



ROUND TOWERS

Strategic Plan



2013 - 2018

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A background to Round Towers

Some of the local lads ‘took a fancy to the game’ according to Tommy McArdle after seeing an exhibition match between O’Toole’s and Rathmines in 1904. They started playing in a local stubble field beside the police station. They soon had to move fields, and they spent the next 50 years playing in ‘the Hurling Field’ which was owned by the Rooney family. This field also was used later by Thomas Ashe, Padraig Pearse and others to address gatherings of Conradh na Gaeilge followers. St. Stephen’s Day 1906 saw the first game played against Ard Craobh (Gaelic League) with Tommy McArdle scoring the 1st goal ever by a Lusk man. In 1910 Lusk entered the 1st Fingal Hurling League and went on to with the competition, winning it again in 1913 and 1914. We had a strong team at that stage and went on to provide all but 2 players on the Dublin Jr. Hurling team who played against Kilkenny in the Leinster Championship of 1915.

Round Towers have provided GAA facilities for the youth of Lusk and its environs for over 100 years and their adult and juvenile teams participate in most of the County Board leagues in both hurling and football.



Some interesting facts about Round Towers

Membership

We have over 500 members in Round Towers (excluding social members). The membership is broken down as follows:

Players	385	OAPs	56
Full Members/Non Playing	342	Social Members	100

On the games front the breakdown is:

	Adult Games	Juvenile Girls	Juvenile Games Boys	Total
Players	65	96	224	385
Teams	2	3	16	21
Mentors	10	9	62	81

Volunteering

Volunteering is the commitment of time and energy, for the benefit of society, local communities, individuals outside the immediate family, the environment or other causes (Volunteering Ireland, 2011).

Members of the club give many hours per week working in the club on a voluntary basis.

We also honour our members who have worked hard for the club down the years. Our facilities were built by voluntary labour and we thank all of the people of Lusk who have contributed in any way to hand the current generation the legacy that is Round Towers Lusk.





Message from Club Chairman

The GAA is an important part of every community and parish throughout Ireland. Round Towers Hurling & Football Club is no exception to this and has an essential role to play in the parish of Lusk.

Society in general and the club has gone through a number of challenges throughout the last number of years. We continue to witness these changes in turbulent times and this places an importance of having a long term strategic plan in place to help us to grow through these challenges.

To this end, we have developed a five year strategic plan for the club. The goal is to ensure we continue to effectively serve our members, supporters and the community that sustain us. With this plan, created by the membership, we offer a model for the future of Round Towers Hurling & Football Club and address the key issues facing us over the next five years.

The priority of our plan focuses on all members with a particular emphasis on our players of all ages and abilities. Right through the Plan we are focusing on the best interests of our players and members. This will be done through

- Games development and mentoring of players
- Code of Conduct
- Improvement of club facilities
- Ensure appropriate financial management of the club
- Improvement of our communications and our work with the community.

All these areas continue to require many hours of work but I know we have the people, resources and commitment within our club to complete the tasks.

I would like to thank everyone who has been involved in this project to date. So many people have contributed to the plan so far and in many ways we are entering a very important and exciting period for the club. I would like to appeal to you all to continue this work for the next five years and make this plan the success it deserves to be for our club.

Ár aghaidh linn le chéile

Stephen O'Connell



Methodology

The Executive of the club had a challenge of setting the strategic direction for Round Towers for the next five years. The plan would build on the strengths already experienced in Round Towers and work on developing areas identified.

In 2012 a planning group was appointed by the Executive. The group consisted of the following individuals: Pat Codd - Chair, Mark McCann, Robert Naughton, Jer Doran, David Power, Shane Treanor.

As a result 4 project groups were formed to work on the following areas:

1. Games Development
 - i. Adult Games
 - ii. Juvenile Games
2. Finance & Fundraising
3. Facilities
4. PR: Communications and Community

The group met a number of times and a draft plan was prepared and circulated to the various sub-committees of the club for alteration and feedback. These plans set out what the members believed should be our goals and objectives as a club for the next five years and the action plans to help us achieve these goals.

The final document has formed this strategic plan and it will be reviewed on an annual basis to measure our progress in each area.

We are confident that the strategic plan will be a success because it is the voice of the membership. We look forward to delivering it to all aspects of our club together.



Club Structure

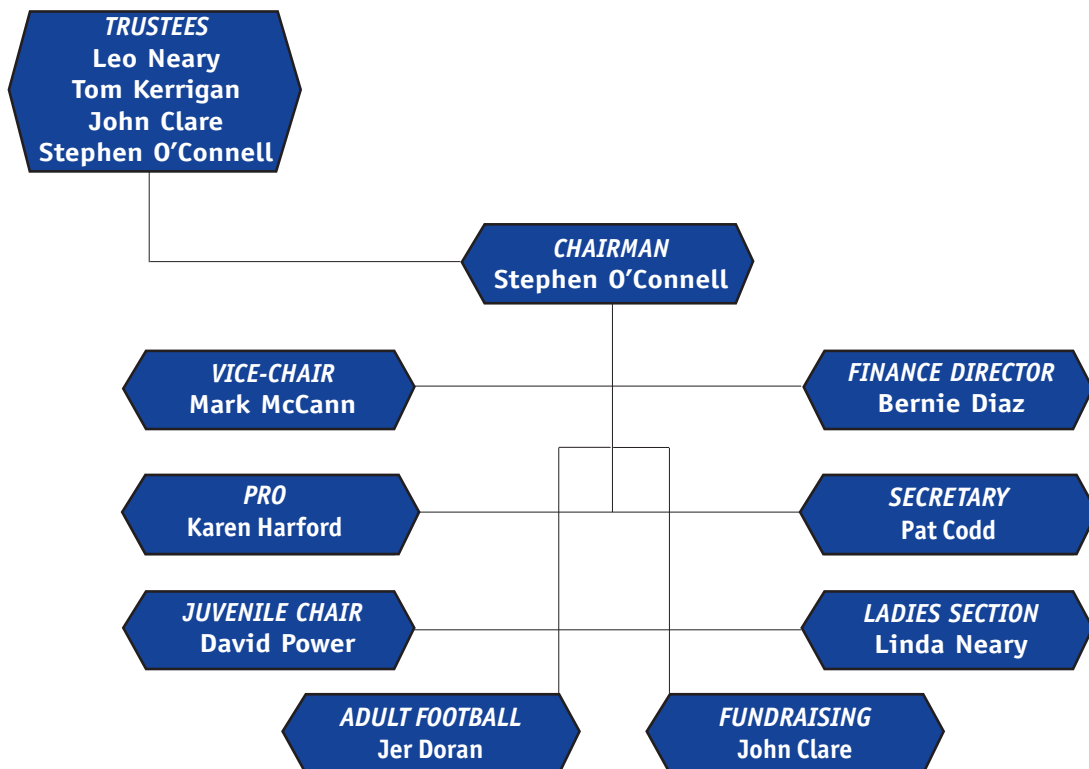
OUR AIM:

In 2018 we will be able to say:

“The administration of Round Towers Hurling & Football Club is structured to maximise effectiveness and efficiency so that it is fully compliant with the Official Guide and the Club Constitution. The workload of the club is shared evenly and officers are being developed at all levels in the club”.

The Executive Committee is the controlling body in the club. It is elected annually at the Club AGM. The Executive Committee has the sole right to appoint sub-committees as required. The Chairman, Vice Chairman, Secretary and Finance Director shall be the ex-officio members of all sub-committees.

Round Towers Hurling & Football Club – 2013 Structure –



Code of Conduct

OUR AIM:

In 2018 we will be able to say:

“Round Towers is proven as being fully committed to safeguarding the well being of its members and all involved in club activities. Every individual is shown respect and understanding. Each member conducts themselves in a way that reflects the Mission, Vision & Values of the Association”.

1. Code of Conduct

The Club will safeguard and promote the interests and wellbeing of all those who are involved in its games and related activities. The club shall take all practical steps to protect them from all discernible forms of abuse, from harm, discrimination or degrading treatment, and shall respect their rights, wishes and feelings.

The club will have in place a Code of Conduct for the protection and safeguarding of children/young people and adult members. The club shall be entitled to amend or revoke any provision of the code from time to time. The club will have in place guidelines for dealing with allegations of abuse. Allegations and complaints of abuse shall be dealt with exclusively in accordance with the provisions of these guidelines.

2. Child Welfare Officers

We will appoint Welfare Officers whose role shall include the monitoring of the child centred ethos of the club and compliance with the Code of Conduct and with any policies and guidelines as issued by the club, by the GAA, or by statutory authorities and agencies.

3. National Policies

The club Code of Conduct is based on the principles that guide the development of sport for young people in this club, (as outlined the “Code of Ethics and Good Practice for Children’s Sport” and on the “Code of Best Practice for Youth Sport” issued by the GAA). Young people’s experience of sport should be guided by what is best for the young person.

4. Quality Atmosphere and Ethos

Sport for young people should be conducted in a safe, positive and encouraging atmosphere. A child-centred ethos will help to ensure that competition and specialisation are kept in their appropriate place.

5. Equality

All members should be treated in an equitable and fair manner regardless of age, ability, sex, religion, social and ethnic background or political persuasion. Children with disability should be involved in sports activities in an integrated way, thus allowing them to participate to their potential alongside other children.

6. Fair Play

Fair play will be the guiding principle of the Code of Conduct. Our sport should be conducted in an atmosphere of fair play. Ireland has contributed and is committed to the European Code of Sports Ethics, which defines fair play as “much more than playing within rules”. It incorporates the concepts of friendship, respect for others and always playing with the right spirit. Fair play is defined as a way of thinking, not just behaving.

7. Competition

A balanced approach to competition can make a significant contribution to the development of our players, while at the same time providing fun, enjoyment and satisfaction.

8. Disciplinary and Complaints Procedure

We will implement through the Code of Conduct a very transparent procedure for dealing with breaches of the code. Also outlined will be a clear line of communication for complaints and appeals.

Coaching and Games Development

The Coaching and Games Development Strategy will focus on two areas:
ADULT GAMES and JUVENILE GAMES

OUR AIM:

In 2018 we will be able to say:

“Round Towers Lusk are providing a consistently high standard of coaching and mentoring. The club ensures each player is prepared to the best of his/her ability and has an opportunity to participate fully and take part in meaningful games in a safe and enjoyable environment.”

1. Best Practice Coaching

All coaches will have the skills, accreditation and knowledge required to facilitate the development of their players to reach their full potential in both hurling and football.

2. One Club

All juvenile players will represent and wear the Round Towers Lusk jersey. This may involve some players playing outside of their own age group.

3. Ladies Football

We will field ladies football teams at all juvenile ages. Each team will have a full team of coaches and support volunteers.

4. Involvement with Schools

We will continue to maintain our links with primary schools through the work of the G.P.O. We will also play an important part in the

development of the pupils of Lusk Community College (LCC), through facilitation and support of football and hurling and the development of a transition year programme.

All coaching and team management will be focused on agreed goals and targets for each team.

5. Link to Adult Teams

Each team will have a link player from the adult team panels, who will meet with the players and act as a role model for the children. The juvenile teams will be encouraged and facilitated to support the adult teams.

6. Partnerships with Country Clubs

Each team will form partnerships with clubs from the country and away days and visits will occur. Coaches can share ideas and coaching methods.



Overview of Coaching and Games Strategic Development Plan 2013/2018

Action	2013/2014	2014/20116	2016/2018	Responsibility
Best Practice Coaching	Audit coaches to assess needs for further training.	Continue to facilitate coaching courses and develop good practice.	Participate in national and provincial research programmes to develop methods.	Juvenile Chair
One Club	Plan for each team to ensure teams can fulfil fixtures. Communicate this goal to Man O War club sec.	Meet mentors at the start of each year and allocate players to fulfil this goal.	Continue to monitor and organise teams to fulfill this goal.	Juvenile Chair
Ladies Football	Establish ladies football committee and representation at Executive Committee.	Recruit and train coaches to manage teams. Establish teams at all ages.	Continue to develop teams and plan for establishment of Adult Ladies Football team.	Ladies Chair
Involvement with Schools	Meet with Principal of LCC and establish link.	Work with LCC to provide coaching and facility support to pupils and teachers. Support representative teams from school.	Continue to support teams and try to recruit players who have not been involved on club teams.	Juvenile Chair
Long Term Development Plan	Review and communicate plan through website and meetings with coaches.	Meet with coaches and monitor progress through biannual review meetings.	Continue to monitor performance and prepare for review of plan at end of 2018.	Juvenile Chair
Link to Adult Teams	Juvenile and Adult committees meet and agree procedures.	All teams will have link adult who attends occasional training and matches.	Review of success of programme.	Juvenile Chair & Adult Chair
Partnerships with Country Clubs	Information sessions to be held with each team management. Appoint a parent to co-ordinate. Create link with country club.	Host and visit country clubs. Use a trophy to promote interest from players and spectators.	Affirm these events as a permanent fixture on the Round Towers Lusk calendar.	Juvenile Chair

Adult Games Objectives 2013-2018

1. Adult Football Teams

The club will have a competitive (top 6) intermediate football team.

The club will have a competitive junior football and hurling team.

The club will field an U21 football and hurling team.

2. Improve Team Management Structures

Ideally each management team should have a minimum of 4 in its management group.

This would comprise of:

Team Manager

Team Trainer/Coach

Selector

Administrator

3. Develop a Transition Structure from Minor to Adult Level

Retention of players will improve young players reaching their full potential as adult players.

4. Code of Conduct for Players

An ethos and standards will be set for players in the club. This will help guide players, ensuring that they are aware of the expectations placed on them.

5. Planning for Adult Hurling

A plan will be in place for the commencement of adult hurling in the club in 2019.

6. Best Practice Coaching

The club will facilitate all coaches to acquire the skills, knowledge, experience and accreditation necessary to coach their team to the highest standards.

7. Paying Down to the Next Generation

Retiring and senior players will be prepared by the club to coach juvenile teams and to impart their experience and knowledge to the next generation of players in Lusk.

8. County Representation

The club will have representation on County Football Panels at Juvenile, U21, Junior and Intermediate levels.



How the Adult Games will be developed in the Club

Action	2013/2014	2014/20116	2016/2018	Responsibility
Conduct a review of coach development at the club.	Establish a viable programme of regular development for all our adult coaches and mentors.	Increase numbers undertaking coaching and aim for Level 1 as a minimum.	Review and improve the programme for all ensuring best practice for coaching and mentoring.	Chair of Adult Football Committee
Appointing management teams of at least four mentors to each adult team.	Have a management team for each team as recommended.	Consolidate mentoring strategy and effective liaison with juvenile section.	Pursue a continuum of appropriately qualified coaches/mentors with all teams.	Chair of Adult Football Committee
Appoint a juvenile players' transition to adult officer.	Appoint a dedicated volunteer to attend to the transition phase in the club.	Continue the role and specify relevant duties.	Review role ensuring all under 19 players are with an adult team.	Transition to Adult Officer
Develop and maintain a Player's Code of Conduct.	Adult Football Committee with team management and player's draft a players code of conduct.	Adult Football Committee with team management ensure adherence to code and notify Executive Committee of any serious breaches of same.	Annual review of code occurs with players at start of year.	Chair of Adult Football Committee
Prepare for Adult Hurling.	All members will be aware of the Strategic Plan and equal status of hurling in the club.	All hurling coaching will be focussed on club's plan to play adult hurling.	Adult Hurling Director will be appointed who will ensure that management team is in place for 2019.	Executive Committee

Finance and Fundraising

OUR AIM:

In 2018 we will be able to say:

“Round Towers Lusk operates in surplus each year. We have the financial stability to plan future development and investment in our games.”

The money required to run our club is on a par with any small to medium sized business. Whilst we are an amateur organisation we must strive for the highest standards of professional financial governance.

Finance and Fundraising Objectives 2013-2018

1. Membership

Our membership will increase by 5% year on year.

2. Club Bar

The bar will continue to generate revenue for games development. We will reintroduce an annual Club Dinner event.

3. Club Shop

The club shop will be in a new more accessible position. It will be profitable. There will be a beverage and snack facility opened on Saturday mornings and busy times.

4. Corporate Funding

We will form mutually beneficial relationships with businesses in the community. This will involve the sale of advertising space on our grounds and website and sponsorship of teams, publications and events.

5. Grant Funding

We will apply and lobby for grant funding for developments via National lottery, Leinster

Council, Fingal County Council and Sports Council.

6. Fund Raising Events

Our Fundraising Committee will arrange a minimum of two large fundraising events each year.

7. Employment

Minimise payroll through engagement with employment support agencies.

How we will roll out the Financial planning and Fundraising Plan

Action	2013/2014	2014/20116	2016/2018	Responsibility
Club Bar	Comprehensivce review of all running costs of the bar.	Further promote the club bar as a venue for social events.	Draw up event packages including doing deals with caterers, entertainment, bands, etc.	Treasurer
Club Shop	Consideration and planning for new facility for club shop.	Review of club merchandise and engagement with suppliers to get best deals for the club.	Continue to monitor and review operation of club shop.	Club Chair
Grant Funding	Ensure that club is in a position to apply for funding. Review of club constitution and Trustees.	Make applications for grant funding through the Development Team.	Use learning from previous applications to maximise grant funding coming into club.	Secretary and Development Project Manager
Corporate Funding	Using this strategic plan, draw up corporate packages.	Engage with businesses to promote packages and generate revenue.	Review and repeat the cycle for 2016-2019.	Club Chair
Employment	Review all work in the club and identify positions vacant.	Engage with employment support agencies to fill those vacancies.	Meet with other voluntary clubs in parish to consider sharing employees.	Secretary
Membership	Review membership annually to ensure that it is in line with what other clubs are charging. Also review membership types and tariffs. Bring proposals to members at AGM.			Secretary
Fundraising Events	Identify dates in calendar each year for events.			Fundraising Chair and P.R.O.

Strategic Financial Plan for Round Towers

The executive committee have focused over the past three years on turning around the club finances to bring the club back to a profitable position.

This have been successfully achieved through the implementation of proper financial planning and restructuring. The executive committee employ the services of a professional chartered accountant who works closely with the club treasure to manage the financial operations of the club. Full management accounts are prepared monthly and presented to the executive committee. This enables the club to make effective decisions in relation the the club cash flow position and expenditure.

The success of these changes are clearly represented in the accounts provided below, showing the successful turnaround in the clubs financial position from a loss of €83,000.00 in 2009 to €20,000.00 profit in 2012.

round
towers gaa

income and expenditure years ended 31 july 2009 to 2012

	2012	2011	2010	2009
membership	15953	19647	13786	17643
hire of hall	13355	8795	5785	3315
hire of allweather	11675	18992	17443	18750
juvenile fund raising	15661	22320	10646	19032
pool	500	850	1705	1200
lotto	4359	4617	8230	1012
other income	1314	1404	22277	6966
golf classic	3518	14722	7437	20441
grants amortisation	41017	22017	22017	22017
bar surplus	35741	10545	-30398	-38002
total income	143093	123909	78928	72374
general expenditure				
caretaker	11454	10348	8717	9508
adults & minors	1500	2862	8271	23611
rates	6657	3445	2754	2765
insurance	4140	4989	16795	17334
light & heat	6307	5607	4993	6256
repairs	6128	0	400	5753
juveniles	12715	15221	12037	31601
gpo	18000	18000	18000	18000
accounts	3000	2163	2367	2450
ladies	1671	2007	3475	2146
bank charges	2167	3891	3942	2374
county board	13200	13745	180	500
sundry	6019	2324	4239	3874
deprn all weather pitch	29809	29809	29809	29809
total expenditure	122767	114411	115979	155981
net income	20326	9498	-37051	-83607

With this exceptional turnaround in the clubs finances the executive has further plans to drive theses profits through fund raising and the implementation of a corporate sponsorship structure in 2014. The financial year 2013 saw the fund raising committee successfully deliver in excess of €30,000.00.

It is the clear objective of the Executive to deliver €30,000.00 per annum for the next five years from a number of fund raising opportunity to include:

One off events and corporate sponsorship.

These fund raising campaigns will ensure the club will have in excess of €180,000.00 available by 2018 to use for investment in the redevelopment of the clubs facilities to include a second playing pitch and additional facilities to help the club teams reach their full potential.



Communications, PR Culture and Community

OUR AIM:

In 2018 we will be able to say:

“Round Towers Lusk has the most modern and effective methods in place to communicate with its membership, sponsors and the wider community. It has a recognisable “brand.” The club will be the social hub for all of the people in our community and will play an influential role in Lusk that extends far beyond the basic aim of promoting Gaelic games.”

Finance and Fundraising Objectives 2013-2018

1. Storing and Accessing Information

The club will have a secure and appropriate database of club and member information to include an archive system and data protection policy.

2. Website and Social media Strategy

A strategy will be developed to include our website and social media.

3. Communicating with members and the Community

All new members and visitors will receive a welcome pack. Club notes will continue to be circulated.

4. Branding

We want immediate recognition of the Round Towers Lusk brand that signifies quality and success. Initiatives will include club merchandise, signage and publications.

5. Club History

The club will commission the collection, storage and display of a club archive within the clubhouse. Also there will be recognition of past

club officers and county representatives in the club house.

6. Inclusiveness

The club will provide activities for people of all ages, genders, abilities and backgrounds.

7. Lusk Diaspora

The club will use social media to maintain links with our diaspora all over the world.

8. Employment Support

We will actively support our members to gain employment and offer opportunities for members to work in the club on employment support schemes.

How Communications, PR, Culture & Community will be developed in the Club

Action	2013/2014	2014/2016	2016/2018	Responsibility
Information Management	Review current practice and devise a plan.	Research and adopt data protection policy.	Continue to review and monitor information management practice.	Secretary & Registrar
Website & Social Media Strategy	Consult with Croke Park Communications Dept. to develop a strategy.	Annual review of strategy and its efficacy.	Adapt to meet challenges and opportunities presented by changes in technology and culture.	Public Relations Officer (PRO)
Communicating with members and community	Conduct a survey of new members to ascertain their information needs when first contacting the club.	Produce a members pack with all necessary information and promotional material.	Continue to survey members and adapt information pack to meet changing needs.	PRO
Branding	Review all club signage, publications and communications to ensure that a consistent approach is being adopted.	Manage and control club brand.	Manage and control club brand.	PRO
Club History	Conduct research and collect archive material.	Display material in clubhouse for members to enjoy.	Display recognition of past officers and county team representatives in club bar.	PRO
Inclusiveness	Continue to promote the club as a facility for all members of the community.	Annually review progress and address deficits.	Annually review progress and address deficits.	PRO
Lusk Diaspora	Develop a membership category for diaspora.	Utilise social media to allow diaspora to keep informed and in contact with club.	Establish an annual event to welcome home our diaspora members.	PRO
Employment Support	Establish liaison with adult team management to employment needs of players. Recruit staff through employment support schemes	Use contacts with business community to promote players as employees.	Continue to monitor needs of members and respond appropriately.	Secretary

Facilities Development

OUR AIM:

In 2018 we will be able to say:

“Round Towers Lusk has state of the art facilities for the playing and promotion of its games. We will have an adequate number of pitches, training areas and facilities to continue to grow and develop into the future.”

The club embraces the challenge it faces to provide the best in class facilities for our members. Currently we have just one pitch to facilitate 21 teams. Our relationship with Lusk National School makes another juvenile pitch available to us. Our all-weather facility can accommodate just one team training

Facilities and Development Objectives 2013-2018

1. Second Pitch

Development of second full size pitch at end of current pitch. The club have been offered a lease by Fingal County Council of land. We intend to commit to this and develop a second full size pitch for our members. This project will include development of an access road and development of car-parking amenity.

2. Ball Wall

We will construct a quality ball-wall to assist our members to develop their skills.

3. Ring-Road Pitch

The club has received a commitment from Fingal County Council to allocate a pitch beside Lusk Community College to the club. We will engage with Fingal County Council and Lusk Athletics Club to develop and utilise this facility.

4. Clubhouse

The clubhouse will cater for the needs of its members. The upstairs will be reconfigured with improved facilities for meetings and the development of office space for our staff.

5. Floodlighting

We will install floodlighting on our pitch to facilitate winter training.

6. Club Entrance

We will alter our entrance from the road to ensure safety of our members entering and leaving our park. We will also upgrade our perimeter to improve the appearance and appeal of our property.

How Facilities Development will be achieved

Action	2013/2014	2014/2016	2016/2018	Responsibility
Second Pitch Development	Appoint Project Manager. Secure lease of land adjacent to club from Fingal County Council. Complete planning phase of project.	Apply for grant funding for development and secure planning permission. Commence ground works.	Complete development and open pitch for members' use.	Chairman and Appointed Project Manager
Construction of Ball-Wall	Appoint Project Manager. Research cost and design of wall.	Apply for grant funding and secure planning permission. Commence construction.	Upskill coaches to best utilise the ball wall to its full potential.	Chairman and Appointed Project Manager
Ring-Road Pitch	Secure the allocation of pitch. Seek funding for and erect ball nets. Purchase and instal storage for equipment.			Chairman
Clubhouse	Complete needs analysis and draw up plan for reconfiguration of space.	Complete construction work.		Secretary
Floodlighting	Complete a feasibility report on upgrade/extension of existing floodlighting.	Conduct construction/upgrade.		Chairman
Upgrade Club Entrance	Draw up a plan for the improvement of our entrance both practical and aesthetic,	Seek funding and planning permission for works.	Commence and complete the construction.	Chairman





Round Towers GAA, Lusk, Co Dublin.
www.roundtowerslusk.ie