



FORWARD TO FIFTY

CLUB STRATEGY

2025 - 2032





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Forward to Fifty Foreword



Ballinteer St Johns GAA Club Strategic Review undertook to exam our activities, demographics and endeavour to project to where Ballinteer St Johns will be on our 50th anniversary in 2032.

The document reflects societal changes and challenges. It involved listening to and talking to our club members and stakeholders. The GAA is based on volunteerism and the ability to deliver on our ambition which is only equal to the effort of club volunteers.

This Strategy Review and Key focus areas developed in this document are reflective of our capabilities, which in the past we have delivered both off the pitch and on the pitch. The key focus areas are the building blocks to ensure the culture of participation and sporting excellence.

It is this strategic review committee belief that we can deliver into the future and match our sporting ambitions with our desire to be an important community GAA club based in the heart of the Ballinteer community.

The challenges facing urban clubs are well documented, the challenge of infrastructure supply requires sustained investment to support more participation by all young, old and of various ability in Gaelic Games.

We broke down the Key Focus areas into 2 blocks. The 1st block are critical key focus areas in delivering our vision.

1. Coaching Excellence.
2. Player Participation.
3. Infrastructure and Facilities.

The 2nd block of key focus areas are enablers to achieving Ballinteer St Johns Strategy.

1. Fundraising and Sponsorship
2. Governance, Administration, Communication
3. Volunteer Recruitment and Retention
4. Health and Wellbeing
5. Community and Sustainability

I want to thank all of those who contributed to developing this strategy. Ballinteer St Johns has been delivering GAA games, Culture and Community focus since 1982. The prominence of the Ballinteer St Johns is visible from young and old wearing our club colours on any given day throughout our community. As a committee we hope that Ballinteer St Johns will build on the fine traditions that have been generated over the past 40 years and together with our club members, Sponsors, Dun Laoghaire Rathdown County Council and Dublin GAA will assist us in delivering our strategic goals to 2032.

I would like to thank the Strategic Review committee for the time and effort in developing this document. Gerry Quinn (Cathaoirleach), Mairead Scanlon, Muireann O'Keeffe, Enda Nolan, Ben Hanlon, Derbhla Nolan, Peadar O'Shea and Shauna Garvin. I would also like to thank Paul Lundy, Pat Coleman, Johnny Gillick, Paraic McDonald, Clíodhna Purdue and Anna Fahy.

Conor Dolan
Cathaoirleach



The Strategy Committee

Gerry Quinn,
Peadar O'Shea
Mairéad Scanlon
Ben Hanlon
Muireann O'Keeffe
Shauna Garvin
Derbhla Nolan
Enda Nolan
Conor Dolan

Introduction

Ballinteer St Johns was established in 1982 by a group of dedicated individuals who shared a vision to promote Gaelic games and culture within an expanding community.

Since those early days the club has grown from small beginnings to a well-established club with over 3000 members as well as a vibrant nursery catering for over 300 five to seven year-olds.

The club has developed excellent facilities to cater for the over 100 teams representing the club every week of the season across all four codes of Gaelic Football and Hurling, Camogie and Ladies Football.

The club has always looked to the future, and we do so again as we move towards celebrating our 50th anniversary in 2032. Hence, we have developed our future strategy entitled 'Forward to 50'.

Like most clubs we face a range of challenges and opportunities as we look ahead to 2032. The demographics of our area are changing, there are many competing sporting and non-sporting activities that attract the interests of our youth, our infrastructure is not able to adequately cater for all our teams especially in winter months to name a few.

We consulted widely through our member survey including our youth voice, and our 'Have you Say' club night in order to understand what is important to our members and to help us develop our vision for the future.

We have set out an ambitious strategy for the club with eight focus areas that we must address if we are to achieve our vision.

The strategy is not a plan, it simply sets out a 'direction of travel' to guide the club over the coming years. Implementation of the strategy is the key measure of success, and this will require focused effort by the executive committee over multiple years. It is with this in mind that it is recommended that at each AGM the executive formally update the members with progress updates on the strategy implementation.

There are a number of clear implications arising from the strategy. Firstly, there will be a very significant fundraising effort required if we are to deliver our infrastructure ambition and secondly, we will need significantly more volunteer assistance if we are to undertake the work needed both on and off the pitch. We should approach these challenges with confidence.

The Club has already achieved great things from those early beginnings, and we move forward towards 2032 building from a position of strength.



Vision & Purpose

Our Vision



To be a leading club in Dublin rooted in our community and providing a supportive, respectful, inclusive and welcoming Gaelic games and cultural environment encouraging participation regardless of age, ability gender or background.



Our Purpose



To promote Gaelic games and culture within our broad community and to promote healthy, inclusive and character-forming sporting recreation for players and cultural and social opportunities for our members in a One Club environment.



The BSJ Way (Our Values)



BELONGING

Members feel a real sense of Belonging to a club community where everyone feels valued and supported in an environment that encourages lifelong participation in the club.

We welcome and actively encourage new members irrespective of background who wish to participate in a community based, volunteer led club that promotes Gaelic games and cultural activities. We value our supporters and sponsors in the contribution they make to the club.



SUCCESS

We strive for Success on and off the field.

Our playing and coaching environment enables our players reach their full potential while always prioritising their health, safety and wellbeing. We recognise the essential role of volunteers to the club's success by offering enjoyable opportunities for involvement and contribution to on and off field activities. We seek to develop and maintain top class facilities and infrastructure providing a safe, accessible and high-quality environment for all our members.



JERSEY

We all represent the tangerine and black Jersey by the respect we show in how we treat each other, our opponents, match officials and the broader community. We are One Club and our members are responsible for prioritising the interests of the Club above individual/team or sectional interests. We build on the heritage of the jersey by continuing to enrich our local community through the sporting, social and cultural opportunities we provide for all ages.

Proud heritage in our Community



Bringing Irish sports to 3,000 families

YOUNG people in Ballinteer will soon have all the fun of Gaelic football, camogie and hurling available right on their doorstep.

Local veterans of the games are banding together to bring Irish sports to the 3,000 families in the area.

"We have already got about 50 boys in training for the season which begins at the end of August," says Michael Wren, the secretary "although we have had no games so far." The new club will be called St John's Ballinteer GAA club and will cater for boys in the 8-11 age group at first.

"We will be making use of the fields in Marley Park because they are quite close to us and are available a lot of the time," says Michael. "It will be confined to the under twelves for the first year but it can expand as the demand grows."

The training sessions are held in the playing fields in Marley Park which are opposite the Pine Valley estate on Thursday evenings at 7pm and on Saturday mornings at 10.30am.

Anyone interested in joining the training or the management side of things can come along at those times.

Ex camogie players who would be willing to get that side of things moving would be particularly welcome, according to Michael, because there is a shortage of sporting activities for girls in the area.

"The boys have various soccer and other sports clubs in the area but there is very little for girls outside of what they do at school," he says.

"Anyone who thinks she could get something started would be welcome to join us."

Southside Express, July 7th, 1982

TEAM OF THE WEEK

BALLINTEER'S ST. JOHNS

Evening Herald

JULY 82



Ballinteer debut in style

JUNE 82

BALLINTEER St. John's, Dublin's newest G.A.A. Club played their inaugural game on Saturday last in Marley Park when they scored a 5-2 to 4-1 over Thomas Davis of Tallaght in a well contested game.

The standard of play from both sides were very high and in particular the newcomers who should do very well when they commence playing in the South - West Board next September. The Ballinteer players on Saturday were drawn from Kilsadeel, Broadford, Pine Valley,

Evening Herald

LATEST ★★★★★

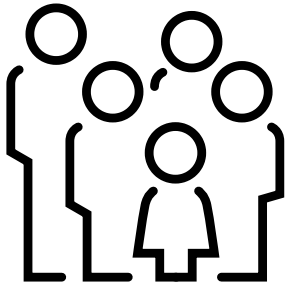


Facts & Figures



POPULATION

2011: 38,643*
2016: 40,217*
2022: 40,372*



BIRTH RATE

2011: 6.4 % under age 4
2016: 6.2 % under age 4
2022: 5.3% under age 4.

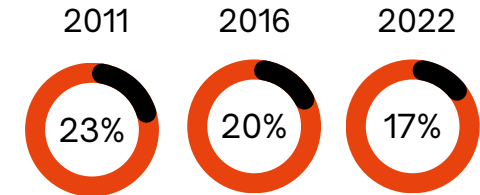


INCREASING HOUSE PRICES

€560,000 Median House Price
Dublin 16



POPULATION 20-35



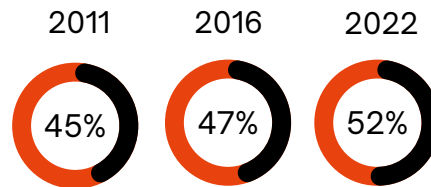
The percentage of the population between 20-35 is declining

AGING POPULATION

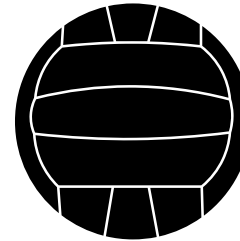
2011: 8.6% over 70
2016: 11% over 70
2022: 15% over 70



POPULATION OVER AGE 40



The percentage of the population over 40 is increasing



Approximately 40,000 people live within 2km of the Ballinteer St Johns Clubhouse. The overall population has not increased over the last 6 years however the population is aging. It appears that people are buying housing at an older age in the area and the young adult population is decreasing.

About 10% of people in the area are paid members of the Club



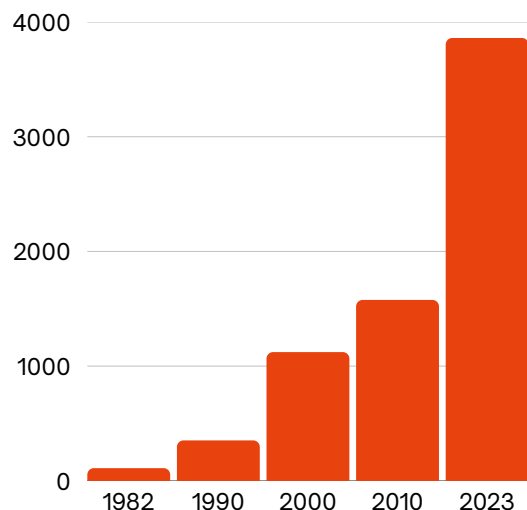
*Population 2km from Clubhouse

Facts & Figures

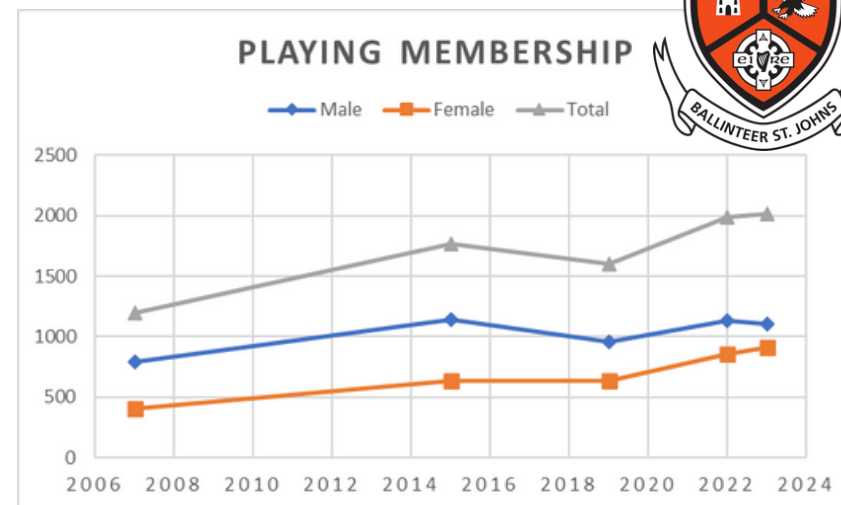
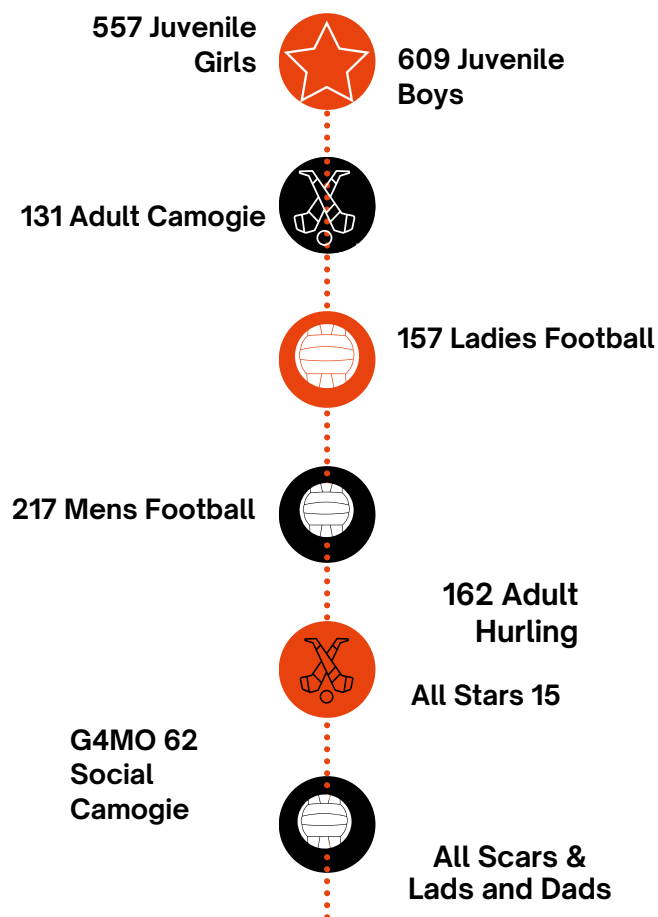


3800 Members

Membership has more than doubled in the last decade.



Over 1900 Playing Members



Key Insights: Juvenile Teams

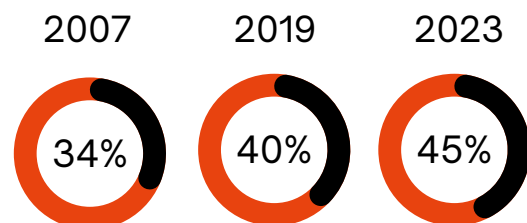


BIRTH RATE PEAK

- While numbers of players reduce for a variety of reasons in teenage years, there is likely to be strong numbers in this cohort in next 8 years.

Key insight: There is a peak group 2010 – 2016/17 which will move through the club in the next decade.

PERCENTAGE OF FEMALE PLAYERS



CHILDREN UNDER 4

2011: 2472
2016: 2449
2022: 2172

Key insight: There are almost 300 less children under the age of 4 than there was in 2016

Voice of our Youth



“

Training is good and kinda hard. It helps you get better

”

“

Mentors work hard, they are well prepared.

”

“

Training is enjoyable. It's not like oh no, I'm going to training. It's oh yeah, I'm going to training

”

“

Mentors make it fun by making it different, not too intense.

”

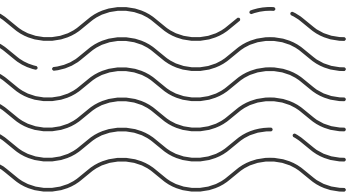
We carried out surveys asking children of all ages their opinions on the club. We also hosted a focus group of 12 to 15 year old boys & girls to hear their thoughts on what they like about BSJ, what they don't like and what can be improved. We wanted to hear their views on the facilities in BSJ, the mentors, the clubhouse and retention. This group was hosted by our BSJ Children's Officer, Clodhna Purdue.



What we love about BSJ



Inclusiveness welcoming new members encouragement
underage Pride parents positive training pitches
dedication spirit atmosphere excellent family games
commitment Welcoming local coaches team strong
Social sport children nursery
growing friends **Community** mentors belonging
facilities ethos Inclusive people club Social aspect
help friendships participation volunteers
involved involvement experience encouraging
well organised community together organisation



Our Playing Ambition



AS WE PLAN TOWARDS OUR 50TH ANNIVERSARY IN 2032 WE ACKNOWLEDGE THE IMPORTANCE OF PLAYING SUCCESS AT SENIOR LEVELS IN PROVIDING INSPIRATION AND EXAMPLE TO ALL PLAYING AND NON-PLAYING MEMBERS OF THE CLUB AND PARTICULAR IN ATTRACTING AND RETAINING JUVENILE AND ADULT PLAYERS.

WE ARE THEREFORE SETTING AN AMBITION TO COMPETE CONSISTENTLY AT THE HIGHEST LEVEL IN ALL FOUR CODES AND REGULARLY HAVING PLAYER REPRESENTATION AT INTER COUNTY LEVEL. WE EQUALLY RECOGNISE THE IMPORTANCE OF PARTICIPATION WITH AN AMBITION TO OFFER MEANINGFUL PLAYING OPPORTUNITIES FOR ALL LEVELS AND ABILITIES. A PLACE FOR EVERYONE.



On the Ball





Our Focus Areas

THE FOLLOWING SECTION OUTLINES THE FOCUS AREAS FOR THE CLUB OVER THE NEXT 7 TO 10 YEARS. THERE ARE 8 FOCUS AREAS AND THEY INCLUDE APPROXIMATELY 50 ACTIONS THAT NEED TO BE UNDERTAKEN IF THE CLUB IS TO BE SUCCESSFUL IN IMPLEMENTING OUR STRATEGY. THESE HIGH LEVEL ACTIONS REPRESENT A VERY SIGNIFICANT WORKLOAD FOR THE EXECUTIVE AND CLUB MEMBERS THAT MUST BE MAINTAINED OVER MULTIPLE YEARS. IN TANDEM THE NORMAL DAY TO DAY RUNNING ACTIVITIES OF THE CLUB MUST ALSO BE UNDERTAKEN.

WE HAVE SEGMENTED THESE STRATEGY FOCUS AREAS INTO TWO GROUPINGS.



Key Focus Areas

These are necessary enablers to the achievement of the strategy. While not as immediately important as the critical focus areas they represent a significant workload in the years ahead and must receive the necessary attention.:

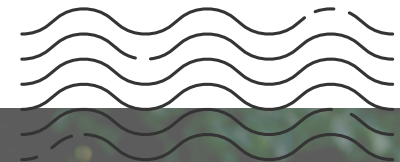


Critical Focus Areas



The areas that must get the most focus and attention as they represent the foundations of the club strategy. They are the most visible and tangible elements of the strategy for the majority of club members.

These three focus areas are critical to the achievement of our Vision.



Critical Focus Areas

1.COACHING EXCELLENCE

2. PLAYER PARTICIPATION

3. INFRASTRUCTURE / FACILITIES



Key Focus Areas



1. FUNDRAISING & SPONSORSHIP

2. GOVERNANCE, ADMINISTRATION,
COMMUNICATION

3. VOLUNTEER RECRUITMENT &
RETENTION

4. HEALTH & WELLBEING

5. COMMUNITY & SUSTAINABILITY

NOTE: MILESTONES FOR THE VARIOUS ACTIONS ARE FLAGGED AS UNDERWAY,
SHORT (2025 / 2026), MEDIUM (2027 / 2028) OR LONG TERM (2028 +)

Critical Focus Area 1: Coaching Excellence



We strive to provide a structured and well supported coaching and player development framework that maximises participation, skill development, and enjoyment of Gaelic Games at all levels.

In order to maximise player development at every level we must offer a top class consistent coaching pathway from juvenile to senior and beyond. This is critical if we are to compete at the top level and also if we are to develop players of all different abilities. The GAA Player Pathway is designed around a set of principles that align with the core values of the GAA, the LGFA & Camogie Associations.

Actions	Ownership	Milestones	Desired Outcomes
Coach Development - Coach Education (Formal/Informal)	Head of Coaching CCC1, CCC2 Adult Committees, Children Officers	Short term - Provide an in-house Award 1 Child Dual course and an Award 1 Youth & Adult Dual course - To have all lead coaches in the Nursery appropriately qualified (Introductory course, Garda Vetted & Safeguarding) - To have at least two Award 1 qualified coaches involved at every age group - To host a major Coach Education event that would attract high-quality tutors and coaches from outside the club bi-annually	- Develop & provide an accessible coach education framework incorporating both formal & informal opportunities to improve the quantity & quality of our coaching. - Develop and support a BSJ Coach Development pathway
Coach Development - Communities of Practice	Head of Coaching CCC1, CCC2, Committees	Short term - End of season Handover meetings from U8 to U14 - CoP's across Nursery, CCC1 & CCC2 early season and again post-Summer	- A Community of Practice (CoP's) refers to a group of coaches who share a common passion for improving their practice and knowledge. - Set up and support CoP's at three distinct phases of the Player Pathway (Nursery, CCC1 & CCC2). - CoP's will alternate between gender-specific (male/female) and code-specific (Hurling/Camogie) and (Football/Ladies Football)
Player Development - Nursery	Head of Coaching Sub-committee CCC1	Medium Term - To have a club nominated Nursery lead who is a welcoming and friendly presence at the weekly Nursery - To have a Coach: Child ratio of at least 1:5 in Year 2 Nursery	- To support the annual recruitment of both players and parent coaches into the BSJ Nursery - To link the primary school coaching programme with recruiting players for the Nursery. - Ensuring a strong emphasis on the development of Fundamental movement skills along with the introduction of the skills of Gaelic Games. - Having self-sustained age groups graduating from the Nursery each year with excellent coach: child ratios and the majority of players equipped to play in the GoGames leagues
Player Development - S&C/Athletic Development	Head of Coaching, S&C Coach, Adult, CCC2 & Executive Committees	Short Term - Employ a S&C coach to support all 4 Senior Teams - Run an Athletic Development camp for CCC2 players - AD workshops for CCC2 Coaches	- To support the Senior Team management across all 4 codes with the physical development of their players including gym-based conditioning, field-based running & conditioning programmes and access to remote programming software. - The introduction of Athletic Development programmes at CCC2 to enhance performance. - Coach Education workshops and programmes for CCC2 coaches to support Athletic Development

Player Development - Transition Year programme - BSJ All Stars support	Head of Coaching CCC2 BSJ All Stars group Executive Committee	Short Term Schedule two TY courses a year and facilitate the TY students gaining experience helping coach with the Nursery and the All Stars - Formalise the completion and graduation from the TY programme by providing a certificate and recognition ceremony	• To provide opportunities for our U15 & U16 players to gain experience in coaching Gaelic Games in the Nursery and All Stars programmes. • To provide the necessary qualifications for young players to apply for work coaching on our camps programme.
Player Development (High Performance) - Performance Nutrition - Performance Analysis - Sports Psychology - Physiotherapy & Rehabilitation	Head of Coaching Adult Committees, Executive	Short Term - The use of a Performance Nutritionist to support the work of the S&C coach - Performance Analysis definitions and templates for use across all 4 codes Medium Term - Roll out of Sport Psychology workshops to CCC2 & Adult coaches and the support of a Performance Psychologist for the 4 Senior teams	• To look at ways we can apply sports science to the development of our players, especially in the performance strand. • By harnessing sport science principles, the latest empirical based research and best practice we equip our players with all the required tools needed to perform at the highest level.
Camps & Blitzes - Easter/Summer Camps - Mini All Irelands	Head of Coaching CCC1, Exec Committees	Ongoing	• The BSJ Mini All Ireland to become the highlight of the year for players in the CCC1 group. • Assist in the development of our young players by providing camps and structured easter/summer programmes. • To facilitate the recruitment of new players from outside the Schools programme • To provide Coaching opportunities and experiences for underage players who have come through the TY programme.



Critical Focus Area 2: Player Participation



Attracting and retaining players throughout the span of their playing careers through Community Engagement and Positive Member Experience. Despite a presently flourishing juvenile membership, analysis of demographic trends in our area suggest an approaching decline in the available playing population within BSJ catchment area over the next decade. This is of significant concern to the club. To mitigate this decline, work must be done to recruit and welcome young players at grassroots level. A key focus should be strengthening meaningful connections with local primary schools to foster the grá for our games amongst local families, and drive an increase in juvenile participation.

An equally urgent priority of the club is retaining our current players by continually enhancing their experiences at BSJ. Through targeted initiatives, we aim to keep players engaged especially during key transition periods, such as the move from juvenile to adult. At the heart of this effort is our commitment to supporting the development of our players –not only as athletes, but holistically as people.

Actions	Ownership	Milestones	Desired Outcomes
Nurturing our nursery and recruiting the next generation of BSJ players	Club Nursery Lead, Nursery Mentors, GPO, Coaching director	Medium-term: -Exploration of the feasibility of a pre-primary school nursery that aims to introduce families to the club at early ages. -Establishment of a Schools Committee (Primary) to coordinate targeted initiatives. -Form working relationships with School Principals and teachers who are key stakeholders in the development of Gaelic culture and games in our community. -Organisation of annual School Blitz between local schools. -Ongoing support to GPO and BSJ summer camps.	- To actively promote both BSJ and Gaelic Games in the local area. - Ensuring that all children in our local schools get a chance to experience and receive blocks of coaching in Gaelic Games - Optimise playing numbers at juvenile level. - Building strong bonds with local schools, with strong efforts to heighten exposure of GAA culture in schools with smaller playing numbers. - Increased operational activity of GPO with a case to increase this position to a full time basis. - Encourage and support each school to actively participate in Cumann na mBunscoil competition.
Ensuring consistency and fairness to players of all ability, and a player-centric ethos for all decision make.	CC1, CC2, Adult coordinators, Juvenile chairs, Coaches	Short term: Reinforcements provided to the relevant policy through the new dual player policy (2025). Medium-term: -Full review of the club policy on the matter.	- Players play in their allocated age groups, with exceptions only as outlined in the club policy and always with the informed consent of players/parents. - Youth players where streamed have equitable opportunities to play and develop to their full potential with mentors coached to ensure there is not an over-emphasis on early developers - Structured decision making where it concerns players playing above their age group

Combating the critical dropout rates during teenage years ' Stop the Drop'	Coaches Parents	Medium-term: -Establishment of a Schools Committee (Secondary) to coordinate targeted initiatives. -Adult committees for all four codes tasked with supporting positive player transitions from juvenile to adult grade. Support areas to explore: -Implementation of leadership TY courses such as Dermott Earley initiatives amongst others. -Exam preparation workshops (i.e Irish oral workshops) -Transition Year student coaching and referee pathways. -Appropriate use of function room for integrated social events. -Supported use of gym facilities.	- Players in their teen years have diverse opportunities to feel connected to the club. • Players making the transition from juvenile to adult grades are supported through a clear transition process. • Utilise the national campaign 'Stop the Drop' and reinforce locally.
Efficient management of dual players	Dual Liaison Person, Coaches	Short term 2025 Rollout of Camogie/LGFA Dual Player Policy -2025 Dual Player Liaison Role at executive level Medium term: -Review of male dual player policy Long term: - Review of all policies in the context of integration.	- Facilitation of dual players participating and performing across dual codes, with player welfare prioritized.
Fostering a high-performance environment that supports the sporting ambitions of our athletes.	Coaches and backroom teams, Coaching director	-Relevant milestones outlined by coaching and infrastructure strategy, supported by fundraising.	- BSJ players have access to high performance facilities and resources, which serve to benefit on-field success.
Prioritizing the non-physical, cultural and social development of players.	Player Rep, Coaches,	Long-term: Support of internal clubs and societies as well as yearly community engagement events	• -Meaningful off-field interactions for our players in social and cultural contexts,

Critical Focus Area 3: Infrastructure & Facilities



Ensure the provision of appropriate facilities for training, matches, and ancillary club events

Since the last club Strategic Plan, Ballinteer St Johns has enjoyed substantial growth in membership. Registration data shows that there are more club players now than ever across men & women and all four codes, hurling, camogie, and men's and ladies football. The thriving juvenile section of the club is a source of pride and is to be celebrated. However, it is recognised that growth in playing numbers has not been matched with a corresponding increase in playing facilities. There is a need to extend club access to playing facilities to ensure players have an optimal experience playing with Ballinteer St Johns and to drive our desired future success. Over recent years, the club pitches committee has highlighted particularly the strain on floodlit winter training facilities.

Actions	Ownership	Milestones	Desired Outcomes
Solidify floodlit training facilities in addition to the AWP. - Explore the feasibility of procuring lands within a reasonable proximity of the club base for pitch development - Sustain the arrangements in place for Glenamuck or similar facilities	Sub-committee	Short term - Feasibility Study and detailed costing for site procurement and development - Explore opportunity to leverage Glenamuck training ongoing. Medium Term - Develop 'A Pitch of our Own'	- Identification of prospective development opportunities, undertaking high level project costing and planning considerations - Ensure the club retains two floodlit training facilities for the winter months
Progress the maintenance and retention of existing key facilities, prioritising the redevelopment of the All Weather Pitch at BCS, and upgrading the Clubhouse	Sub-committee (Vice- Chair, Secretary, Vice-Secretary, Commercial officer)	Short Term - Completion of AWP upgrade & JAWP ongoing arrangement Medium Term - Clubhouse upgrades to improve BER rating and sustainability	- Upgrade the full-size All Weather Pitch at BCS - Regularise the arrangement for the ongoing usage of the Junior All Weather Pitch at BCS - Continue to partner with BCS on shared interests - Upgrade Clubhouse to improve BER rating, thereby reducing ongoing running costs
Partner with DLR CC to enhance existing facilities as necessary	Club Chairman / Club Secretary	Short Term Assign club member to partner with DLR to ensure BSJ interests are met	- Annual pitch maintenance for all 6 Marlay pitches, Broadford & Loretto - Loretto toilets required for this amenity to be used by all teams

Develop ball / hurling wall facilities in partnership with local schools and DLR.

Executive Committee

Medium Term

- Completion of 3 accessible ball walls for use by schools and children for enhance skill development
- Work with DLR for Marlay development in line with Sports Grant funding 2024

- Day to day access to facilities that will build skills in our youngest members in their schools, complementary to the plans to engage proactively with local primary schools
- Accessibility to a floodlit hurling wall, sufficiently sized for adult teams to train on, within easy access of the BSJ heartland

Partner with neighbouring schools and sports clubs to secure training facilities to augment existing footprint

Executive Committee

Short term

Explore under utilised facilities by other educational and sporting facilities



Key Focus Area 1: Fundraising & Sponsorship



Our club must operate on a sound and stable financial foundation where normal running costs are funded by members subscription and commercial revenue. New investment in infrastructure and facilities will need to be funded through government & lotto grants, partnership arrangements and significant member and commercial fundraising. The attraction of significant commercial and corporate sponsorship is critical. Members should note that infrastructure projects, due to their nature and size, may result in changes to the club financial operating model.

Actions	Ownership	Milestones	Desired Outcomes
Establish Fundraising & Sponsorship Committee (circa 4/5 participants)	Commercial Officer	Short term	- Establish a group who owns the direction and governance of fundraising & sponsorship with third party organisations - Establish a centralised approach to fundraising and sponsorship whereby the Club's sponsor relationships are carefully managed. This will help to cut down on overuse of the same sponsors and fundraising opportunities by multiple sections of the club.
Develop a plan for attracting club sponsors, defining tiered sponsorship model – focus on overall club income	Commercial Officer	Short term	- Explore potential for main sponsor arrangement similar to other large urban clubs. - Have materials to present to interested parties setting out Ballinkeer St John's sponsorship options - Define tiered approach (Platinum, Gold, Silver, Bronze) - Clearly define timeframes and benefits for the various tiers of engagement
Prioritise fundraising for All Weather Pitch replacement	Fundraising Committee	Short term	- Look at a combination of fundraising & sponsorship in support of the All-Weather pitch resurfacing project - Develop a plan of club wide activities to help deliver the resurfacing costs. - Review the feasibility of prudent borrowing for some of the costs
Plan multi-year fundraising campaign for the development of 'A Pitch of our Own'		Medium to Long term	5 – 10 year plan to fund incremental development of pitch and training facility
Develop multi-year plan for ongoing fundraising activities	Fundraising Committee	Medium Term	Develop multiple income streams, outside of registrations activity, to meet the aspirations of club development plans e.g. Maximise Lotto, Shop, Bingo, Coffee income, and augment as appropriate.

Set out guidelines for fundraising expectations at team level, from Juvenile to Senior Adult teams

Fundraising Committee

Medium Term

- Elaborate on existing policy to provide greater guidance to lead mentors and team managers to have reasonably common objectives and outcomes

Review the financial model underpinning the running of the club, alongside the capital asks of our infrastructure priorities

Finance Committee

Short to medium term

- Develop a long term sustainable financial model to underpin the running and investment costs of the club



Key Focus Area 2: Governance, Administration & Communication



Scale our structure and operations to reflect the growth of the club over the last ten years, and the environment in which the club operates.

Key Actions	Ownership	Milestones	Desired Outcomes
Design & implement new executive committee structure which engages and utilises existing & new sub committees on a portfolio level basis	Club Chairperson & wider Executive Committee	Short Term	Optimise Executive Committee operating model by adopting clear focus areas (portfolios) for individual Exec Members Sub committees to play a greater role in the delivery of objectives and help spread the load of work from executive committee increasing the capacity to deliver objectives Better focus on the club's objectives & focus areas from Exec to Sub Committees & wider club • Succession planning for future exec membership to be delivered via a pathway from committee members to executive positions
Complete a review of our current operating model to create an overview document which sets out the activities & tasks which underpin them and the owners of same.	Club Chairperson & wider Executive Committee	Short term	• Better understanding throughout the Club of how the club operates & who the key stakeholders & contacts are • A clear oversight of the operating model will allow for greater ability to fine tune the Club's operations and help to cut down on unnecessary overlap & potential duplication of effort • Overview of the Club's operating model will allow potential new volunteers to identify areas which they may be able to get involved & provide their expertise • Review technology & data to ensure systems are in place to protect assets and adhere to regulation • Identify opportunities for process improvement & put in place plans to deliver them where appropriate
Complete a full review of the current sub committees including their function, members, objectives and operating model	Club Secretary and Vice Chairperson	Short term	Review existing sub committees with a view to formalising them with specific objectives & TOR's Identify bottle necks and concentration risks for example where a small number of people are completing multiple critical tasks. If identified agree action plan to improve the situation • Identify areas which require new sub committees or working groups to be set up to help deliver the Club's objectives
Complete a review of the current club governance framework policies, procedures and guidelines with a particular focus on the Club's constitution.	TBD	Short term	Updates to the Club's processes and procedures to ensure they are fit for purpose - Review and update the Club's constitution



Ensure there are consistent and transparent mechanisms for sharing important club news and information with members

PRO

Short term

- Information is made available to members in consistent and reliable way
- Clear communications strategy development

Full adoption of the GAA One Club Model

Executive

Medium Term

- Align with the rollout of the overall 'One Club' model



Key Focus Area 3: Volunteer Recruitment & Retention



Increase our ability to recruit and retain additional volunteers and to sustain our volunteer effort into the future.

Since its founding the volunteer effort has been the bedrock of the development of the club. In recent years the growth in teams and in off field activities has increased the need for volunteers. However, the increase in activity has not been fully matched by an increase in volunteers and there can be a heavy load placed on a relatively small number of members. The ambition contained in the strategy will require even further volunteer effort. A focussed approach needs to be developed and actioned to ensure we can attract and retain club volunteers.

Key Actions	Ownership	Milestones	Desired Outcomes
Appoint a 'volunteer sub-committee' reporting to the executive	Chairperson	Short term	• Maintain focus on volunteer need. Sub-committee to oversee volunteer effort and identify and execute means of improving numbers. Regular review at Executive to ensure focus and effort on recruiting and retaining volunteers
Quantify our current volunteer effort and current volunteer roles Survey the barriers to volunteer recruitment and retention	Sub committee	Short term	• Clarity on current volunteer effort segmented by coaching, team management, admin/support roles, committee role • Referees to support our active games • Survey to try to understand why people are reluctant to volunteer and develop plan to reduce the 'barriers'
Identify Volunteer Roles/Skills needed in next 3- 5 years. Develop a mixed time commitment model	Sub committee	Short Term	• Profile of our volunteer roles • A volunteering model that is flexible to cater for time availability and skill availability • An easier basis for individuals to offer their time and skills
Comparison with other clubs approach	Sub Committee	Medium Term	- - Compare approaches of other clubs - Seek to replicate successful models - Analyse GAA advice and seek GAA/DCB support - Compare with other sports for successful models
Issue an annual volunteer profile and seek volunteer effort	Sub committee	Short Term	- Club awareness of the volunteer effort on an annual basis and profiling the benefits volunteers give and get - Use annual opportunity to seek more volunteers

On the Ball



Key Focus Area 4: Community & Sustainability



In order to remain grounded in our community we need to identify opportunities to engage with the local community to promote the value that BSJ brings. We support the use of our facilities for community events and also on a commercial basis to non-core GAA activities though at all times priority will be given to Club activities and the needs of our members.

We see our community as players and those who do not play, young and those who are not so young, members who are focused on games and those who are more focused on wider Irish cultural activities. Our community also comprises those who have no past experience of Gaelic games or Gaelic culture but are interested in developing an understanding and supporting the Club's aims.

We will promote Our GAA, Our Club, Where We All Belong and develop an Our BSJ Community outreach programme to bring our Club to our community and encourage all our community to engage with our Club.

We recognise the importance of our club showing example to our community in terms of sustainability and biodiversity and we will develop a plan to implement good practices in our Clubhouse and other facilities.

Actions	Ownership	Milestones	Desired Outcomes
Develop an "Our BSJ Community" (or similar) marketing and out-reach programme.	PRO	Short Term	- Build community relations and sense of "We all belong in BSJ" - Programme developed by PRO, and working group if appropriate, for approval by Executive
Review the "BSJ Family Funday" in order to put it on a firm annual footing as a pillar of our Community outreach and focus.	To be discussed with CCC1 and CCC2 Executive Members	Short term	- Increased BSJ Community Profile - Organisation working group established, date agreed and content ready
Establish a Social Committee with a terms of reference to increase social engagement within the Club and attract those within our wider Community.	Chair and Vice Chair	Short term	At least two signature events each and six lesser events planned and executed Committee established with representation across 4 codes and different age-groups
Monitor housing and educational developments within our general locality and actively seek to attract members and build further our community.	Executive agenda twice a year	Short Term	- Advance notice of all developments achieved - Commence during 2025 Executive agenda

Establish a committee to Review the GAA's Green Club initiative and develop an appropriate Sustainability Plan and to build sustainability into all BSJ's games and administration policies and practices	Chair, Vice Chair	Medium Term	- Club sustainability profile established. - Physical proof points such as EV Charger and Energy Management Systems - People proof points such as Dual Player policy
Continue to promote Irish culture and language via ongoing registration and participation in "Fondúireacht Sheosamh Mhic Dhonncha" (the Joe MacDonagh Foundation) with other GAA clubs in Dublin and nationwide	Irish language officer	Ongoing	- Continue to have regular events as Gaeilge, leveraging the strong population of Irish speaking members



Key Focus Area 5: Health & Wellbeing



The health and wellbeing of our members was identified as a key priority by the membership in the BSJ 'Have your Say' consultations for the Strategy. It is recognised that a thriving club is built on the foundation of the physical, mental, and social health of all its members. Our commitment to promoting a culture of wellness will not only improve the individual lives of our members but also strengthen our club as a whole, enhancing our positive role within the community. Therefore, we are committed to promoting a culture of wellness within the club by implementing a comprehensive Health and Wellbeing Plan

Key Actions	Ownership	Milestones	Desired Outcomes
Develop a Health and Wellbeing Plan for the Club	Executive	Short Term Provide a framework to both formalise existing health promotion activities and develop new ones – 2025/26	Create a supportive and health-enhancing environment for everyone involved with the club, from players to supporters.
Based on the Health and Wellbeing Plan, develop a programme of Health and Wellness events	Sub Committee	Short Term Establish a subcommittee / Social committee. Enter Gaa Step Challenge Build on existing club activities to include health and wellness events for older club members.	- Develop a programme on topics including, nutrition, mental health, suicide prevention, gambling awareness. - Increased engagement and participation of older members in club activities. - Improved physical and mental health of older members. Strengthened intergenerational connections within the club.
Review Gym and Recovery Facilities in the club and explore the possibility of providing additional facilities / partnering with other organisations	Gym Committee	Medium Term Assess feasibility of extending gym facility access	- Ensure that the facilities meet the needs of the members and promote overall health and performance. - Ensure that the gym and recovery facilities support optimal athletic performance and training.
Health screening	Executive	Ongoing – Continue heart screening. Short Term Establish screening of female players to help injury prevention.	- Early detection and prevention of health issues among members. - Improved overall health awareness and management. - Reduction the number of injuries particularly among female players

Support player participation in older adults	G4MO, All Scars, Lads & Dads, Social camogie etc.	On-going	- These programs not only enhance physical and mental health but also foster a sense of community and support among participants. - Broaden participation in physical activity of the mentor and parent population typically found on the sidelines
Defibrillator & First Aid Training	Executive	Short term	- Having a defibrillator and knowledge how to use it can greatly improve the survival rate when sudden cardiac arrest actually happens.
Consider partnerships with neighbouring clubs to facilitate this.		Provide Defibrillator & First Aid Training to all mentors.	
		Awareness of defibrillator locations within the club.	



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BSJ All The Way!

