

CLUB MANUAL

**A Guide to Club Management, Coaching and
Development of Facilities into the Future**



In Association With



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Aitheasc An Uachtarán

Is mór an onóir domsa an deis seo a fháil cupla focal a scríobh ar fhoilsiú an leabhar speisialta seo. Sa lá atá inniú ann, mar a bhí blianta ó shin, tá an-tábhacht ag baint leis an cumann i ngach cúinne in Éirinn.

This manual is the result of a serious amount of research and preparation and I congratulate those involved with the publication of such an important piece of literature for clubs throughout the GAA spectrum.

The beauty of the Club goes far beyond a playing field and a nearby clubhouse; it is deeper, something that reaches out and touches communities in a manner unique to GAA. Through hard work and determination, successes are shared and when victory is stolen, the tears are wept together; club is family.

In this new Club Manual, we see a way in which to maintain the focus on club in communities, ways to overcome the many obstacles facing clubs around the country, directions for improvement of clubs and a guide to identify areas where improvement is needed. This manual is a great asset for all clubs and will aid the forward thinking of club officials on several levels; in administration, developing structures within the club and also in coaching and enhancing physical facilities.

Tá súil agam go bain tú taitneamh as an léabh.
Ádh mór oraibh go léir,

Seán Ó Ceallaigh.

Seán Ó Ceallaigh,
UACHTARÁN CLG

Reamhrá

A Note from the Club Development and Planning Committee

The GAA Administrators who gave approval in 1979 for the preparation of a National Development Plan for our Association showed wisdom and vision. Through the research and preparation of this Plan a Booklet was produced and published in 1982 called the Club Manual. This Manual and its contents are as relevant to today's clubs as it was then and we are indebted to its researchers and authors for its important and useful advice.

This Manual was, and is, under utilised in the very units it sought most to assist but it did have a significant bearing on activity in many progressive Clubs, aiding their development of structures, Administration, Coaching and Physical Facilities.

Today's updated and revised version encompasses the definite principles of the original document and embraces the concepts progressed through the Comhairle Programme and the Club Advisory Sheets (Treoir) which were follow on publications. It also maps out for all Clubs the future direction we all must take if we are to meet the challenges faced in every community in today's changing world. Modern lifestyles, increased and varied leisure activity only pose a threat if we do not have the vision or determination to place our Club at the centre of Community Life in our own catchment area.

This new Club Advisory Booklet is only worthwhile if Club members use its advice and information to Develop and Plan for the future in a positive and systematic way thereby ensuring not only the survival of their Club, but its central and key role in the promotion of Gaelic Games and Culture in the Parish and Community to which it belongs.

Our thanks to the many contributors but in particular to the Policy and Planning Office in Croke Park.

**Read - Enjoy – Pass around to others in your Club,
And put into action?**

On behalf of the Club Development and Planning Committee.

Pádraig Mac Gearailt (Luimneach);	Micheál Mac ConCarraige (Ros Comáin);
Maire Ní Cheallaigh (Áth Cliath), Rúnaí;	Tadhg Ó Riain (Luimneach);
Seaghan Ó Flannagáin (Pairc an Chrócaigh);	Jerome Mac ConBhuí (Ciarraí);
Liam Ó Néill (Laois);	Lúc Mac Muiris (Maigh Eo);
Naul Mac GiollaComhaill (Dún na nGall);	Albert Ó Faoláin (Longfort).
Breandán Ó Cuirc (Ard Mhacha);	



Chapter One – Club Administration

1. Introduction
2. Committee Procedure
3. The Club Annual General Meeting
4. Club AGM in accordance with Rule
5. Sub-Committees in the Club
6. Gaeilge ag an gCruinniú
7. Communications
8. IT Development in GAA

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Chapter One - Club Administration

Note: All references to rules refer to An Treorai Oifigiúil 2003 Version

1. Introduction

Good administration is a basic need in any organisation. This is especially true of the GAA which

- is more than a sports body, having broad policy objectives apart from the games
- has a wider range of activities than the usual sports body
- has the special problem very often of handling two major field games and Handball through the same administrative system
- holds extensive property in the form of grounds, dressing - rooms and Social Centres
- while the promotion of the games is the main purpose of the GAA club, such promotion can only be built on an adequate system of club management and control.
 1. The essentials of a good club Administration centre on:
 2. A Club Constitution
 3. An Annual General Meeting
 4. An Executive Committee and Subcommittees
 5. Capable Officers and Leaders
 6. Adequate Finance
 7. Proper Records
 8. Good Liaison with Co. Committee

These lead to a challenging programme of activities and maximum community involvement.

2. Committee Procedures

Need for Committee Procedure

Committee meetings are necessary to ensure that business in a club is done effectively and democratically. The Cathaoirleach leads or chairs the discussion at a meeting by : opening the discussion; ensuring that everyone gets a hearing; ensuring that the agenda is followed; ensuring that topics are fully discussed and decisions reached as required; and finally closing the meeting.

Dates and Times

A Club should have regular meetings even at times when it appears there is little to be done. It is helpful to specify a night and time such as the first Thursday of the month at 8pm. Clubs should aim that all meetings start on time and finish on time (2 hours maximum)

Preparation for a Meeting

It is the Secretary's duty to notify members of meetings. There should always be a written agenda for a meeting and a copy should be available for every member who attends a meeting.

Purpose of an Agenda

- Part of the planning of a meeting.
- Informs all who attend the scope of the topics to be covered.
- Helps each member to prepare so that each will have the necessary information and documentation for discussion.
- A good agenda helps towards good discussion and decision making and saves time and money.

Qualities of a good agenda

- All items should be capable of being dealt with in the time allocated for the meeting.
- Each item should be explained so that the members know exactly what is meant.
- No one or two-word items.
- Each item should have only one interpretation.
- it should be clear from the wording whether members are to get information on the topic, are expected to give information on the topic, whether members are to discuss the topic, or if a decision is to be reached on the topic.
- Matters on the agenda should be in order of priority, urgent matters first and the remainder in order of importance.
- Allowing for urgency and importance, matters on the agenda should have a logical sequence.
- Documents and information relevant to each matter on the agenda should be made available to members, or an indication of where these documents and/or information are to be found.
- An agenda for a meeting should be in the hands of members in good time before a meeting.

The first items on an agenda usually follow thus:

- Minutes
- Matters arising from the minutes
- Correspondence
- Reports from sub-committees, county board etc.
- Other items specified.

Essential business, that can be dealt with quickly should be transacted first. Matters requiring longer discussion time can then be taken with time being allocated for each.

Quorum

It is usual to decide on a quorum for meetings, i.e. the minimum number of members who must be present before the meeting can begin. It is usually not less than one-third of the total committee members or in the case of a very small committee, not less than three. A decision on this should be taken at the first meeting of the season. The quorum for a general or special meeting of a club is "20% of Full Members entitled to vote" (Club Constitution).

Criteria for a valid Meeting

A meeting is valid if it is

- properly convened
- properly constituted
- properly held
- in accordance with the rules governing the meeting.



In the case of the GAA the rules are found in An Treoir Oifigiúil and the Official Club Constitution. Decisions made at a valid meeting are binding on all members, whether present or not.

Minutes

Minutes are the written records of the business done and decisions taken at a meeting. An Rúnaí records the date of the meeting, those present, the main points in discussions held and any decisions taken. An Rúnaí always notes the proposer and seconder of a motion put and the result of the subsequent vote taken.

At every meeting the first item on the agenda is that the minutes of the previous meeting are read, agreed to be true and accurate and signed and dated by the Cathaoirleach.

The item "Matters Arising from the Minutes" is intended to report on progress on minor matters. Matters of importance should form separate items on the agenda.

Motions

A motion is a proposal that something should be done or a subject proposed as a basis for discussion. It must be proposed and seconded before being discussed. If proposed but not seconded, it is dead and cannot be discussed. Matters are, of course, often discussed without a motion but, if there is disagreement, the Chairperson should call for a formal motion. This helps to clarify the issues.

A motion shall begin with the word "That" and should be short, clear and positive. It should cover only one issue. For a simple example, a motion "That an Aeríocht be held on 21 June" would be better put as "That an Aeríocht be held". If the motion is agreed, then the date can be fixed.

When a motion is proposed and seconded, it is open for discussion and cannot be withdrawn without the consent of the Proposer and Secunder. A motion may be amended. A slight alteration in wording to a motion need not be dealt with as a formal amendment if it is acceptable to the Proposer and Secunder. A formal amendment must be proposed and seconded. It may add, delete or change words or phrases in a motion without being contrary to the original motion. A simple direct negative is not an amendment as those who are against a motion can speak and vote against it.

An amendment is voted upon first and if beaten, the original motion is then put. If the amendment is successful it then takes the place of the original motion and is put as a substantive motion. There can be more than one amendment and amendments themselves can be amended. This can be very confusing and it is better to try and incorporate suggestions into the motion or existing amendment with the consent of the proposers.

When the Cathaoirleach puts the motion or amendment to a vote, he/she should state it clearly so that members will know exactly what they are voting on so that the Secretary may get an accurate record for the Minutes.

Voting

Only full members, whose membership fees are paid up to date in accordance with the with Official Guide and who are not suspended or disqualified under the Club Constitution and Rules of the Official Guide, shall be eligible to vote at a General Meeting



There are two main methods of voting at meetings, by a show of hands or by secret ballot. On important matters such as to decide the result of any contest for any elective position or when a motion concerns a person whether present or not, a secret ballot should be carried. In all cases the Cathaoirleach has a vote like any other member. In addition he/she has a casting vote which may be used in the event of a tied vote. By tradition a casting vote is used to maintain a no change situation. However, when the vote is tied where a person is concerned (eg election of officer at an AGM), rather than use a casting vote to decide between two candidates, it is advisable to draw lots to determine the winner.

Chairing a Meeting

The Cathaoirleach by virtue of his/her office takes precedence over all others at a meeting. At big meetings and sometimes in committee he/she should stand to address members. This helps control as the mere fact of the Cathaoirleach rising to his/her feet should enforce silence. All questions, comments etc. should be made 'through the Chair'.

The Cathaoirleach's ruling on all matters of procedure is final. Very occasionally a situation may arise when the great majority would disagree with his/her ruling and wish to have the matter discussed. The way to do this is for members to move and second "That the meeting has no confidence in the Cathaoirleach". The Secretary then takes over and puts the motion to the meeting. If carried, the Chairperson must leave the chair. The meeting will then close or the members will elect another Chairperson to complete business. The motion operates for one meeting only.

3. The Club Annual General Meeting

The Annual General Meeting of a GAA Club must provide an opportunity for members to evaluate the current club position and put in place structures and plans for the year ahead. All clubs large and small, urban and rural, must prepare properly for this important meeting and involve as many members and supporters as possible from their catchment area to help with the day to day running of the club and the challenges ahead.

Elections

Twenty eight (28) days before the Annual General Meeting, the Rúnaí should issue a notification to all members in writing setting out the date, time, place and agenda of the meeting. He should enclose a Nomination Form and give the date and specify a date by which it should be returned, not less than twenty one (21) days prior to the date fixed for meeting. The Nomination Form should also have space for Notices of Motion - see specimen Nomination Form. Alternatively a separate form for Notices of Motion can be used.

A Nomination Form should be signed by the person making the nomination. It is important to get the consent of the person being nominated. A person nominated for an officer post should normally be nominated also as a committee member in case he is not elected to the officer post.

When Nomination Forms are returned, the Rúnaí lists the names of nominees for each position in alphabetical order and circulates these to all members at least ten (10) days before the Annual General Meeting.





At the meeting, Tellers should be appointed to count the votes when cast. Only persons of integrity whose names are not on Ballot Papers should be appointed. The Tellers distribute and collect the papers. Before voting takes place, the Cathaoirleach should announce clearly any changes that may be necessary on the Ballot. Only Honorary and Full Registered Members may vote.

The Rúnaí should prepare Ballot Papers from the nominations submitted. Names should again be in alphabetical order. Ballot Papers when completed are not signed. Alternatively the lists of nominees could be written (before the meeting) on a blackboard in alphabetical order and a blank sheet of paper given to members to write down the names of those they wish to elect. (Voting, where it concerns people, should always be by secret ballot).

When the count is finished, the Tellers summarise the results and hand them to the Cathaoirleach who announces the results. Details of the voting should not normally be given. The names of the Committee members elected should be read out in alphabetical order, not in the order of voting. The Ballot Papers are destroyed by the Tellers when it is certain that a recount will not be necessary.

Termination of Office

The Cathaoirleach and other officers and Committee of the previous year remain in office until the end of the Annual General Meeting.

Annual Report

The Secretary's Annual Report is probably the most important item on the Agenda. It should deal with the work of the Club during the year and, depending on the size of the Club, be written under various headings such as games, social activities, community involvement etc. If tables of match results are given, it is better to include them in an Appendix to the report.

Annual Accounts

Each Club should present at its Annual General Meeting an Income and Expenditure Account for the year and a Balance Sheet made up to date. The Balance Sheet and Accounts of the Club shall be available to the Revenue Commissioners on request. Accounts should be kept as simple as possible and not too detailed.

Production of an Income and Expenditure Account is relatively simple but a Balance Sheet (for a large Club) is a more complicated and specialised document and professional help would normally be required for its production. Therefore an independent suitably qualified Person or Persons shall be appointed as Accountant(s) or as Auditor(s) (if an Audit is deemed appropriate by the Executive Committee) to Report on the Financial Statements of the Club, for presentation at the Annual General Meeting. The Books and Accounts of the Club shall be presented to such Accountant(s) or Auditor(s) by the Committee in sufficient time to enable the Report of such Accountant(s) or Auditor(s) to be available and considered at the Annual General Meeting of the Club. The Financial Statements shall be approved by the Executive Committee, and signed by two of three Officers – Chairman, Secretary, Treasurer – on behalf of the Executive Committee.

It is suggested that for convenience and clarity, all sums should be rounded up or down to the nearest unit. A copy of the Annual Account must be submitted to the County Committee and include a statement of amounts due and payments in advance.



It is usual for the Treasurer to first explain the items in more detail and then to invite questions. Discussion on the Accounts should be confined to financial affairs - including fundraising.

Notices of Motion

These are usually formal amendments of the Constitution but may also take the form of specific general directives from the Annual General meeting to the Club Committee. Motions for the County Convention are also considered.

Other Business

Only matters of minor importance should be allowed to be discussed under this heading or an urgent matter which had arisen since the Agenda was prepared.

Minutes etc.

The Secretary should write the minutes of the meeting as soon as possible. A report on the prescribed form should be submitted to the County Committee within ten days. A report on the meeting together with the names of the new committee should be issued to the local press.

4. Club AGM in Accordance with Rule

All clubs believe that the club Annual General Meeting is the most important meeting of the club year however many clubs do little or no preparation for this important event. The most important issue for the club to consider is the legality under **G.A.A. Rules** of this meeting so that decisions taken and adopted can be carried out without challenge. In this regard all clubs must adopt the Official Club Constitution in accordance with the **Official Guide Rule**. Amendments or alterations must be sanctioned by the County Committee before they come into force. Membership of the Association is gained through legal membership of a club so it is vital that the correct membership application procedure is in operation in your club. See Club Membership Application Form and Club Constitution for procedure. This may be clarified through the County Development Officer or County Sec.

G.A.A. Rules Preparation for the Club A.G.M.

Having set a date for the Club A.G.M in accordance with Club Constitution **Rule 8.5.1**, which must be in accordance with **Rule 8.3** Club Constitution, be held on or before **November 30th** in that calendar year if practicable, the Club Secretary must give 28 days clear notice of the Annual General Meeting to all members in writing and invite nominations for election to the executive committee for the following year and motions for consideration at the Annual General Meeting also specifying that such nominations and motions should be received by him/her by a date not less than 21 days prior to the date fixed for the meeting, Club Constitution **Rule 8.5.2**. Therefore it is reasonable to state that if a club has not amended this aspect of the Club Constitution and received sanction from the County Committee for such amendments, that this rule must apply strictly to your A.G.M.

Rule 8.5.3 States that the Sec. shall then, on or after the specified date for return of such Motions, but so as to give the members 10 days clear notice before the meeting circulate to the members the following documentation.

- a. Copy of the Agenda for the meeting.
- b. Copy of the Annual Report of the Secretary.



- c. Copy of the Financial Statements, including Report of the Accountant(s) or Auditor(s)
- d. Details of the Nominations for election to the Executive Committee.
- e. Copies of any motions for consideration at the meeting

While Club Constitution **Rule 8.5.4** gives latitude to the Club in reasonable circumstances if the above procedure time frame is not fully met it is important to stress that any appeal to a higher body on this failure will succeed, unless it can be proven that unforeseen and unavoidable circumstances caused such failure to meet the deadlines.

Under **Rule 8.4.** of the Club Constitution the following business shall be transacted at the Club A.G.M.

- a. Adoption of Standing Orders
- b. Minutes of Previous A.G.M.
- c. Annual Report submitted by Club Sec.
- d. Financial statement including report of the Accountant or Auditor.
- e. Chairman's Address
- f. Election of Officers and members to Club Executive Committee
- g. Notice of Motions
- h. General Business

Only full paid up Members whose membership is fully paid up in Accordance with **Rule 6.2** i.e. before August 1st of each year shall be eligible to vote at the Annual General Meeting having successfully concluded the Club A.G.M. only the newly elected Executive Committee have the power to set up Sub-Committees **Rule 7.15** Club Constitution.

5. Sub-Committees in the Club

Sharing the Work

The Annual General Meeting of a Club elects a Management Committee to administer its affairs. In the case of a large Club, the Management Committee may sometimes elect a smaller Executive Committee to deal with specific matters in between meetings of the general Committee. This has advantages. Decisions can be made faster and a small group of people can all know easily what is going on and whether anybody is doing anything about a particular problem. But it means very often that all the work is done by the same group of devoted people including usually the officers of the Club.

Although it may take some thought, it is worthwhile to plan jobs so that they can be shared. It is also much healthier for the Club and the Association. When work is shared or delegated, it is necessary to be very clear about what each person is to do. Rather than appoint an Assistant Secretary, it may be better for example to appoint a Minute Secretary for writing minutes and notifying meetings. Help for the Treasurer could be provided by appointing another person to act as Treasurer of any special event or fund-raising effort.

Sub Committees

The most effective method of sharing and delegating work is by appointing Sub-Committees. A Sub-Committee is usually appointed to take charge of one part of the Club's activities. It is responsible to the Management Committee

and ceases to exist when the body goes out of office. It is advisable that the Management Committee should appoint one of its members as the Cathaoirleach of the Sub-Committee; he/she can then make a report more conveniently to the Management Committee. Sub-Committees are generally quite small but may be given powers of cooption of people outside the Management Committee or indeed outside the club.

The officers of the Club should ideally be members of all Sub- Committees by virtue of their office.

The appointment of Sub-Committees is a valuable way of interesting a large number of club members and others in management and policy by giving them a definite part to play in the life of the Club. It also means that the Management Committee has more time to give to questions of policy, etc.

Apart from Ad Hoc Sub-Committees set up to deal with one specific job e.g. to organise an Outing, a Club might consider setting up Sub- Committees to deal with the following:

- a) **Fixtures and Transport:** This committee should examine master fixture list, identify problem fixtures, monitor player participation and devise a strategy in consultation with the players involved. In terms of transport the committee should examine costings and seek cheaper alternatives.
- b) **Coaching and Games Development:** This Committee would be responsible for the monitoring of team mentors in terms of their suitability, performance and reliability. It should encourage new Coach training and develop an interest in coaching amongst people in the Club. To chart a Coaching and Games Development Plan and set targets and goals on the field. Their role should involve the establishment of strong Club/School links and develop a Youth Policy and a code of discipline within the Club.
- c) **Social and Cultural:** This Committee should plan a programme of social and cultural activity involving as many people as possible. It should include in its programme a plan for active cooperation in the promotion of the language, music and dancing and local history; should promote concerts and plays; lectures and debates; and generally give opportunities for intellectual pursuits and recreational outlets. It should have a special objective - the involvement of parents in the Club activity.
- d) **Communications:** To get the Club GAA message to as many people as possible with particular emphasis on the local catchment area; to develop an awareness of the Clubs relevance and activities. Most importantly it should liaise with all club committees to ensure all happenings are promoted and advertised.
- e) **Talent Competition:** It may be desirable to set up a special Sub- Committee to organise Scór - the annual G.A.A. Talent Competition.
- f) **Fundraising:** Be responsible for Fundraising including sponsorship. To develop plans to raise the necessary finance for the club to operate and develop. To oversee and monitor these fundraising activities. Its important that this committee is not over worked and that fundraising is the responsibility of all club members. They should work closely with the Finance Committee.





- g) **Development:** This Committee should take responsibility for maintaining and keep (in good order) all Club facilities. They should examine and consider future development. Apply and avail of GAA and other Grants and control and monitor the use of Club playing fields and other facilities.
- h) **Finance:** This Committee should have responsibility for overall financial planning; assist with the management of Club Finances, advise on capital expenditure and consequent recurring costs. If a club has a bar or other source of income, monitor its financial performance. To devise a strategy that will give the club a cost effective spending regime without interfering with the Games Development and Games Promotional needs of the Club.
- i) **Membership and Registration:** A Small workgroup whose responsibility is to ensure that all Club Members, Players and Officials are registered before the 1st of March in accordance with Rule. Encourage and promote GAA Membership in the area. They should also ensure that team lists and age regulations are complied with.

The extent to which Sub-Committees are used will depend largely on the size of the Club; they should be used only when there is specific need for them. Their existence does not mean either that the Management Committee can pass its responsibilities on to a small group. For example, a Finance Sub - Committee might make recommendations for fund-raising and, possibly, organise the work but there would be an obligation on all members of the Management Committee to throw their weight behind the effort.

Finding the People

Sharing the work depends on finding people with whom to share it. There is no one way of doing this. It's important the Club has the proper structures in place. If everyone knows his/her role within the club, people will be less reluctant when asked to get involved. General appeals for help usually get nowhere. It depends very much on personal contact and friendly persuasion, perhaps asking first for help with one special event or to do a fairly small job, e.g. helping with the transport of juvenile players. Never refuse an offer of help but use it in some way.



6. GAEILGE AG AN gCRUINNÍÚ

English	As Gaeilge
The Officers	Na h-oifigigh
The President	An-t-Uachtarán
The Chairman	An Cathaoirleach
The Secretary	An Runaí
The Treasurer	An Cisteoir
The Vice-President	An Leas-Uachtarán
The Vice-Chairman	An Leas-Chathaoirleach
Mr. President	A Uachtarán
Mr. Chairman	A Chathaoirligh
County Committee	Coiste Contae
County Representative	Ionadaí Contae
Meeting	Cruinniú
The next meeting	An Chéad Chruinniú eile
When will we have a meeting?	Cathain a bheidh cruinniú againn?
Registrar	Cláraitheoir
Trustee	Iontaobhaí
Agenda	Clár
Minutes	Miontuairiscí
Correspondence	Comhfhreagras
Apology	Leithsceál
Proxy	Ionadaí
I propose	Molaim
I second	Cuidím
I second that proposition	Cuidím leis an rún sin
I agree with that	Aontaím leis sin
I propose the adoption of the minutes	Molaim glacadh leis na miontuairiscí
Arising from the minutes	Ag éirí as na miontuairiscí
Are there any questions?	Bhfuil aon cheist?
Who will propose that?	Cé molfaidh é sin?
Arising from the minutes I would like to ask a question	Ag éirí as na miontuairiscí ba mhaith liom ceist a chur



Transfer	Aistriú
Application for transfer	Iarratas ar aistriú
Player	Imreoir
Players	Imreoirí
There is an application for transfer from a player	Tá iarratas ar aistriú ó imreoir
Where is he residing?	Cá bhfuil sé ina chonaí?
List of players	Liosta imreoirí
Is his name on the list	Bhfuil a ainm ar an liosta?
Substitute	Fear ionaid
Substitutes	Fir ionaid
Injured	Gortaithe
Was any player injured?	Ar gortaíodh aon imreoir?
He was injured	Gortaíodh é
He left the field	D'imigh sé den pháirc
He was ordered off	Cuireadh den pháirc é
Rough play	Garbhimirt
Suspension	Fionraí
Term of suspension	Téarma fionraí
Reinstate	Athglacadh
Eligible	Dleathach
Is the player eligible?	Bhfuil an t-imreoir dleathach?
Did he get a transfer?	An bhfuair sé aistriú?
Home Club	Club baile
Declaration for county	Uachtú don chontae
Native County Objection	Contae dúchais
Counter-objection	Agóid
Appeal	Frithagóid
Dicision	Achomharc
What decision was made?	Cen bhreith a tugadh?
Committee	Ard-Chomhairle
Sub-Committee	Comhairle Cúige



Finance Committee	Coiste an airgid
Report from Finance Committee	Tuairisc ó Choiste an Airgid
Finance Report	Cuntas Airgid
Expenses	Costais
A grant	Deontas
Central Council	Ard-Chomhairle
Provincial Council	Comhairle Cúige
Central Council Representative	Ionadái ar an Ard-Chomhairle
Provincial Representative	Ionadái Cúige
County Committee	Coiste Contae
Sympathy	Comhbhrón
There will be a meeting of the committee on Friday	Beidh cruinniú den Choiste ar an Aoine
Are you satisfied?	Bhfuil sibh sásta?
Is there any objection	Bhfuil éinne ag cur ina choinne?
I am not satisfied	Níl mé sásta
I object	Táim ag cur ina choinne
Registration	Clárú
Is he registered?	Bhfuil sé cláraithe?
I wish register another player	Is mian loim imreoir eile a chlárú
Fixture	Luaiteachas
Fixtures	Luaiteachais
We must make fixtures	Ní mór dúinn luaiteachais a dhéanamh
Venue	Láthair
Neutral Venue	Láthair neodrach
I propose Páirc Tailteann as venue	Molaim Páirc Tailteann mar láthair
It is not a neutral venue	Ní Láthair neodrach é
The date is not suitable	Níl an dáta oiriúnach
Match	Cluiche
Championship	Craobh-chomórtas
Championship Match	Craobh-chluiche
Final	Cluiche Cheannais





The match was a draw	Bhí an cluiche cothrom
Extra time	Treimhse breise
Replay	Athimirt
When will the replay take place?	Cathain a bheidh an athimirt?
Admission Charge	Táille ar dhul isteach
Should the charge be increased?	Ar cheart an táille a ardú?
Referee	Réiteoir
We must appoint a referee	Ní mór dúinn réiteoir a cheapadh
Has the referee been appointed?	Bhfuil an réiteoir ceaptha?
Who is the referee?	Cé hé an réiteoir?
Goal Umpires	Na maoir chúil
Will he bring the umpires	An dtabharfaidh sé na maoir chúil leis?
Linesman	Maor Líne
Referee's report	Tuairisc an réiteora
Read the referee's report	Léigh tuairisc an réiteora
Team	Foireann
Teams	Fóirne
Were the teams on time?	An raibh na Fóirne in am?
A fine	Fíneáil
How much is in the fund?	Cé mhéid atá sa chiste?
Hurling Committee	Coiste Iomána
What is the price of a hurley?	Cén Luach atá ar na camáin?
Selector	Roghnóir
Selectors	Roghnóirí
Selection committee	Coiste Roghnaithe
There was a meeting of the selections committee last night	Bhí criuiníú den choiste roghnaithe aréir
Has the team been selected yet?	Bhfuil an fhoireann roghnaithe fós?
Park Committee	Coiste na Páirce
Who will prepare the field?	Cé ullmhóidh an pháirc?
Social Committee	Coiste caidrimh
It is time to adjourn	Tá sé in am scoir
The meeting adjourned	Scoir an cruinniú



7. Communications

The GAA Club must present a proper image, especially to youth, an image of efficiency, activity, development, value in the community. Without good communications, both internally and externally, the club can never achieve successfully its full objectives.

Internal Communication - Members

Members must be aware of club activities - games, outings, meetings, results, fixtures. Cards can be printed to facilitate the task of the person sending out notices. Use a notice board if there is a clubhouse. Use posters in shop windows and post relevant information on the Club Website or develop mailing lists drawn from members' email addresses.

Internal Communication - Players

Cards should be printed for notification of training sessions, games, meetings, outings.
Internal Communication - Photographs

Photographs are very effective. Photographs and names should be shown in show cases in the clubhouse or on the club website. Team photographs should be taken and displayed.

External Communication

We have something to offer, something to sell, and we must sell it. Often, the view is expressed that it is the newspapers job to seek out the information. But in this highly competitive quest for newspaper space we should provide an efficient, dependable news service of all the club's activities.

External Communication - Local Press

Club officials should meet the editor or sports writer of the local paper. Is there a specific GAA Clubs' column in the paper? Is there space for GAA activities in the local news column? If copy is required - what is the deadline each week? Is there a results column? Must news come through local journalists? One person must be responsible for providing copy to the papers. He/she must be dependable and consistent and meet the papers' deadlines. Arrange with newspapers where the club spokesperson can be contacted, telephone number and time for contact.

External Communication - County PRO

Make contact with the County PRO. Provide the County PRO with data on club activities, fund-raising, club players on county team, Scór winners etc.

External Communication - Newsheet

If there is a county newsheet, make contact with the editor. Likewise, if there is an Emigrant Newsheet from the parish, GAA news is especially welcome.

External Communication - Other Media

If the club is running a function or a game of National relevance, contact the County PRO or the Public Relations Department in Croke Park on access to the daily papers, RTE or the GAA website.





External Communication - County Yearbook

Each club should aim to have some item or photographs in the county yearbook.

Some Practical Work - Match Report

The most important items are the facts - the score, the scorers, the teams and subs., the grade of hurling or football, the stage of the competition. If there is space for a bigger report - a comment on who played well, why the team won, what contributed to the defeat or victory. Remember a report represents the eyes of those who are not there and who depend on the report for the picture.

Some Practical Work - AGM

Lists of officers elected, those who retired, new officers. Try to visualise what you would like to know of another club's AGM and give those details in the report. Why did the secretary retire? Financial position of the club. Expenses during the year. Cost of training, hurleys etc. Motions for County Convention.

Some Practical Work - Publications

The club should be interested in the general publications of the Association - Diary, GAA Annuals, Official Guides, Coaching Manuals, Annual Reports, County Yearbook etc. Members should be told where they can be bought if they are not being sold through the club itself.

Many clubs are now involved in the Publication of Monthly, Quarterly or Annual Newsletters.

Match programmes for home league games involving the club can also be produced in a very cost effective manner as per the example below - a fold over A4 sheet containing the match details (front cover) the line-outs of both teams in Irish and English and some club information or sponsorship notices (back cover) will be of huge benefit to those attending the game and will reflect very positively on the club.

NOTE: A SIMPLE TEMPLATE IN WORD FORMAT IS AVAILABLE ON REQUEST FROM fmcgill@admingaa.ie

GAA Gaels

1	T Ryan	
2	3	4
J Grogan	J Darcy	T Watene
5	6	7
L O'Brien	T Rehill	C Weldon
8	9	
M Mannion		J Cooney
10	11	12
P Daly	S O Leary	D Lynch
13	14	15
S Brady	B Doheny	D Nelligan

Fir Ionaid:

16 M Graham; 17 S Flannagan; 18 K Slattery

CLG Rovers

1	T Ryan	
2	3	4
J Grogan	J Darcy	T Watene
5	6	7
L O'Brien	T Rehill	C Weldon
8	9	
M Mannion		J Cooney
10	11	12
P Daly	S O Leary	D Lynch
13	14	15
S Brady	B Doheny	D Nelligan

Fir Ionaid:

16 M Graham; 17 S Flannagan; 18 K Slattery



General

The workload is extensive; in too many clubs it is all left to the secretary who has too much to do in the ordinary administration of the club.

"That each unit of the Association appoint a **PRO** who would use the goodwill so freely available in most newspapers to obtain publicity for the Association's games and activities" - Report of the Commission on the GAA.

There is an unfounded fear of the PRO in many people's minds as he may, for example, make statements that are the right of the Chairman or Secretary. Though the Secretary has his/her finger on the pulse of the Club, but he/she is usually a very busy person. To do the tasks outlined above there should be a separate officer. Bad communication within the club leads to frustration and inefficiency. Good communication to external sources brings the name of the club before the public which in turn, gives a sense of pride and identity to club members themselves. Regular information about the club is a vital aid to fund-raising activity. The club PRO must be dependable and if he/she has a flair for the task, it will be an enormous benefit for the club. The PRO should keep a scrap book of teams, cuttings, photographs etc.

When the club team is playing, if there is no programme, the PRO should give a list of the players to the sports writers who may be covering the game. Good communications also involve the team being properly togged, numbers on jerseys clearly displayed.

Effective Speaking

Speaking to groups of people either in committee or at general meetings or on more formal occasions is a feature of the work of many GAA officers. The notes below may help those who, from time to time, may have to present ideas, decisions, facts and proposals in a situation demanding more preparation than a chat among a small group of people. The notes relate to a formal talk and the principles apply of most situations involving public speaking.

Speaking - Basic Principles

- Concentrate on your message. Know clearly what you want to say.
- Consider the needs of your listeners; What do they know already? What else ought they know? What can prevent them from getting your message? If you know the answers to these questions, you are well on the way to communicating effectively.
- Finally, stop thinking about the impression you are making. Act naturally, and simply.

Speaking - Preparing Your Talk

- Consider the purpose of your talk. What vital points do you want your audience to remember after you have finished. There should be only three or four of them. You will be a very good speaker indeed if they remember as much afterwards.
- Write out the purpose of your talk in short simple sentences. Add another short sentence to set out the three or four main points you want to make. You have now done most of the writing you need for a good talk.
- Write down your three or four main points, in LARGE CAPITAL LETTERS, on a separate sheet of paper. Make a short list under each heading. This list should consist of single words or short phrases - just enough to remind you of the most important things you want to cover under each of your main points. Just as you have only three





or four main points, so you should only have a few items (say not more than five) under each point. Be ruthless in pruning your list.

- Put your main thoughts in order, on fresh sheets of paper, and under each heading put the ideas that have survived your pruning in the sequence in which you want to give them. Write them large - IN CAPITAL LETTERS, and in short words or phrases - a separate line for each.
- Now for the end of your talk. Your concluding remarks should consist of a short clear summary of your main points, and of the conclusion you want to leave your listeners with. Like your opening sentence, write this out in full. Many good talks are ruined because the speaker hasn't thought about the ending, and doesn't know how, or where, or when to finish.

Speaking - The Length of Your Talk

About 15 to 20 minutes at a stretch. If you go beyond that nobody listens. Good advice: "Stand Up, Speak Up, Shut Up".

Speaking - Your actual talking

You have done a small amount of writing - only your opening and concluding sentences. This is all you should do - because your job is to talk, not read. Learn off the gist of your opening and closing sentences, but don't read them. Apart from these you have a few main points and some ideas on each of these - all jotted down clearly on separate sheets of paper which you have put in the proper order. Put them on the table in front of you. Don't be afraid to consult them. As you finish with each point, put it aside and turn it over, and there is your next point waiting for you to deal with. Easy. And no danger of losing the thread of your ideas.

- Speak to your audience. Look them in the eye.
- Use simple familiar language and fairly short sentences. Avoid technical terms and jargon.
- Speak out clearly. Don't speak fast. Pause occasionally, especially after making an important point. Use "signposts", that way you are silently telling your audience when you have finished with one point and propose to move on to another.
- Can you help your audience in any particular way
 - by passing round samples or models?
 - by showing illustrations or charts?
 - by distributing literature or handouts?

Speaking - Some General Points

- Keep an eye on your time. Have a watch or small clock in front of you.
- Don't be apologetic, in words or manner. No slouching or mumbling!

Involving Listeners by Inviting Questions

Questions promote active participation and this is excellent as a means of learning.

- They may reveal gaps in your presentation of which you are unaware, which you can then deal with.
- They can reveal special needs and interests of your listeners.
- They introduce variety.

When to invite questions?

This is for you to decide as you prefer. They can be;

- at the end of your talk
- after particular points
- at any time

Generally, it is good for an audience to feel free to ask questions whenever they wish. Always let them know at the beginning that you will welcome questions, and when you will allow them. Provide time for them, and don't use it up by running your talk on too long.

How to handle questions

- Make sure everybody knows what the question is before answering it. If necessary, repeat it out loud for their benefit.
- Make sure you understand the question clearly. Ask for clarification if necessary. Rephrase it, if needs be, in order to make it clear to all.
- Keep your answers relevant and short. Don't be tempted to give another talk when replying.
- Always be patient and courteous. Don't be patronising on the one hand, nor easily provoked on the other in answering.

Involving Listeners by Asking Questions

- You can ask questions to identify what your listeners need to know.
- Questions can help your listeners by making them work out the answers for themselves.
- Questions can also promote discussion on debatable points of view.
- They can also liven up a sleepy audience.

How to ask questions

- Phrase your questions clearly and keep them short.
- Distribute them around. Try to catch the eye of a likely answerer, and if he/she looks like responding give them an encouraging nod.
- If all you get is silence - rephrase the question, or break it down into smaller segments.
- If you get a wrong answer, accept any part of the answer which is correct and invite further opinions on the other part.

8. IT Development in GAA

1. Introduction

In relation to the way the GAA has historically managed its organisational information, there has been a high dependence on manual systems and anecdotal data, rather than reliable empirical information. The GAA has acknowledged that to continue to grow and develop in the future, there needs to be a far greater emphasis on accurate and timely data gathering and information sharing. For that reason the GAA has forged a business





relationship with a New Zealand company RealSports. Both parties entered into an agreement in late 2004 with a view to developing a system that will be of benefit to all aspects of the Association.

2. Goals & Objectives

The GAA have indicated that the following goals and objectives are of importance to the organisation:

- Improve the appearance and functionality of the current website
- Improve its communication with stakeholders and the public
- Centrally record and manage records of all registered members
- Centralise the data recording, storage and communication of GAA managed competitions
- Continue to be a financially responsible and efficient organisation
- Provide effective recruitment, development & retention programmes for players, coaches and referees
- Continue developing GAA communities at a local, county, provincial and national level

3. Solutions Overview

The GAA and RealSports have a vision of creating a virtual sporting community within the Gaelic Sports to complement and enhance the physical community.

RealSports will be delivering a total solution to the GAA, comprising the following components:

- Web portal
 - Consistent, easy to use web presence for all clubs and Counties
- Communication tools
 - High quality e-newsletter tool at a national level for general GAA, coaching, refereeing, club and competitions news
- Member registration
 - On-line, real-time club based membership registration solution that allows for instant reporting at club, county, provincial and national level
- Competitions management
 - On-line, real-time management tool for competitions for all levels from local under age to national leagues and championships
- High performance management
 - Management of all aspects of elite players and panels, including training programmes, medical, recuperation, and performance

4. Benefits to the GAA

Successful rollout and adoption of the suite of solutions will enable the GAA, the provinces, counties and clubs to accrue the following benefits:

- Accurate real-time information leading to better decision making
- Increased efficiency for current workload – less time administrating, more time managing & developing
- Increased revenue opportunities
 - Sponsorship
 - Value Added Services

- Improved relationship with grassroots
 - Actually know who the members are
 - Highly targeted recruitment & retention programmes
- Measurable reductions in overheads – postage, stationary, telecom's, website costs
- Measurable reductions in time spent administrating competitions and player registrations
- Free up administrator & volunteer time – redirect to development
- Reduced dependence on mainstream media
- Greater structure to talent identification & elite panel development
 - 9.6.5 For substantial ground developments clubs should give consideration to separate entry and exit points.
 - 9.6.6 Structures should not be provided at access and egress points that will impair visibility.
 - 9.6.7 Pedestrian and vehicular access should be segregated.





Chapter Two – Roles within the Club

1. Introduction
2. Cathaoirleach
3. An Leas Cathaoirleach
4. An Rúnaí
5. An Cisteoir
6. Club Development Officer
7. Club Youth Officer
8. PRO
9. Club/School Coordinator
10. Club Registrar
11. Culture and Language Officer
12. Code of Conduct for GAA Officials/Officers

In Association with





Chapter Two - Roles within the Club

1. Introduction

The GAA is a huge organisation with a wide range of activities run by voluntary workers. Voluntary effort is harnessed into action by means of committees. Committees have certain advantages:

- they give representation
- they provide group judgement, give collective decisions and accept collective responsibility
- they avoid personal bias
- they involve people and help to develop them as persons
- they stimulate people to think

Committees have disadvantages also:

- they can be slow, time-consuming and frustrating
- they are not good supervisors and decisions taken are not always followed up

Our Committees must be properly run. Otherwise we are wasting the most valuable resource we have - the spare time of voluntary workers. The effectiveness of the GAA depends on effective committees. To be effective, a Committee must have an effective Cathaoirleach.

2. Cathaoirleach

The Qualities of an Cathaoirleach

- An Cathaoirleach is a leader and a manager. He/She must have:
- Dedication - the G.A.A. and the Club must come high in his/her priorities
- Knowledge - He/She must prepare by knowing what the G.A.A. is all about. He/she must become familiar with An Treorai Oifigiúil.
- Power of Persuasion - He/she is not a dictator. He/she must be able to motivate and handle people.
- Integrity - He/she is the symbol of the Club and has a good standing in the community.

We will not always get the ideal Cathaoirleach. We may even find it difficult sometimes to get one at all! But we should do our best to get someone.

- who has time to do the job
- who is a genuine interest in the Association and the necessary background knowledge
- who has a good standing in the community
- who has leadership qualities.

General Duties

The duties of an Cathaoirleach may be summed up as follows:

- To uphold the constitution of the Association. This of course means that he/she must know it thoroughly. He/she
- To act as Cathaoirleach at certain committee and other meetings.
- To strive continuously to improve the club; this involves full co-operation with the other office holders.
- To represent the club at various functions
- To act on behalf of the club in the interval between meetings.

Meetings

We will now move on to the role of the Cathaoirleach at meetings. This begins in advance of the meeting when an Cathaoirleach should prepare or obtain an agenda; certainly he/she should know what will be on the agenda for the meeting (very often he/she will draft the agenda with the Club Secretary). He/she will decide what the priorities of the meeting are with the intention of getting those matters finalised, leaving unimportant matters to be decided at a later date if necessary. He/she ensures to be at the venue of the meeting before the appointed time so that he/she and the Secretary can discuss the agenda.

The Cathaoirleach role at the meeting is by far the most important of his/her functions. Most of the essentials are referred to in the Club Manual.

The efficient transaction of committee business calls for set procedures. The extent to which these are put into force varies a good deal. Generally, the contributions of individual members are limited by rules which are interpreted and applied by the Cathaoirleach. These rules of procedure are designed to help keep order and to enable sound and acceptable decisions to be reached quickly and with least effort.

Broadly speaking, the rules of procedure will ensure:

- That, for practical purposes, the majority decision is the right one
- That at a committee meeting the majority vote will represent the committee's opinion
- That the minority will agree with the majority ruling

A Few Important Points:

The Cathaoirleach has more authority than any other member of the committee; An Cathaoirleach should ensure that the meeting is effective. He/she must guide but not lead.

- The responsibility for seeing that the meeting achieves its purpose rests with the Cathaoirleach. He/she must decide priorities to see that the important things are dealt with.
- He/she must keep to the point and see that others do likewise. He/she must not allow talkative members to dominate the meeting.
- He/she must close discussion on a subject when it has gone on long enough: summarise the points made and make sure that members understand the decision/s they are taking.
- He/she should see that all speakers address the Chair and do not engage in cross-talk with each other. This formality should be followed even at small committee meetings.
- He/she should be tolerant to reasonable interjections but prevent excess heckling.
- He/she should adopt a neutral attitude and remain impartial especially where a matter is contentious.





Some Techniques of Chairmanship

The technique of handling groups of people comes with experience, though some of it can be acquired by training. An important technique of Chairmanship is the use of questions. Instead of making a statement beginning with "I think . . ." or "Yes but don't you see . . ." or "I don't agree with you", the skilled Cathaoirleach uses phrases such as "What do you think about . . . ?" "Do you feel strongly . . . ?" "Can we turn to this aspect . . . ?" "Can we take point A first?" "Tom, can we hear your views?" Sometimes these questions will be directed to a whole group, sometimes to a particular individual. Searching questions from the Chair can uncover information, facts and opinions, call attention to problems or ideas or to another phase of the subject.

Another important technique is summarising e.g. "We have agreed to do . . .", "Our solution seems to be . . .", "We are still disagreeing about . . ."

Summaries can help a committee to confirm or modify their decisions; they help the Cathaoirleach to keep control and ascertain that he/she is interpreting views correctly, and the Secretary recording decisions accurately.

However, one could go on for a long time trying to cover all the situations that arise at meetings and, for example, discussing how to deal with difficult "challenging" characters one meets at meetings. The "Rambler" who talks about everything but the subject; The "Show-off" who loves to talk; The "Heckler" who is always on for an argument; The "Smart Alec" who tries to put you on the spot with tricky procedural questions; The "Silent" one says nothing until he gets outside after the meeting; The "Obstinate" member who won't budge from his view; The perennial "Griper" who blames everybody else; The "Talker" who wants his own private meeting in a corner; The "Hogger" who wants to talk at length about everything, and so on.

One or Two Other Points

The Cathaoirleach of a GAA Club has an obligation to promote the use of Irish if he/she is able, though over-enthusiasm has its dangers also. An Cathaoirleach should at least use occasional phrases in Irish. An important guide for all GAA Club Officers is the Club Manual, every Officer should read it.

The post of Vice-Chairman should be regarded as a training post of a future Cathaoirleach. The Vice-Chairman should be given specific duties apart from the obvious one of taking the place of an absent Cathaoirleach, such as being nominated Cathaoirleach of a Sub-Committee.

3. An Leas Cathaoirleach

The position of Leas Cathaoirleach is usually filled to make up the numbers by somebody with no role or responsibilities assigned to them at an AGM. This should not be the case as this post holder should ideally be seen as the "Cathaoirleach in waiting".

A good Cathaoirleach will see the Leas Cathaoirleach as an able deputy and not just a convenient substitute. This post holder should be assigned to chair a high profile/busy subcommittee in order to gain as much experience of Club Administration as possible.



4. An Rúnaí

The post of Secretary is one of the vital links in any organisation and this is true of the GAA Secretary also. His/Her duties are many and varied and call for a high degree of dedication. These duties dovetail with those of the Cathaoirleach and it is essential that they work as a team of which the Secretary will very often be the more active one. The Secretary has more to do with the practical running of the Club than any other member; he/she must therefore be carefully chosen. He/she should be a good organiser, tidy and methodical, tactful and friendly and above all reliable.

A good Club Secretary means there is good management of administration of the Club. Club management is not an end in itself. Our job is to enable people to enjoy and play our games, to develop the games and to further the social and community aims of the Association. The level of administration should therefore be the minimum to achieve these aims.

The great difference in size and range of activities of Clubs, and between rural and urban areas make it impossible to impose standard methods; that would not be desirable in any event. Flexibility in the local situation is important. These notes may not always be relevant to your situation but the general principles will apply no matter what the size of your Club.

Even in amateur organisations, the members and the general public now demand professional standards of administration by voluntary officials.

- Meetings: Work before, during and arising out of meetings, including the Annual General Meeting.
- Records: Keeping records and files of Club activities, including membership
- Correspondence: Match notices, letters, filling in forms etc

Meetings

A Club should hold regular committee meetings even if at times there appears to be little to be done. Coming together may spark off some needed activity! It is helpful to specify a night say, last Thursday of the month or Thursday of each week.

At the first Club meeting of the season, all should agree on a time and meetings should begin at that time. Punctuality is merely a habit. Meetings should also close formally so that everyone, including the Secretary, is quite clear when the business is concluded. Essential business should be transacted first. A good deal can usually be left over for the "chat" after the meeting. This enables those who want to leave to do so.

The secretary usually calls a meeting. If held weekly, no notices are necessary unless there is something special on the agenda. In that case, members should be told about it in advance so they can think it over. For monthly meetings, written notices with an agenda should be issued.

There should always be an agenda for a meeting, though not necessarily distributed to all members. Unless the members are very familiar with it, the Cathaoirleach should read the agenda; this prevents members raising matters at the wrong time.





The Cathaoirleach and Secretary should meet before the meeting and go through the agenda. An agenda could be on the following lines:

- Minutes
- Matters Arising
- Correspondence (for letters, etc. not relevant elsewhere on the agenda)
- Report from County Committee or Divisional Committee
- Fixtures and Transport (to decide on ...regarding fixtures, to discussregarding transport)
- Finance
- Fund-Raising
- Other activities
- Other Business (only matters of minor importance to be dealt with here)

It is always helpful to members to give an indication of the exact business to be dealt with under common headings such as Fixtures, Finance and Transport etc. - this way members come to a meeting better prepared to participate. The Secretary must prepare the business for the meeting, i.e. get together any information that may be needed. He/She should also check back on the minutes of the last meeting to see that action has been taken as required. The Secretary should make all the physical arrangements for the meeting.

During the meeting, the Secretary must record the attendance of each member and apologies for absence. The Secretary takes a note of decisions reached. He/She should not try to write everything down, but should follow the sense of the discussion, listening for key points. If in doubt about decisions, the Secretary should ask for clarification. The Secretary may have to assist the Cathaoirleach in the conduct of the meeting and ideally both officers should work together to get the meeting over quickly.

One of the problem areas at GAA Club committee meetings is that of match reports as the games tend to be played all over again! This trend must be resisted but meetings should end in good time to enable "informal" discussion to take place afterwards.

After the meeting, the Secretary must write the minutes. This should be done as soon as possible. Usually minutes should only record what was dealt with and what decisions were taken. But sometimes the main points raised in a discussion may need to be recorded. Do not give a verbatim account. Minutes should be written in a proper Minute book.

The special requirements of the Club Annual General Meeting are dealt with in the Club Manual.

Records

The Club Secretary is responsible for keeping records of matches, venues, dates and winners. He/She should also arrange for membership records, unless there is a separate Membership Secretary. Simple files about various Club activities should be kept as all such items will be sought for the compilation of a Club History or a Centenary Year Book etc. A petty cash book is also necessary for recording payments of small cash amounts, i.e. postage, telephone calls, etc.



Correspondence

The Club Secretary will be the main link with the Divisional Board or County Committee. He/She should deal expeditiously with all correspondence, if necessary after consulting with the Cathaoirleach. He should use a well designed Club letter heading and keep copies of all important letters.

Úsáid na Gaeilge

Caithfear glacadh leis gurb é an Béarla an ghnátheanga ag formhór mór na mball agus gurb é fós an ghnáthmhéan cumarsáide sa Chumann. Ba é an aidhm cheart againn staid dhátheangach a thabairt ann, trí glacadh leis an nGaeilge ar ócáidí airthe agus méadú ortha san do réir a chéile. Ba cheart leis an nós a chothú cora cainte agus abairtí i nGaeilge d'úsáid ag cruinnithe. Ba cheart freisin Gaeilge a usáid ar chomharthaí, fógraí cruinnithe agus litreacha.

The Club Secretary, if he/she has a good knowledge of Irish, can do a great deal to promote it in simple ways, both oral and written. The booklet "An Sloinntoir Gaeilge agus an t-Ainmneoir" is an essential booklet for the Club Secretary. A good source book for GAA terminology is the Report of the Commission on the GAA which was printed bilingually.

Treoraí Oifigiúil

The Club Secretary must always have a current copy of the Official Guide. He/She should be familiar with the provisions dealing with Club activities.

5. An Cisteoir

An Cisteoir has responsibility for the safe-keeping of the funds of the Club. He/she is in a position to seek and to give advice on the best management of funds. Through his/her dealings with financial and other institutions on behalf of the Club, he/she has the opportunity to portray a good image of Cumann Lúthchleas Gael.

Duties of the Club Treasurer

- Receive money on behalf of the Club
- Lodge all monies to the Club accounts
- Keep a record of all transactions
- enter transactions in Income and Expenditure Books
- give receipts for money received
- get receipts for money paid out
- keep receipts on file
- make payments by cheque
- use a lodgement book for lodgements
- retain bank statements and cheque stubs
- Collect all fees due to the Club
- Forward through An Rúnaí, appropriate fees to appropriate bodies





- Present an up-to-date Financial Statement to each meeting of the Club
- Prepare Annual Financial Statement and Balance Sheet and present it to the Annual
- Ideally the bank statement should be sent to a committee member other than the signatories on the club cheque book account
- General Meeting of the Club. Annual Accounts should be audited.

General

Have a Deposit and a Current Account in the name of the Club. Retain as much money as possible on deposit, but keep the current account in credit.

Signatories of cheques and withdrawals are authorised by the Club, usually any two of An Cathaoirleach, An Rúnaí and An Cisteoir. An Cisteoir should sign all cheques and withdrawals.

Have the following books:

- Income Analysis book
- Expenditure Analysis book
- Invoice Book
- Receipt Book
- Note book in which to enter monies received at such as matches, meetings, functions.

As far as possible, insist on payment in advance or on delivery in all transactions, e.g. sales of stock. Do not commit the Club to any expenditure for which prior approval has not been given. Give ample warning to the Club should funds be dwindling. If taking over the Books from a previous Cisteoir, or handing on to a new Cisteoir, seek or give any clarification necessary and ensure that the Books are in order.

The following could be undertaken by a Finance Sub- Committee, of which An Cisteoir would be a member:

Drawing up a Budget for the coming year:

- Examine income/expenditure in all areas over the previous 2/3 years and identify the trends
- Estimate income/expenditure in those areas during the coming year
- Make provision for expenditure in new areas
- Make proposals in relation to income/expenditure for the coming year
- Initiate Fund-raising Schemes
- Identify financial needs
- Set targets
- Decide on fund-raising methods
- Appoint personnel to undertake the schemes.

Investing funds

- Invest a certain percentage of annual income in a Savings Account.



6. Club Development Officer

The work of a County Development Officer or a Development Committee will be more effective if there is liaison with each club through a person appointed to look after development in the Club.

It is recommended that all Clubs appoint a Development Officer to allow for improved communication and better coordination of development matters between County Development Officer/Committee and the Clubs.

It is suggested that the Club Development Officer be appointed from within the Club Executive or Management Committee after the Annual General Meeting i.e. the first Executive Meeting. Because it is rarely possible for an officer responsible for immediate day-to-day activities to devote time to planning and development, the person appointed should not already hold office, particularly the office of Chairman, Secretary or Treasurer.

There are unlimited opportunities for development in every Club. The checklist in the Club Manual provides pointers/suggestions to what could be done. The Club Development Officer will not be able to tackle all of these and should therefore select certain projects and concentrate on them.

Duties of The Development Officer

Priority areas:

- Club Development & Administration - To improve the general organisation and efficiency of the Club unit. The Club Development Officer should make proposals for development in club structures to suit present needs.
- Physical Facilities - The Development Officer should supplement the services of the grounds development committee. He/she should ensure that all Club Property is vested.
- Community - The Development Officer should avail of opportunities for assistance by units of the G.A.A. in appropriate community activities especially those aimed at improving the quality of life for persons who are disadvantaged by virtue of age, health or social or economic circumstances.
- Resource Centre - The Development Officer should be known within the club to be the person who can provide "development" information, reference material, guidelines (which can be sourced at Central Office).

General

The Club Development Officer would:

- work with other officers for the general good of the Club
- encourage and support officers & committees which are working effectively already
- liaise closely with the County Parks/Grounds Committee and ensure that the Club's affairs in that area are in order
- ensure that the Club assists with the development of the games in local schools e.g. by providing playing gear/equipment, footballs, hurleys etc., and by assisting with finance, transport for teams etc.
- seek and maintain up-to-date literature such as the Club Manual, Comhairle information leaflets, coaching publications etc.
- assess the needs and plan for the future development of the Club
- work closely with the County Development Committee and the County Development Officer





Note: The County Development Officer and members of the County Development Committee would be available to assist by way of further explanation etc. They would visit clubs if necessary and discuss the role of Development Officer, answer queries etc.

7. Club Youth Officer

The Club Youth Officer would ensure that there are regular games for all under-age club members in internal club leagues and competitions. See that responsible personnel are in charge of youth activities. Ensure the club has in operation a Code of Best Practice for Dealing with Youth in Sport and parents and mentors are made aware of this. Delegate specific jobs to youth members in club - encourage them to:

- provide first-aid kit and service
- send match results and notes to local newspapers
- compile scrap-book for year
- look after club notice board line and flag pitches
- keep footballs serviceable
- care for jerseys-distribution / collection
- act as referees, umpires and linesmen

By involving youth they will be more interested in the games and, later, in administration.

Ask parents to help club by:

- attending Coaching Courses
- assisting with coaching of players
- assisting in training young referees
- providing transport
- banding hurleys
- caring for jerseys and other equipment

Parents are not always involved in the running of a club and may wish to become involved. Organising coaching sessions with star players to attend on occasions.

Promote the games by:

- showing films/videos
- distributing promotional items, All-Stars Charts etc.
- arranging visits to County Finals and other important local games
- Organise exchange visits with other clubs in the county and in other counties

Enter Club teams in special competitions such as Feile na nGael (under 14 hurling) and Feile Peile na nOg.

Develop high standards of presentation, sportsmanship and discipline among youth.



Encourage the Youth Section to plan out the year ahead. Examine how they could improve matters within the club in relation to: Coaching, Games, Promotion of Games, Social/Cultural Activities, Special Projects

8. PRO

The PRO communicates with the general public on behalf of the Club. He/she is in a position to present, in an attractive manner, a good image of the Club and Cumann Lúthchleas Gael. The level and quality of publicity given to the Club and Cumann Lúthchleas Gael depends to a great extent on the Club PRO.

Duties of the Club PRO - Newspapers

- Arrange with the editors of the local newspapers to have a weekly Cumann Luthchleas Gael column published.
- Submit an article and a fixture list on a weekly basis by the stated deadline.
- Submit the results of matches on a weekly basis.
- In the absence of fixtures, submit articles on other Cumann Lúthchleas Gael activities or player/personnel, i.e. Social events, Presentation of trophies, Features on Club History, Present position, Features on individual players Inter County, Colleges, Promising Juveniles
- Submit photographs of a quality suitable for the printing purposes
- Submit a report on the AGM, listing the newly elected Officers of the Club
- Publicise material on matters such as fund-raising activities, special development projects, cooperation with other organisations in community projects
- Prepare an Annual Report and present it to the Club AGM

Publications

Arrange with the editors of local publications to include articles on the Club on a regular basis e.g.

- GAA County Yearbook and other publications
- Sports Annuals
- Church Newsletters
- Youth Club Brochures
- Tourist Brochures

Local Radio

Arrange to have Club events included in sports programmes on a regular basis e.g.

- Advance notice of fixtures and match results.
- Notice of other activities and reports and interviews on them.

Other types of Publicity

- Display CLG posters and leaflets in Schools, Community Halls etc.
- Display Cumann Lúthchleas Gael car-stickers





- Circulate Cumann Lúthchleas Gael literature to Schools
- Have forthcoming Cumann Lúthchleas Gael Club events announced at matches, church services etc.

General - Articles

Articles for publications should be in the following format:

- Typewritten where possible, or legibly written
- On one side only of a page
- Set out in paragraphs
- Of length required by editors
- Written in such a way that, if cut for publication, continuity is not affected
- Be objective when writing reports.

General - Work Methods

- Operate a system whereby the Club PRO or Rúnaí supplies the County PRO with information on a regular basis.
- Provide the National PRO with information on a regular basis.
- Work as a member of a team with the other Club Officers.
- All information for publication should come through the PRO.

History

Retain press cuttings, published articles and photographs on file as the history of Cumann Lúthchleas Gael would be compiled from them.

Presentation

- Encourage the Club to have a high standard in its presentation of games, functions and other events.
- Give timely notice to media personnel regarding events, invite them to attend and ensure that the required facilities are available to them.
- Establish good working relations with the media personnel and with other organisations.
- Present Cumann Lúthchleas Gael in the best possible light.
- Use An Ghaeilge when possible.
- Have an understanding of the ideals and aims of Cumann Lúthchleas Gael

9. Club/School Coordinator

Responsibilities:

- Coordinate organisation of Go Games at School/Village/Street/Estate and Town level
- Coordinate organisation of Ú-Can Awards
- Coordinate organisation of Summer Camps
- Liaise with Local School Principals
- Promote maximum participation



- Assist with Coaching of Pupils-Form Workgroup to visit Schools
- Monitor development of Club Players at Primary/Post Primary Level

10. Club Registrar

The Club Registrar is in charge of Club Registrations. His/her effectiveness in ensuring that initial and subsequent registrations are in order is of vital importance to the smooth running of the Club.

Duties of the Club Registrar

- Receive from the County Secretary - the annual Club Membership Registration Forms
- Registrations must be on Official Registration Forms and should be signed by the Club Rúnaí
- Registrations must be in triplicate and must state the club colours and the full names, in Irish of all Officials, Players and non-players (i.e. full members)
- Through an Rúnaí, submit annually to An Coiste Contae, a list of full members registered with the Club. This list must be on the official Registration Forms
- Additions/alterations to the initial Club lists must be properly submitted to An Coiste Contae. This must be done electronically in accordance with the Official Guide.
- Check Team Lists to ensure that all players are properly registered
- Inform the Club if players have been properly registered
- Where County Bye-Laws allow a player to play a number of matches in a higher grade without affecting his status, An Clárítheoir must keep a record of the players names, and number of games played.

As statistics are required annually by Ard-Chomhairle for various purposes, it would be helpful to keep a separate Membership Record Book containing the following membership analysis:

- YEAR: Under 12, 12-15, 16-18, 19-30, Over 30
- NUMBER OF TEAMS
- TOTAL FEMALES
- TOTAL NON-PAYING MEMBERSHIP
- TOTAL MEMBERSHIP

11. Culture and Language Officer

The Culture & Language Officer position should be filled by someone who has a working knowledge of Gaeilge. Tact and perseverance are vital attributes for success in this position.

Duties of The Culture & Language Officer

- The duties assigned to this position can include the following:
- Providing a back-up service in the use of Gaeilge for all Officers and Members





- Ensuring that all rules regarding the use of Gaelige are adhered to
- Organising Scor Teams
- Running Irish Nights
- Providing for and organising a Gaeltacht Scholarship Scheme
- Running Irish classes and Set Dancing classes
- Liaise closely with the County Irish Officer and any relevant Committee
- Encourage and promote the use of Irish phrases and greetings among members
- Liaise and co-operate with other Irish/cultural organisations in the area
- Liaise with other Clubs regarding Irish Language Promotion initiatives

12. Code of Conduct for GAA Officials/Officers

An Coiste Bainistí established a subcommittee to examine the above during 1992. The following recommendations were approved by An Coiste Bainistí and Ard-Chomhairle. This document covers Officials / Officers elected, appointed or employed by :Clubs (Plus committees and sub-committees).

Structure

The structure of the Association is based on the democratic principle. The role and function is clearly defined in Rule 6 of the Official Guide. There is adequate opportunity within the structure to have relevant issues debated. The best control of Officials/Officers and members can be effected by the respective units. There is need to encourage the proper use of the existing structures and procedures so that the decisions when arrived at are accepted and understood by members. When matters of policy are to be discussed, adequate time should be allowed for proper consultation and debate within all relevant units of Cumann Lúthchleas Gael. Care should be taken to avoid the creation of pressure groups or short circuits as this could be detrimental to the democratic structures of Cumann Lúthchleas Gael.

Officials/Officers

An Official/Officer is a person who by virtue of office has responsibilities, as the Club Manual and County and Provincial Manual outlines, in addition to those applying to full members of the Association. An Official/Officer can be elected, appointed or employed. To have effective control of Officials/Officers, such persons should be full members of Cumann Lúthchleas Gael and be deemed to have full knowledge of the Rules and Regulations of the association and be bound by them. In line with the Manuals, the desirable qualities of Officials/Officers should be:

- Knowledge and acceptance of GAA ideals
- Good community standing
- Integrity
- Capacity to work
- High standards of organisation
- Moral courage and willingness to devote time



Officials/Officers Should:

- Act within the law and rules of Cumann Lúthchleas Gael
- Have the highest standards of integrity, sportsmanship and discipline
- Uphold the constitution of Cumann Lúthchleas Gael in the spirit as well as in the law
- Provide leadership and motivate people to work for the aims and ideals of Cumann Lúthchleas Gael
- Understand his/her exact role in relation to other Officials/Officers and Units within Cumann Lúthchleas Gael
- Accept that he/she should be subject to the authority of the relevant Committee/Council

The terms of employment of GAA Officials/Officers should cover their role and function. Their contract and conduct should also cover commitment to Cumann Lúthchleas Gael and allegiance to their employer. A detailed job specification (including grievance and disciplinary procedures) should be provided for all employees prior to their taking up employment with Cumann Lúthchleas Gael or any unit of Cumann Lúthchleas Gael.

Code

The committee decided that a code should be a basic set of principles establishing acceptable standards of behaviour for Officials/Officers in addition to the requirements of Rule applying to members. It was also decided that the conduct of an individual Official/Officer must be viewed as relevant to the status of the Office as well as to the status of Cumann Lúthchleas Gael at any or all levels.

Communications

Communications is one of the most serious issues for Cumann Lúthchleas Gael. The success of all units depends to some degree on the National image of the Association. It must be stressed that Committees of Councils cannot communicate. It is the people connected with them who communicate; everyone in the GAA who deals with, talks to, or writes to any other member of the public practices - or should practice - Public Relations. Nevertheless, it is clear that when there is a major, consistent and general breakdown in communications, it may be that the system is as likely to be at fault as the individuals. There is need for a proper flow of information upwards, sideways and downwards so that everyone understands our decisions and why they were made. This should ensure that when statements are issued they are from a position of knowledge. Bona fide comments by elected Officials/Officers on matters pertaining to Cumann Lúthchleas Gael is acceptable, but criticism of agreed/approved GAA policy is not acceptable.

The media assist in conveying information from units of the Association to its members and to the public. It is important that when the media attend meetings or press conferences, a briefing should be considered on the major issues. If the media are not in attendance, they should be given the maximum amount of information possible so that reports when written or spoken are from a position of knowledge. It may be necessary on occasions to hold meetings "in camera". When this happens the media should be informed of the requirement in advance. It should be understood that a person who is an Official/Officer of Cumann Lúthchleas Gael and who works for or assists the media, is bound by the same level of confidentiality as any other Official/Officer. It should be pointed out that their involvement in GAA administration is by virtue of Office and not as a member of the media. Care should be taken to



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ensure that a person in this category is not in a position of privilege in relation to other media personnel. The use of audio recording equipment at any meeting shall only be with the expressed authority of the person chairing the meeting.

Statement

Public statements should only be issued on matters directly relevant to the Unit concerned. Such statements should be made only by the respective Chairman or Secretary or PRO. (where practical) and only after all issues have been discussed. Care should be taken to ensure that the views expressed represent accurately the position of the Unit involved. Other Officials/Officers should remember that they represent the views of their Club, Committee or Council, as it is by virtue of office and not as individuals that their views are sought or statements by them are made. It should also be stated that decisions can be appealed and that a member has the right to have matters raised through the Club. (Refer to Club Constitution). Members also have the right to enact, amend or rescind Rules or Bye-laws by submitting motions to their Clubs' Annual General Meeting. The Public Relations Officer at the relevant level (if practical), should be responsible for the flow of information to the media as approved by his/her unit.

Youth

The conduct of Officials/Officers who as their primary function are involved with Youth was given a very thorough examination by the committee. Given that these Officials/Officers are exercising a very important leadership role for Cumann Lúthchleas Gael, only the highest level of conduct should be accepted. This is necessary to gain the confidence and trust of the young people, their parents and the wider community. Misconduct should be dealt with severely as this may inhibit the healthy development of Cumann Lúthchleas Gael among our youth.

The Club

GAA Clubs should ensure that:

- Officer posts are filled by the best people available, who are motivated and have the essential qualities of leadership and integrity.
- Officials/Officers endeavour to earn the respect of the community.
- Officials/Officers have a positive commitment to general discipline and insist on loyalty to the Club.
- The Club Executive agree a code of conduct dealing with such issues as sportsmanship, behaviour/tactics of team mentors, observance of age regulations, guidelines on teenage drinking and respect for the club and its
- The Club should decide on its policy in relation to other games and to insistence on full allegiance on the part of all its Officials/Officers and players to club teams and activities.



Chapter Three – Playing Our Games

1. GAA Grassroots to National Policy (GNP)
2. The Pathway to Elite Performance (PEP)
3. Sport Through Education Programme (STEP)
4. Coach, Administrator, Referee Education (CARE) with Provision for Applied Lifelong Learning (ALL)
5. GO Games
6. Code of Conduct for Officials Dealing with Young Players
7. Code of Best Practice for Youth Sport
8. Refereeing Responsibility and Development

In Association with





Chapter Three - Playing Our Games

1. GAA Grassroots to National Policy (GNP)

Excellence is a simple by-product of an effective sports system

Introduction

The Gaelic Athletic Association (GAA) was established in 1884. It is the largest sporting organization in the country, and has made a significant contribution to community well being and to the development of Irish sport and the cultural heritage. This is reflected in the fact that:

- There are in excess of 20,000 underage and adult club teams affiliated to play Hurling and Gaelic football.
- Playing facilities (currently valued at €6 billion) have been developed, by units of the Association, in almost every parish in Ireland. The provision of playing facilities has, for the most part, been self-funded by generations of volunteers.
- Membership of the organisation affords individuals the opportunity to develop their physical, psychological and social skills through their involvement in games/competitions, which are organised across a range of ages and grades at parish/club, divisional, county, provincial, national and international level.

The GAA Grassroots to National Programme (GNP)

The Association, as a key service provider, is committed to maintaining a vibrant contribution to Lifelong Involvement in Sport and Physical Activity through the implementation of the GAA Grassroots to National Programme (GNP). This will also serve as a basis to maximise involvement in Gaelic games and optimise playing standards.

This Programme is underpinned by the principles of fair play, an understanding of the inevitability of success and failure, and a recognition that increased effort and incremental improvement are required if players are to achieve their full potential. It will also focus increased attention on:

- Providing attractive alternatives to sedentary lifestyles
- Supplementing the work of voluntary officials
- Increasing involvement in urban and/or non-traditional playing areas
- Providing a blueprint for sports development in an international context – the constructs, which underpin this Programme can be applied on a universal basis.

OTú Games Development Model

The OTú Games Development Model provides a framework for ensuring that the principles, which underpin the GNP Programme are delivered on an integrated basis and in a holistic manner. The following core elements give practical expression to this:

1. Pathway to Elite Performance (PEP)
2. Sport Through Education Programme (STEP) and
3. Coach, Administrator, Referee Education (CARE) with provision for Applied Lifelong Learning (ALL)

2. The Pathway to Elite Performance (PEP)

Participation in Gaelic games provides participants with the opportunity to make friends, be part of a group, have fun and experience success. Individuals who continue to play into adulthood do so for a variety of reasons. Some may simply wish to participate at a recreational level, while others may be motivated by the desire to play and achieve success at the highest level. While players will drop-out for a variety of reasons, some may decide to return at a later stage as a player or official.

The Pathway to Elite Performance (PEP) provides a framework for holistic development i.e. one which has due regard for maturation, ability levels and the competitive needs of players (Figure 3). It is designed to:

1. Guarantee full participation, fair play and provide frequent prospects of success
2. Encourage young players to risk error to learn
3. Challenge players to progress and deliver on their full playing potential

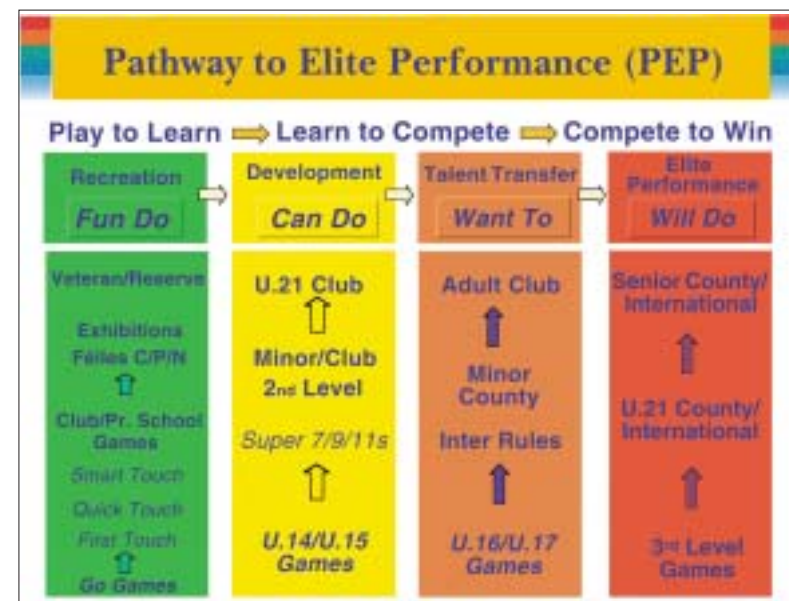


Figure 3: Pathway to Elite Performance (PEP)



The PEP model is comprised of 4 interdependent stages: These are:

- 1). The Recreation (Fun Do) Stage
- 2). The Development (Can Do) Stage
- 3). The Talent Transfer (Want To) Stage
- 4). The Elite Performance (Will Do) Stage

The principle reason cited by children for participating in sport is to have fun. The Recreation (Fun Do) Stage is structured so that young participants can play to learn i.e. develop the underlying techniques of Hurling and Gaelic football through activities that are 'Fun to Do'. The acquisition of technical proficiency during the 'Fun Do' Stage will enable them progress to the Development (Can Do) Stage with a sense of belief in their own ability i.e. where they feel they 'Can Do' what's required of them when learning to compete. By the time individuals reach the Talent Transfer (Want To) Stage, they will have decided whether they 'Want To' commit the time and/or make the effort required to participate at a higher level of competition. At the Elite Performance (Will Do) Stage, Players will be expected to display the mental toughness and focus required so that they 'Will Do' justice to themselves when competing to win.

The Recreation (Fun Do) Stage

The Recreation (Fun Do) Stage provides children with the opportunity to develop technical proficiency through the provision of appropriate practice drills and involvement in Go Gaelic and Go Hurling mini-games. These mini-games are underpinned by spontaneous play activities.

Studies have shown that a significant component of the early experiences of both recreational, and elite sports performers is a major involvement in **spontaneous play** activities. Such activities are designed to maximise enjoyment by adopting modified rules in a conditioned games context. This approach contrasts with **deliberate practice** where structured training is undertaken to achieve specific goals, using standardised rules. The deliberate practice approach has been shown to lead to significantly higher dropout rates when introduced too early in the development of young players.

Three GO Gaelic and GO Hurling mini-games – known as First Touch, Quick Touch and Smart Touch - have been developed based on principles associated with spontaneous play or what's known within the GAA as the FP Index – i.e. geared to provide full participation, fair play and frequent prospects of success. Each game reflects best practice in terms of utilising modified rules and equipment that is appropriate for each child's stage of maturation. The games are designed to ensure that all participants experience a sense of achievement and enjoyment through involvement. Ideally, this should come about through the provision of fun blitzes/leagues, which are organised on a coordinated basis at Underage Club and Primary School level.

At the top end of the Recreation (Fun Do) Stage, young players may also participate in games that are organised on a representative and more competitive basis e.g. County/Provincial/All-Ireland Féiles and Exhibition games such as the Primary Game and INTO Mini Sevens. These are incentive rather than development based.



The Development (Can Do) Stage

The Development (Can Do) Stage provides advanced coaching and games for players at Club and Post-Primary School level in order to fine tune the technical skills and develop the tactical and team play attributes of Hurling and Gaelic football. Provision is made for players who are not selected for competitive teams, and who wish to develop tactical and team play attributes, through games known as Super 7/9 and 11's. These may be organised on an internal or external club and/or school basis. Schools of Excellence at U.14/15 level provide an opportunity for technically talented players, selected on an inclusive rather than exclusive basis at divisional or county level, to further develop their skill in an appropriate environment. Individual players may be selected to represent their County on at least 4 occasions each year.

The Talent Transfer (Want To) Stage

Players who progress to the Talent Transfer (Want To) Stage are accommodated with games across School and Club competitions ranging from underage to adult level. These games provide for further development of technical, tactical and team play skills. Those involved with the U.16/17 Development Squads (more exclusively based than Schools of Excellence), or with County teams will have the opportunity to compete at Inter-County level and be provided with quality coaching support. A small number will also compete in the Schoolboy International Rules series against Australia.

The Elite Performance (Will Do) Stage

Players at the Elite (Will Do) Stage have the opportunity to participate in a variety of competitions, which include: Third Level, County Under-21, County Senior, Senior International Rules or U.21 and Senior Shinty/Hurling competitions. Consistently high levels of performance will enable certain players to compete to win at the highest level.

Related Matters

Biological, rather than chronological age largely determines an individual's rate of progress, particularly during pre-adolescence/adolescence. The likelihood of dropout/burnout, or impeded development is greatly increased if the nature and context of the activity is inappropriate for the stage of maturation, e.g., too much emphasis on competition at too early an age or stage of development. An over emphasis on winning, not getting the opportunity to participate, fear of failure, not having fun, the severity of training and poor coaching are among the reasons why people leave sport, particularly at a young age. The Pathway is designed to accommodate players who are late developers (mature at a slower rate), and/or individuals who are motivated (for intrinsic or extrinsic reasons) to achieve their full competitive potential later than expected.

Despite having a holistic framework such as PEP and the best efforts of coaches and administrators, there will always be players who, for a variety of reasons, will still dropout at different stages along the Pathway. However, the PEP model is designed to afford players the opportunity to re-enter the Pathway irrespective of the age or ability of the individual. The model is also designed to provide games - that focus on the recreational and social benefits of sport - for all age groups in the Recreation (Fun Do) Stage. This inclusive participation policy is one of the principle reasons why the GAA has played a major role in the development of a healthy and active society. Providing players with a sense of identity, belonging and community involvement are also significant factors in this regard.

The Pathway to Elite Performance (PEP) is subject to ongoing review and refinement to ensure that all players are provided with a balanced programme of meaningful games.





3. Sport Through Education Programme (STEP)

The STEP Programme involves a series of projects that are implemented within primary schools, post-primary schools and 3rd level colleges. These projects serve to nurture strong links between clubs and schools (Figure 4). Specifically, they (i) enable players acquire bilateral coordination (ii) assist players develop team building skills and (iii) encourage players to lead and retain a lifelong involvement in Gaelic games.

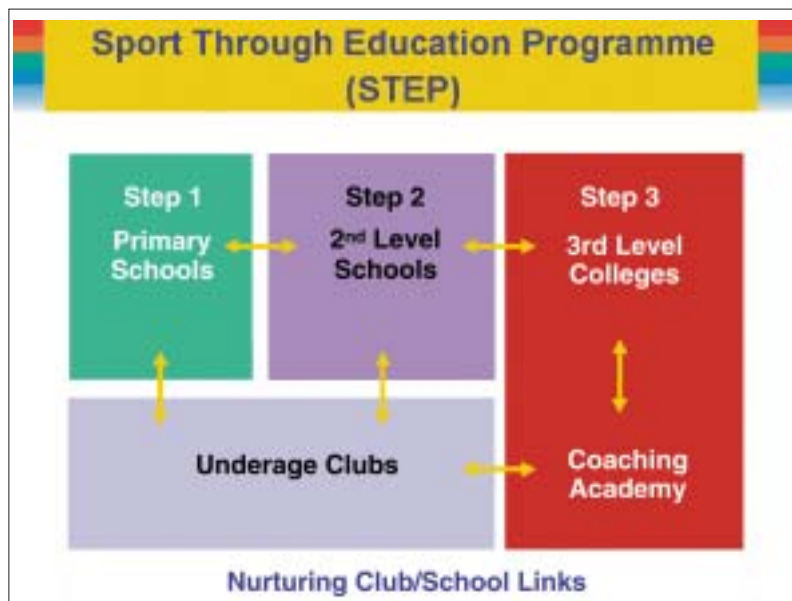


Figure 4. Sport Through Education Programme

STEP 1 - PRIMARY SCHOOLS

There are a number of projects, designed to compliment the Recreation (Fun Do) Stage, that are implemented through the Primary School network. These projects are as follows:

1. ABC Programme (Achieving Bilateral Coordination)

A series of exercises adapted to Gaelic games, for Junior Infants, Senior Infants, 1st Class / P1 – P3 in N.I. (4,5,6,7 year olds), in order to facilitate the development of fundamental motor skills using a positive and fun approach. Locomotor, manipulative and stability skills are developed including the ABCs (Agility, Balance, Coordination) and RJTs (Running, Jumping, Throwing) of athleticism.

2. Catch and Kick/ Lift and Strike Coaching Lessons:

A series of coaching sessions that focus on the development of the basic skills of Hurling and Gaelic football through progressive exercises and drills appropriate for 2nd to 6th Classes/ P4 – P8 in N.I. (8-12 year olds).

3. U-Can (Skill) Awards

A series of tasks designed to encourage young players between the ages of 8-12 years to practice the basic skills of Hurling and Gaelic football. Awarded on the basis of playing proficiency in specific tests.

4. Teacher Training

Coach Education courses organised on a national basis for trainee and practicing primary school teachers. These use key elements of the Foundation and Level 1 Coach Education Courses and provide an opportunity for Teachers to practice and apply existing skills in a Gaelic games coaching context.

STEP 2 – POST-PRIMARY SCHOOLS

Projects implemented at Post-Primary School level are designed to compliment the Development (Can Do) Stage. These are as follows:

1. Life Skills Course

This is a course developed to educate transition year/5th year and 6th year students on communication/leadership and team building skills through the medium of Gaelic games. The importance of Health, Fitness and Wellness will also be explored. The programme is being implemented on a national basis beginning with pilot programmes in the 2004/2005 School Year.

2. Foundation Level Coaching Transition Year Course

This variation on the standard Foundation Level Coach Education Course aims to provide students with the theoretical knowledge and practical skills to assist in the provision of coaching to primary school-age children, (in both the primary school or underage club context)

3. Young Referees Transition Year Course

This course aims to provide participants with an understanding of the principles of fair play, and enable them to undertake refereeing assignments within (a) their local club/primary school, and/or (b) in conjunction with first year leagues/blitzes that are organised within their own school and/or in conjunction with the Life Skills course.

4. Teacher Training

Coach Education courses provided to H.Dip. and/or practicing post-primary school teachers. Focus on the skills required for active involvement in the preparation of school teams.

Fixture co-ordinators who assist with the organisation of fixture programmes at county/provincial level, and are involved in the appointment of match officials and associated games administration are also appointed.

**STEP 3 - THIRD LEVEL**

Coaching Academy projects designed to compliment the Development (Can Do) Stage and the Talent Transfer (Want To) Stage are implemented in association with the Third Level Colleges. These projects are as follows.

1. Schools of Excellence (U.14/15)

A maximum of 8 coaching sessions are provided each year in Hurling and Gaelic Football. These are offered on a county or divisional basis. Squads are selected on an inclusive basis and are exposed to quality coaching tuition aimed at developing technical proficiency, tactical prowess and team play.

2. Development Squads (U.16/17)

A maximum of 8 coaching sessions are provided each year in Hurling and Gaelic Football. These are offered on a county or divisional basis. Criteria used to select squad members are more exclusive than those for the Schools of Excellence. This reflects the high level of technique and skill required to progress to the Talent Transfer (Want To) Stage.

3. Rookie Panels (18+)

Rookie Panels in Hurling and Gaelic football are organised to assist players to progress from Underage Inter-County squads to U.21/adult level. Players are provided with the coaching/training inputs in respect of physiology, psychology, diet and nutrition etc. that will enable them to deliver on their full playing potential.

It is proposed to establish formal links with 3rd Level Colleges with a view to ensuring that these inputs are provided in a systematic and streamlined way. An increasing number of coaches are currently making use of the expertise which exists at this level, with a view to ensuring that players are provided with advice and assistance on lifestyle management skills.

UNDERAGE CLUBS

There are a number of projects relating to the Recreation (Fun Do) Stage, which are implemented through the Underage Club network. These compliment STEPS 1 – 3 outlined above. The projects involved are as follows:

1. 'Have-a-Ball' Programme

The 'Have-A-Ball' Programme is designed to ensure that participants derive maximum enjoyment from the use of balls/beanbags etc. It compliments the school-based ABC (Acquiring Bilateral Coordination) Programme.

2. Skill Star Challenge

This project is the extension of the U-Can Awards implemented through Primary Schools and provides an opportunity for the most technically proficient players to perform at a club, county, provincial and national level.

3. Summer Camp

Summer camps, organised during the months of July and August, are vital in terms of increasing participation and maximising retention. The Camps are structured to cater for a range of age groups. They consolidate (in a fun environment) the various projects, which are organised within primary schools and underage clubs.

4. Homework/Mentor Groups

An increasing number of clubs – particularly in designated urban areas – are complimenting school activity by organising homework/mentor groups to further strengthen the club-school link and develop a more holistic based learning environment for their juvenile members.

4. Coach, Administrator, Referee Education (CARE) with Provision for Applied Lifelong Learning (ALL)

The PEP and STEP Programmes will have most impact when they are supported by a programme of Coach, Administrator and Referee Education (CARE). Making adequate provision for Applied Lifelong Learning (ALL), will ensure that Coach, Administrator and Referee Education programmes are even more effective.

Coach, Administrator and Referee Education (CARE) are delivered through specifically designed courses, workshops, and conferences incorporating internationally recognised principles of best practice. These include a combination of theoretical and practical inputs, and allow for (and encourage) the use of digital and e-learning modalities.



Figure 5 - Coach, Administrator and Referee Education (CARE).



The Programme of Applied Lifelong Learning (ALL) makes provision for Coaches, Administrators and Referees to (i) continually develop their vocational skills, (ii) progress at a rate suited to their own development, and (iii) ensure that as players progress through PEP and STEP, they are provided with the proper CARE for ALL. This explains why the following maxim/aphorism “align and combine PEP and STEP with CARE for ALL” is the key challenge facing the GAA and why it is so central to the successful implementation of the OTú Games Development Model.

SUPPORT COORDINATOR AND ADMINISTRATOR NETWORK (SCAN)

The successful implementation of the OTú Games Development Model also requires that a Support Coordinator and Administrator Network (SCAN) is in place, which links all of the key stakeholders - clubs, counties, provinces and Croke Park (Figure 6) - in a coordinated fashion i.e. where all personnel are working in tandem and in pursuit of common objectives. This Network serves as a springboard for the implementation of the OTú Games Development Model and as a mechanism for evaluating its effectiveness.

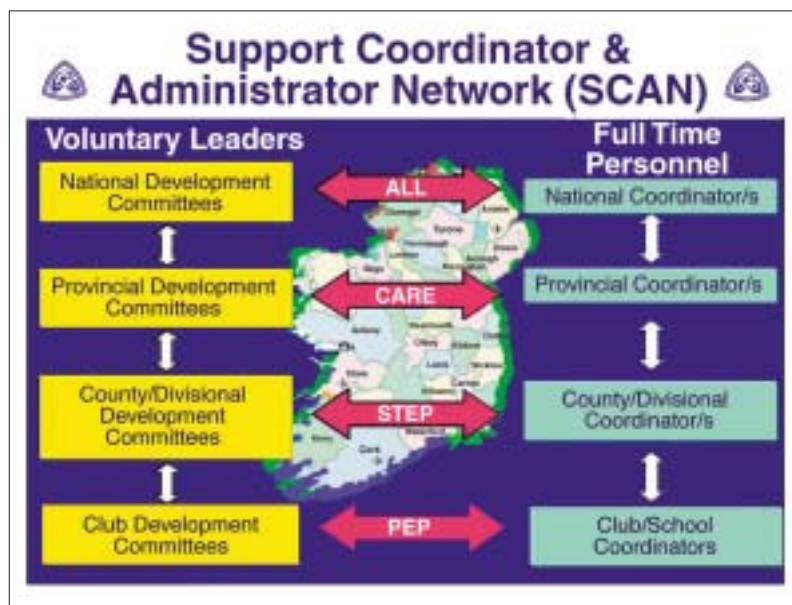


Figure 6 - Support Coordinator and Administrator Network (SCAN).

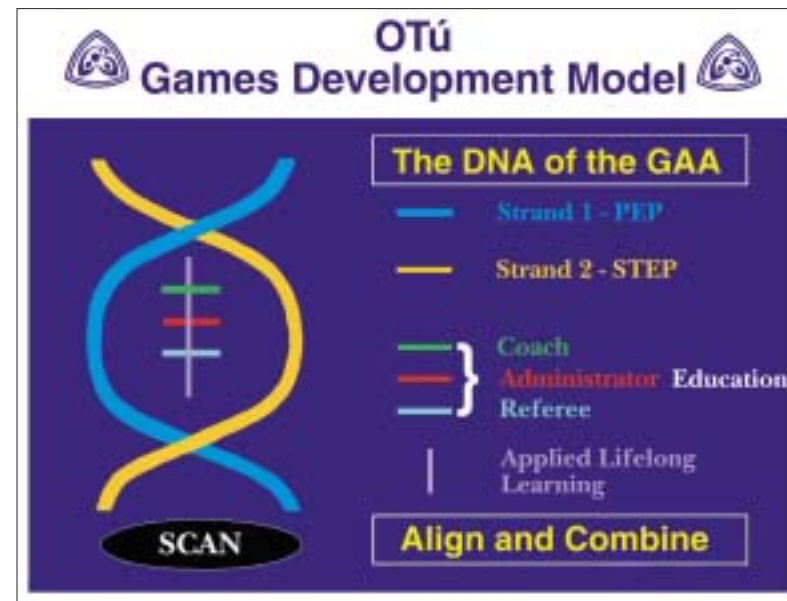


Figure 7 – Representation of how the core elements of the OTú Games Development Model PEP, STEP and CARE for ALL intertwine to reflect and constitute what is the regarded as the DNA of the GAA.



5. GO Games

What are the Go Games?

These are small – sided skill development games – known as First Touch U.8, Quick Touch U. 10, Smart Touch U.12 and Super Touch age 13+ - that have been devised for Hurling and Gaelic Football.

Why are they so important?

The games are designed to ensure that all participants play to learn, learn to compete and, in the fullness of time, compete to win as they progress through the following phases: recreation (fun do) phase; development (can do) phase; talent transfer (want to) phase and elite performance (will do) phase.

The Go Games make a valuable contribution to the promotion of Gaelic games because they:

- Propagate the principles of Fair Play by ensuring that ALL participants are afforded the opportunity to play for the full duration of each game (no substitutes), and that due respect is displayed for the playing rules, opposition and match officials
- sportsmanship – ALL participants endeavour to play by the rules and avoid gamesmanship
- Cater for the developmental needs of ALL young players. This involves the use of modified playing rules and equipment that reflect the age group and the ability level of participants
- Ensure that ALL participants derive maximum benefit and enjoyment from their involvement: The GO Games endeavour to ensure that ALL children have fun, make friends, keep fit and experience a sense of achievement
- Provide for the selection of teams in a variety of innovative ways: Teams can be selected based on age, physical size, residence, school, or randomly selected or selected based on the basis of mix and match etc.
- Minimise the likelihood of outcomes such as winning taking precedence over the process of development. Players are at all times encouraged to strive to achieve their full potential
- Eliminate the likelihood of players succumbing to the anxieties and fears that arise when they feel they “have to win”. Such fears generally emanate from a fear of losing
- Cultivate a culture of skill development. The U-Can Skill Awards have been developed to dovetail with the Go Games
- Offer an attractive alternative to passive and sedentary lifestyles
- Encourage parents/guardians to take an active involvement as either mentors or supportive spectators, as distinct from simply dropping kids off at training
- Assist with the development of life skills as participants grow in maturity. Players are encouraged to take individual responsibility, learn to deal with adversity and develop an appreciation of the need for discipline, commitment and team cohesion
- Provide a basis for developing social links with other units of the Association, and to give practical expression to the GAA's Code of Best Practice for Youth Sport

N.B. The playing rules for First, Quick and Smart Touch are not necessarily set in stone. The games are however underpinned by the principle of ensuring that ALL participants get to play for the duration of each game. Furthermore, intrinsic motivation rather than external awards (medals and/or trophies) underpin participation in the

Go Games. The flexibility associated with the Go Games allows parents and participants take ownership and ensure that ALL players are afforded the opportunity to develop their full potential.





Gear-Up for FREE with Gaelic Telecom

Club & Team Development

Gaelic Telecom have increased their involvement at club and team level with the introduction of their 'Training Gear' programme, whereby Clubs and individual Teams can obtain SAQ (Speed, Agility & Quickness) Training Equipment, absolutely FREE. This initiative is in conjunction with their existing Home and Business Telephone fund raising initiative for GAA Clubs (see Page ??) wherein members can receive a cheaper telephone service with 15% of their call spend going directly back to their nominated Club and/or County.

This is a unique opportunity for individual Teams within your Club to acquire the latest training Equipment free of charge.

Through the 'Training Gear' initiative, for each & every member and supporter of your Club that join **Gaelic Telecom**, your Club and its teams will be awarded Training Points. Your Club can use these points to select Free of Charge SAQ Training Equipment, which will enhance your Club & Team Training development now and in the future.

For Further Details call Gaelic Telecom on

1890 929 100

or visit

www.gaelictelecom.ie

For Further Details

Call Gaelic Telecom on

1890 929 100 (RoI) or 0870 224 4220 (NI)

or visit www.gaelictelecom.ie



CLUB MANUAL

6. Code of Conduct for Officials Dealing with Young Players

The GAA has a long tradition of service to the Youth of Ireland. There is a great number of people who give freely of their time organising GAA activities for the younger members of our Association throughout the country. The organisation of our National games - Hurling, Football, and Handball - is the main activity. This is done throughout the extensive network of clubs throughout the 32 counties and in the Primary, Secondary and Vocational Schools of our land.

The conduct of Officials/Officers who as their primary function are involved with Youth is of paramount importance given that these Officials/Officers are exercising a very important leadership role for Cumann Lúthchleas Gael. This is necessary to gain the confidence and trust of the young people, their parents and the wider community. Misconduct should be dealt with firmly as this may inhibit the healthy development of Cumann Lúthchleas Gael.

Many Clubs have a Juvenile Committee and these are undertaking tremendous work towards the development of all GAA activities within the club. The post of Youth Officer, if not already established, should be established within each club with overall responsibility for ensuring that a balanced programme of activities is arranged for all the Club's juvenile members irrespective of their talents.

Each Club should establish and monitor a Code of Conduct for all those dealing with younger members of Cumann Lúthchleas Gael.

Club Youth Officer

- Develop a proper attitude towards our games by (a) players; and (b) mentors, particularly in relation to punctuality, discipline, dress and language.
- Ensure regular games for the greatest possible number of players.
- Ensure special attention is given to less talented players.
- Ensure promotion of all four G.A.A. games (Hurling, Football, Handball and Rounders).
- Ensure adequate opportunities exist in the club for preparation for games through practice sessions and fitness drills.
- Encourage ways of improving the skills of club players by the use of (a) Mini Games; (b) Coaching Clinics using club coaches, adult club members, and inter-county players (where practical) and (c) Summer Camps
- Encourage the wearing of Hurling Helmets
- Encourage sportsmanship on the field of play among Youth players
- Delegate tasks to youth
- Distribute Promotional Material
- Involve parents in Club activities and events
- Liaise with schools

Co-operation/Liaison

- Liaise and co-operate with other local units of the G.A.A. (in particular the County Board na nÓg and Cumann na





mBunscoileanna) and the County Board Youth Officer to improve the organisation of local competitions and Youth activities.

- Encourage and ensure involvement and co-operation with local schools and colleges.
- Encourage and ensure involvement and co-operation with other local G.A.A. Clubs.

Administration

- Ensure matters dealing with youth games and other activities are regularly reviewed and discussed at full club meetings.
- Ensure the involvement of young people in the running of the club by means of special projects.

Public Relations

- Ensure regular publication of Youth activities through club newsletters, local newspapers and local radio.
- Distribute/sell GAA promotional material and literature and ensure such material is available in local schools.
- Maintain a local library of videos covering local club games and inter-county games.

Non-Playing Activities

- Ensure an adequate level of cultural and social activities is available to GAA Youth members.
- Assist in the promotion of Scór na nÓg within the club.
- Encourage the active participation of GAA Youth members in the carrying out of projects relevant to GAA games and personalities.

General

- Encourage the involvement of suitable adult workers in the club for the promotion of youth affairs.
- Arrange training programmes for such workers where necessary using material and personnel as directed by the County Youth Officer.
- Encourage the active participation and involvement of parents in all aspects of Youth affairs in the club.
- Ensure all those in charge of youth teams have adequate Basic First Aid kits. Encourage the attendance of such officials on First Aid courses.
- Encourage visits by local schools to Páirc an Chrócaigh as part of their annual school tour.

Behaviour of Juvenile Team Officials

With a proper Youth Officer structure in place and on-going training and education programme established, personnel entrusted with responsibility for our youth will be better equipped to take on such a responsible role. Too many clubs within Cumann Lúthchleas Gael depend on local personnel who have little or no training in the handling of young people. Some clubs are fortunate to have the assistance of local teachers, but this is unfortunately becoming all too rare. The club Youth Officer shall play a key role in ensuring that such personnel avail of the training seminars etc., organised by the Coiste Contae Youth Officer.



List of Recommended Guidelines

- All Officials/Officers responsible for Youth affairs shall be full members of Cumann Lúthchleas Gael and be subject to the same controls. (Ref. R18 T.O.)
- All Youth players shall be enrolled as Youth members of the club with their parents consent. (Ref. R18 T.O.)
- Team Officials shall be selected by clubs rather than elected. In view of the increasing role of women in the Primary school sector, their appointment as Team officials is to be encouraged.
- Clubs shall submit annually, the names of officials in charge of each youth team to An Rúnaí of the relevant Board with responsibility for fixtures.
- One of the nominated team officials shall sign the team sheet for each game in which his/her team participates.
- Youth members and their parents shall be given as definite a timetable as possible outlining the practice sessions and games for each club team. Arrangements for collection of players and a return time to an agreed venue should also be included in the schedule. Parents should also be informed of the names of the Officials in charge of each team.
- Youth team officials shall ensure that less talented players are given a fair chance to improve their skills and are let participate in club games. This can be achieved in the main by fielding a second team in the relevant age group.
- Clubs shall ensure that Officials in charge of youth teams foster and encourage a high level of sportsmanship among all their players.
- Team Officials must encourage respect for Match Officials and this can best be done by their own behaviour towards such Officials.
- During competitive games, Team Officials must operate along the sideline area. Coaching from the end-line is strictly prohibited, as is encroachment onto the playing area.
- Bad, foul or abusive language shall not be tolerated from Team Officials and such Officials shall ensure that Youth in their charge also observe a strict code of practice in this regard.
- Team Officials shall ascertain (in so far as possible) any incidents of medical history of Youth under their care. This would be beneficial in the event of accidents.
- Clubs shall be advised not to use players of 3 years younger than the age grade of any competition, except in exceptional circumstances.

Consequences of Improper Behaviour

Team officials should realise the responsible role they assume with the Youth of the club. Senior Officials of the club must ensure that such officials are aware of their responsibilities and what the consequences must be for improper behaviour.

There is a clear need to establish a set of procedures for dealing with incidents of misbehaviour by Team Officials. These could occur as a result of a report from a Match Official, Parent/Guardian, Young Person or another member of the Club. All such incidents need to be fully investigated by the club and assistance should be sought, if necessary, from the Coiste Contae.





Quality of Match Officials

There is a growing tendency to use inexperienced referees to take charge of underage games. This is considered a suitable training ground for those beginning a refereeing career. In an ideal situation, experienced officials should be asked to take charge of juvenile games.

Dealing with an Injured Player

Regretfully, injuries sometimes occur to young players and it is important that each club have a clear set of guidelines in relation to this important matter. The following is recommended:

- Youth Team Officials should have attended a First Aid course. Such courses are usually arranged by the Coiste Contae. Cumann Lúthchleas Gael has various manuals available dealing with First Aid and clubs should ensure that such material is made available to those in charge of youth teams.
- Each Team Official should ensure that a First Aid kit is available at each game and training session.
- Team Officials should ascertain (in so far as possible) any incidents of medical history of the youth under their care.
- When a player is injured in a game, he should be brought for immediate medical attention to a Doctor or Hospital by a Team Official. The player's parents should be notified as soon as possible, if they were not at the game.
- All clubs should have a stretcher available at their grounds.
- No risks should be taken with a young player's injury. If necessary, an injured player should be left on the field and immediate medical help summoned. Every effort should be made to comfort the injured player until the medical attention arrives.
- Where injured players are required to stay in hospital for a period of time, Team Officials should ensure contact with the player and his family as to his well being.
- Team Officials should ensure that injured players are made aware of existing Insurance Schemes within Cumann Lúthchleas Gael and they should assist such players in the submission of their claims.

7. Code of Best Practice for Youth Sport

Cumann Lúthchleas Gael is committed to implementing a Code of Best Practice for Youth Sport which outlines guidelines for Team Mentors, Officials, Parents/ Guardians, and Players as the respective parties involved.

The Code underpins a Basic Philosophy that:

'The greater the sense of achievement, fun and fair play that young people experience when participating in Gaelic Games, the more they will enjoy their involvement and strive to develop their True Potential.'

The Code, produced by the GAA Coaching and Games Development Committee and approved for use by the Irish Sports Council and the Sports Council of Northern Ireland. Indeed the Sports Council of Northern Ireland has determined that it's a legal requirement for all Club Officials to take this Course.

A National Programme to educate on and implement the Code is underway and information on the Programme is available through your County Board Youth Officer or County Development Officer.

The Guidelines for team mentors and officials in the Code of Best Practice for Youth Sport are outlined below:-

- Dignity and Rights of Youth
- Putting 'Fair Play' into Perspective- 'a way of thinking not just behaving'.
- Code of Conduct for Coach/Team Mentors
- Role of Parents/Guardians- The Do's and Don'ts
- Role of Young People
- Best and Bad Practice
- Role of Youth Liaison Officer
- Drugs Misuse/Substance Abuse Education Programme

The Code of Best Practice for Youth Sport can be downloaded from www.gaa.ie

8. Refereeing Responsibility and Development

Referees are an integral part of the GAA, without whom our games could not function. It is the responsibility of every club to recruit and provide a referee in each code in which they participate.

Clubs must also promote a string ethos of respect for referees and the rules of our games. Respect and support for referees will encourage the proper control and conduct of our games. Properly controlled games mean more enjoyment for both players and supporters alike.

It is incumbent upon clubs to foster the development of refereeing at grassroots level and this can be achieved by:

- as a club making a commitment to the Campaign for the Proper Conduct of Our Games
- appointing a subcommittee to promote the campaign and to deal with all aspects of refereeing in the club
- working to bring about a change of attitude towards referees and refereeing:
 - (i) Arrange for Club Players, Officers and Mentors to study rules
 - (ii) Formulate a club Policy in relation to refereeing and rules
 - (iii) Formulate a Code of Best Practice for Team Mentors
 - (iv) Formulate a Code of Conduct for Players
- create right conditions for Referees to carry out their duties:
 - (i) Mark and line playing fields
 - (ii) Nets





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- (iii) Flags for Umpires Linesmen
 - (iv) Coats for Umpires
 - (v) Welcome referee on arrival to club
 - (vi) Provide referee with names of umpires and linesmen and introduce them to him
 - (vii) Thank referee after game
- provide proper referee facilities/dressing-rooms
 - provide your club referee with proper referee gear and equipment
 - create a pool of responsible club member to act as umpires and linesmen
 - give recognition to your club referees:
 - (i) Invite them to all club functions
 - (ii) Give them particular attention in respect of match tickets
 - (iii) Assist them when they need medical attention
 - (vi) Acknowledge their contribution at AGM
 - encourage members of your club of sound judgment and genuine commitment to take up refereeing, particularly players and nominate them to the County Referees Administration Committee for the referees Foundation Course. Encourage pupils attending Second level Schools in your area to take an interest in refereeing



Chapter Four – Club Development and Planning

1. The GAA Club
2. Club Development and Planning
3. A Guide to the Club Development and Planning for Clubs

In Association with





Chapter Four - Club Development and Planning

1. The GAA Club

The GAA is a strong and vibrant Association because it has dedicated voluntary officials at club level committed to the promotion and development of our games, with a strong sense of pride in and loyalty to their local community. These values are at the heart of the GAA family, old and young, male and female, Player's, officials and supporters all equal. The games of Hurling and Gaelic Football, Camogie, Ladies Football, Handball and Rounders set us apart in the sporting world.

The club is the basic unit of the Association. In common with all other units in the organization it shares the responsibility of ensuring that the objectives of the GAA are achieved. These objectives are laid down in the Official Guide in the charter which states that the Association's basic aim is to "strengthen the National Identity" and, to achieve this, requires that the Association shall:

- Foster and develop the national games of Hurling and Gaelic Football and handball
- Promote the Irish Language
- Support traditional Irish Culture dancing, music and song and cooperate with other organizations with similar aims
- Assist in promoting community development
- Support Irish Industry

Without its clubs and energetic volunteers the GAA is nothing. The GAA club is the bedrock of every Irish community and has provided an organized structure from which community spirit is generated. They provide the structure through which the GAA itself flourishes.

In the last one hundred and twenty years the growth of the Association has been truly phenomenal and it is safe to say that there are few areas in which the GAA has not yet had an influence. Today every small parish has its own GAA headquarters centred around the playing or the social centre. The spade work to provide this network of playing and social facilities was voluntary. Remuneration was never expected as these people, the real unsung heroes of the GAA, were doing a work of love.

It's vital our clubs continue to grow and reinvent themselves to ensure that this structure is reinforced. The GAA is a strong and vibrant Association because it has dedicated voluntary officials at club level committed to the promotion and development of our games, with a strong sense of pride in and loyalty to their local community.

The voluntary worker at club level is the source of this richness. so it is vital in these challenging and changing times that we as an Association take a critical but measured look at our resources, structures and future direction.

2. Club Development and Planning

At club level a fresh approach to thinking and planning is therefore needed to meet the challenge of the future face on. There is evidence that this approach is already accepted by some clubs and progress is being made. Every club

can improve in some degree and this must be a constant objective. Working to targets within an overall plan is the best motivating factor.

To enable the GAA to achieve its full potential and meet the challenges of the 21st century it is essential to have a strong effective clubs as the basic unit of the Association.

Consequently the Association through its Policy and Planning Committee has developed a project in GAA Leadership and Administration in association with the four Provincial Councils. The steering committee over the last number of years has comprised of experienced GAA Club, County and Provincial administrators who have over a period of time developed a number of excellent training and development programmes. There is a strong recognition from both the Uachtarán Seán Ó Ceallaigh, Uachtarán Tofa Nioclás Ó Braonáin and the Árd Stiúrthóir Liam Ó Maolmhíchil that there is a need to offer a first class, professional service to our members.

The uniqueness of this project is such that key members of Cumann Lúthcleas Gael who have years of experience both on and off the field have developed the programmes. Professionally trained facilitators who have also vast experience in the activities of Cumann Lúthcleas Gael deliver the programmes. The key objective of the programme is to support Clubs and Club activity.

The aim of the programmes developed is to provide Club Officers and County Officers with an opportunity to:

- Be effective team leaders through acquiring and employing vital leadership skills
- Be effective members of the Club Management team
- Understand the role and importance of the Club in the local community
- Understand the role and responsibilities of key officers and Club Committees
- Understand and promote the aims and distinctive ethos of the Association

There are a number of training and development programmes available for members of the Association:

- **Club Officers Programmes:** Cathaoirleach, Rúnaí, Oifigeach Caidreamh Poibli - The aim of these programmes is to give people the opportunity to learn the skills to become an effective leaders in their role as Club Officers
- **Club Development Programme:** this programme has been devised to assist GAA Clubs to plan and develop for the future through a simple framework which allows them to access their strengths and weaknesses and target areas for improvement.
- **Pre-AGM Programme - the aim of this programme** is to help Clubs plan and prepare in advance for the AGM so that the best decisions are made and the most appropriate people are nominated for the positions held in a Club.
- **Club na nÓg Programme** - Aim of Programme is to enhance structures at underage level that will provide for greater involvement enjoyment and participation of very young and young players in Gaelic Games. The Programme consists of Club officials from underage units being brought together to discuss issues affecting support for and development of games in the clubs and receiving inputs on best practice.
- **Bord na nÓg Programme** - objective of this programme is to train and develop Bord na nÓg officers to be more effective and efficient in their role.



- **Facilitator's Development Programme**-this programme has recently been developed by a number of key people. The aim of this programme is to give people the skills to design, develop and deliver training and development programmes
- **County Officers Planning Programme**-this programme is delivered to County Officers to help them plan and develop their work for the year.

Anyone attending a training programme will find that there is a sharing of knowledge and best practice between the participants. The occasions are usually a great learning experience but also a great opportunity to network and socialise.

3. A Guide to the Club Development and Planning for Clubs

What is a Club Plan: It is when Club Officers, Committees and Members meet on at least two occasions and undertake a strategic analysis and examination of all Club activity, structures and facilities and decide the future directions and objectives of their club and outline how they can be achieved. **In short a club decides its priorities and sets its own objectives towards achieving them.**

Facilitator: The role of the independent facilitator is to act as a conduit for the flow of ideas and solutions from the members while drawing on his/ her experience and knowledge to ensure the meeting explores positive ideas and deflects negative and personal thinking. **This is done in the Strictest of Confidence.**

Mission: A brief statement explaining the purpose of the club and why it exists

For Example:
To promote Gaelic Games in the community for people of all ages and maximize participation

Goal: Statements that explain the broad directions of the club

For Example:
To increase playing and non-playing participation in the club

Objectives: The specific clubs results the club wants to achieve in each of the key areas

For Example:
To increase the number of fully paid members by in the club by 20% before 2006 club AGM



Action Plan: Plan showing how the club is going to achieve its objectives and the timeframe involved

For Example

Objective	Action (what)	Responsibility (who)	Timeframe (when)	Resources (€)
1. To increase the numbers of Fully paid members in the club by 20% before 2006 club AGM	Identify members of community who support club but are not active members encourage them to join club	Club Membership Subcommittee	By 1st August of current year	€xxx budget
2.				
3.				

Session 1.

Who are involved in the Process?

Ideally the process should involve as many interested participants as possible. Numbers will vary depending on the size and current position of the club. It's equally possible to develop a Club Plan with small or large numbers but the greater the numbers the greater the rewards. To encourage as many members as possible to participate the club Secretary is asked to write to all members. A standard letter is used for this purpose. The letter stresses the importance of the course, the benefits to the club and the need for the club to plan. The letter also outlines what's going to happen in Session 1 and 2 and includes the individual member club analysis questionnaire that they are expected to fill out in advance of Session 1. In filling out the questionnaire in advance the participants are forced to start the planning process.

For Example

- Players
- Officials
- Managers
- Coaches
- Committee members
- Parents
- Supporters
- Other interested community members
- Representatives of other local voluntary organisations



**Who will deliver course?**

At least two trained experienced independent Facilitators should facilitate, encourage full participation of all members, help guide the programme to positive outcomes and assist the club in Planning for the Future.

Why Plan?

Because not planning for the future is not recognizing or accepting the present **ON AND OFF THE FIELD**

Planning can help your club to:

- look objectively and honestly at the current position of the club
- cope with changes
- clarify its purpose and status in the community
- determine priorities for improvement
- decide where it wants to be
- work out how to get there
- agree the best method of delivery
- monitor progress

How do we achieve this?**Club planning is best achieved by**

- critical review
- honest assessment
- self analysis
- objective targeting
- positive direction

Where do we start?**Proper effective planning is only possible when your club recognizes and accepts where you are at present!!**

It's important that members take an active role in the shaping of the clubs future. Participating in a planning workshop will allow them to do this. Clubs were set up to help communities, so why not involve and give them a say in the future development of the club. The members will feel they've contributed to shaping the clubs future and will in turn be more likely to help carry out the plans.

To commence our Club Planning we need to look at:

- Individual member club assessment
- Club officer workload
- Leadership and teamwork
- Sub-Committees

**Club Planning Discussion/Workshop**

Planning workshops are an opportunity to involve the entire group and in particular those individuals who may not be willing to stand up before an audience. Workshops enable these people to participate in a meaningful way among a small group. Together the participants can find ways to improve the club. Participants are asked to consider and look at the current position of the club under the following headings.

- A.** Recruitment of members
- B.** Administration and Communication
- C.** Support from our catchment area

What Happens in the Workgroups?

At the end of the first session the facilitator will lead the participants through what they have to do as part of their homework for Session 2. The facilitator will divide the participants into three equal workgroups. The facilitator should carefully select the members of each workgroup. The facilitator should avoid a situation where the entire club executive occupies the group working on Administration in the club. The members of each group will concentrate of different areas of club activity and meet on at least two occasions together between the first and second session.

In the workgroups the participants will:

- Look at Administration within the club
- Look at Coaching and Games Structure in the club
- Look at Property and Facilities

Session 2

Firstly, the Facilitator should issue a feedback report to all the members based on their comments made in the individual member club analysis questionnaire. The feedback on the questionnaire is a useful guide as it invariably contains the answers and solutions to many of the questions that will be raised throughout the second session by the participants.

Secondly, the chairperson of each of the three workgroups will then report and give feedback on the work carried out on the specific area of club activity they were asked to concentrate on.

The facilitators will then lead the participants through some group discussion. This will give members an opportunity to comment on the feedback reports delivered. This is a brainstorming session, everyone should have an opportunity to give their opinion on the present position of the club and in doing so determining what are the clubs strengths and weaknesses in relation to areas of club activity such as administration, coaching, games, physical development and finance. This exercise also gives the members an opportunity to make recommendations on how areas of club activity can be improved and decide what challenges the club faces in the future.



Remember it's at this stage the facilitator should be reminding the participants to think about:

Where are they Going?

What they want to Achieve?

And Reminding them about Club Plan!

At this point the participants will:

- Look at the changes that are happening in the community that will affect the club
- Identify challenges
- Look at how the club is currently working
- Decide how they would like the club to work in the future
- Identify actions responsibilities and resources that will be needed to make it work better
- Outline how and when these actions should occur
- Determine how to evaluate progress

Towards the end of the group discussion session the facilitator should encourage the group to decide and agree the club objectives and what areas of club activity require most focus and attention.

Down to Action

Using their skill and the experience gained from facilitating the course, the facilitator must now set up an Implementation Workgroup comprising of members from each of the three workgroups. The members of this group will be responsible for developing the club plan using the information gathered from the feedback reports and Group Discussions.

The task of the group is to determine specific objectives and prioritize the main areas of activity to address. The Implementation Workgroup should try to make their objectives:

- S** - Specific
- M** - Measurable
- A** - Achievable
- R** - Realistic
- T** - Timebound



Objectives Priority

High

Medium

Low

1. For Example

To increase the number of fully paid up members by in the club by 20% before 2006 club AGM

High

Implementation Workgroup should outline how your club will reach its objectives. The task of the Implementation Workgroup is to identify what actions need to be taken to achieve each objective that the members decided on in the previous session. The group will also need to identify who will be responsible, what resources will be needed and what the timeline will be.

The members of the group should always keep the following questions to the forefront of their minds:-

What is required to reach the clubs objectives?

What resources will be needed – money, equipment, volunteers?

Who will be responsible for each activity and what will the timeframe be?

Objective

Action

Responsibility (who?)

Timeframe (when?)

Resources (what?)

1. For Example

- To increase the number of fully paid up members by 20% before 2006 club AGM
- Identify members of community who support club but are not active members encourage them to join club
- Club Membership Subcommittee €??? budget

2.

3.

4.



CLUB MANUAL

Conclusion:

A draft plan should be produced initially. It should set out clear achievable goals. The draft should be circulated to the general membership for comment in advance of a specially convened club meeting to decide if any changes are necessary. If any changes are necessary these should be made final and the final version adopted by the Club Executive. It's important clubs publicise the fact that they have a club plan and the members know what it will mean to the club and how it relates to them.

Once the plan has been finalised it is important that it is regularly reviewed. You should:

- Check your progress regularly in relation to what is set out in the plan. Always refer to it at Club Meetings.
- It is important to modify and update your plan
- Set up a Planning Committee in the club to review the plan and monitor its progress. Your club should be constantly planning.

These guidelines should be used by GAA clubs as a guide to assist them in the process of developing a **Club Plan** and one that includes the input of all its members **not just the management team**.

Remember

“Failing to Plan is Planning to Fail”

To assess the current position of your club see appendix 4 and chart the performance of your club under selected areas of club activity.



Chapter Five – Raising Money

1. Fundraising
2. Borrowing by GAA Units
3. Sports Capital Lottery Funding
4. Sports Capital Funding in the Six Counties
5. Tax Relief for Donations to certain Sports Bodies

In Association with





Chapter Five - Raising Money

1. Fundraising

All Clubs, large and small, urban and rural, are now finding that they spend more and more Committee time discussing fund-raising ideas than they do debating Games and Development of structures. To alleviate this, it is vital that all Clubs set up a specialised fund-raising unit reporting to Finance Sub - Committee. This unit would have the power to recommend different projects and when these projects are ratified by the Club Committee, this unit would have the responsibility to organise and oversee their implementation.

The Club Treasurer should always Chair this group and it should contain at least five and not more than eight members. It should not be necessary that all members would be Club members as the expertise of any individual on a specific project might necessitate the co-option of that person to the unit. All funds raised should always be under the control of the General Committee as a fund-raising unit should have no brief in Club spending policy. It is there only to react to the identified financial needs of the Club.

Where to Start

When a fund-raising unit has been set up within a Club and the financial needs of the Club have been identified, the unit must examine and explore all fund-raising options and determine what is best suited to the needs of the Club at the time and what can be attained in the community in which the Club exists. It is important that a Club when considering any project, considers what other fund-raising is taking place in its Geographical Area and the impact that this will have on its efforts. It is also important that a Club recognise its responsibility as part of a greater body i.e. County Committee and that it plays its part fully in all efforts by the County Committee to raise funds.

Planning

Having decided on a specific project, the most important phase is the planning one. The fund-raising group must plan and develop every aspect of the Project and must maximise its fund-raising potential.

It must identify & set out the following:

- Fund-raising targets.
- Fund-raising potential and Geographical Area being exploited.
- Individuals who may be of benefit to fund-raising projects.
- The positive and negative aspects of the project.
- Communicate an awareness of the fund-raising project in the Geographical Area being targeted.
- Time scale for fund-raising.

Fund-Raising Targets

These are generally identified by the potential of the particular project, the manpower needed and available and the time scale before completion. In short, if any fund-raising is properly planned and properly executed, any target can be reached but if no proper planning or co-ordination takes place, then the venture will more than likely not achieve its target or its full potential.

Fund-Raising Potential & Geographical Area

Both are important and interlinked. If a project has a small and narrow fund-raising potential or focus, then the geographical area being exploited will be small and the focus similarly. If a project does not have an appeal outside a particular geographical area, then the fund-raising potential of that project will also be small.

Individuals who may be of Benefit to a Project

In all areas of fund-raising, these are individuals who are specialists in their fields, i.e. quiz people for quizzes, gamblers for a day at the races, bakers for a cake sale etc. The list is endless but with any fund-raising from normal ticket sales to a day at the races or a golf classic, it is vital to identify people outside, as well as inside, the Club who may add that something extra to the effort.

Positive & Negative Aspects of a Project

The fund-raising group should identify the positive and the negative aspects of a project so that in selling it to the Committee and the general public, it is able to prepare them for any negative vibes they might receive during the fund-raising effort e.g. if it is a raffle and the catchment area already has several raffles or the Club has just completed another fundraising venture, then the reason and the need for the venture should be explained. The general public who are buying the tickets should never be taken for granted and the positive aspects of the Club should be continually promoted in local newspapers and newsletters. If necessary, a Club should put out its own Newsletter a couple of times a year to keep the general public informed and in touch with the Club.

Communicate an Awareness of the Fund-Raising Project in the Area

This should be done through posters, local radio, the press and probably the most important, through the Committee as a whole promoting the project through word of mouth to friends and acquaintances. The most damaging aspect of fund-raising is a Committee member being negative or badmouthing any venture.

Time Frame for Fund-Raising

The time frame will depend on the venture itself but in general most Clubs do not allow enough time for a project to exploit its full potential and where time is allowed, the planning and execution of the project is put on the long finger to the last minute and then it's all panic.

Fund-Raising Ideas - A day at the races; (Dogs or Horses) or Parlour Derby

- Potential almost unlimited.
- Identify business to sponsor race.
- Identify business who benefit from the races and from Club Patronage.
- Prepare newsletter explaining plans.
- Identify people to approach business and individuals sympathetic to Club.
- Allow time for groundwork and make sure everybody knows who they have to approach and what to say.
- Hold regular meetings and have checklist

Fund-Raising Ideas - Sale of Work

In urban or rural areas, a Sale of Work can be a real money spinner but it takes a lot of thought and planning. While



the emphasis may be different from urban to rural, the main thread is the same. Items for nothing being sold for something.

The main problem with a sale of Work is time. A fund-raising date would need to be set nine to twelve months in advance. The fund-raising committee would need to identify crafts people selling their products in their area i.e. bakers, ironmongers, artists, painters, carpenters, furniture makers, fitted kitchens etc. Those who need plenty of time to complete a piece should be given it.

Next to be identified would be suppliers of products to local shops and to business people. Then the local business community themselves. The whole focus should begin with a Club Newsletter detailing the Sale of Work and why the Club are holding it.

It is vital with a Sale of Work that all items received, whether they are considered valuable or rubbish are graciously received by the Club, small talk leads to somebody else not giving something which they may not consider valuable but which, in reality, may have a huge value.

Fund-Raising Ideas - Sponsored Walk, Sponsored Parachute Jump, Sponsored Cycle

Most sponsored events tend to run in accordance with the principle that the more people walking, cycling or jumping, the more money raised, but invariably this is not the case.

An organised structured sponsored jump, walk or cycle has much more potential for fund-raising than a massive free for all. Using the principle of the Mayoral Election, without the personal competition or divisional conflicts, can make the sponsored cycle, walk or jump, the fund-raiser of the year in any Club.

One Club member acts as coordinator of all teams of sellers, a map and a small prize e.g. a portable colour t.v. and any club with 12 plus members has the potential to earn €25,000.

Fund-Raising Ideas - Raffle

A raffle, as distinct from a silver circle or monthly draw, using the same principle as above has the same potential for fund-raising.

Fund-Raising ideas- Raffle Sponsorship

Each member of the Fund raising Committee should identify a number of businesses in the area, not a large amount. A draw is then held and the first Business out of the hat wins the right to have their name on the Club Jersey(s). Clubs should acknowledge the other participants/sponsors on Club Notice Board.

Fund-Raising Ideas- Sell 5-10 year Membership

A club may be embarking upon a huge development. Therefore members could be asked to pay 5-10 Years Membership Subscription Fee up front in return for 5 Years free membership.

Fund-Raising Ideas - Monthly Draw/Silver Circle

Each seller should be asked to find a certain number of buyers outside the catchment area depending on the sellers circumstances e.g. a person living away from the area as distinct from a person who never goes outside the area.



Fund-Raising Ideas - Quizzes, Card Games etc.

These are specialist fund-raising areas and the identification of individuals who may be interested is the main factor in their success or failure.

Fund-Raising Ideas - Golf Classic

Probably the most popular fundraiser at the moment. These events have huge potential if the Organising Committee knows what it is doing. Again, the principle of identifying people to help with the project is a most important factor.

Fund-Raising Ideas - Fashion Shows

A specialised area of fund-raising with many pitfalls. This project has the potential to draw large crowds that make money only for the model agency and the local venue. Help should be sought from others who have run the event before.

Fund-Raising Ideas - Dance, Supper Dance

These tend to be social occasions and while they may in themselves not have a fund-raising potential, they may be used to rally the troops to develop the spirit and soul of the Club or just celebrate some achievement by the Club.

2. Borrowing by GAA Units

In order to better monitor and control the borrowing activities of GAA units throughout the Country and thereby minimise the possibility of delinquent loans, the banks, at the request of the GAA have agreed to implement the following procedures.

GAA units incurring new or increased borrowings, for whatever purpose, must -

1. Have minuted permission from the superior unit to undertake the project which necessitates the borrowing. This permission is subject to the following limits:

Under 15,000	Clubs can borrow on their own authority
15,000 to 75,000	County Board Approval
75,000 to 150,000	Provincial Council
Over €150,000	Coiste Bainistí, Croke Park
2. Provide the relevant bank, in advance, with appropriate written authorisation to undertake the borrowing, again subject to the limits set out above.
3. Accept as a condition of any letter of sanction or offer letter, a clause giving the bank the right to inform Croke Park in the event of any loan falling into arrears or a regular pattern of excesses appearing on the current account.
4. Accept that the above limits apply to cumulative borrowing and not just to the borrowing relating to the project in question.

As well as giving approval for the borrowing, the Letter of Authorisation should also:

- (a) Confirm the existing balances outstanding with the bank



- (b) Authorise the trustees of the borrowing to mortgage or charge all or any of the real property of the unit as security.

Where possible the bank should accept a charge over the property of the unit as sole security. The GAA are anxious that trustees or third parties would not be asked to make themselves personally liable for any debts. However, it is recognised that there are lending situations where such personal liability is necessary to make the proposition acceptable to the bank.

In order that no bank should be placed at a competitive disadvantage by the implementation of these procedures, the Association have obtained the written agreement of all the major banks to adopt them. The banks are fully supportive of the regulations which should result in improved borrowing practices by GAA units and earlier identification of problem situations. The Letter of Authorisation is not to be construed any way as a guarantee from the GAA but the organisation is committed to giving every assistance possible in reaching a satisfactory solution where any of its units finds itself in difficulty with the bank.

Units must enclose a copy of their Cash-Flow statement and Business Plan when seeking authorization to Borrow from Financial Institutions.

3. Sports Capital Lottery Funding

The Sports Capital Programme is run by the Department of Tourism, Sport and Recreation to assist in providing a network of high quality, appropriate and sustainable facilities for the various sports throughout the country, particularly in areas of social and economic disadvantage.

The National Lottery-funded Sports Capital Programme, which is advertised on an annual basis, allocates funding to projects that are directly related to the provision of sport or recreational sport facilities and are of a capital nature. Funding can be allocated to the following organisations under the programme:

- Voluntary and community organisations, including sports clubs;
- in certain circumstances, schools, colleges and local authorities; and
- national governing bodies of sport and third level education institutions, where it is evident that the proposed facility will contribute to the regional and/or national sporting infrastructure.

Each year the National Sports Capital Programme is advertised in the National Press. The deadline for receipt of application is set out in the advert and this must be strictly adhered to. Applicants are advised to read the guidelines thoroughly prior to submitting their application.

Sports Capital Programme

- Application forms must be completed strictly in accordance with these guidelines and can ONLY be processed and project eligibility determined where a fully and correctly completed form is received together with all the necessary documentation.



- the Department will not seek clarification from individual applicants in relation to incorrectly or inadequately completed application forms.
- the Department does not accept responsibility for the accuracy of information supplied by applicants that was sourced from third party organisations.
- Applicants should be aware that, as demand for grant aid normally far outstrips the levels of funding available, not all applications will be successful.
- Only projects with a clearly defined sporting aspect will be considered eligible for the purpose of securing recommendation for grant funding.
- The Programme does NOT provide funding towards the construction or refurbishment of swimming pools for which there is a separate Local Authority Swimming Pool Programme also administered by this Department.
- The Programme does NOT provide funding for development of facilities in Gaeltacht areas, applications for which should be directed to the Department of Community, Rural and Gaeltacht Affairs, Furbo, Co. Galway.

The aims and objectives of Programme are to;

- develop an integrated and planned approach to the development of sport and recreational facilities;
- assist voluntary and community organisations with the development of appropriate facilities in appropriate locations that will maximise use in terms of participation in sport and recreation. The facilities should be high quality, safe, well designed and sustainable to both the user and the provider;
- prioritise the needs of disadvantaged areas in the provision of facilities; and
- encourage the multi-purpose use of facilities at national, regional and community level by clubs, community organisations and National Governing Bodies of Sport

Factors Considered as part of Assessment of Applications

- the extent to which the project, in terms of growth targets, will increase the levels of active participation in sport/recreational sport and/or result in improved standards of sporting performance and how such increases can be measured;
- the extent to which the project, in terms of growth targets, will serve to increase participation in disadvantaged areas;
- the technical merits of the project; planning permission in place; site details supplied; freehold or leasehold title;
- the financial viability of the project, i.e. in addition to lottery funding, has the club/organisation sufficient funds or firm commitments for funding to complete the project within a realistic timeframe. Previous track record in fund raising is also taken into account;
- higher rating is given to projects with a significant local contribution;
- given realistic projections of income from the project, the extent to which the applicant will be able to maintain the project after completion;
- the level of socio-economic disadvantage in the area and the current and planned levels of sport and/or recreational sport facilities in the area;
- the need to achieve an equitable geographical spread of funds, having regard to the range of existing facilities in each county;





CLUB MANUAL

- the extent to which applicants have consulted with other clubs, community groups, schools and the Local Authority in developing their proposals and the outcome of these consultations;
- the strategies to be used to attract participation from those who are socially excluded;
- the need to achieve an equitable spread of funds among different sports and community groups;
- the priority of proposed improvements/facilities in relation to the club's or organisation's existing facilities; and
- in respect of applications from sporting bodies for national or regional projects, the priorities for their individual sports, as identified by their National Governing Body
- written confirmation of own funding immediately available towards the project. The more money the Club has available to invest in the project the better. This increases the Clubs chance of receiving their optimum grant allocation. Clubs should aim to have at least between 30 and 40% local funding;
- written confirmation of other finance being arranged;
- details of other grants applied for or obtained (if any);
- copy of planning permission (if applicable). If planning permission is required Clubs should ensure that it has been applied for before lottery application is submitted. Units should provide the Planning Reference numbers as evidence;
- solicitor's letter confirming title to the proposed site where the project will be located. GAA Clubs should ensure that Club Title and Trusteeship is up to date
- feasibility study where the estimated cost of a new facility is over €500,000;
- drawings/plans/specifications for project;
- evidence of consultation with other clubs/organisations, schools, local authority, etc and letters of support only from organisations which will use the proposed facility;
- written confirmation of disadvantaged status if claiming to be in RAPID or CLÁR;
- letters of support from relevant National Governing Body, (in the case of regional and national facilities); and
- rules and procedures as evidence of non-discrimination.

Application forms, as well as Guidelines,
Terms and Conditions, will be available at the Department's Website at

www.dast.gov.ie

or by E-mail request to

sportsunit1@dast.gov.ie

or from:

SPORTS CAPITAL UNIT,

Department of Arts, Sport and Tourism,

Frederick Buildings,

South Frederick Street,

Dublin 2

Telephone No. (01) 631 3914 / 3918 /

3930 / 3942

Lo-Call 1890 383000 followed by

extension no. (as above)



Fundraising Initiative

Gaelic Telecom's Service is available to all members and supporters of the GAA, at significantly lower prices than offered by other providers.

Gaelic Telecom has the potential to generate significant funds for your club. **Gaelic Telecom** is the official Telecoms Partner of the GAA and is a Guaranteed Irish Company.

- **Gaelic Telecom** has been created to raise funds for every club in the 32 Counties
 - The sole purpose of this initiative is to raise funds for every Club & County
 - With as little as 100 members your club could receive €9,000

How Does it Work?

- Simply register your Club with Gaelic Telecom by Calling

1890 929 100 (RoI) or 0870 224 4220 (NI)
and Our Team will be delighted to do the rest

- There are No Minimum Requirements to participate in this simple fund raising initiative

Gaelic Telecom customers will benefit from

- **Guaranteed Savings** on their Phone Calls
 - **One Bill** for Line Rental and Calls
 - **Keep your telephone No.**
 - Discounts on both **Calls and Line Rental**
- And 15% of their call spend will go directly back to their nominated Club and/or County.

For further information and details on how to apply please
Call Gaelic Telecom on

1890 929 100 or 0870 224 4220

Or visit www.gaelictelecom.ie



4. Sports Capital Funding in the Six Counties

What is Building Sport?

Current Capital Funding for sports Capital projects is available through the Building Sport Programme and is run by the Sports Council for Northern Ireland's Lottery Fund. This programme aims to provide partnership funding for major capital projects that will increase access to opportunities for sporting development and participation for as many people as possible.

Projects that demonstrate their potential to contribute to the delivery of one or more of the following strategic objectives, may be eligible for substantial partnership funding from this programme:

- Increase participation in sport
- Be sustainable
- Address the factors of social need
- Tackle social exclusion
- Promote equality of opportunity and good community relations
- Promote sporting excellence
- Address health inequalities
- Provide the structures for long term athlete development

Your proposal must demonstrate sports development need and financial need along with a number of other criteria.

Who can apply?

GAA clubs in the A wide range of groups and partnerships are eligible to apply to this programme for funding. These include amongst others: voluntary sports clubs, community associations, statutory bodies, schools and charities. Any applicant organisation must have the appropriate legal, financial and operational status required by the SCNI (such as appropriate child protection measures and suitable financial history).

What is an eligible project?

Most capital projects with a focus on sport will have eligible elements for funding. This programme is sports development led, not facility driven, and to that end we will seek evidence of how your proposal will require lottery funding for developing your sports facilities. Some types of eligible projects may be:

- Indoor facilities, such as sports halls and associated changing facilities
- Outdoor facilities, such as: playing surfaces/areas and associated changing facilities
- Specialist facilities, such as: climbing walls, ski slopes, gymnastic pits and slipways
- Fitness training facilities, where this is the main sporting activity
- Purchase of land for immediate development or purchase of sporting rights
- Purchase of major items of sports equipment



For other types of projects that may be considered, please contact us for more detailed information

Please note that the criteria and factors considered in relation to eligible projects may change annually and for this reason Clubs should seek assistance and further advice before applying.

For further information contact:

Sports Council for NI

House of Sport

Upper Malone Road

Belfast BT9 5LA

Tel: 028 90 381222

Fax: 028 90 682757

E-mail: info@sportni.net

5. Tax Relief for Donations to Certain Sports Bodies

1. Introduction

Section 41 of the Finance Act 2002 inserts a new section 847A into the Taxes Consolidation Act 1997 to provide for a scheme of tax relief for **relevant donations** to an **approved sports body** for the funding of **approved projects**. The scheme is applicable only to relevant donations received on or after 1 May 2002 in respect of expenditure incurred on approved projects on or after that date. The minimum qualifying total donation amount by a single donor in any year to an individual sports body is €250. No project will be approved which is estimated to cost in excess of €40m. However, where the aggregate cost of a project actually exceeds this amount, relief may only be claimed on donations up to the €40 million threshold.

2. What does it mean for my club/organisation?

If your club or organisation is acquiring land or a building, developing facilities or purchasing fixed, non-personal equipment for sports activities, or repaying a loan for these purposes, this new provision in the Finance Act will provide an incentive to individuals or companies to make a donation towards the cost of the project.

3. What is an approved sports body?

An **approved sports body** is one which holds –

- certification from the Revenue Commissioners that the body is one to which section 235 of the Taxes Consolidation Act 1997 applies, in other words, it is a body established and existing for the sole purpose of promoting an athletic or amateur game or sport whose income is exempt from income /corporation tax, and
- a current tax clearance certificate

A list of approved sports bodies is available on the Revenue website at www.revenue.ie.





4. How does an organisation or club become an 'approved sports body'?

It is up to the organisation or the sports club to apply to the Revenue Commissioners to obtain the certificates outlined at 3 (previous page). **This is the first step to be taken by the sports body.**

All applications for section 235 certification should be made to:

Office of the Revenue Commissioners,
Games/Sports Exemption Section,
Government Buildings,
Nenagh, Co Tipperary

All applications for Tax Clearance Certificates should be made to:

Tax Clearance Section
Office of the Collector General
Sarsfield House, Limerick,

When the Revenue Commissioners have issued the appropriate certification, the applicant is then regarded as "an approved sports body" under the Act.

5. What is an approved project?

An "approved project" in relation to an approved sports body, means one or more of the following:

- the purchase, construction or refurbishment of a building or structure, or part of a building or structure to be used for sporting or recreation activities provided by the approved sports body,
- the purchase of land to be used by the approved sports body in the provision of sporting or recreation facilities,
- the purchase of permanently based equipment (excluding personal equipment) for use by the approved sports body in the provision of sporting or recreation facilities,
- the improvement of the playing pitches, surfaces or facilities of the approved sports body, and
- the repayment of, or the payment of interest on, money borrowed by the approved sports body on or after 1 May 2002 for any of the above purposes.

6. How is the project approved?

Projects coming under the categories outlined in 5, which are clearly undertaken by sports bodies to provide facilities to promote and develop athletic or amateur games or sports will be considered for approval for the purposes of this scheme by the Department of Arts, Sport and Tourism. The approved sports body must submit details of the capital project to the Sports Unit of the Department of Arts, Sport and Tourism on a standardised application form (copy attached at **Appendix iii**). **This is the second step to be taken by the sports body.**

A check list of the documents that must be submitted with each application for approval of a project is attached at **Appendix iv**.

If the Department of Arts, Sport and Tourism is satisfied that the project comes within any of the categories outlined in 5 above, a certificate will be issued to the approved sports body stating that the project is an approved project for



the purpose of the tax relief. The Minister for Tourism Sports and Recreation has the power to revoke a certificate. A copy of a draft certificate is attached at **Appendix v**.

7. Nature of Tax Relief and Issue of Receipts

The arrangements for allowing tax relief for donations will depend on whether the donor is a PAYE taxpayer or an individual on self-assessment or a company.

7.1. Paye Taxpayer

For PAYE taxpayers, the relief will be given on a "grossed-up" basis to the approved sports body, rather than by way of a separate claim to tax relief by the donor. In other words the donation will be treated as having been received by the approved sports body 'net' of income tax. For example, if an individual who pays income tax at the higher rate - 42% - makes a qualifying donation of €580 to an approved sports body, that body will be deemed to have received €1,000 less tax of €420. The body will then be able to claim a refund of €420 from the Revenue Commissioners at the end of the year i.e. the amount of tax already paid by the taxpayer on the net sum of €580.

The individual PAYE donor must complete an "Appropriate Certificate" – see **Appendix i** – and forward it to the approved sports body, to allow it to claim the grossed up amount of tax associated with the donation. For repayment purposes, the details contained in the Appropriate Certificates, must subsequently be forwarded by the approved sports bodies to Revenue, in an agreed electronic format together with a declaration that the details are correct and complete. Where the approved sports body does not have the facilities to forward the details electronically they may be given in writing. Each application for a repayment, must be accompanied by a completed Form **847A "Appropriate Certificate"** (available from the tax office). For sports bodies registered in Dublin, Wicklow, Meath and Kildare, repayment claims should be sent to Claims Section, 9/15 Upper O'Connell Street, Dublin 1. For sports bodies registered outside these areas the repayment claims should be sent to the local Inspector of Taxes. A list of local tax offices is attached at Appendix vi.

(It should be noted that where sufficient tax has not been paid to cover the donation made, the refund of tax to the approved sports body will be limited to the amount of tax actually paid by the donor).

A donor who is taxed under the self-assessment system (see 7.2 below) but who is also a PAYE taxpayer must claim the relief on his or her return of income under the self-assessment system. A donor in these circumstances should not complete the appropriate certificate.

7.2. Self-employed and corporate donors

In the case of a donation made by an individual who pays tax on a self-assessment basis, the individual will be entitled to claim a tax deduction for the donation in computing his or her total income - there is no grossing up arrangement. Similarly, in the case of corporate donations, the company will be entitled to claim a deduction for the donation as if it were a trading expense or an expense of management in computing total profits of the company for the relevant accounting period.

An approved sports body, on acceptance of a relevant donation from a self-employed or corporate donor, must give the donor a receipt. The receipt must contain the name and address of the person or company making the



donation, the amount of the donation and the date it was made and the name of the sports body in receipt of the donation. The receipt must be dated and signed. The receipt must also contain a statement that it is a receipt for the purposes of section 847A of the Taxes Consolidation Act 1997 (as inserted by section 41 of the Finance Act 2002), that the donation is to an approved sports body and is relevant for the purposes of relief under the said section. **A draft of a sample receipt is attached at Appendix ii.**

8. What is a relevant donation?

A donation will be a relevant donation where it satisfies the following conditions;

- It is made in the form of a sum of money
- It is made to the approved sports body for the sole purposes of funding an approved project,
- It is or will be applied by that body for that purpose,
- It is not otherwise deductible in computing the profits or gains of a trade or profession or deductible as an expense of management in computing the profits of a company,
- It is not a relevant donation qualifying for tax relief under section 848A TCA, 1997 (donations to approved bodies e.g. charities),
- It is not subject to repayment,
- Neither the donor nor any person connected with the donor receives a benefit, whether directly or indirectly, as a result of making the donation, (e.g. a person will be regarded as receiving a benefit where the donation is a substitution in full or in part for an annual membership fee/subscription, or where the donation entitles the donor to rights or enhanced rights or facilities etc not available to members who have not made a donation),
- The donation is not conditional on or related to the acquisition of property by the approved sports body (otherwise than by way of gift) from the donor or any person connected with the donor, and
- In the case of a donation made by an individual, the individual is resident in the State for the year of assessment in which the donation is made, and in the case of PAYE taxpayers, the individual has given an appropriate certificate to the approved sports body in relation to the donation and has paid the tax referred to in such certificate and is not entitled to a repayment of that tax or any part of that tax.

When an approved project becomes fully funded the approved sports body should not accept further donations or issue receipts in respect of that project under this scheme.

9. What Records and Accounts must the approved sports body keep?

The approved sports bodies will be obliged to keep formal financial records, books and accounts in relation to its income and expenditure including donations received and expenditure incurred on approved projects. Ideally, a separate bank account should be set up for the lodgement of all donations received under this scheme.

The Revenue Commissioners may seek to audit the financial records of a sports body by giving notice in writing.

Approved sports bodies will be required to submit annual progress reports to the Sports Unit of the Department of Arts, Sport and Tourism by the 14th January each year. The progress report should outline work completed on an

approved capital project and the timetable for remaining works (if any). It should also list the total donations received in respect of under this scheme, with a breakdown of the amounts received from PAYE donors, self-employed donors and corporate donors.

In addition, should the approved sports body apply for funding under the Department of Arts, Sport and Tourism's Sports Capital Programme, details of the amounts of donations received under this tax relief scheme will have to be furnished to the Department by the body concerned. Applications for funding under the Sports Capital Programme must be made separately.

While every effort is made to ensure that the information given in this leaflet is accurate, it is not a legal document. Responsibility cannot be accepted for any liability incurred or loss suffered as a consequence of relying on any matter published herein.



**Form 847A - "Appropriate Certificate"**

(T0 be completed by PAYE taxpayers only - See Note 1 overleaf)

Appendix i**TAX RELIEF FOR DONATIONS TO APPROVED SPORTS BODIES****"Appropriate Certificate"** for the purposes of Section. 847A Taxes Consolidation Act, 1997.

(BLOCK CAPITALS PLEASE)

I certify that I _____ (name) have made a donation
to _____ (approved sports body - See Note 2 overleaf).

in the sum of (in words) _____ (Total donated)
in the year ended 31st December, _____ (the relevant year of assessment) and that

- I was resident in the State for the relevant year of assessment,
- I have paid or will pay to the Revenue Commissioners income tax of an amount equal to income tax at the standard rate ☐
- at the higher rate ☐ (Tick the appropriate box)
for the above year on the grossed up amount of the donation (See Note 3 overleaf),
- neither I nor any person connected with me have received or will receive a benefit in consequence of having made this donation.
- the donation was paid in money,
- the donation was not subject to a condition as to repayment nor conditional on, or associated with, the acquisition of property by the approved sports body other than by way of gift, from me or a person connected with me, and
- the donation was not less than €250
- the donation is not a relevant donation to which Section 848A TCA, 1997, applies,

Signature _____ Date: _____ PPS No.: _____

Address: _____

N.B. When you have completed this certificate, please forward it to the approved sports body to which you made your donation.**TO BE COMPLETED BY THE APPROVED SPORTS BODY**

GS Reference Number: _____

Approved Project No: _____

and

Tax Reference Number: _____

Authorised

Signatory: _____

FOR REVENUE USE ONLYIncome Tax associated with the donation
and confirmed as paid. _____Signature of
Inspector of Taxes _____

Date: _____

District Stamp: _____

Notes.

1. A donor who is taxed under the self-assessment system but who is also a PAYE taxpayer must claim the relief on his or her return of income under the self-assessment system. A donor in these circumstances should not complete the appropriate certificate overleaf.
2. An "approved sports body" means a body which is in possession of (a) a certificate from the Revenue Commissioners certifying that it is a body of persons to which section 235 Taxes Consolidation Act, 1997 applies and (b) a valid Tax Clearance Certificate.
3. The phrase "grossed up amount of the donation" means the amount, which after deducting income tax, leaves the amount of the donation. For example,
 - On the standard rate of 20%, the grossed up amount of the donation of €500 is €625 (i.e. €500 x 100/80). The tax associated with the donation is €125.
 - On the higher rate of 42%, the grossed up amount of a donation of €500 is €862 (i.e. €500 x 100/58). The tax associated with the donation is €362



Appendix ii

Sample Receipt for Relevant Donation made to an Approved Sports Body

This is a receipt given, in respect of the amount stated hereunder, for the purposes of section 847A of the Taxes Consolidation Act, 1997 (as inserted by section 41 of the Finance Act 2002.)

The sports body named hereunder is deemed by the Revenue Commissioners to be an approved sports body for the purposes of section 847A Taxes Consolidation Act, 1997. The donation in respect of which this receipt is given is a relevant donation for the purposes of that section.

Full name of approved sports body <hr/>
GS Reference Number <hr/>
Is the person making the donation an individual <input type="checkbox"/> or a company <input type="checkbox"/> (tick as appropriate)
Name of the individual or company making the donation <hr/>
Address <hr/>
Amount of the donation: (a) € <hr/> and (b) in words <hr/>
Date on which the donation was made <hr/> / <hr/> / <hr/>
Name <hr/> (Block Capitals)
Capacity <hr/> (e.g. Chairperson, Hon. Secretary, Hon. Treasurer etc.)
Signature <hr/>
Date <hr/> / <hr/> / <hr/>



Appendix iii

Application for Approval of a Sports Capital Project for Tax Relief Purposes

(Section 847A Taxes Consolidation Act, 1997)

Issued by the Department of Arts, Sport & Tourism
 Sports Unit, Frederick Building, South Frederick Street, Dublin 2

To be completed by a representative of the Sports Body

Name of Sports Body:

Address

GS Exemption Number:

 Tax Ref. No.

Date granted:

 Tax Clearance Certificate Number:

Expiry Date:

Estimated total cost of the capital project:

Description of capital project. Tick all that apply.

(A more detailed description must also be provided separately for evaluation purposes)

- ☐ the purchase, construction or refurbishment of a building or structure, or part of a building or structure, or part of a building or structure, to be used for sporting or recreation activities provided by the approved sports body,
- ☐ the purchase of land to be used by the approved sports body in the provision of sporting or recreation facilities,
- ☐ the purchase of permanently based equipment (excluding personal equipment) for use by the approved sports body in the provision of sporting or recreation facilities,
- ☐ the improvement of the playing pitches, surfaces or facilities of the approved sports body
- ☐ the repayment of, or the payment of interest on, money borrowed by the approved sports body on or after 1 May 2002 for any of the purposes mentioned above.

I hereby confirm that we are a body authorised by Revenue as an approved sports body for the purposes of Section 41 of the Finance Act 2002

Name in Block Capitals:

 Daytime Tel No.

Address (if different from above):

Position Held / Relationship to Sports Body

Signature

 Date



Appendix iv

Checklist

The following documents must be included with each application

- Certification from the Revenue Commissioners that the body is one to which section 235 of the Taxes Consolidation Act 1997 applies, and
- a current valid tax clearance certificate
- a written description of the project covering all works involved, materials being used, equipment being purchased, timescales, date of commencement, approx. of costs, etc

The following documents should also be enclosed in cases where they are applicable;

- copy of valuation report on any land or buildings being acquired
- copy of any quotations or tenders received to date in connection with the project
- copy of all related loan applications, letter advising of approval and draw-down date as well as details of repayment arrangements where applicable

Appendix v

Certificate of Approval of a Sports Capital Project

(Section 41 of the Finance Act 2002)

Issued by the Department of Arts, Sport & Tourism
Sports Unit, Frederick Building, South Frederick Street, Dublin 2

To be completed by the Sports Unit, Department of Arts, Sports & Tourism

Name of Sports Body: _____

Address: _____

The above-mentioned sports body is hereby certified as meeting the qualifying criteria for tax relief on donations received in relation to their project outlined below.

- ☐ the purchase, construction or refurbishment of a building or structure, or part of a building, to be used for sporting or recreation facilities,
- ☐ the purchase of land to be used by the approved sports body in the provision of sporting or recreation facilities,
- ☐ the purchase of permanently based equipment (excluding personal equipment) for use by the approved sports body in the provision of sporting or recreation facilities.
- ☐ the improvement of the playing pitches, surfaces or facilities of the approved sports body
- ☐ the repayment of, or the payment of interest on, money borrowed by the approved sports body on or after 1 May 2002 for any of the purposes mentioned above.

Description of Project: _____

Approved by: _____ (on behalf of the Sports Unit)

Grade: _____ Date: _____

This certification is issued on behalf of the Minister for Arts, Sports and Tourism for the purpose of claiming tax relief on donations received to fund the above-mentioned sports capital project under Section 41 of the Finance Act 2002

Reference No.

(To be quoted in future correspondence)

Official
Stamp

This certification may be withdrawn by the Minister by giving notice in writing to the sports body in a case where false information has been provided and/or where the donated funds are not used solely towards the approved sports capital project.



Appendix vi

List of Local Tax Offices

Inspector of Taxes, Government Offices, Sullivan's Quay, Cork. (corktax@revenue.ie)	(021) 496 6077
Inspector of Taxes, Government Offices, High Road, Letterkenny, Co. Donegal (donegtax@revenue.ie)	(074) 6 94 00
Inspector of Taxes, Claims Section, 9/15 Upper O'Connell Street, Dublin 1 (DIRD@revenue.ie)	(01) 874 6821
Inspector of Taxes, Hibernian House, Eyre Square, Galway. (galwaytax@revenue.ie)	(091) 53 60 00
Inspector of Taxes, Government Offices, Spa Road, Tralee, Co. Kerry. (kerrytax@revenue.ie)	(066) 718 3100
Inspector of Taxes, Government Offices, Hebron Road, Kilkenny. (kilkentax@revenue.ie)	(056) 7 53 00
Inspector of Taxes, River House, Charlottes Quay, Limerick. (limtax@revenue.ie)	(061) 21 27 00
Inspector of Taxes, Earl House, Earl Street, Dundalk, Co. Louth. (louthtax@revenue.ie)	(042) 935 3700
Inspector of Taxes, Government Offices, Michael Davitt House, Castlebar, Co. Mayo (mayotax@revenue.ie)	(094) 3 70 00
Inspector of Taxes, Government Offices, Cranmore Rd, Sligo. (sligotax@revenue.ie)	(071) 4 86 00
Inspector of Taxes, Government Offices, Stradavoher, Thurles, Co. Tipperary. (tipptax@revenue.ie)	(0504) 2 87 00
Inspector of Taxes, Government Offices, The Glen, Waterford. (wfordtax@revenue.ie)	(051) 31 72 00
Inspector of Taxes, Government Offices, Pearse Street, Athlone, Co. Westmeath. (athlntax@revenue.ie)	(0902) 2 18 00
Inspector of Taxes, Government Offices, Anne Street, Wexford. (wxfrdtax@revenue.ie)	(053) 6 33 00

Contact Details

Department of Arts, Sport and Tourism
Sports Unit
Floor 3, Frederick Buildings
South Frederick Street
Dublin 2

Tel No. (01) 631 3800
LoCall 1890 38 3000 (if phoning from outside Dublin)
Website: www.gov.ie/arts-sport-tourism

To obtain certification under Section 235 of the Taxes Consolidation Act 1997

Office of the Revenue Commissioners
Games/Sports Exemption Section
Government Offices
Nenagh
Co Tipperary
LoCall 1890 25 45 65
Fax No. (067) 32916
E-mail address: sportexemp@revenue.ie
Website: www.revenue.ie

To obtain a tax clearance certificate

Office of the Revenue Commissioners
Collector-General's Office
Sarsfield House
Limerick

LoCall 1890 20 30 70
Website: www.revenue.ie



Chapter Six – Property Ownership

1. Vesting of Property and the Appointment of Trustees
2. Procedures for Disposal of Association Property

In Association with





Chapter Six - Property Ownership

1. Vesting of Property and the Appointment of Trustees

This advisory sheet deals with the arrangements to be made on the acquisition of real property by a GAA club for use as a playing field, social centre, clubrooms, handball courts etc. The first stage of Acquisition is followed by two further separate stages of Appointment of Trustees and Vesting.

Acquisition

Before entering into a purchase contract consult a Solicitor to ensure that your Club's rights are safeguarded and that the intended use of the property is permissible under the Planning Act and/or municipal Bye-Laws. Where real property is acquired by a Club, it must be transferred in writing to Trustees on behalf of the Club by the kind of transfer appropriate to the type of property which is as follows :

- Freehold land, where title is not registered by Land Registry: Required Action - Conveyance and registration in Registry of Deeds.
- Leasehold land where title is not registered by Land Registry: Required Action - Assignment and registration in Registry of Deeds.
- Freehold or Leasehold land where title is registered by Land Registry: Required Action - Transfer and registration of transfer at Land Registry.

Where the property is acquired by allotment from the Land Commission under the Land Acts, the Commission look after the legal formalities and ultimately the ownership is registered on a Land Registry folio.

Appointment of Trustees

Club property should be vested in five Full Members of the GAA known as Trustees. Three trustees representing the Club; one representing the County Committee and one representing the Provincial/Central Council. It is the function of the Club's Executive Committee to select the three Club Trustees. The power of appointing trustees is vested in the Cathaoirleach of the Club at the time, along with the Cathaoirleach at County and Provincial level. Trustees should be carefully selected; it is desirable, for example, that they should not all be in the same age group.

The fact that one Trustee represents the County Committee and one represents the Provincial/Central Council does not affect the ownership of the property by the Club.

The club should adopt a resolution to indemnify and save harmless its Trustees in their capacities as such by the Club.

Vesting

It is necessary to vest real property in the Association to ensure that:

- it will be used for G.A.A. purposes;
- continuity of G.A.A. ownership is maintained;
- it will be eligible for G.A.A. loans and grants.

Vesting can be effected by the Trustees completing a suitable Declaration of Trust. The Association has a standard form of declaration which can be used as a draft. The Club or the Solicitor who acts for the Club should write to Páirc an Chrócaigh for a copy of this standard form of Declaration of Trust.

These directions do not apply to land allocated to a Club by the Land Commission. The necessary trustee document is prepared by the Commission in accordance with its regulations. Clubs should seek guidance in particular cases from Páirc an Chrócaigh.

Procedure on Death, Retirement etc. of Trustee

When a Trustee dies, becomes unfit, or ceases his/her connection with the Association, he/she should be replaced as soon as possible. The new Trustee must be nominated by the persons authorised by the Declaration of Trust or if there are none such, in accordance with the law. The new Trustee must be appointed by deed and the Solicitor for the Club should be instructed. A mere Club resolution appointing a Trustee will not vest the property in him/her.

Safekeeping of Title Deeds & Declaration of Trust

These valuable documents should be kept in a secure place such as in the Club's Bank and a record of their place of custody put in the Club minute book. A copy should be lodged with Páirc an Chrócaigh and it might also be useful to retain a copy. If the Title Deeds are thought to be lost or mislaid, the explanation may lie in one of the following :

- In the case of lands allotted to a G.A.A. Club by the Land Commission, the vesting deed is retained by the Commission, and is ultimately lodged by the Commission in the Land Registry, where it is retained and the ownership is registered on a folio.
- In most other cases, particularly in rural areas, the title is registered in the Land Registry with the result that the transfer to the Club has to be registered there on the appropriate folio. The deed of transfer is then retained by the Land Registry.
- Where lands are registered in the Land Registry, the owners are entitled in person to search the Registry records on payment of a small fee. These records are held in the County Registrar's office in each county.
- Where the lands are unregistered (which is frequently the case in cities and towns) there is usually a bundle of deeds relating to the title including the deed under which the Club acquired the property. It is possible for these deeds to be lost or mislaid. If they are not available, enquiries should be made by the Club officials to the officers of the Club at the time of acquisition; the office of the Solicitor who acted for the Club at the time of the purchase; the Club's bank, where the deeds may have been lodged for safeguarding or as security for a loan; Central or Provincial Council or the appropriate Grounds Committee. In the past deeds were handed over to some of these units and may not have been returned.

If enquiries prove fruitless the Club should then consult a Solicitor.

Existing Property

Clubs should ensure that there is at all times a full complement of Trustees for each vested property. Declarations of Trust should now be examined and, in the light of the foregoing directions, any action found to be necessary should be taken immediately to rectify the Trusteeship.

It is advisable to review the situation from time to time, possibly at the Annual General Meeting.





2. Procedures for the Disposal of Association Property

In attempting to ensure that the Associations interests are safeguarded and the best deal is obtained for our units when disposing of Association property, the following procedures were agreed by An Coiste Bainistí after consultation with the Provincial Councils, where proceeds are in excess of €250,000.

1. Re-investment proposals to be detailed at the outset.
2. Presentation to be made to the County and/or Finance Committee detailing re-investment proposals.
3. Two Independent Valuers Reports to be submitted to the Provincial Council.
4. Agreement of members to the disposal (i.e. Club, County Committee or Provincial)
5. Transparent procedures to be put in place i.e. 3 tenders to be obtained; to be opened in the presence of the Provincial Secretary/Chairman or a member of the Finance Committee.
6. The deal to be scrutinized by independent professional. The Provincial Council may obtain independent valuation prior to giving consent to the sale of the property.
7. Funds arising from the disposal to be lodged to a trust fund and drawn down only upon the signature of all Trustees. This is to ensure re-investment plans are adhered to.

In addition to the above guidelines we would ask GAA units to consider local issues and all implications the disposal of the property may have on the club and community. It's recommended Clubs should follow the following steps to ensure they're making the right decision and one that will be for the overall betterment of the club and its members. This is a major decision for any club and not one to be rushed into.

When the idea to sell or move grounds is first mooted the Club Executive should call a meeting to discuss their various options. At this stage the members can decide to investigate the matter further or else abandon the idea.

If the decision is made to investigate the matter further, the club is advised to carry out a feasibility study to look at what impact the proposed move will have on the club.

The feasibility study should be carried out if at all possible by an independent professional and should:

- Identify a suitable alternative site
- Identify suitability of land in terms of drainage if it's being offered as part of exchange
- Provide evidence of consultation with Local Planning Authority
- Detail plans for alternative site and costs
- Examine the option of purchasing land surrounding existing property
- Look at cost of redeveloping existing property
- Proximity of proposed alternative site to local schools and population base
- Location of alternative site in relation to other clubs. Will Competition for players increase?
- Transport issues. Are footpaths, street-lighting available?
- Identify current Membership and Participation levels
- Identify Members and Community needs
- Population trends and projections

Details and information on the above should form part of any proposal submitted to the County Committee, Provincial Council and/or Finance Committee

When the feasibility study has been completed it should be presented to the members at a Special General Meeting at which point they can make an informed decision.

Should the members vote to move to a new ground the Club Executive must now follow the procedures set out by An Coiste Bainistí in 2004.

Remember: A Club shall not sell, lease, let, mortgage or otherwise dispose of lands houses or buildings hereditament and other property of the Association without the approval of Central Council of the GAA as per the Official Guide.



Chapter Seven – Best Practice Guidelines for Applying for Planning Permission

1. Is Planning Permission Required?
2. The Planning Systems
3. Development Plans
4. The Planning Application Process
5. The Planning Appeals Process
6. Planning Issues

In Association with





Chapter Seven - Best Practice Guidelines for Applying for Planning Permission

1. Is Planning Permission Required?

Under planning law any physical change to structures or facilities has the potential to require planning permission. In general, developments that a club may propose are likely to either require planning permission or to be so minor as to be considered 'exempted development' or not require planning permission. When a development is deemed exempted development it is generally so small or insignificant in the context of the overall development so as not to require planning permission. In the case of a typical GAA club ground, alterations to the pitches or routine maintenance would not require planning permission. Substantial developments such as that of a new club-house, stand or changing rooms would almost certainly require planning permission.

Between these two ends of the spectrum there is a range in the scale of development proposals that may come forward. It is often best to discuss these development proposals with the local authority planning department before commencing on any substantial works, or obtain advice from a professional town planner, as determining what does or does not require planning permission often requires consideration of the location of the GAA facility in relation to other developments in the area such as local housing estates, roads or agricultural buildings.

2. The Planning Systems

The Gaelic Athletic Association is an All Ireland organisation. However there is one planning system for the South and another separate system for the Six Counties. Best practice is sought in either jurisdiction.

The South

In the South planning decisions are made in the accordance with the relevant development plan. For example, the proposed development must be in accordance with the purpose for which the site is zoned in the relevant local development plan.

If the proposed development is not consistent with zonings, policies or objectives of the development plan it may be refused planning permission. In such circumstances it may be necessary to seek either:

- A change to the development plan.
- A special procedure which allows the Planning Authority to permit a development contrary to the Development Plans provisions – a material contravention of the plan. These two processes are explained below under The Planning Application Process.

Six Counties

The formulation of development plans, planning policy and development control functions are centralized within the Planning Service of the Department of the Environment (DOE) whilst the District Councils have a consultative role.

The Planning Service and Planning Appeals Commission will have regard to the provisions of the development plan but may take relevant material considerations into account.

3. Development Plans

The South

There are two types of local authority plan that are likely to affect any given GAA club or facility. Firstly there are the "Development Plans" and secondly there are "Local Area Plans". The Development Plan is the overall plan adopted by a local authority for a large area such as the County, e.g. the Kerry County Development Plan, or a large town within a County, e.g. the Cashel Town Development Plan. These Development Plans can also be adopted for towns that have their own Urban District Council, e.g. the Carlow Town Development Plan.

Local Area Plans are generally prepared for smaller and particular areas or districts within a county or town. These Local Area Plans are also important as they, like Development Plans, can be used in setting out the zoning and development objectives for a particular area. Both of the above type of plans must go through a process of adoption which includes public consultations, submissions and scrutiny by elected Councillors. The consultation procedures are slightly different for both types of plan but initially the Local Authority will issue public advertisements advising the public that a plan is being prepared and submissions are invited. It is important that all clubs make submissions so that local authorities and Councillors are aware of their requirements and can zone their lands appropriately and have policies and objectives that can assist clubs in their developments.

Six Counties

Development plans are intended to provide a basis for rational and consistent decisions on planning applications and appeals. There are two types of development plans. The first are "Area Plans" which set out key strategic policies as a framework for local planning and the second are "Local Plans" which set out more detailed policies to guide development in a locality.

There are numerous opportunities to comment in the plan making process in the six counties. Comment can be made at the initial stages when the intention to produce a development plan is advertised and when issues have been identified. Upon the production of the draft plan further comments can be made and followed up if necessary during a public enquiry into any outstanding objections received.

4. The Planning Application Process

All development that is not exempt from the requirement to obtain planning permission (see Section 4.0) can only be carried out once planning permission is obtained from the Planning Authority. There are three types of planning permissions. An application may be made for:

- permission;
- outline permission;
- approval

The commonest type of application is for permission, sometimes referred to as full permission. But there are circumstances when one may wish to make an application for outline permission, if, for example, one wants to see whether the planning authority agrees in principle with the proposal before going to the trouble and expense of



preparing detailed plans. However, if outline planning permission is obtained, exact details and drawings will have to be submitted for approval before starting work.

A brief discussion with the planning authority will identify whether or not they support the proposed development in principle. The planning authority should be consulted in any case prior to the lodging of a planning application.

Six Counties

Where planning permission is required there are three types of planning application. These are

- Full
- Outline
- Approval of reserved matters

These definitions are broadly similar to the South.

The Planning Application

When applying for planning permission there specific of information that must be submitted to the Local Authority before they will consider the planning application as valid. Firstly, there is the need for the planning application to meet statutory requirements, have the right drawings, site notices, newspaper notices and planning application form.

In general, the planning application must include;

- A completed planning application form – available from the local authority (a new national standard planning application form has been introduced under the Planning and Development Regulations 2004)
- The planning application fee – this varies for different developments
- Two copies of a newspaper notice for the development proposed - the description of development in the newspaper notice must match the wording of the site notice; the pages of the newspaper with the advertisement must be included and the notice highlighted
- Two copies of the site notice – some local authorities have their own site notices which are given out free of charge; the site notice must have the same description of development as the newspaper notice, be placed on the site where it can be read from a public road and kept in place for at least a month after the planning application is lodged.
- 6 copies of all drawings and site plans.
- 6 copies of a site location map.

Site location maps must have a north arrow, the Ordnance Survey Sheet Number on which they are found, a red line around the site of the proposed development and be of a scale not less than 1:2,500 in a rural area or 1:1000 in an urban area. There are very specific formats for site notices set out under the planning laws. If you choose to prepare one rather than seek to obtain one from the planning authority then you should seek guidance as to the format.

Planning applications must be lodged within 2 weeks of advertising them.

Six Counties

A planning application comprises;

- Completed planning application forms

- The planning application fee which varies from development to development
- A minimum of five copies of the drawings/plans
- Location map preferably at 1:1,250 scale

The location map should show the site in context and be of a reasonable scale with a north point. The Planning Service of the DOE advertises the planning application in the press.

The Assessment Process

After you submit the planning application to the local authority there is the assessment process where each application is checked to ensure that it is valid. Following this the application is considered by the various sections of the local authority and a decision issued within 8 weeks of the day the application was submitted.

If the local authority has not issued a notification to grant and have made no contact with or requested a time extension from the applicant or his/her agent, then permission is deemed to be granted.

Six Counties

Upon validation by the Planning Service of the DOE neighbours, Councils and statutory consultees are notified. The aim is to have a determination by 8 weeks.

The Decision on the Planning Application

In making the decision, the Local Authority takes a number of matters into account, including:

- the proper planning and development of the area (e.g. appropriate land use (zoning), road safety, development density, size, location),
- the relevant development plan,
- submissions and observations made by members of the public or interested parties on the application.

The local authority will generally not take non-planning issues into account e.g. boundary or other disputes, questions more properly resolved through legal means, etc. when determining planning applications.

Six Counties

In determining the planning application the planning service will take into account the provisions of the development plan, published policies and all relevant considerations before reaching an opinion for presentation to the local District Councils. District Councils do not have the power of decision on planning matters. However they have the statutory right to be consulted on all applications.

5. The Planning Appeals Process

The decision of the Local Authority can be appealed to An Bord Pleanála, whether the decision is to grant or refuse planning permission.

All appeals to An Bord Pleanála must be made within one month of the decision of the local authority.

For example, if a County Council refuses permission for a new club house on the 20th April 2002, the appeal against





that decision must be submitted no later than the 19th May 2002 or in the case where the final day is a public holiday, the next day.

All appeals to An Bord Pleanála should be addressed to:

The Secretary
An Bord Pleanála
64 Marlborough Street
Dublin 1

Details of the planning appeal fees that must be paid to An Bord Pleanála can be obtained either directly from the Bord at 01-8728011 or from the Local Authority.

Under the new Planning and Development Act (2000) for 1st party appeals must be lodged within 4 weeks of the notification to grant or refuse. To lodge a 1st party appeal a fee of €630 is required plus the appeal statement itself.

For 3rd party appeals a fee of €210 is required and if an oral hearing is required a further €95 is required. If the planning application was lodged after March 11, 2002 an objection must have been lodged within 5 weeks of that application being lodged and receipt of that objection must accompany the appeal. Adjoining land owners can appeal whether they have objected to the application or not on the basis that a condition is proposed to be attached to the notification to grant which affects their property or which means a deviation from the application.

Six Counties

There is no third party right of appeal in the six counties. First party appeals can be made to the Planning Appeals Commission (PAC). When determining an appeal the planning service and PAC will have regard to the provisions of the Development Plan but may take relevant material considerations into account.

An appeal can be made to the PAC if the DOE has a) refused planning permission; b) granted permission subject to conditions which are considered unreasonable; c) refused approval of the details of a proposal (called "reserved matters") for which the DOE or the PAC has already granted outline permission; or d) given reserved matters approval but with conditions considered unreasonable.

An appeal using the appropriate form, should be lodged with the PAC within 6 months from the date of receipt of the DOE's decision on the application. For a non determination appeal the 6 months period by which an appeal must be lodged starts from the date the DOE should have given its decision. Planning appeals should be lodged on the correct form with a completed certificate of land ownership and the appeal fee. The requisite fee is £126 for all appeals except those relating to signs and advertising where there is no fee due.

Planning Appeals should be submitted to;

The City Administrative Officer
Planning Appeals Commission
Park House
87 –91 Great Victoria Street
Belfast
BT2 7AG
Tel 028 902 44710
Fax 028 903 12536
Email: info@pacni.gov.uk
or at the local divisional planning office of the DOE.

6. Planning Issues

There are a number of potential impacts accruing from grounds and facilities development which may raise cause for concern and ultimately comprise reasons for refusing planning permission. The main issues are summarised below as follows:

ISSUE	DEVELOPMENT
Light Pollution	Floodlighting of car parking pitch or training area
Noise and disturbance	Generated generally by people participating in activities (i.e.) matches, training; spectating particularly during matches; large social gatherings (i.e.) club function; by equipment such as generators refrigeration units and finally by servicing
Visual Impact	Unacceptable visual impact of structures including floodlighting, stands, indoor facilities and clubhouses in visually sensitive areas.
Hazard to road safety	Inadequate dangerous or excessive traffic movements to and from a facility



Chapter Eight – Providing Facilities

1. Best Practice for Developing Facilities
2. Planning Your Facilities
3. Landscaping New Playing Fields
4. Maintenance of Playing Surfaces
5. Alignment of Pitches
6. Field of Play Dimensions
7. Goalposts and Goalpost Safety
8. Guidelines and Recommendations for Floodlighting
9. Practice/Training Areas
10. Artificial Playing Areas
11. Hurling Alley
12. Handball Courts
13. Parking
14. Spectator Facilities
15. Social Centres
16. Indoor Facilities
17. Health & Safety

In Association with





Chapter Eight - Providing Facilities

1. Best Practice for Developing Facilities

The GAA has a long standing policy of investment in ground development and could be regarded as the initiator in providing local playing fields and ancillary sporting facilities here in Ireland. Clubs have a fine record in this regard and their progressive outlook, volunteerism and enterprise have left the Association very well equipped. In fact in many cases especially in rural Ireland the GAA clubs, provide the only local amenity of any kind. The past three decades in particular have witnessed an impressive expansion in the acquisition of land for playing fields and also in the development of Clubhouses and Social centers. Virtually all units of the GAA now have at least two playing fields. In more recent times we have witnessed the development of floodlit facilities for both playing and training purposes as well as the development of all-weather synthetic playing areas upon which player can now play the on the whole year round in any conditions. Very few clubs now have just one playing field.

In recognition of the great work being carried out by the clubs they have and are continually receiving substantial incentives by way of financial support from Central Council, Provincial Councils and some County Committees. Over the past 50 years the GAA has invested (in current purchasing power) the equivalent of €2.6 billion in physical facilities.

Before development is carried out it is good practice to ensure that the necessary funding and finances are available. Upon this being achieved it is customary that a full assessment of playing needs is undertaken to ensure that facilities that are being provided meet the needs of the club. In this regard it is often useful to plan ahead of immediate needs and to be aware of other developments beyond the confines of the club or county facility. It is always advisable to be informed of major roads, large housing or recreational facilities nearby.

In some cases upon completion of a club facilities masterplan it may be necessary for the club executive to consult all members of the club as well as local residents in advance of proposals hitting the public forum such as newspapers, local radio, TV etc.

Before embarking on expensive masterplans, clubs should consider the possibility of getting more out of existing facilities, either their own or local authority rented / leased or hired facilities. Clubs should also consider the possibility of splitting their facilities onto different sites to be nearer their local catchments.

Notwithstanding this progress, many clubs have yet to provide their own facilities. It should be the basic aim of every club to have its own playing field and suitable supplementary facilities.

GAA Policy Objective: To support the development of new facilities and the enhancement of existing facilities to ensure that the GAA has a network of top class facilities to support the promotion and development of our national games



2. Planning your Facilities

Planning is the first step in the sports facility planning process. The planning process identifies the sporting needs of the club and the community; what opportunities currently exist in the area and what action is needed to meet the needs identified.

Planning for your facilities will involve answering three questions:

- 1. Where are we now?**
Looking at your clubs current facilities and those available in community and do they fulfill the identified needs of your members and teams and players.
- 2. Where you would like to be?**
What facilities are required to meet your community's and members' needs.
- 3. How are we going to get there?**
Look at how the proposed facilities and services are to be provided and managed in the future to ensure they fulfill the needs of the community and reach their potential.

Benefits of Planning

- Costly duplication of facilities will be avoided. Try to offer something different be unique don't copy nearby club.
- Create a sense of community ownership by involving all members in the decision making process.
- By identifying and fulfilling the needs of the community and club you will improve the overall quality of life for the community and raise spirit and morale within the club.
- Gain the ability to quantify the human and financial resources to operate the facility into the future.
- Risk and problems associated with running the facility are identified and ways of overcoming them are discussed.
- Performance indicators, ways of measuring and evaluating the overall effectiveness and financial viability of the facility are established.



Club Facilities Planning Process

Plan:	Club Mission and values GAA Policy on Physical Development Community/Membership consultation Recommendations and strategies
Needs Assessment:	Club aims and objectives Review of existing club and community sports facilities Community/Membership consultation Identify needs Development Proposal Estimate cost
Decision:	Abandon Proposal Upgrade existing facilities Develop New Facilities
Feasibility Study:	Critically assess proposal – Management & Marketing Location Services offered Financial viability (Programme cash flow)
Decision:	Go ahead with Proposal Amend Stage Development Postpone Abandon
Design:	Management Plan Design brief Design Team Appoint Consultants (Planning Permission) Design Development Club Development Committee (Oversee Project)
Construction:	Construction and Handover
Evaluation:	Post Construction analysis Project Evaluation Facility Operational

A well developed Club Plan is a useful; promotional tool for educating members, decision makers and the wider community about the proposed development. It can be used to gain support, attract funds and substantiate achievements. Its sets up policies and procedures and provides a sound reference document from which the club can build from.

General Location and Siting

- New facilities should be located adjoining or as near as possible to existing facilities.
- New facilities should be located accessible to public transport.
- Refurbishment of existing facilities should be considered before pursuing new facilities.
- New facilities likely to generate significant traffic and noise particularly in the evening, should not be located in residentially sensitive areas.
- New facilities however should be located as close as possible to the residential population they are intending to serve.
- New pitches, where changing rooms are not proposed, should be located as close as possible to existing changing rooms.
- New pitches should be located on land that is not prone to flooding and where there is at least an element of natural drainage.
- Figure 9.1.7

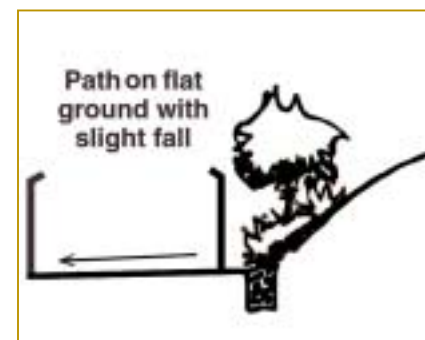


Figure 9.1.7

- New facilities generally should be provided on level ground.
- New facilities especially where floodlighting is proposed (or there is a prospect of it being proposed) should not be located in visually prominent areas.
- Facilities should generally not be located or sited where they are likely to be exposed to the natural elements.
- New club facilities can be located to complement existing non-club facilities, such as schools, colleges, etc. It is in the interest of everyone, and it is less expensive, to make the most efficient use of existing scarce land resources.



Figure 9.1.11

3. Landscaping New Playing Fields

GAA Policy Objective: It should be the basic aim of every club to have its own playing field

GAA pitches require an even higher standard of maintenance than pitches used for other field games because Gaelic games are played throughout the whole year and the extent of use is very intensive. If the grass playing surface is severely damaged by such intensive use under poor weather conditions and by subsequent lack of maintenance, it will be impossible to restore this surface without a rest period. So the aim must be to keep the pitch in good condition by suitable maintenance treatments.

Huge sums of money are involved in the purchasing and development of grounds so that it is essential that the investment be protected and used to the full by the comparatively modest expenditure needed for suitable equipment, materials and labour to keep the pitch or pitches.

When developing a new playing area clubs should think practically and not agriculturally. Landscaping a playing field is not like draining or leveling a field for agricultural nor is it like developing a golf course. Therefore its imperative that clubs enlist the help of qualified and experienced developers. The playing field is any clubs most valuable resource.

Having decided to develop a new playing pitch Clubs should consider the following:-

- Bear in mind the dimensions of the playing field and ensure the area identified is big enough to enable the club develop at least the minimum standard sized playing area as well as ensuring there's at least 5 meters run off space or safety reasons.
- Before landscaping begins, it is important to decide the direction of fall in new playing pitch, bearing in mind that at some stage there may be need for drainage and to cater for exceptional heavy rainfall.

- Have levels taken and profiles erected by competent technician, ensuring that maximum fall in any direction does not exceed 1%. This in turn will give a good indication of the quantity of soil to be moved.
- While a club may set for tender the landscaping to the desired levels, it should always be to competent operators, who have vast experience in specialist work of this nature. It is of utmost importance that the contractor, entrusted with this work has first of all, the proper machinery, including soil loosening equipment, to carry out this work properly and that he can direct you to inspect playing pitches of similar soil type which they have developed two years or more beforehand.
- The timing of this work is of utmost importance and should only be carried out when the land is dry. Ideally it's best to carry out this work in the months of August, September when the water table is at its lowest too.
- Avoid compaction through the use of very heavy machinery.
- Where there is a considerable amount of soil to be moved in the cut and fill to bring playing area to the required level, it is desirable to allow a good period of time to elapse, perhaps a winter, to allow soil to settle before final leveling and seeding. To do otherwise, the carpet finish that you had on completing the work over a short period can look quite different the following year with undulations and unevenness on the playing surface.

In all of the above attention to detail is of the utmost importance to ensure that the work is properly done.

4. Maintenance of Playing Surfaces

- **Lime and Fertilizers**- Important to have soil tested every 5 years for fertility. Apply lime if required. Each Spring spread Fertilizer to stimulate growth. 2 -2.5 bags per acre.
- **Regular Mowing**- Regular mowing is essential. In period of most growth April-June, playing area should be mowed twice weekly and depending on growth it should be mowed up to early winter. Do not mow to bare especially in dry periods. The required height for Hurling 1-1.25 inches and 2-3 inches for Gaelic Football.
- **Weed Control**- Ideally weed killer should be used at the end of April-early May or during dry weather periods.
- **Repair of Divots**- Divots should be repaired using a soil, sand and seed mix. Divots usually occur as a result of early season games. Avoid using a roller to repair divots. Rollers can do more harm than good as they cause compaction in the topsoil. If a roller must be used, remember to use a light one.
- **Resodding of Goal Mouth Area** - For best results - Dig or rotavate area to 5-6 inches to eliminate any soil compaction and rake in plenty of sand. Prior to laying new sods fertilize area and once sods have been laid water immediately and often thereafter. Do not use mill waste for such areas.
- **Marking of Pitches**- Slaked lime is the best option for creating lines. Clubs should avoid using chemicals like Roundup or Creosote which may result in the formation on holes which can lead to players receiving injuries.
- **Aeration/Scarification**- If there's a need to carry out this it should be done in the autumn.



- **Sanding Pitches** - Provided there is no drainage problems in the sub surface layers a good playing surface can be achieved through the regular application of suitable sand as it is free draining. The best sand to use is graded 0.15- 0.5mm. Sand spreading can take place between May and September and it's recommended that approximately 100 tons be used for a full size playing area.

Remember to spread evenly

No spreading should take place in wet weather or when field is damp.

Use a tractor and lime spreader

Only a well drained Field with sand top layer can withstand frequent winter play without waterlogging. This can be achieved by emplacing a layer of suitable sand to a minimum thickness of 75mm/3inches. 5mm of sand can be spread once in each month from May to September to avoid smothering the grass. A sand top layer can be built up over 3 years.

Note: Ensure the top soil on which sand is being spread is free draining and free from waterlogging.

For more information clubs are advised to contact Mr. John Ryan Cathaoirleach of Munster Workgroup researching and developing guidelines for the landscaping and maintenance of GAA playing fields.

5. Alignment of Pitches

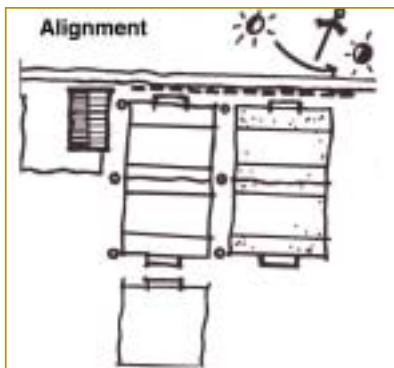


Figure 9.2.1

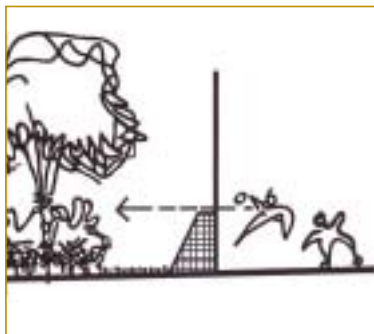


Figure 9.2.2

- Pitches should NOT be aligned in an east-westerly direction. They should preferably be aligned in a north-south direction.
- Pitches may be aligned to take account of existing prevailing surrounding topography. Pitches can also be aligned to take account of topography that would make providing spectator terracing easier.
- Pitches should be aligned to take account of prevailing strong winds.



- Pitches can be aligned to enable a greater number of pitches being provided on site or to enable improved spectator viewing.
- Pitches should be located in suitable circumstances so that they are capable of being realigned to rest worn pitch areas, goalmouths, sidelines etc.
- Clubs should consider the possibility of providing juvenile or training cross pitches across main pitches where these main pitches have sufficient carrying capacity.

6. Field of Play Dimensions

Rules of Specification

The Field of Play shall be rectangular, and its dimensions shall be as follows:

- Length – 130m minimum and 145m maximum
- Width – 80m minimum and 90m maximum
(Croke Park - 144.5 m x 88m)

Dimensions may be reduced by local bye-laws for Under-15 or younger grades.

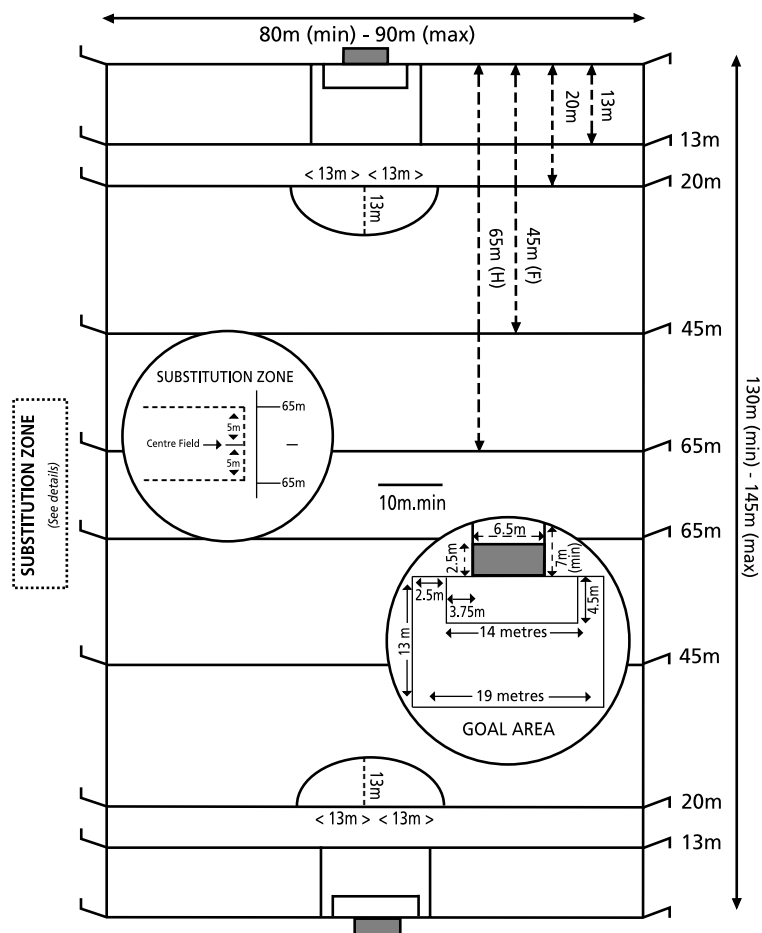
- For Under-10's we recommends 110m x 80m.
- Under-12's 120m x 80m.
- Under-14's Full Size.

NB: There should be at least 5 metres between the endlines/sidelines and the wall/fence/seating etc.

- At distances of 13m, 20m, 45m (Football) and 65m (Hurling) from each endline, lines shall be marked across the field parallel to the endline. The intersections of these lines and of the endlines with the sidelines shall be marked by flags.

The midline of the field shall be marked parallel to the endlines, and shall have a minimum length of 10m.

Boundary lines are part of the field of play. (see diagram on next page)



Two rectangles of the following dimensions shall be formed in front of each scoring space.

- One rectangle, 14m by 4.5m, shall be formed by two lines 4.5m long and at right angles to the endline being marked 3.75m from the inside of each goalpost, and the ends of these lines being formed.
- A second rectangle, 19m x 13m, shall be formed by two lines 13m long at right angles to the endline being marked 6.25m from the inside of each goalpost, and the ends of these lines being joined.
- The endline, including the goal-line, is part of each rectangle, the other three lines enclose the area of that rectangle.

A semi-circular arc of 13m radius, centred on the mid-point of the 20m line, shall be marked outside of each 20m line.

Substitution Zone

An area of the sideline, extending 5m on either side of the centre line, shall be marked as the Substitution Zone, and all the players coming off/ going on to the field of play in acts of substitution/ temporary replacement shall go through this point, when given permission by the referee.

Exception

An injured player may leave the field at the nearest point to him.

Flags

All flags used on boundary lines shall have smooth round tops.

7. Goalposts & Goalpost Safety

GAA Policy Objective: To prevent avoidable injuries from unsafe GAA Goalposts by encouraging clubs to use specialist designed and manufactured goal frames and follow the guidelines and specifications set out by the State Claims Agency in their report on Goalpost Safety in Schools

All too often goalposts are a facility ignored or forgotten about. Lack of proper maintenance and inspection procedures have resulted in a large proportion of unsafe goalposts across playing fields of all codes. Considering the number of unfortunate accidents that have occurred associated with goalposts in recent years it's now time GAA clubs took the initiative and ensure all goalposts are erected properly, inspected and maintained on a continual basis. The issue of goalpost safety is of great concern to the GAA. Goals are not always used for their intended purpose that's why teams/clubs using communal open park land should be especially vigilant and see to it that the goal frames are inspected prior to every game. Clubs should also ensure that they are properly designed, manufactured and installed. Home made goalposts are not recommended. Instead clubs should purchase goalposts from specialist suppliers or manufacturers where possible.

Portable underage goals should be manufactured from light steel such as aluminum with plastic tubes used to give height to the posts. At all times these goalposts should be properly anchored and stored in a place where they'll not suffer damage. Indoor goals are for an indoor environment and thus are not suitable for use outdoors.

For more information on Goalpost safety check out The State Claims Agency Report on Goalpost Safety in Schools www.stateclaims.ie

**Specification for GAA Goal frames - fixed and permanent**

GAA Goalpost Specification:	
Goalposts elements	4 x Uprights 2 x Crossbars 4 x Ground Sockets 4 x Netposts
Upright	Bottom section 89 mm diameter galvanised steel tube, 5m over ground, 3.25 mm wall thickness. Inserted at least 1200 mm deep in ground sockets.
Crossbar	89 mm diameter galvanised steel tube, 3.25 mm wall thickness.
Upright	Top section 76 mm Aluminium tube, 3 mm wall thickness, 5m above steel section and inserted a minimum of 1000 mm into the steel section
Netposts	Uprights 50 mm diameter galvanised steel tube, 3 mm wall thickness, sockets 400 mm deep. See detail in figure 3.
Net tie hook	To comply with EN748.
Edges	All exposed edges to have a minimum radius of 3mm.
Metal Treatment	All metal sections including ground sockets to be galvanised and all welded parts to be galvanised after fabrication and to be painted.
Distance between uprights	6.4m
Height of underside of crossbar over playing surface	2.44m
Overall height of upright over playing surface	10m
T-Collar 1	The composite T-collar for fixing of crossbar to uprights is made of 2 sliding fit circular sections welded together. Details of composite collar and assembly of uprights to crossbar is shown in figure 2.
Ground sockets	Ground sockets for uprights to be embedded in concrete to a minimum depth of 1200mm. See details in figure 1. All sockets to be 25mm under playing surface and have a lockable cap with artificial grass bonded to it.

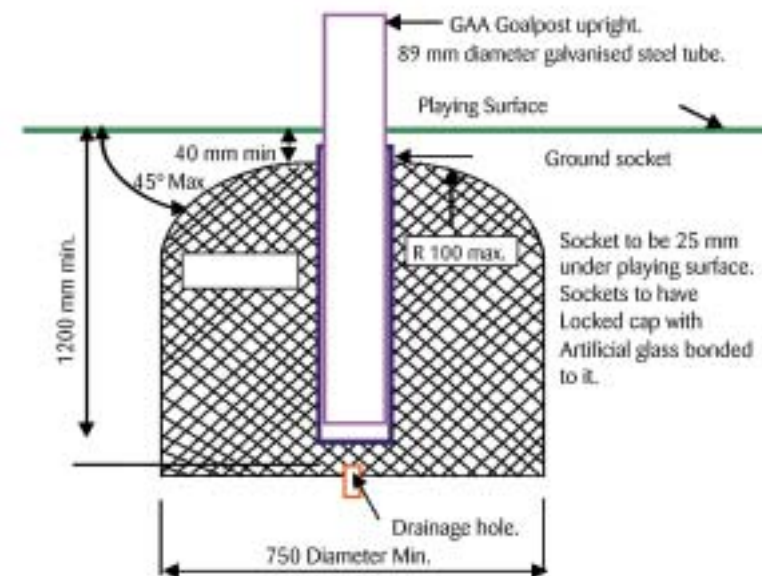
**Warning label:**

A permanent warning label shall be fixed to the goal with the following wording:
This goal is designed for the playing of football and no other purpose.
Check that all fastenings/securing are fully tightened before using and check periodically thereafter.
Do not climb on the net or goal framework.

Marking:

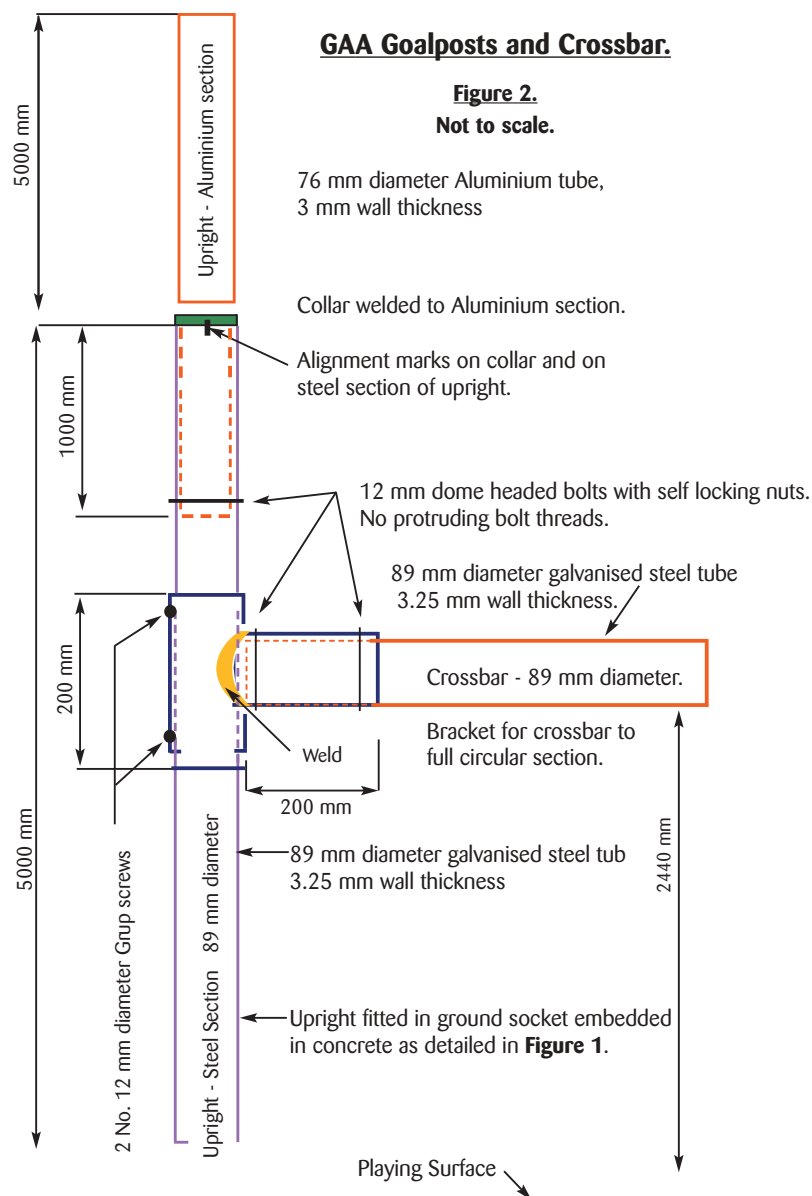
Goals shall be marked with the following information:

- The name or trademark of the manufacturer, retailer or importer and the year of manufacturing of the frame.
- A warning giving details of use that the goal is designed for and the type of net in accordance with the warning label above.

**Figure 1.**

Not to Scale

Foundation Details of Ground Sockets for GAA Goalposts.



Details of Uprights and Crossbar with method of fixing of Crossbar to Upright.

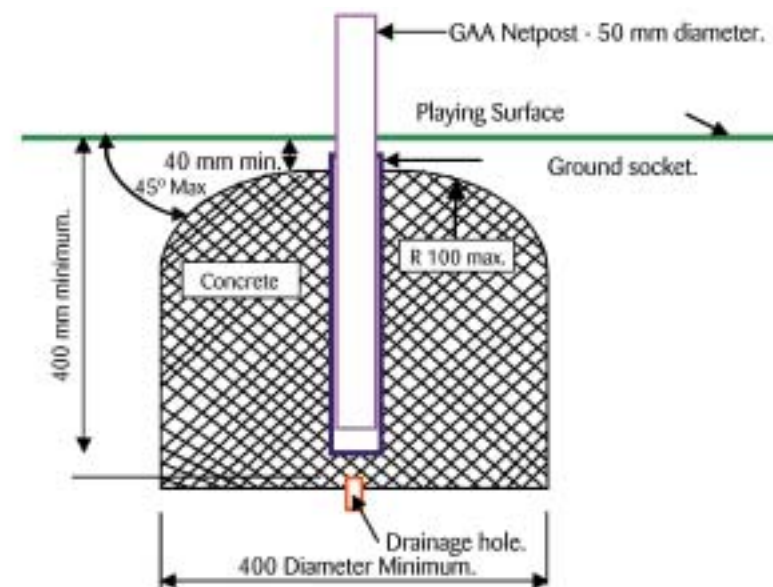


Figure 3.
Not to scale.

Foundation Details and fitting of Ground Sockets for GAA Netposts.

Rules of Specification: Official Guide

- (i) The Scoring Space shall be at the centre of each endline. Each shall be formed by two goalposts, circular in cross section, which shall have a height of not less than 7m above ground level, and be 6.5m apart. The inside edge of the endline shall be at a tangent to the front edge of the base of the goalposts.
- (ii) A Crossbar shall be fixed to the goalposts at a uniform height of 2.5m above the ground. The crossbar shall have a rectangular or circular cross section.
When rectangular, it shall have a depth of 140mm + 10mm and a width not less than 50mm.
When circular, it shall have a uniform diameter of 125mm + 5mm.
The Dimensions of the Scoring Space may be reduced by local bye-laws for Under-15 or younger grades.

Underage Guidelines

- Under-10 – Crossbar set at 1.8m approx (6ft) above ground and goalposts set at 3m approx (10ft) apart
- Age 10 – 13 – Crossbar set at 2.1m approx (7ft) above ground and goalposts set at 3m approx (10ft) apart



- 4.5m approx (15ft) apart.
- Under-14 and up – Full size

Goalnets

Rules of Specification: Official Guide

- (iii) Goalnets shall be securely fixed to the back of the crossbar and the back of each goalpost. The roof of the net shall be supported for a horizontal distance of not less than 900mm, at crossbar height, by a metal net support fixed to the back of the goalposts. The mesh of the net shall have a diagonal length not exceeding 150mm for football and 50mm for hurling.

Backdrop to Goals

- Goalposts should NOT be located on the horizon. Where this is not possible posts should be marked to help differentiate posts from a clear or white sky
- Vegetation surrounding a pitch and behind goals especially improves visibility for participants and spectators alike. Vegetation can also reduce noise emissions from playing areas to surrounding areas.
- Avoid locating goalposts in front of club facilities.
- Ball stop nets should be located behind goalposts. Such nets should not impede the view of spectators.
- Floodlighting should not be located behind goalposts.

8. Guidelines and Recommendations for Floodlighting

GAA Policy Objective: To support the provision of floodlighting at GAA grounds where this will increase opportunities and participation

Floodlighting is now an integral part of many GAA facilities, particularly all-weather playing fields and practice areas. Floodlighting and the intensification of use it can bring can, however, be intrusive in some locations. This can be an issue in both urban and rural areas.

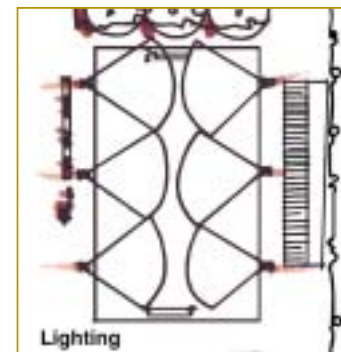
Any Club currently considering options for development, looking at their present and future training/coaching and playing requirements should explore the possibility of erecting Floodlighting.

Clubs considering the installation of Floodlighting for either training or playing purposes should remember that such schemes are not for the amateur but should be designed, installed by qualified lighting specialists.

Prior to planning, the club should ask themselves the following questions.

What will the club use the Floodlit area for?

- Physical Training**
- Ball Work, including mini games**
- Competitive Games**



- Design and layout of floodlights should be implemented by a competent lighting supplier and or an electrical and mechanical engineer.
- Clubs should ensure that playing surfaces where floodlights are to be provided will have sufficient capacity to accommodate extra practice sessions and games including the provision of ancillary facilities such as changing rooms.
- Fast action small playing objects and long viewing distances (Hurling, Rounders and Camogie) require higher lighting levels than larger playing objects and closer viewing distances (Gaelic football).
- Floodlighting columns must be located so as to minimize obstruction to on site spectator or television viewing where appropriate. Galvanized steel masts (Numbers will vary depending on height and distance from playing area) should be positioned on each side of the field and for safety reasons located a distance of at least 5m from the sideline.
- The height of floodlight columns will influence the evenness of the light falling on the pitch, how many lights are required and what lux levels (the illumination level).
- The lighting type will influence lux levels on the pitch, level of power required to run the lights and the level of maintenance required.
- Locating pitches close together creates the possibility of one column lighting pitches in multiply directions. Lighting should be provided in such a way that it is capable of being redirected where this is appropriate and should be designed to be of optimum efficiency to minimize wasted light and associated financial costs.
- The size and use of the pitch will have a direct influence on the design of floodlighting.
- The target for illumination should be 50 Lux with a uniformity of 1:3 where the lights are used for training purposes only (Uniformity level is the difference between the bright spots and those not so bright).
- If the lights are for playing purposes, the recommended minimum lighting level for Gaelic Football is 250 Lux and Hurling 500 Lux. For competitive games at County and Provincial Grounds where TV cameras will be used the lighting should be of the highest quality therefore 1000 Lux is recommended at least. In grounds such as Pairc Ui Rinn, Parnell Park and Austin Stack Park where 1000 Lux has been achieved the lights are mounted at a height of 30 meters.





- It's important at the early planning stage to contact local ESB and investigate if the local electricity supply will be capable of bearing the necessary loads. Clubs should also use this opportunity with local ESB contact to acquire information regarding wiring specifications.
- Planning permission will be required for Floodlighting. Therefore Clubs should plan well in advance. At this stage too clubs should consider the height and location of proposed structures in relation to the surrounding residential properties.

Remember:

Professional Advice should be obtained from Lighting Specialists
Experienced Contractor employed
Previous work examined
Research other installations
Consult other clubs seek their advice
Safety First
Needs Second

Note: In the event of a main power failure GAA units should make provisions to have emergency lighting systems installed to ensure spectators can leave the ground safely and floodlighting is provided in the car park areas.

9. Practice/Training Areas

Practice areas can be provided in areas where there is or may be overspill lighting. Lights may be multi directional to be shone from match areas to practice areas. This will result in economies of cabling, electricity and ducting etc. Practice areas need not be of regular shape. Practice areas, particularly where they are floodlit or likely to be extensively used in the evening or at night, should be located away from existing or proposed residential properties. Where practice areas are by necessity small, consideration should be given to using these areas in mostly or exclusively for mini games or skills training. Training areas can be screened from adjoining residential areas, by club buildings, hedge and scrub planting. Screening should be of a sensitive nature.

10. Artificial Playing Areas

GAA Policy Objective: To support the development for GAA use of floodlit all-weather "Third Generation (3G)" synthetic playing surfaces to enable units provide all year round outdoor facilities. This must be seen as a fundamental part of the infrastructural future of GAA Facilities and an integral part of games development

One of the objectives of the GAA is to provide and encourage units to install of "Third Generation (3G)" pitches. Over the last few years a number of Clubs have invested in these "3G" playing surfaces for training and playing purposes. For example Ballymun Kickhams and recent All-Ireland Club Hurling Champions Newtownshandrum GAA



Clubs have installed full-size "New Generation" playing fields. Because of their durability they can be floodlit and used all year. It should be remembered that these are **not** maintenance free.

The practical and coaching advantages of these artificial surfaces are;

- These surfaces are designed to mimic real grass as closely as possible and the behavior of games played on natural grass.
- They enable players to wear molded football boots so grip and movement are superior to other surfaces.
- The surface is soft in texture, made from plastic and rubber. This results in it being soft to play on and contributes in players not receiving burns or injuries when they come into contact with surface.
- Where clubs have little or no land available for developing facilities "Third Generation" playing surfaces are very useful as they have the capacity of two all-weather natural grass playing field
- Higher skill levels attained – Summer surface for hurling
- Greater flexibility in programme design
- Consistency of surface – injuries Ankle/knee etc.
- More opportunity for fun
- Ideal surface for Coach Training
- Opportunities for games promotion through use of floodlights-Novelty aspect
- Surface for increased participation rates
- Better Skill development
- Competitive advantage for weaker counties in hurling etc.
- More parents hang around

When developing such a scheme clubs should consider;

- The playing area should not be located in an area where there is poor access for people with disabilities.
- Position in relation to existing Clubhouse and other accommodation.
- Ensure emergency vehicles can gain access.
- "3G" playing surfaces should not be located near deciduous trees. Such trees will shed leaves on to the pitch, creating conditions for moss or seedlings to grow.
- Perimeter fencing and line marking will need to be provided.
- The installation of artificial playing surfaces is very expensive and units should ensure they're used efficiently to minimize financial costs.

Facilities of this nature should be encourage in areas which are accessible to a large catchment population and schools, giving priority to access by walking, cycling and public transport and taking into account the number of other GAA clubs in the area which could also benefit from using the "3G" playing area.

Again clubs should ensure that they have the necessary back up facilities are available to service such a facility such as changing rooms.



11. Hurling Alley

Hurling walls and alleys are a new sight at many GAA ground throughout the country and are essential in player development.

- Ideally when building a hurling alley it should be enclosed allowing players to “double” on the ball.
- For target practice goals should be painted on the walls.
- Hurling Alleys should if at all possible be floodlit to enable players to work on their skills over the winter months.
- Be five meters in height.
- An overhanging barrier or net should be provided at the top of the wall to prevent the ball/sliotar being hit out of the area.

12. Handball Courts

Court Plans and Construction

Ventilation / Air Vents

Only one or two air vents are placed under the floor of a lot of courts. This in itself will contribute greatly to lack of air flow and hence condensation problems. I would recommend that you install nine vents under the floor at the locations identified on the drawing below. They should be approx. 9" x 6". I am assuming that all outside walls are cavity with an air break and/or insulation.

Extractor Fans for the Court

If there is no provision for changing the air on the premises this will add to the condensation problems, especially when a number of spectators are present. A Court would require Four Air Changes per Hour for proper Humidity control.

I would recommend that a 12" Extractor Fan with a 3 Speed Controller be fitted at the rear of the Court, either on the side wall or rear wall, at high level, as per drawing. This fan is to be controlled manually from an accessible position and automatically through a humidistat. The preference here would be a Hand/Auto Switch to allow manual operation at high speed when a crowd is present, and be left on automatic control at low speed through a Humidistat at all other times.

This will change the air constantly and extract the moisture away from the court.

This fan should be run manually whenever more than 10 people are present in the balcony to extract the air laden with moisture.

Extractor Fan for Dressing Facilities

Condensation can be caused by people showering etc. so I would recommend that an inline extractor fan for the dressing rooms and toilets be installed, capable of providing eight air changes per hour. This is a system where vents are placed in each cubicle or room and piped out (using flexible piping) via the inline fan. This fan should automatically operate when any dressing room light is turned on.

Painting

The Court Walls and Ceiling should be painted white with good quality Vinyl Matt (Berger, Dulux or Equivalent) immulsion paint.

The above recommendations will eliminate most of the condensation problems that exist in Irish Courts but you should also install a heating system in the Court, Balcony and the Dressing Rooms to achieve absolute atmospheric control.

Heating

If you have access to a heating circuit from the main premises, then a circuit from this unit should be used for your heating requirements. Alternatively you may have to install an oil, gas or electrical heating system. Whatever system you decide on should not have a naked flame burning in the court area. Example Oil or Gas Burner heating water for radiators or an Electrical Heating system with fans to distribute the heat.

Court Area

Two Mark Air Radiators with quiet fans giving a throw of 12 feet at each side of the court as indicated on drawing. The fans on these heaters to be controlled by a thermostat located high in the court as indicated, set at 10o Centigrade. This setting is adequate to keep the walls warm and is not too hot for players.

It is important to note that the heating system for the court area should be run automatically each day. Suggested control program 10 - 11am, and 5 - 9pm daily.

Balcony

One Mark Air Radiator Unit as above and indicated on the drawing. The fan on this heater to be controlled by a thermostat mounted at low level, set at 15o Centigrade. Alternatively wall radiators can be fitted and controlled as above or a suitable electrical fan heater. This will provide a comfortable atmosphere for spectators and for parents to attend games and juvenile training session's etc.

Dressing Rooms

Wall Radiators with thermostatic control or Electrical Fan Heaters. About 150 Degrees Centigrade is satisfactory.

Floor

There should be a gap of at least 6mm between the Floor and the Wall all round to assist the air circulation. The Floor should be sanded and varnished with Gran Wax, which is a non slip and sport grip varnish, recommended for all sports surfaces.

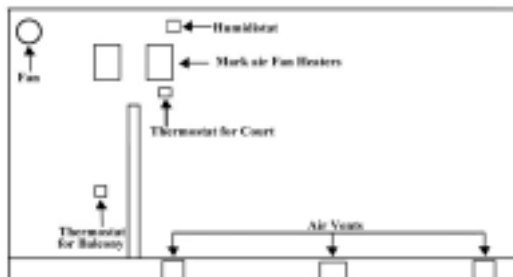
In my opinion, the above will eliminate any condensation problems in your court and provide a comfortable atmosphere for players and spectators.

The effectiveness of De-Humidifiers is limited as they try to eliminate the symptoms, rather than the causes.





Elevation View of 40 x 20 Handball Court



Condensation Control

In order to control any variable, it is important to understand what determines the variable.

- Atmospheric air always contains a percentage of water vapour.
- The amount of moisture present depends on the humidity and air temperature.
- When air cools, it will reach a point at which it is saturated with moisture. This is known as the Dew Point.
- If the air cools further, it cannot retain all the moisture and the surplus is expelled as droplets of condensation. This will settle on cold walls or glass.
- The actual amount of water which can be retained by air, depends almost entirely on Temperature.

The chart below shows the relative dew points at various temperatures

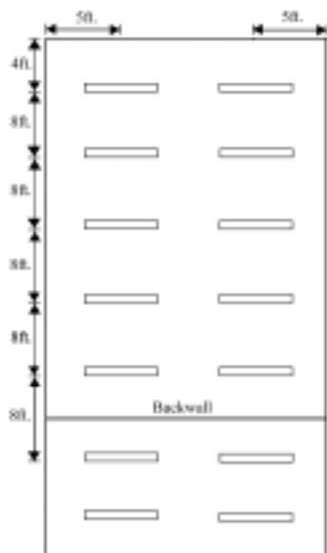
Temperature(° Celcius)	0°	5°	10°	15°	20°	25°	30°
Grams/Metre ³	4.98	6.86	9.51	13.04	17.69	23.76	31.64

As can be seen from the above chart, the moisture carrying capacity of air is very much dependent on the air temperature. If we keep the court at 10°C it can hold twice as much moisture as it would at 0°C.

If we heat the balcony area to 15°C it can hold three times the moisture compared to 0°C.

If we keep the walls warm, condensation will not deposit on them.

The effectiveness of De-Humidifiers is limited as they try to dry the air and not regulate the temperature, hence, if the temperature is 0°C. the dry cold air will soon reach it's dew point and condensation on the walls and floor will occur.



Lighting

40 x 20 Handball Court Lighting Layout

18 off. 5ft. Twin Dustproof Florescent Fittings spaced as shown on the drawing layout.

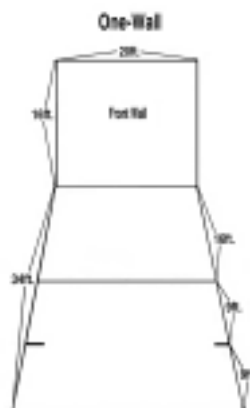
Phillips New Generation Daylight, 58 Watt tubes to be fitted on all Florescent Lights.

All lighting fittings in the Court and the row outside the back wall to be switched through a suitable contactor, by a £1 Coin Operated Meter, with a variable time setting from 10 to 30 Minutes per coin. Where 3 phase power is available, the lighting load should be spread evenly over the 3 phases.

Separate lighting should be provided for rest of the Balcony Area.



Dimensions for a Standard One-Wall Court



- 1. Wall.** The wall shall be 20 feet wide from the outside edge of one side line to the outside edge of the other side line, and 16 feet high, including any top line.
- 2. Floor.** The floor shall be 20 feet wide from the outside edges of the side lines. It shall be 34 feet from the wall to the outside edge of the long line. The side lines should extend at least three feet beyond the long line. There should also be a minimum of at least six feet, but ideally 20 feet, of floor beyond each side line as well as 16 feet beyond the long line to allow for playing space.
- 3. Short line.** The short line runs parallel to the wall with the back edge of the line 16 feet from the wall.
- 4. Service markers.** There shall be service markers, lines of at least six inches in length extending inward from the side lines, parallel with the short and long lines and located midway between them. The imaginary extension of these lines across the court indicates the service line.
- 5. Serving zone.** The serving zone is the floor area inside and including the short, service and side lines.
- 6. Receiving zone.** The receiving zone is the floor area beyond the short line, inside and including the side and long lines.
- 7. Playing zone.** The playing zone is the floor area between the front wall and the outside edges of the side and long lines.
- 8. Wall edge.** The top edge of the wall, if any, is not part of the court. A ball striking the top edge is an out.

Dimensions for a 40x20 Alley

The specifications for the standard four-wall handball court

A. Dimensions.

The court is 20 feet wide, 20 feet high and 40 feet long, with the back wall a recommended minimum height of 14 feet.

B. Lines and zones.

Handball courts shall be divided and marked on the floors with 2-inch-wide lines. Recommended colours are white or red. The lines shall be marked as follows:

1. Short line.

The short line is parallel to the front and back walls. Its outside edge is 20 feet from the front wall.

2. Service line.

The service line is parallel to the short line and its outside edge is 5 feet in front of the outside of the short line.

3. Service zone.

The service zone is the area between the outer edges of the short and service lines.

4. Service boxes.

A service box is located at each end of the service zone by lines whose outside measurements are 18 inches from and parallel to each side wall.

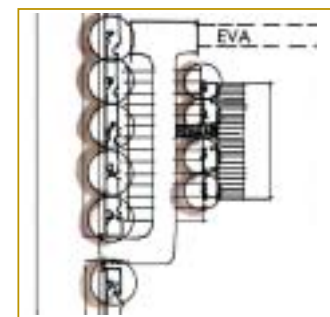
5. Receiver's restraining lines.

Five feet back of the outside edge of the short line, lines should be marked on the floor extending 6 inches from the side wall. These lines are parallel to the short line.

Full architect's plans for 40 x 20, 60 x 30 and One Wall handball courts are available from the Irish Handball Council in Croke Park. A referral service is also offered whereby interested clubs can contact other parties who have completed similar projects for further information and guidance. If you are interested in adding handball to the Gaelic games played in your club, then a programme of initial coaching sessions with free starter equipment for all age groups within your club can be easily organised. For further advice and information on all of the above, please contact the Irish Handball Council in Croke Park on + 353 1 819 2383 / 819 2385 or email info@handball.ie.

13. Parking

- Parking should be located as close as possible to clubrooms and changing rooms.

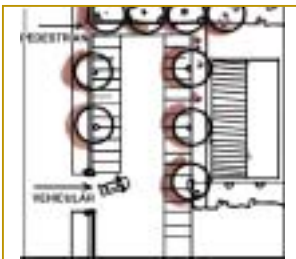




- Parking should minimize conflict between vehicular and pedestrian users.
- Parking when being designed should take account of servicing and emergency requirements.
- Parking should not be located where it will interrupt the free flow of traffic especially on main roads.
- Sufficient parking should be provided to discourage on street parking, especially in residential areas.
- Disabled parking should always be located most conveniently to access points into and out of buildings.
- Coach parking should also be provided.
- Coach parking should not be located where it is likely to endanger other vehicular users, pedestrians or cyclists.
- Where parking areas are sufficiently large, consideration should be given to providing a "one way" system of ingress and egress.
- Where floodlighting of car parking is considered necessary such lights should be sensitively located. Lights should not be located where they will either directly or indirectly shine onto adjacent residential properties.
- Cycle Parking in the form of cycle racks should be provided.
- Parking will generally need to be provided to local authority development plan standards.
- Developers of facilities should give consideration to landscaping substantial areas of car parking.

Access

- Only the largest facilities will generally require access off a national road.
- Local authorities will refuse planning applications for facilities where access is provided on blindspots or provide inadequate sightlines. The National Roads Authority's "Design Manual for roads and Bridges" provides the necessary guidance for providing access to facilities.
- Facilities should be properly signposted especially where they are in large urban areas.
- Access to facilities should be sufficiently wide for coaches and service vehicles. It is essential on grounds of road safety that such vehicles are able to access and egress grounds in forward gear.
- For substantial ground developments clubs should give consideration to separate entry and exit points.
- Structures should not be provided at access and egress points that will impair visibility.
- Pedestrian and vehicular access should be segregated.



- Consideration should be given to providing pedestrian only access points to grounds particularly where there is a substantial existing or proposed residential population nearby.
- Access should be provided for cyclists.
- General access should be direct and should not be circuitous either to or within the facility i.e. pedestrians should not have to walk on pitches to circulate through a facility.



- All pedestrian and cycling areas should be clearly distinguished from vehicular areas either through signage or surfacing and preferably both.
- Surfaces of pedestrian and cycling routes should be well maintained and properly lit.
- Pedestrian facilities should not be provided in locations where they cannot be properly surveilled or where they are unlikely to be heavily used.
- Disabled access should always be provided. Ramps are preferable to steps. Lifts may also be provided.

14. Spectator Facilities

- All spectator facilities should be provided in accordance with the Department of Education's "Code of Practice for Safety at Sports Grounds". The local health and safety authority should be consulted on the provision of all spectator facilities.
- Where possible, spectator terracing should be provided consistent with the topography of the site.



- Where possible spectator terracing should be covered and provide sufficient shelter from rain and other elements as indicated above.
- Disabled spectator facilities should be provided.
- Able bodied and disabled toilets should be provided.
- Access from parking facilities to spectator's facilities should be as direct as possible.

15. Social Centres

Over the last two decades Social Centres have become synonymous with GAA Clubs and reflect the response of the Association to more complex community needs. There is a growing need to conserve and increase the voluntary commitment of people to an expanding GAA and it is evident that, if it is "to promote community spirit" as laid down in the Official Guide., the must broaden its role in the commitment of its clubs at local and parish level. Clubs were therefore encouraged to provide Social Centres to reassert a social and cultural influence through new forms and to provide a necessary community amenity.

The objectives of the Social Centre should be in keeping with the aims of the Association to strengthen the national identity through the promotion of Gaelic games, the Irish language traditional Irish dancing, music, song and other aspects of Irish culture. Clubs should strive to ensure that their Social Centres is the focal point for the community and above all else a place where people can meet. The Centre should aim to provide a home for the club, current



players and past players, parents and their families and club supporters. It should be used to facilitate other local voluntary organizations in their activities. Goodwill and a willingness to accommodate such organizations as the Old Folks Association for example will ensure the club has a good standing in the community. It should be used as a recruitment ground for voluntary workers, including past players, to become involved in the coaching and management of teams and in administration.

Above all people must be attracted to the centre by the quality of what it provides. When clubs are thinking about developing such centers they should ask themselves how they are going to attract people through its doors and in so doing help with the running of the centre. It has been shown in recent years that there's great demand for indoor leisure facilities and in light of this GAA centres should look at ways of providing sporting opportunities for the wider community and enable people to play Basketball, Badminton, weights, aerobics, table tennis and other indoor sports.

With clubs expanding year on year they should start thinking about developing office and meeting room facilities within the centre. The club secretary as the chief administrator should have somewhere to work from and a place to keep a record of club documents and correspondence. The provision of an office would greatly improve the organizational structure of the club. Meeting rooms are also essential.

Social Centres with Bars

More and more GAA Clubs especially in urban areas have GAA centres incorporating a bar. This is a legitimate activity for the club, but it puts extra responsibility on the club to have very good controls in place. Moderate drinking by adults in a well run and well conducted bar is socially acceptable. Again the bar creates a focal point for the club and helps to retain the interest of older members of the club as well as being a catalyst to get non club people into the club.

The bar contributes in no small measure, through bar profits, to the funding of the games and the development of ground facilities in the club. More importantly, a well run bar ensures that club members who use it are subject to a reasonable measure of control in their drinking habits which might not otherwise happen.

The aim of a Social Centre should be to promote the Associations ideals in the centre and to do so in a well organized manner that will generate income in order to cover the high costs of building and maintenance. Financial constraints may lead to a concentration of effort on the business end and result in running events for their financial return without regard to the primary aim. This ought to be carefully avoided.

Running Social Centres with Bars

It must be stressed that a GAA club which operates a bar is running a business. In running a business a service must be given and this requires a very different approach from the methods used in operating the normal games activities. Not only is there a need for excellent organization, management and accounting expertise but stringent legal responsibilities also have to met. The club must therefore assume control of the bar and ensure its run properly by appointing a:

Bar Manager

The bars opening hours will determine whether or not the club will have a full or part-time manger. The bar manager will have sole responsibility for the day to day running of the Centre including purchasing of goods storage, cash lodging, salary, and HR.



Ideally the person appointed to this role should have a background in the club and have the clubs interests at heart. If the Bar Manager has a connection with the club they'll more likely be prepared to give that little bit extra to the cause. Outside hired personnel with no attachment to the club will only have a short term outlook and invariably will not have the future development of the club at heart.

The bar manager should be well respected within the club and community and ideally have a business background with experience of running a business and managing staff. The bar manager needs to be entrepreneurial in outlook, customer focused and consistently delivering quality programmes and services for the membership and community. Together with the club the bar manager should be responsible for marketing the centre and in turn using the centre as a tool to raise the profile of the club in the wider community. A well run and presented centre will reflect favorably on the club as a whole.

In some cases where only a few staff exist a management committee may be established to help with the running of the complex and to ensure club and community involvement in the management system. Members of this committee should provide administrative support to the centre manager (banking, financial reports, assistance with taking bookings, key collection secretarial and mail services). The Bar Manager should be the chairman of this dedicated subcommittee. The management Committee should have specific terms of reference and responsibility for the overall running of the centre including maintenance.

The centre should have its own separate accounts. The bar manager together with the committee in conjunction with the Club Treasurer should be responsible for the financial planning of the centre including tax issues.

The executive should clearly outline the duties and responsibilities of the bar manager and clearly define who he is responsible to and his degree of authority in managing the bar. Communication between the bar manager and the executive is vital. The executive should have a watching brief in the running affairs of the centre. The bar manager should be a member of the club executive and report to it on a regular basis. To avoid complication the Bar Manager between club meetings should report only to a select few on the executive namely the chairman and the treasurer and perhaps the club secretary.

"GAA Super Clubs" are a new phenomenon across the GAA club landscape. Such clubs incorporate multi sport facilities such as Gyms, swimming pools and tennis courts as well as a bar. In such circumstances its best practice to have a separate **Sports and Leisure Manager** to run those aspects of club activity. The Sports and Leisure Manger should be qualified in this area and to ensure the centre is managed effectively he should be a member of the centre committee yet be responsible to the Centre Bar Manager and ultimately the Club Executive.

Control

It's particularly necessary for a club with a bar to adopt the Official Club Constitution to ensure control by the club and the operation within the law. It is essential also that the Club Executive would at all times retain control over the management of the bar and not allow its authority to be usurped in this vitally important area. The club has a responsibility to see to it that the club is operating within the law. Hours of opening and closing should be strictly adhered to and the bar rules prominently displayed.





The club has particular responsibility to prevent underage drinking and in this regard either a mineral bar or dispenser system and/or a tea or coffee facility should be provided where possible. Children should not be allowed in the bar area. Entry to the bar should be restricted to members of the club Full and Social. Members may be permitted to invite a guest into the bar provided they sign the person(s) in on a club register. In addition to this the bar should not be open while games are in progress.

Use of Bar Profits

In the course of time it's likely that most clubs with well run bars will eventually pay off all borrowings. A situation could then arise when the accumulation of profits could lead to abuse of the club funds. To avoid such a contingency, a club should ensure that its funds would continue to be used to:

- Develop further the clubs range of facilities, including secondary grounds
- Develop further the clubs cultural and educational affairs
- Develop club coaching structure
- Improve club communications/IT
- Supply playing gear and equipment
- Market club

Commercial Facilities

- Clubs should give consideration to providing semi-autonomous commercial facilities such as crèches or club shops.
- Both facilities should be located in prominent locations within developments.
- Clubs should consider renting out facilities that are not likely to be used at off season or off peak times.
- Fitness suites and gyms with appropriate management and insurance precautions can be used by the community at large and if necessary for a small fee without prejudicing GAA activities.
- Some club facilities, where funds permit, may be located off site i.e. the club shop.

16. Indoor Facilities

Careful consideration should generally be given to the visual impact of clubhouses on the surrounding landscape. Clubs should not, cost permitting, be afraid to make a bold architectural statement when designing and built their proposed club houses. Club buildings, should be architect designed.

- Clubhouses should be designed in keeping with local materials and vernacular styles.
- Changing rooms should be within easy reach of pitches / facilities.
- More than one pair of team changing rooms can be provided for each pitch to improve turnaround of matches depending on financial constraints.
- Referees and umpires facilities should be provided.
- Referees and umpires facilities should be segregated from team facilities.
- Women and men's team changing rooms should be segregated.



- Halls should cater for more than Association activities and should be capable of being used by the general community for a multitude of purposes as advocated in the Strategic Review Report.
- Indoor Halls should be capable of being subdivided for a multitude of simultaneous uses.
- For larger development the following facilities should be considered: meeting rooms, press and media rooms, treatment rooms, crèches, TV rooms etc.

17. Health and Safety

The Department of Education's "Code of Practice for Safety at Sports Grounds" (1996) sets out a formal code of practice for safety at sports grounds.

The Code can be summarised into several themes namely:

- Ground Management, responsibility and emergency planning
- Physical infrastructure
- Legislation
- Tests and inspections
- Stewarding

The Code of Practice in regard to ground development covers the following points:

- Spectators with disabilities
- Ingress
- Egress
- Stairways and Ramps
- Terracing and viewing slopes
- barriers, guardrails and other guarding
- Covered standing and seated accommodation
- Temporary stands and other temporary structures
- Fire safety
- Communications
- Electrical installation, auxiliary power and emergency lighting.
- Pitch perimeter fence / wall
- Assessment of safe holding capacity
- Medical facilities, first-aid and ambulances
- Sanitary accommodation





Chapter Nine – Insurance and Injury Schemes

1. Liability Programme
2. Property Programme
3. Players Injury Programme

In Association with





Chapter Nine - Insurance and Injury Schemes

1. Liability Programme

Covers Legal Liability to Third Parties and Employees, including participants in FAS and other State Employment Schemes

Policy Period:	12 months from 18 February 2005
Insurer:	S.L.E. Worldwide Limited Europe and others
Policy No:	A2500284
Arranged By:	Coyle Hamilton Willis 7 - 9 South Leinster Street Dublin 2

Public Liability

This section of the policy provides cover up to €127m in respect of any one occurrence, or all occurrences of a series consequent on or attributable to one source or original cause. There is an aggregate excess €1.75m, meaning the GAA bears the first €1.75m in claims in any one year, which is, effectively, self-insurance. It is therefore imperative that all clubs take all reasonable steps to prevent accidents and ensure that claims are kept to a minimum. The club is responsible for minor claims.

Participation in the Public Liability scheme is compulsory on all GAA units. The scheme covers the GAA as a Sports and Cultural organization involved in related fundraising, social, recreational, and other incidental activities.

All clubs contribute considerable monies each year to fund the Liability Insurance schemes. This explains why we as clubs have a vested interest and indeed a responsibility to ensure that claims are kept to a minimum.

Public Liability Insurance provides indemnity to the club in respect of its liability at law (ie. where negligence is proven) for the death, injury, and/or property damage of third parties. This is particularly relevant where non- GAA members ("Third Parties") are visiting our grounds, club-houses, and/or other properties in the Association's care and control.

The key to avoiding liability claims is the introduction of sound risk management practice involving the identification and control of all our exposures.

In the interest of safety of players and spectators it should be ensured that:

- As far as possible, no obstacles such as sideline seating, corner posts or walls should be within 5m of the sideline/touchline.
- Dangerous objects such as cement blocks should not be left lying around or ladders left lying against walls which might tempt children to climb.
- Make sure there are no barbed wire fences within reach of the players and/or spectators
- Great care should be taken with Juvenile Goal Posts. Do not use homemade and potentially dangerous posts.

They should be manufactured by a recognized firm and conform to all safety standards. Goalposts should be anchored properly and blocks and other material should not be used to secure the nets.

- Clubs with Bars should make sure that emergency lighting and fire alarms are installed, also that exit doors should have panic bolts fitted and all exit routes are clearly marked.

Where the GAA use the property of others the GAA Public Liability Insurance automatically transfers to this property while in GAA use and covers the legal liability of the GAA club only. In the event of this property being a farmer's field used for car parking, the GAA will only be liable where injury or loss is sustained due to its negligence. If the negligence is that of the farmer it is his Public Liability Insurance which will be called upon. The club cannot take out insurance to indemnify against the negligence of another party. The Farmer should extend his own Public Liability Insurance to cover such an event if his existing insurance does not already cover it.

In the event of a local farmer using his tractor on Club Property to mow the field or other work the farmer should extend his insurance cover with his own insurer if his existing insurance does not already cover such usage.

As mechanically propelled vehicles are not insured under the Public Liability Insurance, the club that owns its own tractor should have it insured whether or not it will be used on the public highway.

Employers Liability

This section of the policy provides cover up to €63m in respect of any one occurrence. The GAA is responsible for the first €150,000 during any one period.

Participation in this scheme is compulsory for all GAA units

The scheme provides for indemnity against all sums that the association shall become legally liable to pay as compensation for a claimant's costs and expenses in respect of accidental bodily injury to any employee arising out of and in the course of his/her employment by the association. This covers the legal liability of clubs to persons employed under GAA sponsored FAS schemes on GAA property. It should be noted however that cover only applies in respect of employees directly under the control of the GAA unit and where the club is the sponsor of the FAS scheme.

NB: Employers Liability is STRICT, negligence does not have to be proven

Under Health and Safety Legislation clubs can be strictly liable if they fail to:

- Provide suitable and safe equipment
- Provide safe place of work
- Provide a safe system of work
- Engage suitable and competent employees

Apart from these Health and Safety obligations as with all Employers Liability Policies various additional endorsements, extensions, exceptions and conditions apply.



2. Property Programme

Covers the assets of the GAA against loss or damage occasioned by an Insured Peril. As an extension to the Material Damage section of the policy, cover is also available in respect of Loss of Revenue following an insured Property Loss.

Policy Period:	12 months from 1st July 2005
Insurer:	Allianz Corporate Ireland plc and others
Policy No:	CO CFL 1582378 (AOC)
Arranged By:	Coyle Hamilton Willis 7 – 9 South Leinster Street Dublin 2

Property Damage and Business Interruption Insurance

This cover is compulsory for all clubs and protects its real and personal property against loss of or damage to its insurable assets such as Buildings, Contents, Machinery, Stock and property in the care, custody and control of the club.

Where there has been a covered property loss and, as a consequence, a reduction in turnover during reinstatement (the indemnity period), Loss of Revenue is covered for the same Insured Perils.

Insured Perils:

ALL RISKS including, but not limited to, Fire; Lightning; Explosion; Storm; Flood; Burst Pipes; Impact, Riot, Strike, Civil Commotion, Malicious Damage, Glass Breakage, Theft and Subsidence.

Loss of Money: whilst on club premises or in transit to a bank (subject to custodial Warranty)

Excess: The club is liable for the first €4,000 of each and every claim.

For clubs with bars, it is essential that fire detection and security systems be fitted and maintained. All external doors should be non-penetrable and fitted with appropriate mortice deadlocks. Windows/skylights should be reinforced with steel mesh/bars. Bar stock and fixtures should be kept further secured by installation of an alarm system linked to a security company. Where money is present, an approved safe is required above specified amounts. Fire blankets and fire extinguishers to scale should be installed and employees trained in their proper use.

Valuable items such as computers, office equipment, and personal effects are also covered but subject to the €4,000 excess per loss.

Third Party (Outside Bodies) usage of GAA property

It cannot be emphasized strongly enough the importance of ensuring that outside bodies which are granted the use of GAA facilities have current liability insurances in place which are appropriately extended to fully indemnify the clubs and the Association for the duration of their usage/occupancy of the GAA property in question.



Third party indemnity agreement forms can be had from the County Board. Clubs should be very strongly urged not to allow access to their property until such an agreement has been formally entered and the insurance requirements as outlined are in place.

3. Player Injury Programme

Scheme Period:	12 months from 1st February 2005
Insurer:	Not applicable – self funded
Policy No:	Not applicable
Administered By:	Coyle Hamilton Willis 7 – 9 South Leinster Street Dublin 2

The GAA has operated player injury schemes in one form or another since 1929.

The current scheme is mandatory and provides benefits to members playing the national games of Hurling, Gaelic Football, Handball and Rounders only. Clubs must register with the scheme administrators and include players and accredited club personnel performing designated duties in connection with the activities of Clubs.

The GAA Players Injury Scheme does not seek to compensate fully for injury but to supplement other schemes. Ultimately the responsibility to ensure that adequate cover is in place lies with the individual member, commensurate with his specific needs.

Scope

The scheme applies to:

- 1.1 Players on a team registered with the Scheme who incur accidental injury while playing Hurling, Gaelic Football, Handball or Rounders only, either:
 - (a) in the course of an official competitive game or a challenge game or
 - (b) in the course of an official and supervised team training session.
- 1.2 Match officials i.e. referees, linesmen or umpires injured whilst officiating at an official game of Hurling, Handball, Gaelic Football or Rounders as specified in Rule 1.1
- 1.3 Voluntary coaches, team managers, selectors and members of official team parties injured during games or training as specified in Rule 1.1
- 1.4 Members performing designated duties under request/instruction of an authorised Club Officer, in a strictly voluntary capacity, on GAA property or on property under the exclusive use of the GAA.
- 2 The scheme covers Adult and Youth members of the GAA and, also, players registered with the Scheme through Primary, Post-Primary and Third-level Schools and Colleges and Inter-Firm Units
- 3 For the purpose of the Scheme, an Adult is a Full Registered member of the GAA who was 18 years of age or over on registration of his team(s) with the Scheme.





- 4 A Youth is a Youth member of the GAA who was under 18 years of age on registration of his team(s) with the Scheme

Registration

- 5 All teams must be registered in the Scheme which operates from 1st February to 31st January annually.
- 6 A separate subscription must be paid in respect of each named team specified in Rule 12
- 7 Team Registration is effected through the submission of a completed Application Form with the appropriate subscriptions, through the County Committee to the Provincial Council
- 8 Clubs and other units must submit applications and team subscriptions to the County Committee by 1st February each year. Such applications and subscriptions must be lodged with Provincial Council together with the County team applications by 8th February. Provincial Councils must remit applications and subscription to Croke Park by 15th February.
- 9 Refunds of subscriptions cannot be considered.
- 10 The Association reserves the right to decline renewal of any application or to apply special conditions or excesses or to waive the strict compliance with any of these rules.

Funding/Subscriptions

The Injury Scheme shall be funded by:

- 11 Subscriptions in respect of teams registered by Provincial Councils, County Committees, Divisional Boards, Clubs, Schools and Colleges, Inter-Firm and other units and Six percent of Gross Gate Receipts from Provincial and All-Ireland Championships, National Leagues and Railway Cup Competitions etc.
- 12 The amount of team subscriptions shall be
- a Adult (U21incl.) (See Rule 3) €650 per team- no maximum per Club or Unit
 - b Youth(see Rule 4) €200 per team to a maximum of €1200 per Club or Unit
 - c Inter-Firms-€200 per team
 - d Primary Schools €200 per team to a maximum of €1200 per school
 - e Post Primary Schools-€200 per team to a maximum of €1200 per school
 - f Third-level colleges - €200 per team no maximum per college
 - g Rounders-Adult €100 per team-Youth €50 per team

Participation in the Injury Scheme is not mandatory for categories d to g inclusive

- 13 All seven-a-side teams and teams playing in authorised competitions, whether Adult or Youth, are included in the categories listed.

Benefits

- 14 Lifetime Disability Benefit (Payable in addition to any other benefit) €300,000

A single identifiable occurrence on the field of play resulting in permanent total physical paralysis such that the Insured Person is confined to a wheelchair for life.

(i) Capital Benefits	
Permanent Total Disablement from gainful employment	€100,000
Loss of eye(s) or limb(s), or loss of hand(s) or foot/feet	€100,000
Complete and irrecoverable loss of sight in one or both eyes	€100,000
Complete and incurable paralysis	€100,000
Complete and incurable insanity	€100,000
Permanent Partial Disablement ("Continental Scale")	

A scale of benefits providing for benefits to a maximum of €50,000 for specified disabilities applies. Details are available on request.

(ii) Death Benefit	
Adult (or Married Youth)	€50,000
Youth	€25,000

(Where the cause of death is solely attributable to accidental, visible and violent means, in the course of a match or training session (see 1 above) double benefit will be paid).

- 15 Medical
Otherwise unrecoverable medical expenses up to a maximum of €5,000. The first €60 of each and every claim is not covered.
- (i) Physiotherapy, Osteopathy, Chiropractic, Sports Massage, Acupuncture etc. must be medically prescribed and are limited to €200 in total per claim. Medically prescribed post operative treatment is exempt from the limit of €200 and will be considered separately as part of a medical expenses claim.
 - (ii) Damage to or Loss of Personal Effects and Travel Expenses are not covered under this or any section
- 16 Dental
Otherwise unrecoverable dental expenses up to a maximum of €5,000. The first €60 of each and every claim is not covered.
- 17 Supplementary Hospital Benefit
€400 per day's stay in hospital in excess of 10 consecutive days to a maximum of 25 days



18 Loss of Wages(Applicable (a) to Adults and (b) to Youths who are in full-time employment)

Otherwise unrecoverable loss of basic nett wages (i.e. excluding overtime, bonuses, unsociable working hours etc.) payable up to 52 weeks but excluding the first week
Social Welfare and /or other entitlements will be considered as recoverable income and will be deducted from the basic nett wage figure.

Benefit is payable for full weeks only and the maximum benefit payable per week is as follows:

WEEK 1	NIL
WEEKS 2-4	UP TO €200
WEEKS 5-52	UP TO €400

19 Benefits/Conditions and Team Subscriptions may be altered from time to time at the discretion of C.L.G.

NOTE

The injury scheme is funded entirely from Club and GAA funds with no outside (e.g.insurance) involvement. There is no legal obligation on the GAA to provide such a scheme. Risk is an inherent factor in sport, as in life. When members voluntarily take part in Club Activities, they accept the risks that such participation may bring. Legal representation is not required and there is strictly no Legal Expenses Cover amongst the benefits provided.

Exclusions/ Limitations

20 Benefit is not payable to a member whose injury arises from:

- (i) Assault when the claimant has been the aggressor
- (ii) Intentional self injury
- (iii) Pre-existing physical defect or infirmity
- (iv) The use of alcohol or drugs

21 In relation to categories as set out in rule 1.4 the following additional exclusions apply:

- (i) Driving of vehicles, including tractors other than grass cutting
- (ii) Use of power driven woodworking machinery including chainsaws or oxy-acetylene or welding equipment
- (iii) Work at heights exceeding 15 metres or at depths exceeding 3 metres
- (iv) Demolition, construction or other hazardous activity of any kind.

22 In the event of a claim being made by a member for the purpose of obtaining a benefit to which he is not entitled, the Association may suspend or expel the member making the claim and the official(s) counter-signing the claim and may seek repayment from those suspended of any monies paid.

Claims Procedure

- 23 Coyle Hamilton Willis have been retained as professional claims handlers, and have responsibility for the day to day operation of the scheme.
- 24 Coyle Hamilton Willis must be notified of all incidents which may give rise to a claim through the submission of a Preliminary Notification form completed by the Club Secretary, within 30 days of the date of injury. This is the essential pre-requisite to the subsequent consideration of any claim. Should it be necessary to pursue a claim, the completed claim form should be submitted to Coyle Hamilton Willis within a further 30 days (i.e. no more than 60 days from the date of the injury).
- 25 Notification Forms and Claim Forms are available from County Secretaries or Coyle Hamilton Willis, on request. Some forms can be downloaded directly from the GAA website.
- 26 Claim Forms must be completed and signed by the injured member and a declaration as to their authenticity must be signed by the Club Secretary and counter-signed by a designated County Officer. The claim documentation must incorporate:
 - a Medical Certification stating the exact nature of injury and the expected period of disability (if unknown, an estimate will suffice)
 - b For Loss of Wages claims, Employers Certification stating the amount of loss of basic earnings.
 - c A copy of the Referee's Report if the injury was sustained in an official match.
 - d A letter from the Club Chairman/Secretary if the injury occurred in an official Training Session or Challenge match.
 - e Where a claim is being pursued under Rule 1.4 a letter from the Club Chairman/Secretary confirming the claimant's membership and stating the circumstances surrounding the accident/injury
- 27 If a submitted claim is not fully documented, the necessary documents, which must be submitted in a timely manner, will be requested by Coyle Hamilton Willis.
- 28 All payments in respect of claims shall be made by Coyle Hamilton Willis through the appropriate County Committee.

These guidelines are for quick reference only and do not purport to reflect the Risk Management and Insurance structures currently in force in their entirety. If in doubt as to the protections available to Cumann Lúthchleas Gael, its members and associated interests, please refer to the Risk and Insurance department, Croke Park, Dublin 3.



Appendices

Appendix 1: Adult Membership Form

Appendix 2: Youth Membership Form

Appendix 3: Disputes Resolution Authority

Appendix 4: Club Performance Charts

In Association with





Appendix 1 : Adult Membership Application Form

Cumann Lúthchleas Gael Full Membership Application Form

Ainm/Name: _____

Seoladh/Address: _____

Phone/Fax/Email (if available): _____

Date of Birth: Day Month Year (e.g. 06 02 65)

I hereby apply to: _____ Club for Membership

of the above Club and Membership of Cumann Lúthchleas Gael (The Gaelic Athletic Association)

I subscribe to and undertake to further the aims and objectives of the Club and of Cumann Lúthchleas Gael (The Gaelic Athletic Association), and to abide by its Rules, and I attach herewith the appropriate membership fee as determined by the above Club.

Sinithe/Signed _____ Data: _____

Print Name: _____

For Official Use Only:

Membership/approved by Club Executive on _____ Data

Sinithe: _____ Club Rúnaí.

Registered in Central Membership Database on _____

Membership Identification Number: _____



Appendix 2 : Youth Membership Application Form

Cumann Lúthchleas Gael Youth Membership Application Form

Ainm/Name: _____

Seoladh/Address: _____

Phone/Fax/Email (if available): _____

Date of Birth: Day Month Year (e.g. 06 02 65)

I hereby apply to: _____ Club for Membership

of the above Club and Youth Membership of Cumann Lúthchleas Gael (The Gaelic Athletic Association)

I subscribe to and undertake to further the aims and objectives of the Club and of Cumann Lúthchleas Gael (The Gaelic Athletic Association), and to abide by its Rules, and I attach herewith the appropriate membership fee as determined by the above Club.

Sinithe/Signed _____ Data: _____

Print Name: _____

Parent(s)/Guardian(s), on behalf of the above named: -

We/I consent to the above Application and to undertakings given by the Applicant.

Sinithe/Signed _____ (Parent/Guardian) Data: _____

Print Name: _____

Sinithe/Signed _____ (Parent/Guardian) Data: _____

Print Name: _____

For Official Use Only:

Youth Membership/approved by Club Executive on _____ Data

Sinithe: _____ Club Rúnaí.

Registered in Central Membership Database on _____

Membership Identification Number: _____





Appendix 3 : Disputes Resolution Authority (An Córas Eadrána)

At Congress 2005, the Gaelic Athletic Association (GAA) adopted an Arbitration Rule and a Disputes Resolution Code. It also established the Disputes Resolution Authority (DRA) to implement the Code. The DRA is independent of the GAA and maintains a panel of Arbitrators from which it establishes Arbitration Tribunals to deal with disputes referred to it. The Panel comprises Solicitors, Barristers, Arbitrators and persons 'who, by virtue of their experience and expertise in the affairs of the Association, are properly qualified to resolve disputes relating to the Rules of the Association'.

Congress 2005 also appointed Liam Keane as Secretary of the DRA for a term of three years.

Dispute Resolution Code

1. The Disputes Resolution Authority and Jurisdiction

- 1.1 An Authority known as The Disputes Resolution Authority shall be established. It shall be independent of the Association and be bound only by the Provisions of this Code. It shall consist of a Secretary, who shall be appointed for a term of three years by Congress on the nomination of Central Council. If a vacancy occurs between Congresses, it shall be filled by the Central Council, and the appointment shall be ratified at the following Congress. The Secretary shall have power to appoint Deputies and/or Assistants.

The Secretary shall maintain a Panel of not fewer than 30 persons, made up of not fewer than 15 persons who have qualified as solicitors or barristers or arbitrators (**Group 1**), and not fewer than 15 persons without such qualification, who, by virtue of their experience and expertise in the affairs of the Association, are properly qualified to resolve disputes relating to the Rules of the Association (**Group 2**).

The Secretary's selection of the Panel shall be ratified on an annual basis by Central Council.

No serving Officer at County, Provincial or National level shall be eligible for the panel.

- 1.2 The Disputes Resolution Authority shall be indemnified in respect of all costs, expenses and liabilities by the Association and shall lay an account of its business before Central Council (or its appointed subcommittee) on an annual basis. The Disputes Resolution Authority shall not be liable for anything done or omitted in the discharge or purported discharge of its functions unless the act or omission is shown to have been in bad faith.
- 1.3 The Rules of the Gaelic Athletic Association (including Bye-Laws, Regulations, and interpretations of Rules by Central Council applicable to the decision, the subject matter of the dispute (the Rules) and the Laws of Ireland shall govern and be applied to any issue between disputing parties. The Tribunal (as defined in Section 5) shall make such enquiries, seek such opinions and evidence, and make such orders as it considers fit, subject to this Code and to Law.
- 1.4 In all matters in which the Secretary of the Disputes Resolution Authority has a function under this Code, he/she may appoint a deputy to act in his/her place where, for reasons of practicality, he/she is not in a

position to act. Such Deputy shall have all the powers and functions of the Secretary when acting with his/her authority.

2. Request for Dispute Resolution

- 2.1 Any party to a dispute governed by this Code who seeks a determination ("the Claimant") must submit to the Secretary of The Disputes Resolution Authority a written request for dispute resolution proceedings ("the Claim") containing the following details:
- (a) the names and addresses of all parties to the dispute and their dates of birth if under the age of eighteen;
 - (b) a brief statement describing the nature and circumstances of the dispute, and specifying the remedy claimed;
 - (c) copies of any rules, regulations, bye-laws, rulings or legal authority relevant to the claim;
 - (d) a statement of any matters on which the parties have already agreed in relation to the conduct of the dispute resolution proceedings, or proposals (if any) in relation to such conduct;
 - (e) Confirmation that all avenues of appeal under the Official Guide have been exhausted; and
 - (f) A statement that the contents of the Claim are true and accurate.

A prescribed form is set out at the end of this Code, and the Secretary may publish updated prescribed forms for Claims under this Rule.

- 2.2 The Claim shall be notified to the Secretary of The Disputes Resolution Authority as soon as possible after all available appeals within the Rules have been completed, and in any event within 7 days of the last decision, and no Claim shall be entertained after that date, unless the Secretary is satisfied that there is good reason for extending the time.
- 2.3 The Claim shall be accompanied by a deposit in the amount of €500 towards the expenses of The Disputes Resolution Authority, which amount shall be reviewed by the Secretary on an annual basis and notified to Central Council in the audited accounts. At the end of any Dispute Resolution proceedings, the total expenses of The Disputes Resolution Authority in the proceedings shall be calculated and the Tribunal (as defined in Section 5) may direct that the expenses be paid by such party or parties as it deems appropriate, and for this purpose may require that any successful Claimant be reimbursed in respect of the deposit by any unsuccessful parties.
- 2.4 The Claimant must serve a copy of the Claim together with copies of any documents supplied to the Secretary on the other party or parties ("the Respondent") and shall confirm in writing to the Secretary when submitting the claim that such documents have been duly served. The date of receipt by the Secretary of the claim shall be the date the dispute resolution proceedings commenced ("the Commencement Date").

**3. Response by Respondent**

Within 7 days, or such extended, or in cases of special urgency, reduced, time limit as the Secretary of The Disputes Resolution Authority may impose and notify to the Respondent, of the Commencement Date, the Respondent may send to the Secretary a response ("the Reply") containing the following details:

- (a) a response by way of admission or denial of each statement in the Claim;
- (b) a brief statement of the nature and circumstances of any applicable counterclaim being made;
- (c) comment in response to any statements contained in the Claim on matters relating to the conduct of the dispute resolution proceedings;
- (d) confirmation that all avenues of appeal under the Official Guide have been exhausted; and
- (e) a statement that the contents of the Reply are true and accurate.

and shall confirm in writing to the Secretary that a copy of the Reply together with copies of any documents supplied to the Secretary have been duly served on the Claimant, and on any other Respondants. A prescribed form is set out at the end of this Code and the Secretary may publish updated forms for Replies under this [Rule](#).

4. Mediation

- 4.1 The Disputes Resolution Authority shall encourage mediation and negotiations where practical, and shall, if requested and otherwise at the Secretary's discretion, notify the parties of the names and contact details of persons willing and able to assist in the amicable resolution of disputes within the Rules of the Association.
- 4.2 Mediation and negotiation shall be without prejudice to the dispute resolution proceedings and may take place and continue at any time during the dispute resolution proceedings.

5. The Tribunal

- 5.1 Subject to Section 5.4 below, any dispute submitted to The Disputes Resolution Authority shall be decided by a Tribunal ("the Tribunal") of three persons selected from The Disputes Resolution Authority's Panel, at least one of whom shall be selected from Group 1 and at least one of whom shall be selected from Group 2 of the Panel.
- 5.2 Every person conducting dispute resolution proceedings under this Code must be independent and impartial, and must never act as advocate for any party.
- 5.3 The Secretary of The Disputes Resolution Authority shall provisionally select the Tribunal from The Disputes Resolution Authority's Panel and shall notify the parties of the names of the Tribunal members as soon as practicable after they have been selected. The Tribunal shall be so constituted, unless the

Secretary receives an objection from one or more parties to any person provisionally selected within three days of notification (or such shorter period as may be set in the event that the hearing is set for an earlier date), and is satisfied that such person has a genuine conflict of interest.

- 5.4 If all parties to the dispute agree that the Tribunal shall consist of only one person nominated by them from The Disputes Resolution Authority's Panel, they must notify the Secretary accordingly, and the Secretary, provided that he/she is satisfied that the nominated person is independent of the parties to the dispute, shall appoint that one person, and that one person shall constitute a valid Tribunal.
- 5.5 If any member of the Tribunal refuses, or in the opinion of the Secretary becomes unable or unfit to act, the Secretary of The Disputes Resolution Authority shall appoint another person to the Tribunal in his place.
- 5.6 The Tribunal members shall select one of their number to act as Chairperson, and in default of agreement, the Secretary shall select the Chairperson.
- 5.7 The Tribunal may decide on its own jurisdiction, including any objections with respect to the existence or validity of the particular referral to arbitration in accordance with the Official Guide. For that purpose, this Code shall be treated as an agreement independent of the other terms of the Rules of the Association.

6. Communications

- 6.1 The parties shall not communicate with the Tribunal except through the Secretary of The Disputes Resolution Authority, unless so directed by the Secretary.
- 6.2 The Secretary may communicate with any party directly to confirm receipt of Documents, and may send copies of any Documents to them.
- 6.3 Correspondence from one party to the Secretary of the Disputes Resolution Authority shall be accompanied by three extra copies, and a further copy of such correspondence must be sent by that party to every other party to the dispute.
- 6.4 All communications shall be either hand delivered or sent by post, email or facsimile transmission to the parties at the addresses set out for each in the Claim, or at such address as any party may have previously notified The Disputes Resolution Authority, the Tribunal and the other parties. Any such communication shall be deemed to be served:
 - (a) if hand delivered, at the time of delivery,
 - (b) if posted, at the expiration of 48 hours after the envelope containing the same shall have been put in the post, and
 - (c) if sent by email or facsimile transmission, at the expiration of 12 hours after receipt of the same has been automatically acknowledged to the sender thereof, and in proving such service, it shall be sufficient to prove that delivery was made or that the envelope containing the communication was properly addressed and posted as a prepaid letter, or that the email or facsimile transmission was properly addressed, despatched and acknowledged as the case may be.



- 6.5 In cases of special urgency, the Secretary, the Tribunal and (provided that permission from the Secretary has been obtained) the parties may use telephone or such other methods as are necessary in order to give notice.
- 6.6 The Tribunal may deem communications to be adequate notwithstanding a failure of compliance with this Section 6, if the same were sufficiently effective.

7. Conduct of the Proceedings

- 7.1 The Tribunal shall conduct the dispute resolution proceedings in such manner as it considers fit and may follow any arbitral procedure agreed by the parties if it is in the Tribunal's opinion reasonably practicable so to do.
- 7.2 The Tribunal or its Chairperson may hold a preliminary meeting with the parties at which the parties may be given directions as to time limits and procedures, including timetables in respect of steps to be taken.
- 7.3 If directed to do so by the Tribunal, the parties shall make written submissions to the Tribunal giving further details of their Claim and Reply.
- 7.4 In cases of special urgency, the Tribunal (or, if the Tribunal has not yet been constituted, the Secretary of The Disputes Resolution Authority) may, on the application of either party, direct that a hearing be held on a specific date and that any time limits set out in this Code be varied, as so directed.
- 7.5 Each party must submit to the Secretary within such time as the Tribunal shall direct, copies of every document on which that party will rely, unless that document has previously been submitted to the Secretary. Copies shall also be sent by that party to all other parties to the proceedings.
- 7.6 The Tribunal may proceed with the dispute resolution procedures and make its decision even if the Respondent has failed to serve a Reply.
- 7.7 If any party deliberately or recklessly misleads the Secretary or the Tribunal as to any facts relevant to the dispute or referral, the Tribunal may dismiss their Claim or strike out their Reply and make punitive awards as to costs.

8. Interim Rulings

- 8.1 A Claimant may apply to the Tribunal for interim temporary remedies where necessary in order to preserve the *status quo ante* pending the Hearing. If any claim for any interim remedy is being made, then subject to Section 7.4, it must be set out on the Claim.
- 8.2 Subject to Section 8.3, such applications shall be heard on a day and at a place and time suitable to the Tribunal, with at least 3 days' notice to the Respondent(s). The Tribunal shall have the same powers as a Court of Law in legal proceedings alleging a breach of contract.
- 8.3 In cases of special urgency, the Tribunal (or, if the Tribunal has not yet been constituted, the Secretary of The Disputes Resolution Authority) may (i) shorten the time required for notice or (ii) dispense with



notice, and grant such temporary interim remedy as is appropriate, if the Claimant shows that it has been impossible or impracticable to meet the notice requirements.

- 8.4 No interim remedy shall be granted in the event that the Tribunal or the Secretary of the Disputes Resolution Authority, as the case may be, finds that the Claimant has unreasonably delayed in bringing the application for temporary interim remedy.
- 8.5 If an interim order is made and at the Hearing it is subsequently found that such interim order was inappropriate, the Tribunal may affix the Claimant with liability for any loss or damage thereby incurred by the Respondent(s), unless one or more exceptional countervailing factors are found to exist by the Tribunal.
- 8.6 All parties shall comply with the interim orders of the Tribunal, in default of which the Claim or the Reply (as the case may be) may be struck out without consideration of the substantive Claim.

9. Hearings

- 9.1 The Tribunal shall fix the date, time and place of any hearings in the dispute resolution proceedings and shall give the parties as much notice as practicable of same. All such hearings shall be in private.
- 9.2 For the avoidance of doubt, the Tribunal may direct that the parties should make written submissions and that no evidence will be given orally.
- 9.3 Where the proceedings involve a matter of exceptional importance to the Association, the Tribunal in its absolute discretion may invite submissions from Central Council or any other appropriate party regarding the consequences for members and units of the Association other than those party to the dispute of any decision it might make.

10. Witnesses

- 10.1 The parties must notify the Tribunal and other parties as soon as practicable and within any time limits set by the Tribunal of the identity of any witnesses they wish to call, and, if the Tribunal requires it, each party shall disclose the subject matter and content of the evidence on which each such witness shall be relying and how that evidence relates to the points at issue.
- 10.2 The Tribunal may question a witness at any stage, and shall supervise the questioning of a witness by the parties.

11. Decisions

- 11.1 If in the opinion of the majority of the Tribunal, one member of the Tribunal has refused or failed to comply with this Code or any applicable law relating to the making of the decision and/or award, having been given a reasonable opportunity to do so, the other members may remove him/her, and the remaining members shall proceed in his/her absence.
- 11.2 The Tribunal shall decide on any issue by majority. The final decision shall be in writing and shall be dated and signed by each member of the Tribunal, and shall be accompanied by the reasons on which it is based.



- 11.3 The Tribunal may direct any party to the dispute resolution proceedings to take, or abstain from taking, any steps, within the Rules of the Association and with due regard to the rights of third parties, including, but not limited to, the re-hearing of any disciplinary or other decision-making process, with or without directions as to the proper procedures to be applied.
- 11.4 In the event of a decision or procedure being quashed, and with agreement of both parties, the Tribunal may conduct a full hearing as if it were an appellate body of last resort under the Rules of the Association, with power to fully conduct the procedure which has been quashed. No decision made by the Tribunal in this context shall be susceptible to appeal or review by any body.
- 11.5 In the event that the parties in dispute agree a resolution of the dispute at any stage in the referral prior to the delivery of the decision, the Tribunal, if satisfied that such proposed resolution is within the Rules of the Association and does not occasion any breach of contract or other act whereby any third party is prejudiced, may ratify the resolution, in which case it shall have the same force as if it were a decision of the Tribunal.
- 11.6 The Chairman of the Tribunal shall arrange for the decision to be delivered to the Secretary of the Disputes Resolution Authority, and the Secretary shall notify the parties and the Director General of the Gaelic Athletic Association accordingly.

12. General Rules

- 12.1 If notwithstanding the fact that any provision or requirement of this Code has not been complied with, a party proceeds with dispute resolution proceedings without promptly stating its objection, that party shall have waived its right to object.
- 12.2 Save in respect of decisions made prior to the constitution of a Tribunal and the election of its Chairperson, any decision of the Secretary of the Disputes Resolution Authority may be appealed to the Tribunal.



Form 1: Request for Arbitration (The Claim)

Name: (of Person/Committee/Council/Other Body): _____ (The Claimant)

Address: _____

Telephone No. (1) _____

Date of Birth (if under 18) _____

Telephone No. (2) _____

Signature of parent/legal

Fax No. _____

guardian (if under 18): _____

Email address: _____

Print Name: _____

Person(s)/Committee(s)/Council(s)/Other Body (Bodies) against whom Claim is made:

_____ (The Respondent(s))

Names and addresses of any further persons/committees/bodies concerned or affected:

(1) _____

(2) _____

(use additional sheet for any further names)

Brief statement of the facts upon which the claim is based (use additional sheet if required):

1. _____

2. _____

3. _____

4. _____

List the Rules of the Association or laws or entitlements of which it is claimed the Respondent(s) is/are in breach

(use additional sheet if required):

1. _____

2. _____

3. _____

4. _____

**Form 1: Request for Arbitration (The Claim) continued**

Brief statement explaining why the Respondent(s) are in breach of the rules/laws/entitlements (use additional sheet if required):

1. _____
2. _____
3. _____
4. _____

List what remedy or remedies is/are claimed (use additional sheet if required):

1. _____
2. _____
3. _____

List any Interim Temporary Remedies sought

1. _____
2. _____

Have any matters been agreed in relation to the dispute? If yes, please specify.

Does the Claimant have any proposals for the carrying out of the hearing (e.g. whether an urgent hearing is necessary, what location is suitable etc.)? If yes, please specify.

Do you require copies of any documents in the possession or power of the Respondent(s) or any other parties concerned? Yes* / No* (*delete as appropriate) If 'Yes', list the documents or categories of documents sought (use additional sheet if required):

1. _____
2. _____
3. _____

I/We hereby confirm that I have exhausted all avenues of appeal under the Official Guide.

I/We hereby certify that the facts stated above are true and I acknowledge that if any of these facts is proved to be false, my/our Claim may be dismissed immediately without further consideration:

Signed(in Irish): _____ (Claimant)

Date: _____

Attach:

1. A copy of any Rules of the Association relevant to the Claim
2. Deposit Fee of €500.

**Form 2: Response to Request for Arbitration
(The Reply)**

Name: (of Person/Committee/Council/Other Body): _____ (The Respondent)

Address: _____

Telephone No. (1) _____

Telephone No. (2) _____

Fax No. _____

Email address: _____

Names and addresses of any further persons/committees/bodies concerned:

(1) _____

(2) _____

(use additional sheet for any further names)

Does the Respondent confirm or deny the facts stated in the Claim? If denied, please explain why (use additional sheet if required):

State whether Respondent is agreeable to all or part of the remedy claimed, including any Interim Temporary Remedy claimed:



**Form 2: Response to Request for Arbitration (The Reply) continued**

Have any matters been agreed in relation to the dispute? If yes, please specify.

Does the Respondent have any proposals for the carrying out of the hearing? If yes, please specify.

Do you require copies of any documents in the possession or power of the Claimant(s) or any other parties concerned? Yes*/No* (*delete as appropriate)

If 'Yes', list the documents or categories of documents sought (use additional sheet if required):

1. _____
2. _____
3. _____

I hereby acknowledge / deny that the Claimant has exhausted all avenues of appeal under the Rules of the Association.

I hereby certify that the facts stated above are true and I acknowledge that if any of these facts is proved to be false, my response to the Claim may be struck out immediately without further consideration:

Signed(in Irish): _____ (Respondent)

Date: _____

Appendix 4: Club Performance Charts

PERFORMANCE CHART

Playing the Game

Rating Of Your Club Performance

X in Column 1 means Excellent
 X in Column 2 means Very Good
 X in Column 3 means Good
 X in Column 4 means Fair
 X in Column 5 means Weak

No Change needed now
 Little Improvement needed
 Some Improvement needed
 Considerable Improvement needed
 Major Changes needed

Give your opinion of your clubs performance by putting an X in the appropriate column below:	1	2	3	4	5
Regular Games: Regular games for adult and juvenile players; more than one adult team; use of tournaments and friendly games; promote maximum juvenile participation and Go Games; fulfilling all fixtures; Internal Leagues, Catering for "average" player.					
Coaching: Regular practice and coaching sessions, qualified coach, medical care, knowledge of rules					
Loyalty: Clear understanding by members and players of obligation to give first loyalty to club; consistent policy					
Discipline: Punctuality; good conduct on field including policy on improper language; respect for referees and officials; sportsmanship; assist with the provision of referees					
Presentation: High standards of dress for games and training; proper preparation of playing fields; team lists; games information					
Equipment: Adequate supplies of balls for practice sessions; hurleys; encourage use of helmets insist on them at juvenile					
Games Expansion: Promotion of Hurling and Gaelic football: support for Handball, Camogie and Ladies Gaelic Football					
Club School Link: Liaise with teachers; Promote games in school; raise club profile in local schools; Assist with coaching in local schools					

If all your X's are in Column 1, your club is indeed exceptional! If not, your club will have some work to do and you will have to set targets and Plan how you are going to achieve your objectives.

You should use this chart to rate your club performance on an annual basis.



PERFORMANCE CHART

Running the Club

Rating Of Your Club Performance

X in Column 1 means Excellent
X in Column 2 means Very Good
X in Column 3 means Good
X in Column 4 means Fair
X in Column 5 means Weak

No Change needed now
Little Improvement needed
Some Improvement needed
Considerable Improvement needed
Major Changes needed

Give your opinion of your clubs performance by putting an X in the appropriate column below:	1	2	3	4	5
Structure: Constitution. Annual General Meeting, Reports and Accounts; Executive					
Sub-Committees: Sharing workload; clear functions and responsibilities; delegates with good reporting system					
People: Clear Responsibilities; of Officers; Proper membership procedures; Recruitment of voluntary helpers; Involvement of youth and ladies					
Discipline: Policy on club loyalty and discipline-Club Code of Conduct; Code of Best Practice for Dealing with Youth Sport					
Relationships: Co. Committee; Bord na nÓg; Motions for Convention; Schools; Kindred organisations					
Equipment: Adequate supplies of balls for practice sessions; hurleys; encourage use of helmets insist on them at juvenile					
Games Expansion: Promotion of Hurling and Gaelic football: support for Handball, Camogie and Ladies Gaelic Football					
Club Planning and Development: Clear objectives-short-term and long-term; Club Plan; Budgeting; Phased Targets; Periodic reviews and evaluation of Club Plan					
Social Centre with Bar: Good management; Bar records; Policy guidelines known; Good reporting to executive; Use of Profits					
Information and Records: Treoir; Minute Books; Account Books; Club Stationery; Membership records; Fixture records; Team list books; Filing system; Insurance; Office equipment					

If all your X's are in Column 1, your club is indeed exceptional! If not, your club will have some work to do and you will have to set targets and Plan how you are going to achieve your objectives.

You should use this chart to rate your club performance on an annual basis.



PERFORMANCE CHART

Using Money

Rating Of Your Club Performance

X in Column 1 means Excellent
X in Column 2 means Very Good
X in Column 3 means Good
X in Column 4 means Fair
X in Column 5 means Weak

No Change needed now
Little Improvement needed
Some Improvement needed
Considerable Improvement needed
Major Changes needed

Give your opinion of your clubs performance by putting an X in the appropriate column below:	1	2	3	4	5
Getting Money: Using money as a tool to promote games; Lack of funds not allowed to restrict desirable activities; Finance raised through other fundraising; sponsorship; Good organisation of gates; Proper Management assets; Membership fees; Fundraising committee					
Spending Money: Expenditure properly authorised and controlled; Major projects carefully costed; Budget. Accounts paid promptly by cheque only					
Control Systems: Bank account. Investment Account; Regular Reporting; Clear lines of Responsibility; Annual Accounts properly audited for members					
Records: Cheque Journal; Cash Book; Receipt Book; Vouchers; Investment records; Petty cash					
Specific Jobs: Injury Scheme. Team expenses. Insurance					
External: Supporters. General GAA Fundraising. Information on GAA and State grants: expert outside financial advice on major projects. Annual Accounts to Co. Committee					
People: Good Treasurer and supporting Finance Committee. Duties and functions clearly defined. Treasurer with real responsibility. Properly appointed Trustees of Real and Personal property					
Budget: Annual estimates of income and expenditure. Use for planning fundraising, covering shortfalls. Monitoring to ensure that expenditure relates to budget					
Social Centre with Bar: Control. Purchase ledger, Sales Records, Bar Stock, Monthly Bar Accounts, Wages, Records					

If all your X's are in Column 1, your club is indeed exceptional! If not, your club will have some work to do and you will have to set targets and Plan how you are going to achieve your objectives.

You should use this chart to rate your club performance on an annual basis.



PERFORMANCE CHART

Keeping People Informed

Rating Of Your Club Performance

X in Column 1 means Excellent
X in Column 2 means Very Good
X in Column 3 means Good
X in Column 4 means Fair
X in Column 5 means Weak

No Change needed now
Little Improvement needed
Some Improvement needed
Considerable Improvement needed
Major Changes needed

Give your opinion of your clubs performance by putting an X in the appropriate column below:	1	2	3	4	5
Club Presentation: Good quality club letter-heading. Use of GAA crest, membership card. Regularly updated website					
Information: Newsletter, Treoir Advisory Sheets, Rules Booklets distributed. Club Courses, Prompt replies to correspondence.					
Úsáid na Gaeilge: Signs, Match Notices, Notice Board, Annual Report					
Promotional: Distribution of GAA promotional material Publications, Stickers, Sports Bags, Programme Collectors Club, Meetings and Social Functions					
Public Facilities: Public Toilets. Scoreboard. Covered spectator stand, Bank or terracing, Car Park. Meting rooms.					
P.R.O.: Press cuttings Team photographs, Club History, Annual Report distributed. Match Reports to Press. Use of local media, Community Radio. Update website.					
Social Centre: Direction Signpost. Outside sign. Full use of Notice Board including pitch allocation and programme of club activities in centre					
Facilities: Well kept ground. Press facilities. Scoreboard. Public address System. National Flag displayed. Toilets.					
County Committee: Liaise with County PRO. County Yearbook. Good Delegates. Proper Reporting.					

If all your X's are in Column 1, your club is indeed exceptional! If not, your club will have some work to do and you will have to set targets and Plan how you are going to achieve your objectives.

You should use this chart to rate your club performance on an annual basis.



PERFORMANCE CHART

Providing Facilities

Rating Of Your Club Performance

X in Column 1 means Excellent
X in Column 2 means Very Good
X in Column 3 means Good
X in Column 4 means Fair
X in Column 5 means Weak

No Change needed now
Little Improvement needed
Some Improvement needed
Considerable Improvement needed
Major Changes needed

Give your opinion of your clubs performance by putting an X in the appropriate column below:	1	2	3	4	5
Ground Ownership: Vested. Trustees kept up-to-date. Proper to control of use. Official Club Constitution and Declaration of Trust adopted. Phased Development Plan. Club Development Committee					
Buying a Ground: Survey of potential sites. Expert advice. Availability of Finance. Other Options. Other options: long lease, use of local authority playing field					
Pitch Maintenance: Programme of Regular Mowing, over-seeding, fertilising, spiking, weed control, repair of divots and goalmouth area, inspection and maintenance of goal posts, use of portable practice goals,. Mower and line marker. Practice areas.					
Player Facilities: Adequate number of dressing-rooms, toilets, showers. First Aid equipment, referees room, team dugouts and Floodlights					
Public Facilities: Public Toilets. Scoreboard. Covered spectator stand, Bank or terracing, Car Park. Meting rooms.					
Presentation: Painted goal-posts. Goal nets. Proper lining. Line flags, Flagstaff for National Fag.					
Security and Environmental: Secure boundary wall around the ground. Well Kept entrances. Main pitch fenced in. Amenity areas e.g. Pitch and Putt, Tennis, Children's Play Area; Landscaping. Absence of litter.					
Handball: Covered Court/s. Separate Facilities e.g. toilets, showers					
Social Centre: Realistic planning. Definite purpose. Provision of youth bar. Is bar necessary? Controls and Management procedure.					

If all your X's are in Column 1, your club is indeed exceptional! If not, your club will have some work to do and you will have to set targets and Plan how you are going to achieve your objectives.

You should use this chart to rate your club performance on an annual basis.



PERFORMANCE CHART

Building on Youth

Rating Of Your Club Performance

X in Column 1 means Excellent
X in Column 2 means Very Good
X in Column 3 means Good
X in Column 4 means Fair
X in Column 5 means Weak

No Change needed now
Little Improvement needed
Some Improvement needed
Considerable Improvement needed
Major Changes needed

Give your opinion of your clubs performance by putting an X in the appropriate column below:	1	2	3	4	5
Regular Games: Games at regular intervals for youth players, at least three teams in each code; Use of tournaments and friendly games; fulfilling of all fixtures; catering for 'average' player; Internal leagues; mini-games. Enter teams for Féile.					
Coaching and Skill Training: Regular practices, coaching and skill awards session; qualified coach; knowledge of rules; caring attitude for players in relation to injuries; first aid; protective gear; shortened pitches; light balls, Summer Camps, Go Games.					
Loyalty: Clear understanding by members and players of obligation to give first loyalty to club ; consistent policy.					
Discipline: Code of Best Practice for Youth Sport; Careful selection of team mentors; Punctuality; good conduct on the field, including policy on improper language; respect for referees and officials; sportsmanship.					
Presentation: High Standard of dress; proper preparation of pitches; Team lists.					
Administration: Youth Committee given responsibility; Youth members on Club Committee; good delegate on Bórd na nÓg; co-operation with Co. Youth Officer; attend at Youth Convention.					
Adult Help: Adult players helping with coaching; parents assisting with transport, fund-raising, managing teams, Ladies Committee involved.					
Social Programme: Scór na nÓg; outings; scholarships to the Gaelteacht; Question Time and other indoor activities; educational trips; encouragement of Irish language; distribution of GAA promotional material.					
Club School Link: Contact with School Management and teachers; visits by well known players; help with equipment, transport, coaching; club publications and GAA brochures promoting the games.					

If all your X's are in Column 1, your club is indeed exceptional! If not, your club will have some work to do and you will have to set targets and Plan how you are going to achieve your objectives.

You should use this chart to rate your club performance on an annual basis.



PERFORMANCE CHART

Promoting National Identity

Rating Of Your Club Performance

X in Column 1 means Excellent
X in Column 2 means Very Good
X in Column 3 means Good
X in Column 4 means Fair
X in Column 5 means Weak

No Change needed now
Little Improvement needed
Some Improvement needed
Considerable Improvement needed
Major Changes needed

Give your opinion of your clubs performance by putting an X in the appropriate column below:	1	2	3	4	5
Irish Music Singing and Dancing: Organisation of Ceilithe and/or inclusion of Irish dancing in dance programmes. Ceilí classes. Sets. Ballad/Folk/traditional Irish Music sessions. Group outings to Fleadh Cheoil. Aeríocht.					
Scór: Internal club competitions. Proper Attitude to participation. Use of Scór talent for non-competitive functions and concerts.					
Cultural/Social/Educational: Range of indoor and outdoor activities. Co-operation with VEC. Public Libraries. Teacher Centres. Comhaltas Ceoltoirí. Ladies Section activities.					
Guaranteed Irish: Club Policy to buy Irish equipment. Players and Officials to wear Irish made gear. Irish paper for printing and stationery. Trophies for Irish Design and manufacture. Projects to encourage this policy.					
Gaeilge: Positive Policy on simple bilingual approach. Some Irish on stationery, Annual Reports, Notices, Encourage use of Irish at meetings, Irish classes- T.V. projects, Glór na nGael.					
Youth: Co-operation with schools on projects. School lectures, visits by players. Youth Outings.					
Kindred Community/Charitable activities: Local charities. Slogadh. Tidy Towns					
Health: Responsible attitude to promotion of health in relation to sport. Encouraging temperance. Discouraging smoking. Lectures on Sports Injuries and First Aid. Good example by team members.					

If all your X's are in Column 1, your club is indeed exceptional! If not, your club will have some work to do and you will have to set targets and Plan how you are going to achieve your objectives.

You should use this chart to rate your club performance on an annual basis.



Notes

Buíochas



Cumann Lúthchleas Gael

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Notes