



# *Cathal Brugha Swimming & Water Polo Club*

*[www.cathalbrughawaterpolo.com](http://www.cathalbrughawaterpolo.com)*

## DEVELOPMENT PLAN

2013-16

*Cathal Brugha Swimming & Water Polo Club has a three year rolling Development Programme. This plan reviews achievements for the year 2012/13 and provides a breakdown of key actions required to drive continuous improvement within the Club over the next three years.*

# TABLE OF CONTENTS

	<b>PAGE</b>
<b>Core Values of Cathal Brugha Swimming &amp; Water Polo Club</b>	1
Key Objectives	1
<b>Executive Summary</b>	
• Key Achievements	2
• Brief Overview of Development Plan	3-4
<b>A brief history of our Club</b>	5
<b>Where we think we are</b>	6-14
• SWOT Analysis	6
• Needs Analysis	7
• Membership Audit	8
• Pool based training sessions	8
• Cathal Brugha Senior Officers	9
• Cathal Brugha Coaches	10
• Cathal Brugha Referees & Table Officials	11
• National & Regional Competitions Entered	12
• National & Regional Competition Results	13
• Annual Fund Raising Activities	14
<b>Where we would like to be &amp; How we think we can get there</b>	15
• Introduction	15
• Overview of 3 Year plan	15-17
• Where do we want to be in 2016?	18
Development Plan Action List	20-34
• Priority 1: Development of Our Coaches	20-21
• Priority 2: Player Pathway Development	23-24
• Priority 3: Recruitment & Retention of New Players and Club Members	26-27
• Priority 4: Volunteer Recruitment & Development	29-29
• Priority 5: Good Governance	31-33
<b>Monitoring &amp; Review</b>	35
<b>Contact Information</b>	36
Appendix 1: Review of 2012/13 Action List Delivery	

#### CORE VALUES OF CATHAL BRUGHA SWIMMING & WATER POLO CLUB

- to promote the teaching and practice of water polo to the highest level available
- to compete at the highest levels of water polo within the ethos of fair play and providing opportunities for all.
- to positively contribute to the health and wellbeing of the community by promoting physical activity and social engagement through the sport of water polo
- to work with like-minded partner organisations in promotion of our goals

Our Club Development Plan is a framework to provide direction, progression and evaluation to achieve our core objectives. This plan updates our 2012-15 plan with revised 'Year One' objectives & activities and reviews more strategic goals for years two & three of the plan to take us up to 2016.

#### KEY OBJECTIVES

- to optimise our resources towards the promotion and delivery of club objectives.
- to welcome all able bodied and less able bodied persons participating in club activities
- to pave the way for future development opportunities
- to promote and ensure good practice in water polo.
- to be in a better position to receive funding and support from partner organisations.
- to provide clear and measurable objectives which can be monitored and reviewed.
- to communicate a clear vision and focus to reflect our ambitions.
- to encourage responsibility and ownership of our development plan.
- to broaden the player base by encouraging more junior members to participate
- to provide clear development pathways for players, coaches, volunteers and administrators
- to ensure good governance of our Club

This update of our Development Plan is a 'living' document, held under continuing review and adjusted depending upon new opportunities and revised priorities. The plan will be for a rolling 3 year period, with objectives and targets agreed at the annual review and interim changes being the responsibility of the Clubs Executive Committee; the aim being that the plan will always promote continuous development.

In developing this update (*effectively creating a plan which is in sync with our governing body's planning cycle*) Cathal Brugha undertook an honest appraisal of activities against those projected in our previous years plan, considering interim developments both within our immediate environment and also those influenced by 'external' factors.

EXECUTIVE SUMMARY

2012/13 KEY ACHIEVEMENTS

A review of last year's activities against our plan is attached at **Appendix 1** of this Plan, with examples of some **key achievements** being *(in no particular order of importance or value)*:

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 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 team 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

## Brief Overview of our Development Plan

This three year rolling plan was developed following a critical review of last year's activities and also encompasses feedback from our mid-season Club meeting held on 21<sup>st</sup> February 2013 at the Lagan Valley LeisurePlex. The plan includes achievable targets which can be easily monitored and has the flexibility to be modified or priorities amended, as required by prevailing circumstances. The plan is an all-encompassing document, supported by an effective Action List which can be broken down into manageable sections and which will be reviewed by the Clubs Executive Committee on a 6-12 week basis.

The Executive Committee of Cathal Brugha is tasked with monitoring and reviewing performance, with resulting activities being addressed, as required.

### KEY PRIORITY TASKS

In respect of last year's successes and the necessity to 'bed-in' new processes in critical areas our key Priority Areas for this rolling 3 year plan are:

1. Development of Our Coaches
2. Player Pathway Development
3. Recruitment and Retention of New Players & Club Members
4. Volunteer Recruitment & Development
5. Good Governance

#### 1. DEVELOPMENT OF OUR COACHES

Our Coach Development Programme has seen significant advances made over the past year with the establishment of a Level '0' point of entry course established, which is now with Swim Ireland's Education Officer for ratification and adoption as 'best practice' for the introduction of potential new Water Polo Coaches. Over this past year, we have fulfilled our objective of developing a Cathal Brugha Coaching Manual which will give direction to our Coaches in terms of lesson planning, learning points and helpful learning activities

#### 2. PLAYER PATHWAY DEVELOPMENT

A key success of the past year was the review of our junior training sessions whereby introducing a second weekly session for our junior squads has provided more 'space' to work on Tuesday evenings and added significantly to the training opportunities for our players and their Coaches.

In terms of or more senior players, over the past year we have created a High Performance Programme which was overseen by Jérôme Read (GB U19 Head Coach) and which incorporated a Strength & Conditioning programme led by Laura Kerr (NI Athletics Coach) and

as part of this programme the GB U19 Team joined us in a Training Camp which took place at Lisburn, Bangor and Belfast venues in April 2013. Our Senior Men also attended a Training Camp in Manchester.

### 3. RECRUITMENT & RETENTION OF NEW PLAYERS & CLUB MEMBERS

Within this priority lies a critical success factor in terms of our planned progression and that is the intention to meaningfully engage with the education sector in the promotion of the Cathal Brugha Club and water polo generally. This was a key objective last year, which was only partly met.

In addition, we intend to further progress our Mini Water Polo programme which last year saw delivery of a five venue Belfast League and a very successful Lisburn Mini Water Polo Tournament. At the time of writing, our mini polo squad plans a number of challenge games against local and not so local opposition over the coming months..

A new initiative, in this plan is the key objective to organise a 'Junior Boot Camp' which will be held in September 2013. And it is also our intention to review our Junior Training Programme with the assistance of Jérôme Read and Laura Kerr.

### 4. VOLUNTEER RECRUITMENT & DEVELOPMENT

We have made steady progress over the past few years in the area of Volunteer Recruitment and Retention, however this year it is our intention to consider further improvement opportunities in this important area. Over the past year we have seen increased volunteer activity in the areas of coaching and administration and this volunteer contribution has been recognised within our social media outlets and also in media coverage attained during the year. It is our intention to revisit volunteer roles with a view to ensuring that everyone has an opportunity to contribute and have their contribution recognised. We would like to encourage more parental involvement in Club activities and this will be amongst our priorities during the lifespan of this plan.

### 5. GOOD GOVERNANCE

A huge success last year was in achieving Belfast City Council's Gold Clubmark accreditation, to add to our Swim Ireland Clubmark accreditation, and our Club has been nominated by the Council to participate in a European Sporting Club Governance pilot during the coming year.

This year we also intend to help plan for the future by encouraging volunteers to act as deputies to current Executive Officer posts within the Club, thereby 'spreading the load' and also encouraging more involvement and improved communication.

## A BRIEF HISTORY OF OUR CLUB

The Cathal Brugha Club has been in existence since 1932 and was originally based in the old Falls Baths on the Falls Road in Belfast.

Initially, the aim of the club was to provide a swimming teaching facility for young people from the surrounding area. However it soon developed into a competitive outfit in both swimming and water polo and Jim Gilmore became the clubs first Irish swimming champion when he won the 880 yards freestyle title in 1943. Competitive swimming and water polo complimented each other until the early 1970s when the club began almost exclusively to concentrate on water polo. Rory Delargy and Liam Goss however maintained the link with swimming by winning numerous Irish masters titles and breaking records along the way. The club has now, over the years won every Irish title in water polo and were the 2011 National League Men's Div. 1 title winners.

Women's water polo was started in the late 1980s and culminated with three Irish Senior Cup titles in 2003, 2004 and 2006. They also played in the European Cup in 2005. Numerous honours have been attained at international level with Joe McAvoy (swimming and water polo) Phil Kelly Nicky McCormack and Chris Hodgkinson all having captained Ireland senior teams.

Over the years many extremely capable administrators have gone on to hold high office including past presidents of the Irish Water Polo Association Rory Delargy, Wally Clarke and Gerry O'Neill (twice). In April 2011 Wally Clarke became the first member to be elected as president of Swim Ireland (formerly the IASA).

Presently Cathal Brugha offers training sessions in Belfast at Falls and Andersonstown Leisure Centres and in Lisburn at the Lagan Valley LeisurePlex. We compete at all levels, participating in National competitions from under 14yrs to senior events in both male & female categories. We also have a thriving mini water polo section within our Club of under 9 & under 11 year olds.

Our Club has a very active Development Plan and welcomes new members at all levels, from the complete novice to seasoned players, perhaps from overseas, who find themselves in our city. In 2011, Cathal Brugha received the coveted Clubmark Award which recognises excellence in Sports Club Management and in 2012 we were awarded the Swim Ireland Ulster Club of the Year Award.

During the 2012/13 season we brought on board Jérôme Read (GB Junior Head Coach) and Laura Kerr (Strength & conditioning Coach to NI Athletics) to help move us forward in terms of team development and preparation for competitions.

WHERE WE THINK WE ARE

SWOT ANALYSIS

The following table outlines a SWOT analysis exercise for the Club which has been updated to reflect the outcomes of our Club meeting held on 21<sup>st</sup> February at Lagan Valley LeisurePlex.

STRENGTHS	WEAKNESSES/ AREAS FOR IMPROVEMENT
<ul style="list-style-type: none"> <li>• Long established Club</li> <li>• Excellent reputation within west Belfast community</li> <li>• History of success in achievement; previously in swimming and now exclusively water polo.</li> <li>• Established recognition at Sports Council and local authorities</li> <li>• History of influence at some schools and colleges</li> <li>• Relatively large numbers of participants over long number of years</li> <li>• Capacity to attract large numbers of 'new' young participants.</li> <li>• Success in recent years has been at Men's senior level and within junior competition.</li> <li>• General determination to improve.</li> <li>• Dynamic Sport with high youth profile.</li> </ul>	<ul style="list-style-type: none"> <li>• Structured income stream required to be developed</li> <li>• Structure of local competitions requires to be developed e.g. annual plan</li> <li>• Coaching and refereeing require improved development pathways.</li> <li>• A planned focus on objectives and targets is required by all members.</li> <li>• Need to grow our volunteer base.</li> <li>• Influence at Ulster/Irish level should be enhanced in order to help deliver our objectives</li> <li>• Need to establish effective Education management within the Club</li> <li>• Need to recruit new members</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Access to funding from Government bodies.</li> <li>• 50m pool in Bangor will drive elite progress.</li> <li>• Potential to attract sponsorship / partnership</li> <li>• Enhance partnerships with key stakeholders e.g. Council, education and health sectors</li> <li>• Website and Facebook sites to become main communication tools for Club information</li> <li>• Communication plan needs to be developed</li> <li>• Recruit more Volunteers</li> <li>• Coach education and player development present opportunities for improvement</li> <li>• There is an opportunity to develop closer links with swimming clubs and Swim Ulster</li> <li>• Mini-polo may be used as a 'partnership' tool</li> <li>• Establish an Elite Performance Programme based upon externally sourced coaching advice</li> </ul>	<ul style="list-style-type: none"> <li>• No ownership of pools, therefore dependent upon councils for availability.</li> <li>• Running costs could have the effect of the sport becoming more expensive and risks becoming socially exclusive.</li> <li>• Growth depends on funding. Increased competition for awards or removal of government funding for schemes would be a threat.</li> <li>• It is becoming increasingly unsustainable to depend on volunteers to provide their expertise without covering costs as the new regulations have doubled the commitment required.</li> <li>• Reduction/Withdrawal of local authority funding</li> </ul>

## NEEDS ANALYSIS

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

### NEEDS

- Consolidate improvements made to ensure sustainable development
- Additional funding targeted towards our priority needs
- Increased number of players, volunteers and coaches
- Implement Coach and Player Development Pathways
- Establish an Elite Performance Programme
- Implement review of Junior Training Sessions in line with developed Lesson Plans
- Increase junior participation
- Increased participation from local schools, Belfast City Council 'Make a Splash' programme and swimming clubs
- Play a strategic role at Ulster & Ireland governing body level
- Build on partnerships with key stakeholders

### WANTS

- Financially stable and self sufficient
- Large numbers of junior boys & girls at all age groups
- Smooth player transition from junior to intermediate to senior status
- Have an increased active membership
- Partner to our mutual benefit a Swimming Club interested in promoting water polo
- Facilitate delivery of a Province wide Mini Water Polo League
- Win at least one junior & one senior National competition each year

MEMBERSHIP AUDIT : MARCH 2013		
	MALE	FEMALE
YOUNG BEGINNERS & IMPROVERS <i>(mostly 'new' &amp; presently non-competing members)</i>	33	36
UNDER 14 YEARS	17	15
UNDER 16 YEARS	16	15
UNDER 19 YEARS	14	11
SENIOR	29	18
NON PLAYING ADULTS	17	8
<b>TOTALS</b>	<b>126</b>	<b>103</b>

WEEKLY POOL BASED TRAINING SESSIONS: MARCH 2013							
	MON	TUE	WED	THUR	FRI	SAT	SUN
BEGINNERS		ATOWN 18.45-19.45					
U14		ATOWN 19.00-20.30					
16 BOYS					FALLS 19.30-20.30		
U16 GIRLS					FALLS 19.30-20.30		
U19 BOYS			FALLS 19.30-20.30				
U19 GIRLS			FALLS 19.30-20.30				
OUT OF HOURS	ATOWN 06.00-07.00		ATOWN 06.00-07.00		ATOWN 06.00-07.00	FALLS 16.45-18.45	
SENIOR FEMALE			FALLS 19.30-20.30		FALLS 19.30-20.30		
SENIOR MALE	LISBURN 21.00-22.30		FALLS 20.30-22.00		FALLS 20.30-22.00		

**CATHAL BRUGHA SENIOR OFFICERS (PRE-AGM 20 MAY 2013)**

President	Gerry O Neill
Chairman	Phil Kelly
Secretary	Wally Clarke
Treasurer	Brenda Monaghan
Senior Team Manager	Una Barr
Junior Club Managers	Gerard Fitzsimmons & Adrian Hanna
Men's Captain	Stio McMahon
Women's Captain	Caoimhe Cooke
Director of Coaching	Ciaran McGurk
Director of Marketing & Communications	Esther Haller Clarke
Public Relations Officer	Gerry O'Neill
Child Protection Officer	Jake Marron
Child Protection Officer	Pam Morgan
Designated Officer	Wally Clarke

CATHAL BRUGHA COACHES			
Junior Club	Water Polo Qual.	Swimming Qual.	Child Protection
Paul Devlin	✓		
Mark Gray	✓	✓	✓
S McMahon	✓	✓	✓
P Beirne		✓	✓
P Goss	✓		✓
C Agnew	✓	✓	✓
A Barr		✓	✓
J Marron		✓	✓
N Barr	✓		✓
C McGurk	✓	✓	✓
O Monaghan	✓	✓	✓
N Taylor	✓		✓
B Taylor	✓	✓	✓
R McDonald		✓	✓
C Jameson	✓		✓
G Fitzsimmons	✓		✓
Peter Cassidy	✓		✓
J Donnelly	✓		✓
L McDonnell	✓		✓
Mark Barr	✓		✓
D Donnelly	✓		✓
C Campfield			✓

CATHAL BRUGHA QUALIFIED REFEREES & TABLE OFFICIALS		
	Referees	Table
J Donnelly	✓	✓
D Donnelly	✓	✓
C McGurk	✓	✓
A Hanna	✓	✓
C French	✓	✓
Gerry O Neill		✓
O Monaghan		✓
A Barr		✓
N Barr		✓
D Cassidy		✓

**NATIONAL & REGIONAL COMPETITIONS NORMALLY ENTERED**

	Ulster League	Ulster Cup	Irish League	Irish Cup	Bro. Philip Cup
Under 9 (Mixed gender)	✓	✓	N/A	N/A	N/A
Under 11 (Mixed gender)	✓	✓	N/A	N/A	N/A
Under 14 (Boys)	✓	✓	N/A	✓	N/A
Under 14 (Girls)	✓	✓	N/A	✓	N/A
Under 16 (Boys)	✓	✓	N/A	✓	N/A
Under 16 (Girls)	✓	✓	N/A	✓	N/A
Under 19 (Boys)	✓	✓	N/A	✓	N/A
Under 19 (Girls)	✓	✓	N/A	✓	N/A
Men	✓	✓	✓	✓	✓
Women	✓	✓	✓	✓	N/A

**NATIONAL & REGIONAL COMPETITIONS RESULTS**

	Irish Cup	Irish League	Bro. Philip Cup	Irish Cup	Irish League	Bro. Philip Cup
	2011/12	2011/12	2011/12	2012/13	2012/13	2012/13
U14 Boys	3 <sup>rd</sup>	N/A	N/A	Qual.	N/A	N/A
U14 Girls	4 <sup>th</sup>	N/A	N/A	Qual.	N/A	N/A
U16 Boys	2 <sup>nd</sup>	N/A	N/A	Qual.	N/A	N/A
U16 Girls	3 <sup>rd</sup>	N/A	N/A	Qual.	N/A	N/A
U19 Boys	4 <sup>th</sup>	N/A	N/A	Qual.	N/A	N/A
U19 Girls	4 <sup>th</sup>	N/A	N/A	DNE	N/A	N/A
Senior Men	2 <sup>nd</sup>	2 <sup>nd</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	Winners	2 <sup>nd</sup>
Senior Women	3 <sup>rd</sup>	3 <sup>rd</sup>	N/A	2 <sup>nd</sup>	2 <sup>nd</sup>	N/A
Senior Div. 3	N/A	2 <sup>nd</sup>	N/A	N/A	2 <sup>nd</sup>	N/A

**Finance**

Accounts are produced annually by Treasurer, Brenda Monaghan (Chartered Accountant) and shown separately to this plan.

<b>ANNUAL FUNDRAISING ACTIVITIES</b>				
<b>OUTSIDE OF MEMBER CONTRIBUTIONS AND GRANT APPLICATIONS</b>				
	<b>Coach Donation</b>	<b>Senior Squads</b>	<b>Junior Squad</b>	<b>Senior &amp; Junior Squads &amp; Coaches</b>
EASTER	BCC Easter Scheme (£100)	Quiz Night (500)		
SUMMER	BCC Summer Scheme (£100)			
HALLOWE'EN			Sponsored Swim (£300)	
CHRISTMAS		Xmas Morning Swim (£500)		Bag Pack (£400)
FEB/MAR			Sponsored Swim (£300)	

WHERE WE WOULD LIKE TO BE & HOW WE THINK WE CAN GET THERE

## Introduction

The Belfast City Physical Activity and Sports Development Strategy has 5 theme areas and they 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 citywide strategy was developed by a partnership consortium of sports clubs, voluntary sector representatives, Belfast City Council, SportNI, Education sector representatives and many others who obviously took time to consider and advise sports clubs, such as Cathal Brugha, of the most effective club development pathway, within which these five key planning principals should be followed. It is therefore our intention to build these recommendations into our forward planning, thus leading us to the course of club development, as defined within our three year plan.

## Overview of 3 Year Plan

This Cathal Brugha three year Development Plan will cover the period 2013 to 2016 and will provide our Club with improved opportunities to plan effective delivery in key areas such as new player recruitment and retention programmes, coaching development pathways and performance management over the longer term.

Our three year plan focuses on 5 key priority areas and they are:

1. Development of Our Coaches
2. Player Pathway Development
3. Recruitment and Retention of New Players & Club Members
4. Volunteer Recruitment & Development
5. Good Governance

In summary, our ambitious objective is that by 2016, Cathal Brugha Swimming & Water Polo Club will be the leading water polo Club in Ireland and that this will be measured by the effectiveness of our partnership arrangements with stakeholders, development of our players & coaches, recruitment and retention of new players

(particularly our junior squads), successful male & female teams competing at all levels and good governance delivering sustainable improvement, externally validated through the Clubmark scheme

Within the delivery path of our plan, we will work in partnership with key stakeholder organisations such as Local Authorities and other statutory and voluntary bodies.

Recent years have seen a substantial increase in the number of coaches within our Club, most of whom hold basic water polo and swimming qualifications, however our new 3 year plan will continue the development of these coaches through Continuous Professional Development (CPD) course opportunities and coach mentoring programmes, leading to the availability of higher level coaching expertise.

Highlighted below are a few brief comments summarising each Priority Area, however detailed actions are specified within the Action List section of this plan.

### **Priority 1: Development of Our Coaches**

Next year and in subsequent years, we intend to build upon our Coach Development Programme. We will engage with our governing body, Swim Ireland, with a view to establishing a 'Coach Apprenticeship' scheme based upon the 'level 0' pilot course, developed within our Club. In addition, we will work with Education Officers within Swim Ireland to put in place opportunities for a Level Two coaching course to be made available within our region with the intention that those graduating from Level Two would supervise the introduction of an Apprentice Coach scheme, as a Swim Ireland recognised CPD Course. By 2016, our objective is to have helped our friends in water polo and swimming to build a Water Polo Coaching Career Pathway, which will be available within our Club across the island of Ireland.

### **Priority 2: Player Pathway Development & Elite Performance Programme**

It is our intention over the next three years to undertake a review of Coaching within our Club, starting with our Junior section. To assist us in this, we will seek the advice of GB Junior Water Polo's Head Coach Jerome Read and the NI Athletics Strength & Conditioning Coach Laura Kerr, both of whom have worked closely with us in the past. In addition, we shall build upon the Elite Performance Programme established for senior squad players during the 2012/13 season. By 2016, we hope to have established a clear improvement path available to all our players, from the complete beginner to the elite athlete.

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

Effective partnership working is the key to successful player/member recruitment and retention and in pursuit of this we will enhance our engagement with key stakeholders such as Belfast City Council, schools & colleges, swimming clubs, governing bodies and funding agencies.

Actions within this plan will specifically target potential water polo players of primary school age, through mini water polo initiatives, and also at 'Fresher' entry level to Colleges & Universities. By 2016, it is our intention to have a stable & sustainable pool of players, both male & female, within all National competitive levels e.g. Under 14 to Senior and to have a thriving 'mini polo' section of under 9 & under 11 year olds, which has substantial parental involvement.

#### Priority 4: Volunteer Recruitment & Development

This continues to be an area for improvement and it is our intention to focus sufficient resources on this Priority area to ensure our volunteers and potential volunteers are better informed and feel encouraged to participate in Club activities.

Given the wide range of roles and responsibilities required to manage a modern sports club we simply cannot exist without the support of volunteers. Within the life of this plan we will encourage parental involvement in appropriate operational areas e.g. chaperones, administrators, coaches, officials etc. We intend to hold a parents information evening at the beginning of each playing season and to encourage shared information via our website, Facebook and Twitter outlets.

In doing so, we shall ensure that time and effort donated for the benefit of our Club is recognised and every opportunity will be taken to acknowledge such contributions.

By 2016, it is our clear objective to have all key volunteer positions within our Club filled by enthusiastic, well trained and highly motivated volunteers.

#### Priority 5: Good Governance

Over the past few years we have re-structured the administration of our Club and now, we believe that it is time to consolidate improvements made and to ensure that the processes which have been developed are successfully and consistently implemented.

A key action over the coming period is to pilot the introduction of 'shadow officers' who will assist the Executive Officers of our Club e.g. Chair, Secretary, Treasurer with a view to 'spreading the load', sharing experience and helping to ensure succession planning for future years.

By 2016, we will have a fully functioning Executive Committee with clear succession routes planned and which has all volunteer roles clearly specified, with appropriate training sourced and resourced.



## Where do we want to be in 2016?

- 1. Development of Our Coaches:** By 2016, our objective is to have helped our friends in water polo and swimming to build a Water Polo Coaching Career Pathway, which will be available within our Club and across the island of Ireland
- 2. Player Pathway Development & Elite Performance Programme:** By 2016, we hope to have established a clear improvement path available to all our players, from the complete beginner to the elite athlete.
- 3. Recruitment and Retention of New Players & Club Members:** By 2016, it is our intention to have a stable & sustainable pool of players, both male & female, within all National competitive levels e.g. Under 14 to Senior and to have a thriving 'mini polo' section of under 9 & under 11 year olds, which has substantial parental involvement.
- 4. Volunteer Recruitment & Development:** By 2016, it is our clear objective to have all key volunteer positions within our Club filled by enthusiastic, well trained and highly motivated volunteers.
- 5. Good Governance:** By 2016, we will have a fully functioning Executive Committee with clear succession routes planned and which has all volunteer roles clearly specified, with appropriate training sourced and resourced.

# Development Plan Actions List

## Club Development Plan 2013-16

### Priority 1: Development of Our Coaches

#### Aim

**Development of our Coaches**

#### Objectives

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

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
To provide Coaches with teaching materials and equipment which meet their needs	Tutor Coaches in the best application of the Cathal Brugha Coaching manual - refresher	DOC	Sept 13	£200	Instruction delivered in best use of Coaching Manual – feedback received	
	Consult with Coaches on their facilities & equipment needs and procure as required	DOC	Sept 13 Sept 14 Sept 15	£500	Pre-Season Coaches statements received - facilities/equipment procured e.g. balls, caps, bounce boards, white boards etc.	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
<p>To fully implement the introductory level coaching programme to progress coaches through the coach education levels</p> <p>AND</p> <p>Have Cathal Brugha introductory level course accredited with Swim Ireland</p>	Repeat the successful 'Level 0' Coaching Course	DOC	Mar 14 Mar 15 Mar 16	£500	Level '0' Coaching Course repeated	
	Offer Level 1 Coaching Course places to those who qualified from Level '0'	DOC	June 14 June 15 June 16	£1500	At least 2 new Level 1 Coaches qualified	
	Offer Level 2 Courses to Level 1 graduates	DOC	Sept 13 Sept 14 Sept 15	£1500	At least 1 new Level 2 Coach qualified each year	
	Offer Level 3 Course to one level 2 Coach	DOC	Sept 2015	£1000	One level 3 Coach qualified	
	Hold a Coaching Conference at which progress may be discussed and priority actions agreed	DOC	annually	£300	Coaching Conference held with minimum of 60% attendance	
	Consult with Swim Ireland Education Officer with a view to gaining SI accreditation for the Cathal Brugha introductory course	DOC	May/June 2013	Nil	Introductory Course gains Swim Ireland CPD accreditation	
To raise the profile of club coaches	Continue to promote the activities and recognise the successes of Club Coach's on our website, on Facebook and in the media	DOM	on-going	nil	Substantial internet & media coverage i.e. 90+ web posts, 100+ Facebook posts & 12 press releases	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Develop a CPD programme for all coaches	Work with the IWPA/National Water Polo Committee, Swim Ireland & Swim Ulster to develop a CPD programme for Coaches and other volunteers	DOC	Mar 14 & On-going	£800	Volunteer CPD programme in place	
To monitor progress of Coaches in their application of learned skills	Monitor and review coaching programme and its application	DOC	May 14 May 15 May 14	nil	Coaching programme reviewed, feedback received and report presented to Exec Committee	

## Club Development Plan 2013-16

### Priority 2: Player Pathway Development

#### Aim

#### Player Pathway Development

#### Objectives

<ul style="list-style-type: none"> <li>To use technology to encourage increased junior participation</li> <li>To record player &amp; team performance and reward achievement</li> <li>To implement a staged progression through Junior levels by assessing competencies &amp; skills</li> </ul>	<ul style="list-style-type: none"> <li>Match competencies to playing level</li> <li>Promote new events to encourage internal &amp; external growth in water polo participation</li> <li>Build upon pilot High Performance Programme for Men's &amp; Women's Senior Squads</li> </ul>
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#### Actions

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
<p>To use technology to encourage increased junior participation</p> <p>Junior Player/Coach Training Interface developed which will identify personal training activities for each junior player (U12/14)</p>	<ul style="list-style-type: none"> <li>Player training data password accessible for each player</li> <li>Facility for players to input training completed outside core sessions</li> <li>Fitness measures for players to be input by Coach e.g. time trials</li> <li>Interface placed on Club website</li> </ul>	DOC & PK	Sept 2014	£1,000	Interface in place and evidence of acceptance by players & coaches	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Build upon pilot High Performance Programme for Men's & Women's Senior Squads	<ul style="list-style-type: none"> <li>Build on 2012/13 high performance project with Jerome Read and Laura Kerr</li> <li>Could eventually be linked into Project 1 i.e. Player/Coach interface proposal</li> <li>Develop a 'cost effective' training programme for the coming season</li> </ul>	DOC	Sept – May 2013/14	Jerome Read, Laura Kerr, Room Hire & Equipment budget £3,500	High performance programme established for senior squads	
To record player & team performance and reward achievement	Implement measures to record performance of elite athletes and review methodology for effectiveness	DOC	Feb 13 Sept 14	£200	Performance measures implemented	
	Recognise achievements along player pathway	DOM	on-going	£300	Player achievements recognised & recorded at an Awards evening	
To implement a staged progression through Junior levels by assessing competencies & skills	Deliver a Skills & Competency Assessment Programme Review Programme	DOC	Jan 14 Sept 14	£200	Skills & Competency Assessment Programme in place	
	Communicate with parents regarding progress of players	DOC & DOM	Sept 13 & On-going	£100	Communication with parents adequately addressed with an overall Communication Plan	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Match competencies to playing level	Skill and sporting maturity to be considered before players are selected to teams	DOC	On-going	nil	The right players matched to the right team standard	
	Ensure that coaching programmes and structures take account of the competencies required	DOC	On-going	nil	Appropriate competencies applied within a Coaching Programme	
Promote new events to encourage growth	Lobby at UWP& IWPA for Junior Inter-provincials as an achievable progression target for young players	PK	Feb 14	nil	Mini & Maxi water polo events delivered, leading to Inter-Provincial games at this level	
	Promote Water Polo events at a new venue	PK	Feb 14 Feb 15 Feb 16	£300	Source funding & facilitate mini polo at one new venue	

## Club Development Plan 2013-16

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

#### AIM

Recruitment and Retention of New Players & Club Members

#### Objectives

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| <ul style="list-style-type: none"> <li>To work in partnership with Local Government and others to promote Water Polo</li> <li>Raise profile of sport/club/players through media</li> </ul> | <ul style="list-style-type: none"> <li>Improve communications from/to Coaches, junior players and parents</li> <li>Develop links to schools &amp; colleges</li> <li>Deliver Mini Water Polo League &amp; Tournaments for U9 &amp; U11</li> </ul> |
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#### Actions

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Develop links with schools & colleges by....  Delivering a primary schools projects with a view to introducing new young boy & girl players to water polo	<ul style="list-style-type: none"> <li>Select schools within walking distance from Falls Leisure Centre to participate in a pilot</li> <li>Work with BCC Participation team to promote the event</li> <li>P6/7 Classes selected by each school</li> <li>One day event or longer</li> <li>Consider Councillor media event to run alongside</li> </ul>	DOC & PK	Easter 2014	£300	Minimum of four new schools participating in mini water polo event  At least 8 new young players join Cathal Brugha	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Deliver Mini Water Polo League & Tournament U9 & U11	<ul style="list-style-type: none"> <li>Build upon previous successful Mini Water Polo events</li> <li>Target one team per Club per event with say 5 players &amp; 2 subs (max)</li> </ul>	DOC/ PK	League: Nov/Dec 2013  T'ments Oct '13 & Jan/Feb 2014	£400  £600	Mini Polo League & Tournaments established with water polo calendar	
Develop links with Schools & Colleges	Demonstrate water polo at schools galas	DOC	June 13 June 14 June 15 June 16	£200	Water polo demo at 2 x schools galas during 2013/14	
	Sample water polo coaching to schools Extend schools coaching	DOC	Jan 14  Jan 15	£500	Approach to 1 school offering water polo coaching assistance	
	Provide pathway for children from school to Cathal Brugha	DOC	Jan 14	£200	Clear pathway created from schools to Cathal Brugha	
	Explore opportunity to 'showcase' water polo to universities & further education colleges	DOC	Sept 14 Sept 15 Sept 16	£200	Approach at least two FE Colleges/Universities proposing player recruitment	
Improve communications to/from Coaches, Players and Parents	Develop a Communications Plan	DOM	Jan 14	£200	Comprehensive Communications Plan established & reviewed after first year	
	Review Communications Plan		Jan 15			

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Raise the profile of Cathal Brugha and water polo via media	Obtain photo and editorial coverage within the media	DOM	On-going	nil	Substantial media coverage attained i.e. 12 editorial pieces of at least two column inches	
To work in partnership with Local Government and others to promote water polo	Promote concept of Ulster Mini Water Polo Championships	PK	Jan 14	nil	Ulster Mini & Maxi Water Polo Championships held	
	Promote concept of Inter-Provincial Mini Water Polo Challenge	PK	Jan 14	nil	Inter-Provincials established at Mini & Maxi water polo level	
	Further develop the 'Pathways' project of referral from Local Government Swim Lessons to water polo	PK	Mar 14	£200	Review & repeat 'Make a Splash' referral programme with BCC, implementing any preferred changes	
	Promote water polo within BCC Holiday Scheme programme	PK	Aug 13 & annually	£200	Water polo 'showcased' at Summer scheme with Brugha coaches supervising	
	Work with Swim Ulster & Ulster Water Polo to promote water polo	PK	On-going	£500	Discussions held with a prominent one swimming club re opportunities to share ideas, resources and development opportunities	
	To target under-represented groups as potential water polo players & volunteers	DOC	Sept 14	£300	Approach two umbrella organisations to promote water polo involvement	

## Club Development Plan 2013-16

### Priority 4: Volunteer Recruitment & Development

#### AIM

#### Volunteer Recruitment & Development

#### Objectives

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

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Encourage parental participation	Hold 'Parent Information Evening' <ul style="list-style-type: none"> <li>• Update parents on objectives of the Club</li> <li>• Provide an overview of Club activities</li> <li>• Explain intended pathway for Junior player development</li> <li>• Seek volunteers</li> </ul>	DOC/PK	October 2013  Programme schedule thereafter	£40 Room Hire plus printed materials	Parents better informed and volunteers recruited	
Encourage parental participation	Recruit volunteers from parents group	DOM	Oct 13  Mar 14	£100	2 parents recruited as volunteers	
Develop table officials and referees	Recruit & train volunteers for table duty and refereeing	DOC	Jan 14 & On-going	£1,200	Recruit 2 x new referees and 2 x new table officials each year during plan	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Plan process of volunteer recognition	Recognise volunteer contributions via website, Facebook & Twitter	DOM	On-going	Nil cost	Volunteer contributions acknowledged via media, website, Facebook & Twitter at regular intervals during life of plan	
Encourage involvement of ex-players	Recruit ex-players into a volunteer role, either occasional or consistent roles	DOC	On-going	Nil cost	Contact two ex-players to encourage re-involvement as Club Volunteers	

## Club Development Plan 2013-16

### Priority 5: Good Governance

#### AIM

To Provide Good Governance

#### Objectives

<ul style="list-style-type: none"> <li>• Further develop relationships with stakeholders/partner organisations</li> <li>• To maintain and build upon current Clubmark status</li> <li>• Consolidate ground gained in terms of improved governance</li> <li>• Member Registration Programme implemented and Club Member database updated</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure appropriate financial planning</li> <li>• Ensure effective lines of communication</li> <li>• Improve control of and access to Coach education information</li> <li>• Marketing &amp; Publicity Programme established</li> <li>• Review Income &amp; Fund Raising Programme</li> </ul>
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#### Actions

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Marketing & Publicity programme established	Plan for at least a monthly press release, supported by regular results updates	DOM	Ongoing	£200	Regular press releases delivered	
Further develop relationships with stakeholders & partner organisations	Maintain contact and explore developing opportunities with stakeholders & partners	PK	On-going	£300	Regular meetings (4 per year) with Stakeholders & Partners exploring development opportunities	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Member Registration Programme implemented and Club Member database updated	<ul style="list-style-type: none"> <li>Plan &amp; Deliver a Registration Process for the coming season to capture all required info.</li> <li>Create one comprehensive Master database of Member information</li> <li>Create a repository of Member qualifications e.g. coaching, CPD etc.</li> <li>Review paid memberships and address 'gaps'</li> <li>Comply with data protection guidelines</li> </ul>	Hon Sec & PK	September 2013  and annually thereafter	£40 Room Hire	Member information updated and database updated	
Review Fundraising & Develop Programme	<p>Develop a fundraising programme and assign tasks designed to attract target funding e.g.</p> <ul style="list-style-type: none"> <li>Target funding programmes</li> <li>Complete and submit applications</li> <li>Co-ordinate fundraising events</li> <li>Attract suitable sponsors</li> </ul>	Income Group	September 2013	£40 Room Hire	<ul style="list-style-type: none"> <li>Member income reviewed and any 'gaps' plugged</li> <li>Income generating projects scheduled, planned and delivered.</li> </ul>	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
To maintain and build upon current Clubmark status	To pilot introduction of European Governance tool kit in partnership with BCC	PK	May 2014	£200	Pilot delivered	
	To protect and maintain current BCC & Swim Ireland Clubmark status	PK	On-going	£200	BCC & Swim Ireland Clubmark status retained	
Ensure appropriate financial planning	To effectively manage current and future financial resources	BM	On-going	£100	Financial commitments met and stability maintained	
	To review income streams including a review of financial systems e.g. DD's, cash collection etc.	BM	Sept 13	£100	Financial systems reviewed	
Ensure effective lines of communication	Prepare a comprehensive Communications Plan Implement Plan Review Plan	DOM	Jan 14  April 14 Jan 15	£300	Communications Plan developed	
Improve control of and access to Coach education information	To establish and maintain a directory of coaching and other relevant qualifications held by volunteers	DOC	Jan 14 & On-going	£300	Coaching Directory established within Club database	

Objective	Actions	Who	By When	How Much	Targets	Progress Monitoring
Consolidate ground gained in terms of improved governance	Maintain structures & administration processes developed to date	PK	On-going	£200	Structures and processes maintained	
	Undertake survey of Coaches to establish satisfaction levels with Coach & Player Development Programme	DOC	Mar 14	£100	Coaches survey completed and feedback recovered	
	Introduce posts of assistants to Chair, Secretary & Treasurer on a trial basis	Exec Committee	2013 AGM	nil	'Shadow' posts in place	
Further develop relationships with stakeholders & partner organisations	Proactively engage with Belfast City Council with regard to their review of the Leisure Estate e.g. Atown Leisure Centre rebuild project	Exec Committee	April 2013 on wards	nil	A 'water polo friendly' facility is provided at Atown	

## MONITORING & REVIEW

This development document is a live document covering the period 2013-2016. It will be constantly monitored through its lifespan by the Executive Committee and at least once a year, a full audit will be made of the progress and targets achieved.

### Plan, Action & Review

This monitoring and review process will ensure that the club continues to move forward. It will highlight areas where we need to reprioritise or change direction depending upon opportunities or obstacles.

To all intents and purposes the annual review will involve returning to each Priority area and reviewing where we are then resetting the targets, based on latest situation.

## Contact Information

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