the required improvement both on and off the pitch, there are also a considerable number of related areas that will influence our ability to create the environment within which the players can flourish and the club becomes the primary destination for GAA sporting and social activities within the community over the coming years. In addition to the core activities of Games development, our community and membership engagement programmes, how we organise our commercial activities to generate the necessary funds to deliver on the plan, how we manage those finances, how we develop our facilities, how we run the club from a governance and organisational structure perspective and how we continue to promote the volunteer nature of what we do and recruit the necessary numbers of volunteers to ensure we have succession management plans in place to reduce our reliance on a specific number of incredibly hard-working volunteers without whom the club would not be where it is today.

This is an exciting new chapter in the club's history and one we hope you as a member will see the benefits in embracing it, placing your full support behind it and getting involved in one of the many initiatives that will be kicking off .

Why we needed the Black + Amber plan

Ask yourself which of the following you agree with.... If the majority resonate with you, then you can appreciate what the Black + Amber plan is striving to achieve in the next five years.

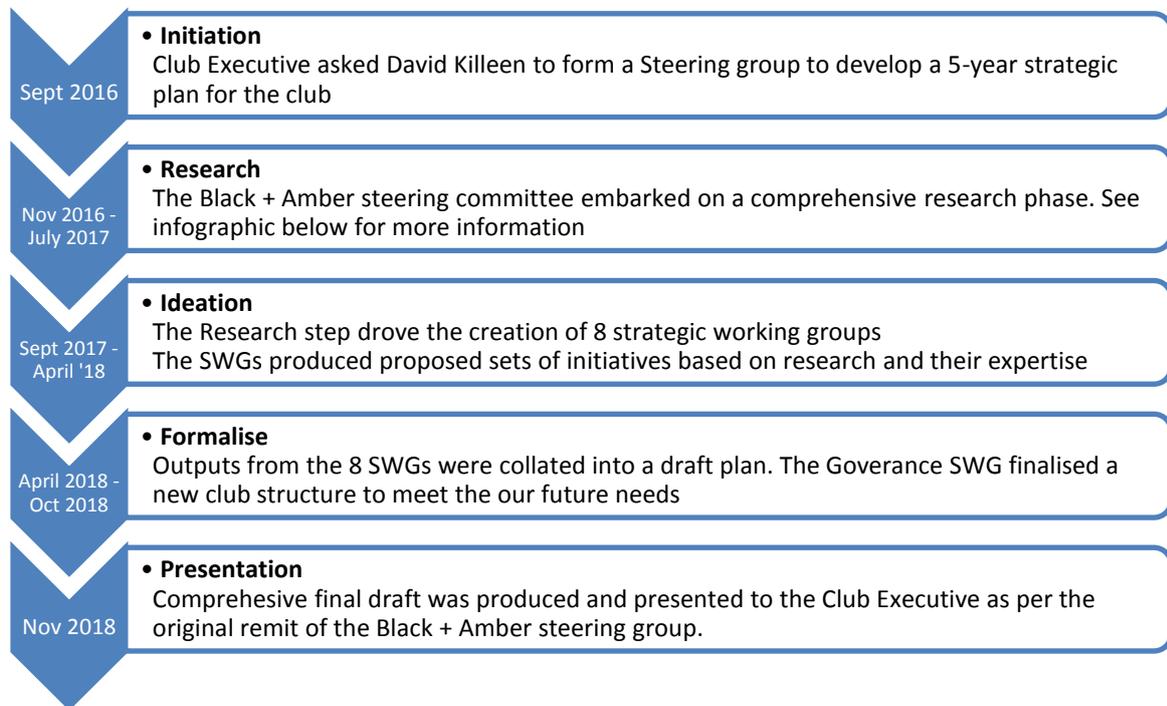
Today	Future
Games Development	
Each coach coaching their way	Club wide consistency in how we coach our teams
Ad-hoc Coach Education	Comprehensive and varied internal Coach Education Programmes
Limited information on how are teams are performing	Tracking how our teams are performing, providing supports to allow them improve
Severe playing numbers decline from U15 onwards	Player retention programme in place to help us keep our young players enjoying our games into adulthood
Executive	
Chairperson on call for everything and doing many roles	Proper structure in place that allows our Chairperson to oversee and direct club operations
Every small decision goes through the Executive	Decentralised structure and decision making within our new strands. Escalate to executive when needed
Members / Volunteerism	
Reliance on Small number of volunteers doing large hours	Large number of volunteers doing a small hours contribution
Finance	
Ad-hoc Sponsorship & Fundraising efforts	Planned programme of sponsorship & fundraising across all codes including major events per year
Living off an overdraft during periods of the year	Generate positive cash flow from renewed commercial activities, limited reliance on overdraft
Sufficient maintenance budget not available	Dedicated maintenance and development funds to allow us maintain our facilities to our high standards
Development Funded through Borrowings	Development Funded through income generated
Governance	
Club at Risk due to lack of Governance	Robust Governance and compliance systems in Situ
Verbal & Subjective Policies	Documented Policies
Lack of access to important Docs	Proper Archiving of Critical Documents

Future Demographics

Overall the population of the Portmarnock area is projected to increase by 32 percent from the census figure of 9466 in 2016 to 12492 in 2021 and to continue to rise to 13096 in 2026 and 13258 in 2031.

Plan Milestones

Overview of the key milestones that have occurred since the steering committee was established.



Research

Our members embraced the research stage of the plan and 50+ members participated in the formation of and the workings of the strategic working groups. It was the combined outputs of these groups that have generated the content of the Black + Amber plan. The infographic below highlights the volume of feedback that arose from the research phase that the steering group facilitated.



Ideation phase

Based on the research findings, the Steering group recruited members to each of the eight strategic working groups. The remit of each group was to develop a plan for each of the respective areas highlighted through the research while bearing in mind that the central theme of the plan is about supporting Games Development, which always needs to be our primary purpose as a club. The graphic below outlines each of strategic working groups that emerged through the research.



The remit of the strategic working groups was:

- Review the research for their specific areas
- Develop a plan of key initiatives for that area
- Feed that Plan into the Overall Plan

The key guidelines were; cross-club representation in each group (where possible), alignment with Naomh Mearnóg's 5-year vision and use the official GAA plan template as our guide.

The strategic working groups reviewed the related content from the research phase of the Black + Amber plan and combined those insights with the expertise within the working group itself to formulate a series of projects that should be implemented to develop the club. An overview of these initiatives is available later in this summary.

Summary

There was a comprehensive and thorough research plan developed and implemented. This research plan provided an opportunity for all club stakeholders to contribute to the plan and provide their views and insights. The data and insights gathered were extensive and invaluable and formed the basis for the plan, a plan by the membership for the membership.

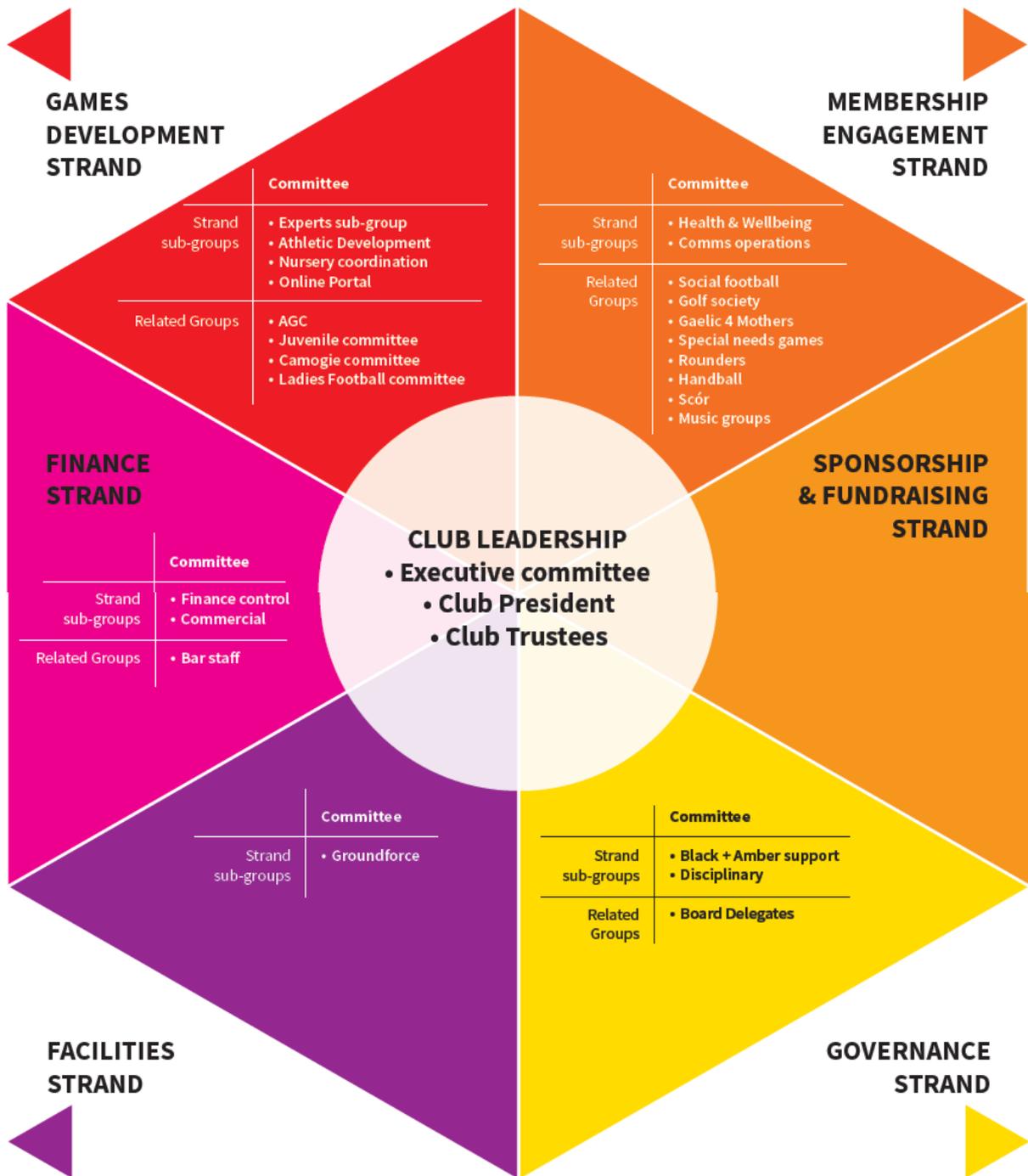
Proposed revised club structure

A number of factors such as the Governance SWG expertise, operational gaps identified in the research, operational needs that the SWGs have called out in their submissions and sheer scale of activities in the club have culminated in the need to restructure how the club operates.

The restructure centres on grouping similar activities into a related strand, harnessing the expertise and resources to bring focus to how we work together on a daily basis. The executive will sit on top of a six strand structure. All of the activities within the club should find a natural home within this structure.

For each strand, our strategic working groups have suggested initiatives that each strand could embark on. It is very important to note that these initiatives are suggestions or proposals for consideration at this Stage. The first step we have to do, once signed off by the incoming executive, is embrace the new structures, put them in place, recruit the necessary volunteers and allow each of our strands to then define the initiatives they feel they need to prioritise from an implementation perspective, endorsed by the executive and agreed by the members when necessary: i.e. for significant financial investment decisions.

The proposed structure is outlined below alongside a breakdown of what each strand will focus on, the volunteer aspect required and the suggested initiatives that may be explored. An overview of the proposed roles within each strand is documented at the end of the summary.



Executive Committee

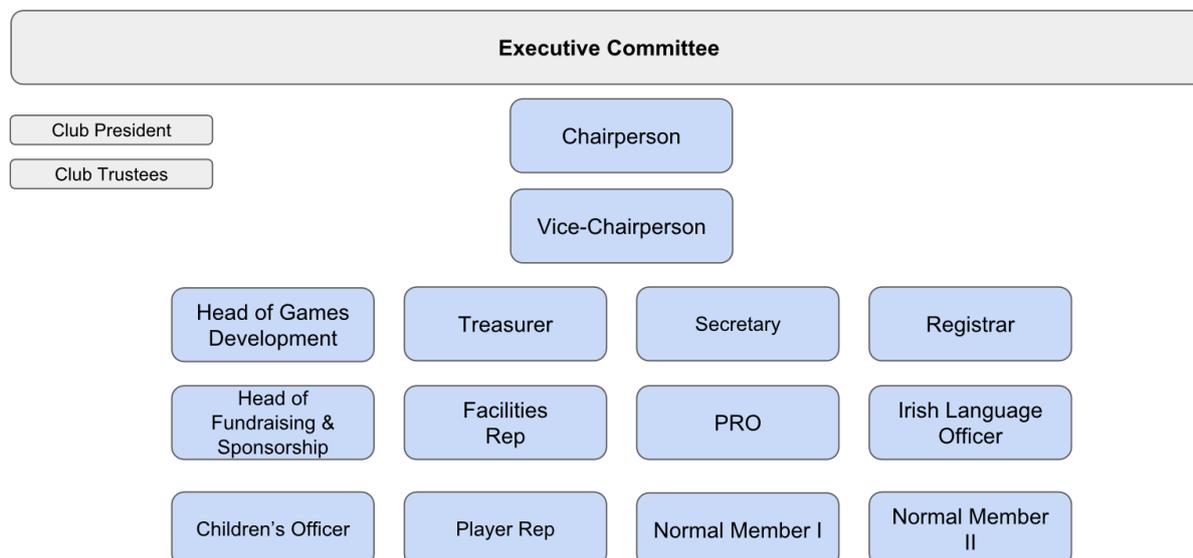
The executive will obviously stay in place but the executive officers/members will be required to play important roles within the new six strand structure and ensure a clear focus on the core functions the club executive is meant to fulfil i.e. oversee club activities, provide the strategies, ethos, and direction to drive the club forward.

Note: The expectation is that the club executive will define a vision for the club and agree in consultation with the six strands on the key initiatives required to deliver this vision.

Executive Committee Responsibilities

- The club functions properly day to day
- The club engages and serves our members
- There is a sustainable strategy to ensure the club will exist and be able to serve future generations
- Setting the direction for the ethos of the club
- Reviewing and updating club members on progress outlined in the club strategy document.
- Agreeing the Terms of Reference and Objectives and reviewing the performance of the six key sub committees proposed, on an ongoing basis and annually
- Acting as the highest point of arbitration for any disputes relating to club business
- Succession planning for the officers of the club
- Training and Education provision for key roles
- Liaison with the central GAA structures
- Liaison with Trustees & Club President

Committee structure



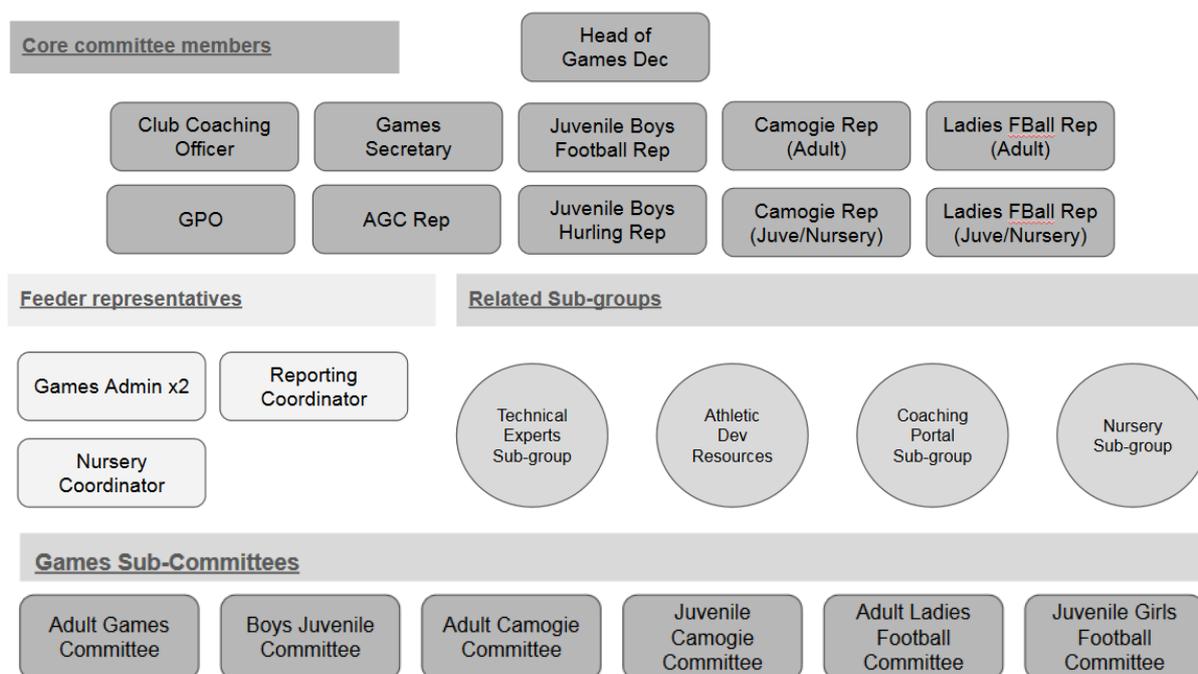
Games Development Strand

A primary aim of the Black + Amber is to place Games Development at the epicentre of club activity. Greater coordination, renewed focus, improvement in our coaching supports, improved co-operation across all codes and keener monitoring of our performance will enable our teams, players and mentors to flourish.

Strand Responsibilities

- Representation for all those directly involved in our games
- Joined up thinking across the codes while overseeing juvenile sub-groups
- GPO liaison
- Agreeing success criteria for teams – multi-year objectives and strategies for each code
- Creating an opportunity for all who wish to play at whatever skill level or age
- Skills /Athletic Development across ages (e.g. player pathways)
- Constant review of critical elements of Games Development over players development, development of coaches, retention and welfare of all players (Juvenile to Adult)
- Resolution of contention for players (dual players and players ‘playing up’) where necessary
- Coaching and Coach development/succession – grow our own “in house” expert coaches.
- Making a case for providing appropriate financial support of teams; good kit, excursions etc.
- Players code of conduct; Encouraging players to ‘give back’ and to be role models

Proposed Games Development committee and sub-groups



Selection of Potential Initiatives

- Games and Coaching Development Committee establishment
- Pathways Coordination
- Coach Education Programme
- Adult Player Supports
- Player Retention
- Coach/Mentor Register
- Participation targets

Note: This list is only a small selection of the initiatives that the Games Development SWG suggested. The Games Development strand will prioritise the key initiatives once operational.

Membership Engagement Strand

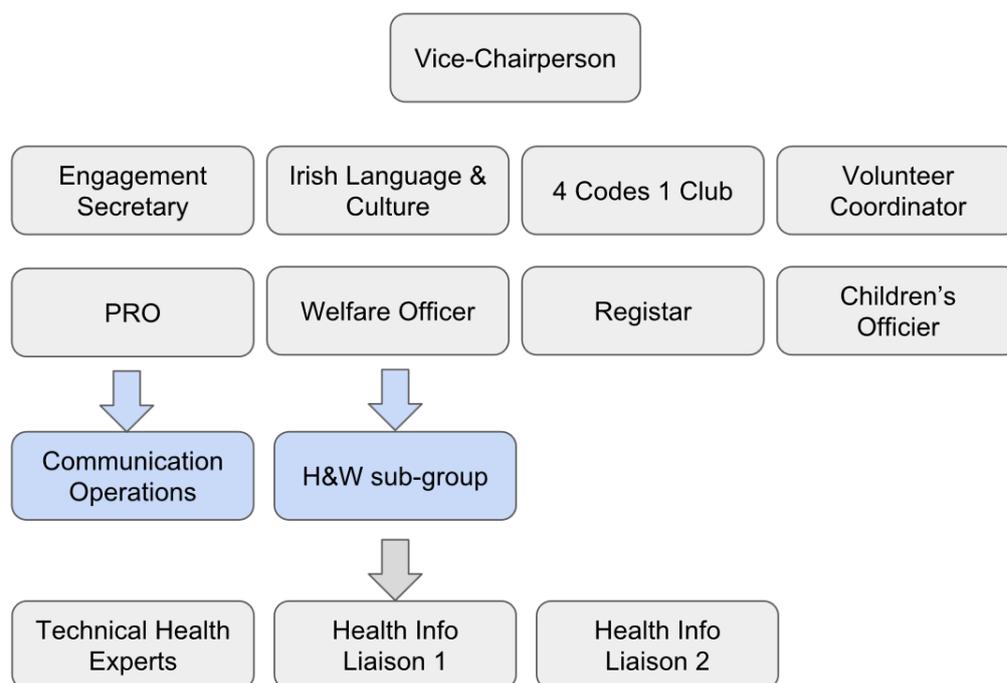
The life-blood of any GAA club is its members, from our juvenile players who dream of becoming senior stars of the future to the mentors, parents, supporters, and members who facilitate, support and encourage those dreams. We want to place our members at the core of what we do on a daily basis and the creation of a membership engagement strand focuses on this task.

The remit of the strand is wide-ranging, including topics such as volunteerism, local community engagement, developing our membership base, fostering a 4 codes 1 club ethos, member welfare, member communications, and inclusiveness. A large portion of the representatives on the revised club executive will come from this strand with the vice-chairperson overseeing activities in the strand. The importance of this strand cannot be underestimated, it will drive the culture, ethos, behaviours, and environment we want our club to represent and embody.

Strand Responsibilities

- Increase and broaden membership
- Collection of membership fees through the registrar
- Retain member engagement with the club through life-stages (players, parents, volunteer, and retirees.)
- Encourage and foster volunteerism in the club
- Leverage the skills inventory of our members willing to provide some support
- Create opportunities for volunteerism on an ad-hoc basis or roles with increasing commitment levels required.
- Visible, proactive community outreach and charitable activities
- Liaison with key local community supports e.g. Gardaí
- Social /Cultural agenda and actual engagement in key club events
- Celebrate the successes of our club and our members (even outside of the club activities)
- Encourage inclusiveness and diversity
- Club communications (Incl. website content + social media presence)
- Heavily promote “4 code 1 club ethos”

Proposed Membership Engagement committee and sub-groups



Small Selection of Potential Initiatives Identified.

<p>Inclusiveness</p> <ul style="list-style-type: none"> • Four Codes - One Club • Support the growth of social games / Social Initiative group / Golf society • Monthly / Annual Calendar • Bonding trips for juvenile teams <p>Community Engagement</p> <ul style="list-style-type: none"> • Embrace new estates • Celebrate our players/teams • Community and Family day <p>Volunteerism Initiatives</p> <ul style="list-style-type: none"> • Promote One-Hour volunteer mantra • Volunteer recruitment drive • Female participation in the clubs activities 	<p>Culture & Heritage Initiatives</p> <ul style="list-style-type: none"> • Comhaltas Ceoltóirí Éireann • Irish Language Promotion <p>Health & Wellbeing</p> <ul style="list-style-type: none"> • Club health & wellbeing policy creation • Code of conduct review • Healthy club - Education & Information • Tiered support plan • Calendar of events <p>Communications</p> <ul style="list-style-type: none"> • Communications planning • Central Communication Repository • Website & Newsletter refresh • Mearnóg's Business network • Event promotion
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Note: This list is only a small selection of the initiatives that the communications, inclusiveness and health and wellbeing SWGs suggested. The Membership Engagement strand will prioritise the key initiatives once operational.

Finance Strand

A key part of the Black + Amber plan proposal is to ensure the club generates the necessary financial resources to support and grow the club in the coming years.

As it stands today, the club's finances are not in a healthy place, we have an overdraft that needs to be serviced and like any club have a large number of outgoings that need to be balanced. The SWGs have proposed some wonderful initiatives that will help to move our club from "Good to Great" without the finance to support these initiatives they will never come to fruition or be realised.

The Finance SWG have looked at these existing challenges and upcoming initiatives and working with each of the SWGs have set about creating draft financial proposals, budgets and forecasts to put the club on a firmer financial footing. Notwithstanding successive executives over the past 10 years have done significant work in reducing the clubs overall debt, driving new revenues along with renewed commercial thrust and enthusiasm should fast track delivering on this key objective, As part of their review, the Governance and Finance SWGs have identified the need to have a focused finance strand within the club structure that not only take ownership of the finance initiatives that have been identified but also embraces a structure that incorporates the financial control of the club and the management of our commercial activities. The finance strand has a very important remit and is a fundamental building block to ensure we can transform the club from "Good to Great"

It is worth noting that the drafts budgets prepared for the Black & Amber plan will need to be reviewed in further detail once the new finance structure is established and such reviews will be subject to Executive committee and where appropriate member approval.

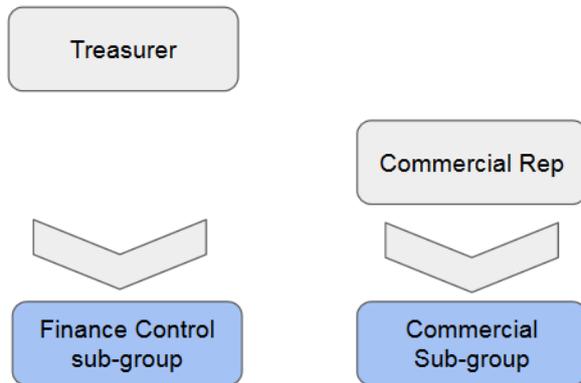
Finance Strand Responsibilities

Overall Responsibilities overseen by two sub-groups:

- **Financial control**
 - Financial accounting for all income and outgoings
 - Financial checks and balances on income/ outgoings; appropriate independent assurance/audit
 - Financial planning and budgeting
 - Insurances and other financial instruments
 - Support executive in providing financial support to the committees and teams
- **Commercial**
 - Financial arrangements and the management of those running commercial ventures in club
 - Performance management of commercial employees (Bar etc.)
 - Review of all commercial activities in the club (bar, shop, coffee shop etc.)

Proposed Finance committee and sub-groups

Finance committee



Selected of Potential Initiatives

Finance & Fundraising

- Overdraft Reduction
- 5-year membership scheme
- Membership Development Contribution Proposal
- Facilities Maintenance Fund
- Long-term Financing

Commercial

- Event promotion coordinator
- Events process template
- Relaunch club coffee shop
- Introduction of an online club shop

Note: This list is only a small selection of the initiatives that the Finance and Commercial SWGs suggested. The Membership Engagement strand will prioritise the key initiatives once operational.

Sponsorship & Fundraising Strand

Sponsors, fundraising and benefactors have provided the club with vital funding down the years that have enabled the club to prosper both on and off the pitch. The creation of the formal active sponsorship and fundraising committee will allow us to focus on growing our relationships with our existing partners and identify new sponsors and benefactors who may wish to become associated with the club and to coordinate our fundraising activities.

Strand Responsibilities

- Supplement the commercial and membership income of the club through engaging sponsors in short-term and longer-term commitments and through the coordination of fundraising activities
- Sponsorship packages
- Sponsorship succession planning
- Coordinate all fundraising activities (large events plus team specific), ideas and planning
- Multi-year Strategy for fundraising to align with Clubs development strategy
- Liaise with Membership Engagement and Fundraising and sponsorship strands on potential income generation projects
- Coordination of sponsorship + fundraising allocation and liaison with the finance committee
- Marketing and promotion of club and sponsors
- Coordination of Grants identification and applications

Proposed Sponsorship & Fundraising committee



Selected of Potential Initiatives

- Sponsorship engagement programme
- Sponsorship packages
- Fundraising calendar
- Liaise with 3rd party event providers
- Coordinated fundraising programme across all codes/teams
- Lead large fundraising events
- Benefactor Identification & Liaison

Note: This list is only a small selection of the initiatives that the Finance and Commercial SWGs suggested. The Sponsorship and Fundraising strand will prioritise the key initiatives once operational.

Facilities Strand

Over the course of the club's history from our initial days playing on rented pitches to the Blackwood lane development to the landmark clubhouse and pitch development that we have today, the club has always sought to deliver first-class facilities to our members and the wider community. The creation of the facilities strand ensures we maintain and develop the fantastic facilities we have in the club.

The maintenance overhead of keeping the facilities we have in operation is substantial and the efforts of the Ground force team are hugely appreciated and respected. The potential future developments and maintenance projects are listed in the Facilities SWG submission but the steering group is very conscious of the need to put proper funding, budgetary controls, and planning in place before we embark on any of these projects. The finance projections outlined in the Finance SWG submission should help to give transparency on how the club can expect to meet our facilities costs.

Strand Responsibilities

- Facilities Management (Incl. Budgeting)
- Future facilities development/improvement strategy
- Maintenance plan & schedule of grounds/pitches
- Maintenance of Club Rooms, Equipment, Utilities, Wi-Fi etc.
- Working closely with finance in preparing tenders/procurement of services
- Access to clubhouse, dressing rooms, front gate etc.
- Health and Safety Oversight / Security arrangements location wide.
- Coordination of maintenance volunteers / Identification members to lend their skills
- Pitch allocation and Inspections

Proposed Facilities committee

Facilities
Chairperson

Facilities Development - They form the main facilities committee

Groundforce
Reps

Pitch Dev
Coordinator

Clubhouse Dev
Coordinator

Safety Officer

Operational - Will liaise with the Facilities Chairperson but do not have to sit on the committee itself

Groundforce
team

Pitch
Coordinator

Pitch Inspection
Group

Selected of Potential Initiatives

Structure

- Creation of facilities committee
- Development fund

Grounds

- Pitch 1 Upgrade – Priority 1
- Pitch 4 floodlights – Priority 1
- Pitch 7 & 8 development – Priority 1

Facilities

- Clubhouse survey
- Health & Safety review
- Skills wall enhancements
- Traffic management plan
- Replacement of main hall floor
- Bike racks

Note: This list is only a small selection of the initiatives that the Facilities SWG suggested. The Facilities strand will prioritise the key initiatives once operational.

All large capital expenditure / funding requirements will be assessed on a case by case basis and each project will be judged on a Stop/Go basis. This requires that no project of a large capital expenditure or risk will proceed, where required, without the necessary and relevant Executive / club members approval. Relevant projects will also not proceed without robust and sustainable funding plans which don't place the club under any high levels of financial risk and pressure. Finance and Governance Committees will also assess and monitor an on-going basis the projects and associated risks.

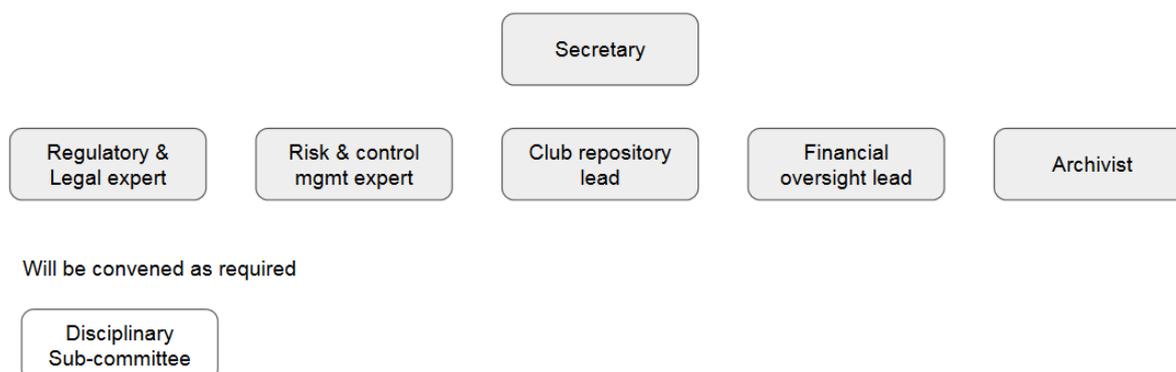
Governance

The Governance strand will ensure that proper structures are in place appropriate to the club's needs and satisfy recognised good governance principles and requirements. Under the proposed new structure the club secretary will take on the overall responsibility for governance within the club, supported in the short to medium term by a separate Governance sub group.

Strand Responsibilities

- Organisation structure and Role descriptions/Committee responsibilities etc.
- Key club documentation maintenance; operating procedures, committee terms of reference, templates etc.
- Rules and Code of Conduct
- Escalation and Appeals process to Exec for issues not resolved within other committees
- Appointing and convening a disciplinary committee
- Regulatory/Legal Compliance (Inc. data)
- Inventories (ownership/leases/licences/covenants)
- Financial Records and Assurance
- Authorisations (banking etc.)
- Official Club correspondence, Minutes of meetings and decision records
- Archivist - Institutional Memory + Memoir + traditions

Proposed Governance committee



Selected of Potential Initiatives

- Devise a new club structure
- Define committee responsibilities / role descriptions
- Oversee Black + Amber Plan Implementation
- Club documentation inventory and repository
- Risk and control management
- Oversee club disciplinary processes
- Ensure Regulatory/Legal Compliance
- Financial Records and Assurance
- Authorisations and other Approval Mechanisms
- Official Club correspondence, Minutes of meetings and decision records
- Archivist - Institutional Memory + Memoir + traditions

Note: This list is only a small selection of the initiatives that the Governance SWG suggested. The Governance strand will prioritise the key initiatives once operational.

Plan Funding

The initiatives set out in the Black & Amber plan will not come for free. They will require substantial funding in order for the initiatives to get off the ground and operational over the coming five years. The Black & Amber Steering committee was very conscious of the potential cost impact on the club and took our responsibility very seriously to balance proposed initiatives with our financial circumstances. Notwithstanding the likely availability of Sports capital grants and additional grant funding to assist us in the development of some of the facilities, our focus as a club needs to be on generating our own funds through the initiatives outlined in the plan in order to reduce our reliance on borrowings and avoid burdening the club with additional debt.

With this responsibility in mind, the chairperson of the steering committee created a sub-group to review the impact these initiatives would have, what the true financial reality would be if we took these initiatives on before finally looking at how we could finance the overall set of initiatives. The sub-group liaised closely with Michael Hannon, club treasurer, and Chairperson to finalise the projections.

Important note on the financial projections from Michael Hannon, club treasurer:

The key point to take from the financial projections is that at the end of 5 years, the Club will have in addition to our current facilities, a floodlit sand-based pitch, a floodlit training area/juvenile pitch (pitch 4), two new pitches (pitches 7 and 8), replaced the surface on the all-weather pitch, improved the drainage on pitch 6, implemented a maintenance schedule of the Clubhouse, improved gym facilities and significantly invested in games development (additional €215K over 5 years).

This investment will be funded by holding a couple of large fundraisers, setting up a sinking fund from membership payments for ongoing maintenance of facilities, increased sponsorships, increased contributions from the Club Bar, Shop and Coffee Shop, Sports Capital Grants of €435K (of which €136K has already been approved) along with some additional borrowings.

By the end of the 5 years the Club's bank borrowings are projected to increase from their current level of €325,000 to €394,378 (an increase of just under €70,000)

Implementation and Review Mechanisms for the Plan

The steering committee propose the Black & Amber plan should become our standard approach to how we operate and manage the club affairs going forward. The Black & Amber steering committee in its current guise will finish shortly as the existing Club executive have formally recommended the adoption of the plan, subject to the incoming executive giving it their endorsement. Our given remit from the current executive was the formation of a steering group and the development and presentation of a 5 year plan for Naomh Mearnóg. The steering group have attained the goal set out to them by the Club Executive.

From this point onwards, the new club executive will need to review and consider how they want to see the plan adopted. Given the adoption of the plan in principle by the incoming executive , the next critical phase is the implementation phase to allow the plan to be embedded in the fabric of how we manage our affairs within Naomh Mearnóg. It is likely that the club executive will appoint a small Black & Amber implementation sub-committee to monitor the success of the implementation throughout 2019 and beyond.

Summary

This document is a summary version of the comprehensive 100+ page Black + Amber plan. It summarises the content of sets out the full Black & Amber plan, from the rationale for its formation, to the research phase that was conducted that provided the key get insights and direction from our membership that drove the creation of our incredible strategic working groups. These voluntary working groups who distilled this feedback and married it with the expertise, knowledge and experience within these groups to provide us ultimately with the playbook and revised structure we need to drive this wonderful club forward for the next five years. It's a wonderful opportunity for the club to reset itself and refocus on the key areas identified in the research and ideation stages.

However, the plan is just a document, a collection of words unless our club members embrace and support the plan. We need members to look at the open roles and take the step to get involved. We respect that people are extremely busy hence the one-hour mantra comes to the fore. The club has contributed a huge amount to the local area and to our members, their families, the community at large and we hope that members recognise this and help the club to continue to prosper by giving back a couple of hours a month to whatever that you the members take on. "Many hand do make light work" and we look for many hands to do a little and share the load.

Thanks to all members who have contributed to the plan. A special thanks to those members who volunteered and worked so diligently and expertly within the Strategic Working groups. It was humbling to see the expertise available to the club from these individuals. Without the contributions from you the members and the incredible work completed by the voluntary working groups there would be no Black & Amber plan. From the beginning this process has been designed to be a member's driven process at all stages. it's been a wonderful experience to help coordinate the process and we truly hope that the members embrace the plan and we see great strides in our success on and off the pitch in the next five years..... *The Black & Amber Steering Committee*

Black + Amber Plan - Frequently Asked Questions

Who devised the Black + Amber plan?

Club members have driven this plan from the outset.

- Members were engaged with during the research phase, culminating in over 2000 pieces of information and feedback been recorded
- 50+ members participated in the Strategic working groups, devising a broad set of initiatives for the club to embark on across a raft of focus areas
- The Governance SWG, drawn from members with related expertise designed the new club structure in consultation with the steering group and in accordance with club and GA constitutions
- The B+A steering committee role was to facilitate the process, gather member feedback and summarise it into a cohesive plan for presentation to the executive

Is the Black + Amber plan only related to facilities ... why are we embarking on large scale facilities projects when the club is already in a difficult financial position?

The key drivers of the Black + Amber plan is games development and membership engagement with a focus given to how we can fund club activities and facilities on an on-going basis.

The only facilities initiative that has been given the go-ahead is Sand based Pitch 1 project which has been approved by the executive and is mainly funded by a Sports Capital Grant. All other initiatives suggested in the plan are only proposals at this point. The new facilities committee will review all proposed initiatives, discuss the operational, financial and maintenance implications before prioritising the ones they feel are needed.

What should be the key takeaways from the plan summary?

The primary takeaway from the plan synopsis is the need for a much greater and a more co-ordinated focus “across all codes” on Games Development within our club. We need to ensure we put structures in place that maximise the opportunities for our playing members to play to the maximum of their ability and also for our coaches, mentors and members to maximise the contributions they can also make to the club overall, commensurate with their skillsets and expertise in a way that is fair and equitable.

The second key takeaway is the need to adopt a totally fresh perspective in relation to membership engagement, both within the club and within the community. If we are to deliver on our objective to become the “hub” of the community from a sporting and social perspective we need to totally reassess our approach and look to new fresh ways to achieve that, notwithstanding the excellent goodwill the club currently enjoys in the community.

The third key take away is the need to implement the new club structure. “Structure normally follows strategy” when successfully implementing an agreed strategy. So it is critical that we as a club structure ourselves in a way that enables us to refocus strongly on Games Development while

also reinvigorating our engagement with club members. In order to generate the funds needed to reduce our current levels of debt, with particular reference to our overdraft facility and also fund the some of the facilities initiatives proposed, Finance, commercial and sponsorship needs serious focus.

How are we going to find volunteers to fill the six strands?

We appreciate that the successful implementation of the B+A plan will require a larger number of volunteers but by spreading the work across a greater number is a better approach than the current approach of loading up a smaller set of very dedicated members with a huge volume of work. By following the “one hour mantra, we will ask volunteers to give us a short amount of time each month working on a specific area removing the fear that they may be landed with more jobs once they volunteer.

In addition within the new proposed structure there will be a clarity of roles which will hopefully encourage people to better understand their remit and how their skillsets can be put to best use for the club, its members and the community at large. We would also hope through the volunteer recruitment drive, to dispel the myth that “you have to have to have a GAA background” to be able to make very valuable contribution to the club. This is clearly not the case, especially when people will see the number of non-Games related volunteers required.

When will the B&A Plan be launched

As a steering group, after a very long 2 years, our remit is at an end. We were tasked back in September 2016 with setting up a Strategy Steering group and asked to prepare a 5 year strategy document and present it to the Club executive. In November of this year the plan was presented to the outgoing executive who endorsed the plan unanimously. We now await the incoming executive to sign off the plan and it will be the incoming executive that will take responsibility for the implementation of the Black & Amber plan subject to any amendments they wish to make. Subject to approval we would expect to be formally launching the new plan mid to end January 2019.

Club Roles

	Executive Representatives	Primary Committee / Sub-group roles	Supporting roles	Related groups / Committees
Club leadership	<ul style="list-style-type: none"> • Club Chairperson • Normal club members (x2) 		<ul style="list-style-type: none"> • Club President • Club Trustees (x3) 	
Games Development Strand	<ul style="list-style-type: none"> • Head of Games Development • Players Rep 	<ul style="list-style-type: none"> • GPO • Club coaching officer • Games Secretary • Juvenile Boys Rep (Hurling) • Juvenile Boys Rep (Football) • AGC Rep • Camogie Section rep • Ladies Football rep 	<ul style="list-style-type: none"> • Games Administrator • Nursery Coordinators (x3) • Athletic Development Resources • Resourcing Coordinator • Technical Experts sub-group • Coaching Portal sub-group 	<ul style="list-style-type: none"> • AGC (x6) • Juvenile Boys committee (x12) • Camogie committee (x10) • Ladies Football committee (x10)
Membership Engagement Strand	<ul style="list-style-type: none"> • Club Vice-Chairperson • Irish Language & Culture Officer • Children's Officer • PRO • Registrar 	<ul style="list-style-type: none"> • Engagement Secretary • 4 Codes 1 Club rep • Volunteer Coordinator • Welfare Officer • Health Info Liaisons • Communication Operations (x8) 	<ul style="list-style-type: none"> • Health Experts (x3) 	<ul style="list-style-type: none"> • Social football rep • Gold society rep • Gaelic4Mothers rep • Special needs rep • Social initiative rep • Rounders rep • Handball rep • Scór & Music rep

	Executive Representatives	Primary Committee / Sub-group roles	Supporting roles	Related groups / Committees
Finance Strand	<ul style="list-style-type: none"> Treasurer 	<ul style="list-style-type: none"> Commercial rep Financial Reporting Coordinator Financial Project Coordinator Club Bar Liaison Online Store / Club shop Liaison Coffee Shop Liaison 	<ul style="list-style-type: none"> Bar manager & staff Events promotion coordinator Bookkeeper 	<ul style="list-style-type: none"> Lotto Sales team Club Shop helper
Sponsorship & Fundraising Strand	<ul style="list-style-type: none"> Sponsorship & Fundraising Chairperson 	<ul style="list-style-type: none"> Grants & Benefactors Liaison Sponsorship Liaison Fundraising Coordinator 		
Facilities Strand	<ul style="list-style-type: none"> Facilities Chairperson 	<ul style="list-style-type: none"> Ground Force reps (x2) Pitch Dev Coordinator Clubhouse Dev Coordinator Safety Officer 	<ul style="list-style-type: none"> Pitch Coordinator Pitch Inspection sub-group 	<ul style="list-style-type: none"> Ground Force Team (x30+)
Governance Strand	<ul style="list-style-type: none"> Secretary 	<ul style="list-style-type: none"> Regulatory & Legal expert Risk & Control mgmt expert Club repository lead Financial oversight lead Club Archivist 	<ul style="list-style-type: none"> Board Delegates 	