



Cathal Brugha Swimming & Water Polo Club

2012/13 NATIONAL LEAGUE WINNERS



Development Plan ANNUAL REPORT 2012/13



Phil Kelly
Chairman

Annual Report to AGM – 16 May 2013

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1.0 Executive Summary

On 22 June 2012, Cathal Brugha Swimming & Water Polo Club submitted a 3yr Development Plan to Belfast City Council as part of a funding application under the Councils Large Development Grant scheme. The plan was also submitted to Swim Ireland as part of our application for accreditation under the governing body Clubmark Award scheme.

This report outlines performance against objectives which have been identified within year 2 (2012/13) of this plan, and provides a synopsis of the past years activities to members attending our AGM and other stakeholders.

1.1 Action Plan Tasks

Our 2012-15 Development Plan identified five key areas for priority attention and these were:

1. To put in place a Coaching Pathway
2. To put in place a sustainable Player Pathway
3. To develop a sustainable player Recruitment/Retention programme
4. To put in place a Volunteer Programme
5. To establish effective & sustainable Governance arrangements

Within the second year (2012-13) of the development plan 42 specific tasks/objectives were identified and to date (April 2013) 22 of these tasks have been completed: that is a completion rate of 48%, with a further 13 tasks (30%) of these tasks scheduled for completion before the end of this year. There were 8 tasks not completed during the year and the majority of these were dependent upon other bodies e.g. there is no substantial water polo CPD programme available from Swim Ireland, however we hope to influence improvement in this area over the life of next year's plan.

Additionally, as new development opportunities were identified and priorities changed, much more was accomplished, in addition to the specifics of the plan as it was originally drafted pre 2012/13.

All told, the Cathal Brugha Club has had a terrific year in terms of Club management, public profile and external validation of our management set up, despite experiencing a few mixed competition results in the pool which, given the improved structures and team preparation environment, can only get better over time....congrats to everyone involved in winning the Men's National League.

1.2 Key Achievements

In terms of key successes over the 2012/13 year, some examples of these are listed below, in no particular order of importance or impact:

2012/13 KEY ACHIEVEMENTS

1. *Our **new Website and Facebook pages** have been established now for six months and to date (01/04/13) our website has had 1,951 unique visitors and 12,143 page views and our Facebook has an average weekly total reach of 1,913 visitors. Our website and Facebook outlets are now essential communication tools, which are well used both internally and externally*
2. ***Coach qualifications** were achieved at Level 1 Water Polo, Pool Safety, Mini Water Polo, FUNdamentals, Disability Awareness, First Aid, Child Protection, BCC 'Out of Hours' Training*
3. *A '**Level 0' point of entry Course** was created and delivered for aspiring Water Polo Coaches within Cathal Brugha. This 'point of entry' Course has been submitted to the Swim Ireland Education Officer for potential ratification as an approved CPD Course.*
4. ***Junior Coaching was reviewed;** training sessions were improved, coaching activities were amended to reflect LTAD programme, Coaching Activities & Lesson Planning Booklet has been developed and distributed to Coaches at an internal coaching review meeting.*
5. ***Clubmark accreditation** was achieved last year and subsequent external validation was provided by Sport NI. This year Cathal Brugha achieved Gold Clubmark accreditation within the Belfast City Council award scheme.*
6. ***Substantial media & internet coverage** throughout the year has increased the public profile of the Cathal Brugha Club, the highlight of which was the radio & television coverage of the GB under 19 teams visit to our Training Camp on April 2013.*
7. ***The Great Britain U19 Team** partnered Cathal Brugha in a training camp held in Bangor, Lisburn and Belfast in April 2013*
8. ***Jérôme Read and Laura Kerr** were appointed as Water Polo Advisor and Strength & Conditioning Coach to Cathal Brugha senior Men & Women squads.*
9. ***Our Member Database** has been reviewed and updated for better admin access to qualifications held, courses attended, member registrations and member contact information with due regard paid to data protection legislation.*
10. ***Men's Premier League Winners 2012/13:** we were Men's Premier League winners and runners up in Women's Premier League and Men's Division 3 league, beaten finalists in the Women's Irish Senior Cup and beaten semi-finalists in the Men's Irish Senior Cup*

Contents

Chapter			Page(s)
1.0		Executive Summary	1-2
	1.1	Action Plan Tasks	1
	1.2	Key Achievements	2
		Contents	3
2.0		Implementation of 2011/12 Plan	4-12
	2.1	Priority Area 1: Create a Coaching Pathway	4-5
	2.2	Priority Area 2: Create a Player Pathway	6-7
	2.3	Priority Area 3: Create Recruitment & Retention Programme	8-9
	2.4	Priority Area 4: Create Volunteer Programme	10
	2.5	Priority Area 5: Effective & Sustainable Governance	11-12
3.0		Analysis of Action List	13
4.0		Conclusion: Chairman's Comments	14

Club Development Plan 2012-15 (Review of Actions Planned for Year 2012/13)

Priority 1: Development of Our Coaches

Aim

To establish a coaching pathway for the club

Objectives

<ul style="list-style-type: none"> To build on the introductory level coaching programme introduced in 2011/12 and to progress coaches through the coach education levels Raise the profile of club coaches Provide additional support to Senior Coaches 	<ul style="list-style-type: none"> Develop a CPD programme for all coaches To provide Coaches with teaching materials and equipment which meet their needs To monitor progress of Coaches in their application of learned skills
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Actions

Objective	Actions	By When	Targets	Monitoring Review Point April 2013
To fully implement the introductory level coaching programme introduced in 2011/12 and to progress coaches through the coach education levels	Repeat the successful 'Level 0' Coaching Course, introduced in 2011/12	Mar 13	Level '0' Coaching Course repeated	Incomplete ('Level 0' course to be submitted to SI as part of a Water Polo CPD programme)
	Offer Level 1 Coaching Course places to those who qualified from level '0'	June 13	At least 2 new Level 1 Coaches qualified	One new Level 1 Coach Qualified (P Goss)
	Offer Level 2 Courses to those who have Level 1 qualification	Sept 13	At least 1 new Level 2 Coach qualified	Incomplete (No Level 2 Course yet available)
	Hold a Coaching Conference at which progress may be discussed and priority actions agreed	June 13	Coaching Conference held with minimum of 60% attendance	Targeted for delivery in June '13

Objective	Actions	By When	Targets	Progress Monitoring April 2013
To raise the profile of club coaches	Continue to promote the activities and recognize the successes of Club Coaches on our website, on Facebook and in the media	on-going	Substantial internet & media coverage i.e. 90+ web posts, 100+ Facebook posts & 12 press releases	Complete (On-going activity)
Develop a CPD programme for all coaches	Work with Swim Ulster to develop a CPD programme for Coaches and other volunteers	Mar 13	Volunteer CPD programme in place	Incomplete (insufficient courses available for water polo – Cathal Brugha will work with SI & SU Education Officers for next year)
To provide Coaches with teaching materials and equipment which meet their needs	Create a Coaching Manual, specific to our needs	Jan 13	Coaching manual available	Complete Manual now available and in use by Brugha Coaches
	Tutor Coaches in the best application of the Cathal Brugha Coaching manual	Mar 13	Instruction delivered in best use of Coaching Manual – feedback received	Complete
	Consult with Coaches on their facilities & equipment needs and procure as required	Sept 12	Pre-Season Coaches statements received - facilities/equipment procured e.g. balls, caps, bounce boards, white boards etc.	Complete
To monitor progress of Coaches in their application of learned skills	Monitor and review coaching programme and its application	May 13	Coaching programme reviewed, feedback received and report presented to Exec Committee	Complete

Club Development Plan 2012-15 (Review of Actions Planned for Year 2012/13)

Priority 2: Player Pathway Development

Aim

To Build upon the Player Pathway Introduced in 2011/12 &
Develop an Elite Performance Programme

Objectives

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| <ul style="list-style-type: none"> To record player & team performance and reward achievement To implement a staged progression through Junior levels by assessing competencies & skills | <ul style="list-style-type: none"> Match competencies to playing level Promote new events to encourage internal & external growth in water polo participation Build an Elite Performance Programme |
|--|---|

Actions

Objective	Actions	By When	Targets	Progress Monitoring April 2013
To record player & team performance and reward achievement	Consult with Coaches to identify preferred methods to record player & team performance	Jan 12	Method to record player and team performance agreed	Complete (will focus on application of priority training based upon competition programme)
	Implement measures to record performance Review methodology for effectiveness	Feb 13 Sept 13	Performance measures implemented	On-going
	Recognise achievements along player pathway	on-going	Player achievements recognised & recorded at an Awards evening	Targeted at Year end

Objective	Actions	By When	Targets	Progress Monitoring April 2013
To implement a staged progression through Junior levels by assessing competencies & skills	Introduce a Skills & Competency Assessment Programme Review Programme	Jan 13	Skills & Competency Assessment Programme in place	Complete
	Communicate with parents regarding progress of players	Feb 13	Communication with parents adequately addressed with an overall Communication Plan	On-going Initial parent briefing session planned for September 2013
Match competencies to playing level	Skill and sporting maturity to be considered before players are selected to teams	Jan 13	The right players matched to the right team standard	On-going
	Ensure that coaching programmes and structures take account of the competencies required	Jan 13	Appropriate competencies applied within a Coaching Programme	Complete
Promote new events to encourage growth	Lobby at UWP& IWPA for Junior Inter-provincials as an achievable progression target for young players	Feb 13	Mini & Maxi water polo events delivered, leading to Inter-Provincial games at this level	Complete Junior Inter-Pro's planned for September 2013
	Promote Water Polo events at a new venue	Feb 13	Source funding & facilitate mini polo at Lisburn and one new venue	Complete (Olympia & Bangor)
	Secure training slot at Bangor Pool	Feb 13	At least one training slot secured at new 50m Bangor Pool	Under consideration
Build an Elite Performance Programme	Source external coaching advice from a successful external source	End 2012	Coaching advice obtained and programme established	Complete

Club Development Plan 2012-15 (Review of Actions Planned for Year 2012/13)

Priority 3: Recruitment and Retention of New Players & Club Members

AIM

Recruitment and Retention of New Players & Club Members

Objectives

<ul style="list-style-type: none"> • To work in partnership with Local Government and others to promote Water Polo • Raise profile of sport/club/players through media 	<ul style="list-style-type: none"> • Improve communications from/to Coaches, junior players and parents • Develop links to schools & colleges
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Actions

Objective	Actions	By When	Targets	Progress Monitoring
				April 2013
Develop links with Schools & Colleges	Demonstrate water polo at schools galas	June 13	Water polo demo at 2 x schools galas during 2012/13	Targeted at June '13
	Provide pathway for children from school to Cathal Brugha	Jan 13	Clear pathway created from schools to Cathal Brugha	New timeline (Sept '13)
	Explore opportunity to 'showcase' water polo to further education colleges	Sept 13	Approach at least two FE Colleges/Universities proposing player recruitment	Incomplete

Objective	Actions	By When	Targets	Progress Monitoring April 2013
To work in partnership with Local Government and others to promote water polo	Promote concept of Ulster Mini Water Polo Championships	Jan 13	Ulster Mini & Maxi Water Polo Championships held	Complete (Lisburn)
	Promote concept of Inter-Provincial Mini Water Polo Challenge	Jan 13	Inter-Provincials established at Mini & Maxi water polo level	Incomplete (Ulster issue)
	Further develop the 'Pathways' project of referral from Local Government Swim Lessons to water polo	Mar 14	Review & repeat 'Make a Splash' referral programme with BCC, implementing any preferred changes	Targeted towards March 2014
	Promote water polo to BCC Schools programme	June 13	Water polo 'showcased' to two schools within BCC schools programme	June '13
	Work with Swim Ulster & Ulster Water Polo to promote water polo	Sept 13	Discussions held with a prominent one swimming club re opportunities to share ideas, resources and development opportunities	Sept '13
	To target under-represented groups as potential water polo players & volunteers	Sept 13	Approach two umbrella organisations to promote water polo involvement	Sept '13
	Improve communications to/from Coaches, Players and Parents	Develop a Communications Plan Review Communications Plan	Jan 13	Comprehensive Communications Plan established
Raise the profile of Cathal Brugha and water polo through the media	Obtain photo and editorial coverage within the media	On-going	Substantial media coverage attained i.e. 12 editorial pieces of at least two column inches	Complete

Club Development Plan 2012-15 (Review of Actions Planned for Year 2012/13)

Priority 4: Volunteer Recruitment & Development

AIM

To put in place a volunteer programme for the club

Objectives

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| <ul style="list-style-type: none"> • Encourage parental participation • Encourage involvement of ex-players | <ul style="list-style-type: none"> • Developing table officials & referees • Plan a process of volunteer recognition |
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Actions

Objective	Actions	By When	Targets	Progress Monitoring April 2013
Encourage parental participation	Recruit volunteers from parents group 4 new parents as volunteers	Mar 13	Identify 1 x new method for parental involvement	Incomplete (Parent briefing sessions planned for Sept/Oct '13)
Provide table officials and referees	Recruit & train volunteers for table duty and refereeing	Jan 13	Recruit 2 x new referees and 2 x new table officials each year during plan	Incomplete
Plan process of volunteer recognition	Recognise volunteer contributions via website, Facebook & Twitter	Jan 13	Volunteer contributions acknowledged via media, website, Facebook & Twitter at regular intervals during life of plan	Complete & On-going
Encourage involvement of ex-players	Recruit ex-players into a volunteer role, either occasional or consistent roles	Mar 13	Contact two ex-players to encourage re-involvement as Club Volunteers	Partly complete,

Club Development Plan 2012-15 (Review of Actions Planned for Year 2012/13)

Priority 5: Good Governance

AIM

To build on governance arrangements already established

Objectives

- | | |
|--|--|
| <ul style="list-style-type: none"> • Further develop relationships with stakeholders/partner organisations • To maintain and build upon current Clubmark status • Consolidate ground gained in terms of improved governance | <ul style="list-style-type: none"> • Ensure appropriate financial planning • Ensure effective lines of communication • Improve control of and access to Coach education information |
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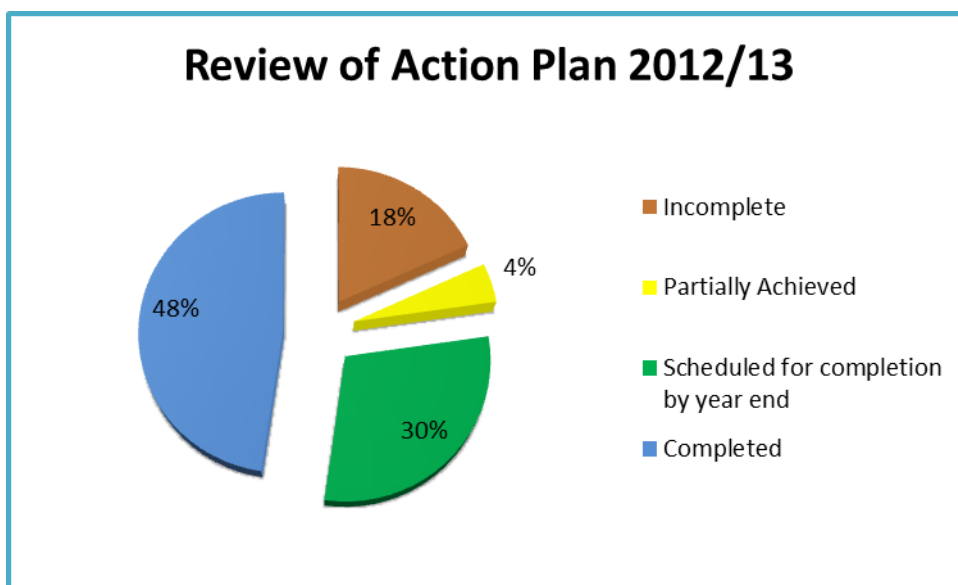
Actions

Objective	Actions	By When	Targets	Progress Monitoring April 2013
Further develop relationships with stakeholders & partner organisations	Maintain contact and explore developing opportunities with stakeholders & partners	On-going	Regular meetings (4 per year) with Stakeholders & Partners exploring development opportunities	Complete & On-going
To maintain and build upon current Clubmark status	To prepare for and apply for Silver Clubmark status with BCC	Sept 12	Silver Clubmark status attained, as minimum	Complete (Gold Clubmark attained)
	To protect and maintain current Swim Ireland Clubmark status	On-going	Swim Ireland Clubmark status retained	Complete
Ensure appropriate financial planning	To effectively manage current and future financial resources	On-going	Financial commitments met and stability maintained	Complete & On-going
	To review income streams including a review of financial systems e.g. DD's, cash collection etc.	June 13	Financial systems reviewed	Deferred until next plan

Objective	Actions	By When	Targets	Progress Monitoring April 2013
Improve control of and access to Coach education information	To establish and maintain a directory of coaching and other relevant qualifications held by volunteers	Feb 13	Coaching Directory established	New Target date of June 13
Consolidate ground gained in terms of improved governance	Maintain structures & administration processes developed to date	On-going	Structures and processes maintained	Complete
	Undertake survey of Coaches to establish satisfaction levels with Coach & Player Development Programme	Mar 13	Coaches survey completed and feedback recovered	Incomplete Defer until next year's plan

3.0 Analysis of Action List

The above synopsis, which lists Complete and Incomplete actions, represents progress against our 2012/13 Development Plan Action List and is further demonstrated by the diagram below:



Clearly, from the implementation report of identified priorities, more work is required in relation to improving our Volunteer Programme particularly in terms of encouraging parental involvement. Additionally, although substantial work has been invested in improved internal & external communication, the omission of a Communication Plan (Governance Section) to bring this work together and to plan future actions is an area for future improvement.

Other clear areas for future prioritisation and/or development include:

1. Working more closely with our partners in Swim Ireland and Swim Ulster, particularly in light of the likely subsumation of the IWPA into Swim Ireland.
2. Timely access to relevant training courses organised by Swim Ireland and to influence and contribute to the development of a water polo specific CPD programme
3. A closer relationship with the education sector e.g. Primary Schools & Further Education with a view to water polo development in general and recruitment of members to our Club
4. A review of Coaching, throughout the Club
5. Building upon successes to date in relation to Mini Water Polo
6. Review of income streams within Cathal Brugha

These priorities will be prominent within our revised and updated annual plan

5.0 Conclusion: *Chairman's Comments*

Firstly, I would like to take a moment to reflect on the passing of some of our friends & colleagues over the last year. Our thoughts are with the families of water polo icons Davy Page and Jim McDonnell, both of whom were held in the highest regard by our Club. The sad passing of our own Marie Clarke was deeply felt by all Cathal Brugha members and our Club came together in large numbers to offer our sympathy and comfort to the Clarke family at Marie's funeral.

Cathal Brugha Swimming & Water Polo Club has come a long way in the past few years in terms of our administrative set up, general organisation and our public profile. However, areas for improvement include recruitment & recognition of volunteers, planned internal & external communication, working with ethnic minorities & persons with a disability and of course improved competition results at all playing levels.

We look forward to next year consolidating partnership arrangements on the technical front in terms of further engagement with Jérôme Read and Laura Kerr in a review of our coaching/team preparation set up. A huge thank you must go to Jérôme and Laura for all their efforts during the season past.

I would take this opportunity to thank our partners Belfast City Council & Lisburn City Council for their continued support, our Club volunteers whose contributions are the life blood of progress, our players for their skills & application, our parents for their ever present support and to my colleagues on our Executive Committee for their continued resilience, innovation and determination to improve the lot of us all.

I look forward to the challenges ahead and would encourage those of you who offer support to the aspirations of Cathal Brugha to reinvest their talent & time again next year.

Congratulations to all of our players, coaches and team managers for all their successes during the year and I look forward to celebrating further successes in the future.

Finally, I would invite those of you who perhaps may feel unfulfilled, in terms of your contribution, to come and speak to myself or any member of the Clubs Executive Committee and we will make sure that you have an opportunity to work within our Club and to influence future developments.

We have made significant progress in terms of Club Development, however in order to sustain that progress we need more people getting involved and making a meaningful contribution in support of Club activities...without this vital support, we put at risk the progress we have made to date.

Yours in Sport



Phil Kelly, Club Chairman