

# Carryduff GAC Development Plan 2019 - 2022



*'50 years a-growing'*

*'Caofta bliain ag fás'*





“We are far from bended knee  
We are Ceathrú Aodha Dhúidh, true and free  
We are a story yet untold  
We are the people of the purple and the gold

adapted from *Michael Fortune*





## Introduction

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## 1. Chairman's Address – Oidhreacht – Legacy

Ag tabhairt ar aghaidh a bhfuil meas ar chuig daoine a bhfuil meas orthu.

'Passing on that which is cherished to those who are cherished.'

I am very proud to have this opportunity as Chairperson of Carryduff GAC to make these introductory comments to our Club Development Plan. Those of us who have made our homes in Carryduff are indebted to those founding members of Carryduff GAC, whose vision, fortitude and commitment provided the basis upon which has been established our club as we know it today.

Our Club has progressed enormously from being the 'United Nations' of peoples from all over and the 'Nomads' who for decades had no Home of their own to being a Club and People with that great sense of pride in place and community, that upon which the GAA was founded and thrives to this day.

That our Club is now one of the largest in County Down is attributable to the vision, continuous dedication and commitment of members, in the areas of coaching, mentoring, administration and development.

We continue to have ambitions and aspirations and wish to see

- the continued development of all our children and young people in a healthy and safe environment;
- our club represented at the highest level of competition in all playing codes;
- the continued development of Gaelic culture in our locality
- the maintenance and improvement of all facilities of the club
- appropriate financial and resource management within the Club
- continual improvement in our structures and our offer to our Juvenile members
- Continued improvements in our communications, our PR and social aspects of the Club

In short, our aspiration is to ensure the CLG Ceathrú Aodha Dhuibh is located at "the heart of the Community" an Croí an Phobail.





The main objective of our Development Plan is to ensure we continue to effectively serve our members, our supporters, and the community that sustains us. We hope it offers a blueprint for the future of CLG Ceathrú Aodha Dhúibh and provides a roadmap to our ambitions and intentions, based on the experiences and the needs of our members, as we approach our 50<sup>th</sup> Anniversary.

This Plan outlines the actions we must take in order to ensure that our success and achievements are further built upon. This can only be achieved if we continue to work together and support our club. I look forward to that support in the years ahead.

**Pól MacComhaoil**, *Cathaoirleach*

“At that moment  
stars began to push  
their white necks through  
the shawled sky above.  
I knew then there was no  
inch of earth, no  
other world than this  
I loved.”

By **Ethna McKiernan**





## 2. Milestones in the History of our Club

Year	Milestone
1972	Carryduff GAC formed in the autumn of 1972 and entered the East Down Junior Football League in 1973.
1973	Carryduff win East Down Junior Football League and reach the Junior Championship final in their first year in competitive football. U13s are runners-up in the Milk Marketing Board's Blitz Competition. Five major trophies are won in the club's first ten years.
1975	East Down League Shield won. Exited Junior Championship at semi-final stage.
1976	East Down League Shield retained.
1977	Intermediate League Title won. Dan McCartan persuades Seamus Wallace to manage Carryduff's first Reserve Team. An inaugural Social Committee is formed to assist meet the running costs of the club.
1978	15 yr old Greg Blaney joins Carryduff. Carryduff lose Junior Championship final.
1978	Neil McNabb & Joe Swail jointly edit the first edition of CONTACT (Communicating Our News Throughout All Carryduff Terrain).
1979	A youthful Ronan McCaughey, Mark McCartan and Joe McEvoy win the East Down Scór na n-Óg quiz.
1980	Queen's University DUB playing facilities become Carryduff's "Home Pitch" for the 1980 season.
1980	Carryduff claim All-County League Division III title under the management of Armagh hero Seán Blaney
1981	Senior Men's Football team, managed by Ulster railway Cup hero P.T. Treacy, promoted to Division 2
1981	In September of this year, newly qualified teacher Miss Mary Swail & George McCaughey organize Carryduff GAC's first Irish Language class
1982	Down talisman Dan McCartan and Fermanagh legend P.T. Treacy line out together in purple and gold





Year	Milestone
1983	Carryduff GAC Ballad Group win All-Ireland Scór Competition. Aiden Query helps Down secure NFL win.
1985	Handball introduced and the Club win Down Leagues.
1986	Carryduff Senior Footballers win Division 3 and Junior Championship.
1991	Carryduff players Neil Collins, John Kelly, Mark McCartan Eamon Blaney and Greg Blaney (then at Ballycran) represent Carryduff in Down's All-Ireland success.
1993	Carryduff Reserves lose All-County Reserve Football Championship Final but progress through East Down Reserve Football League unbeaten to secure All County Premier Reserve League status.
1994	Carryduff trio Neil Collins, Greg Blaney and John Kelly represent Carryduff in Down's All-Ireland Success.
1995	Carryduff GAC Race Day event helps secure funds to develop Pitch.
2001	First Pitch Opened.
2002	Introduction of Ladies Football in Carryduff GAC.
2003	Introduction of Hurling in Carryduff GAC.
2004	Club House opens.
2005	Training Pitch opens.
2006	U16 Hurlers win their first League Title.
2006	Ladies Footballers 1 <sup>st</sup> League & Intermediate Championship Double.
2011	Hurlers win the Minor Championship.
2012	Training Pitch 2 widened.
2015	Ladies Minor Football win their first Minor County title.
2017	Ladies win Club's 1st ever Senior County Football Championship title.
2017	3G, Ball wall and Hub open.
2017	Male U21 Footballers win their first ever U21 County Championship.
2018	Male U21 Footballers win back to back U21 County Titles.
2019	Male U21 Footballers contest final of Ulster Club's Tournament.





### 3. Methodology

From the beginning of the Development Planning process in October 2018, we, the members of Carryduff GAC focused on developing a sustainable plan to lead us into the 50<sup>th</sup> Anniversary of the Club in 2022. The 5 main phases of the process are illustrated in the diagram above. **Phase 1** utilised anonymised, web-based, feedback from our membership, during which they were

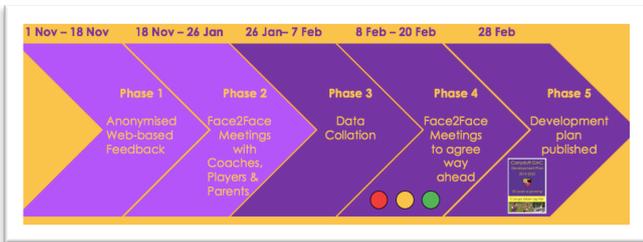


Fig 3.1. The 5 phases of our Development Planning process

asked to identify:

- (i) Things that worked well and we should continue to do
- (ii) Things that we don't currently do but should and
- (iii) Things that we could do better.

All of the **Phase 1** responses can be viewed here (<https://airtable.com/shrsFeVot6ltOFShA>) and are summarised in Appendix 1. The vast majority of responses were very positive about Carryduff GAC. Of particular note was the praise for the club's coaching, especially its Underage and Nursery Coaching and its Tournament organisation. A number of areas for improvement were also clearly identified by significant numbers of our membership. These included improving access to the Club Facilities, developing a cohesive, community spirit and improving member participation throughout the club, particularly at the volunteering level.

What is clear is that although our individual teams are very successful, we need to further develop a collegiate approach so that we, as a club community can continue to grow and really become the heart of our community. It is hoped that this Development Plan will facilitate that objective. However, we can only do this if every member works together and actively participates in the Club.

In **Phase 2**, the Development Committee ran several workshops for parents, coaches and players from Nov 2018 - Jan 2019 in which the information from **Phase 1** was used to develop and inform the current plan. Every participant made suggestions about developing our Club in the next 3 years under the 8 'Activity Areas' listed in the Index of this Plan. During **Phase 3** these data were collated and organised into a series of time-limited 'Actions' listed under each section of this document for further discussion. In **Phase 4** of the process, the proposed 'Actions' were agreed with the attendant membership and ratified by the Executive in March 2019. A number of excellent suggestions were received but did not make it into the current Plan. The rationale behind for the rejection of these suggestions is shown in Appendix 2.





## 4. Mission, Vision & Values

The GAA's values are the heart and soul of our Association and Carryduff GAC. In common with every Club around the world, these values are what bind us, what makes us members of a unique association and helps to attract more and more players, members, volunteers and supporters.

### Mission

*"The GAA is a community based volunteer organisation promoting Gaelic games, culture and lifelong participation."*

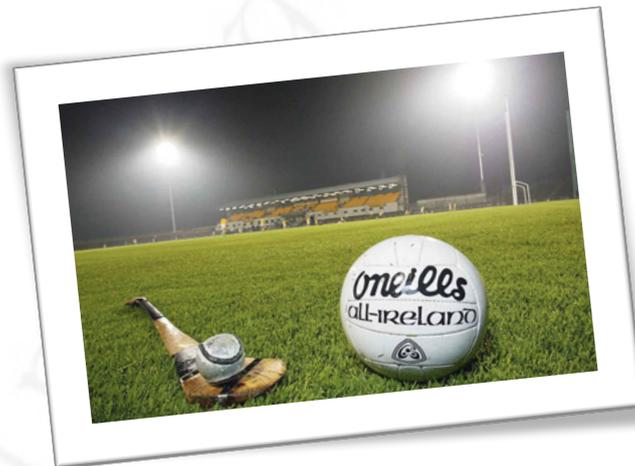
The GAA is a volunteer organisation. We develop and promote Gaelic games at the core of Irish identity and culture.

We are dedicated to ensuring that our family of games, and the values we live, enrich the lives of our members, families and the communities we serve.

We are committed to active lifelong participation for all and to providing the best facilities.

We reach out to and include all members of our society.

We promote individual development and well-being and strive to enable all our members achieve their full potential in their chosen roles.



### Vision

*Our vision is that everybody has the opportunity to be welcomed to take part in our games and culture, to participate fully, to grow and develop and to be inspired to keep a lifelong engagement with our Association.*





## Our six core values are:

### 1. **Community Identity**

-  Community is at the heart of our Association. Everything we do helps to enrich the communities we serve
-  We foster a clear sense of identity and place

### 2. **Amateur Status**

-  We are a volunteer led organisation
-  All our members play and engage in our games as amateurs
-  We provide a games programme at all levels to meet the needs of all our players

### 3. **Inclusiveness**

-  We welcome everybody to be part of our Association
-  We are anti-sectarian
-  We are anti-racist

### 4. **Respect**

-  We respect each other on and off the playing fields
-  We operate with integrity at all levels
-  We listen and respect the views of all

### 5. **Player Welfare**

-  We provide the best playing experience for all our players.
-  We structure our games to allow players of all abilities reach their potential

### 6. **Teamwork**

-  Effective teamwork on and off the field is the cornerstone of our Association
-  Ní neart go cur le chéile  
(There is no strength without working together)





“What does matter is that  
if you have anything worthwhile in you,  
any talent,  
you should deliver it.  
Nothing must turn you from that.”

TARRY Flynn,

*Patrick Kavanagh*

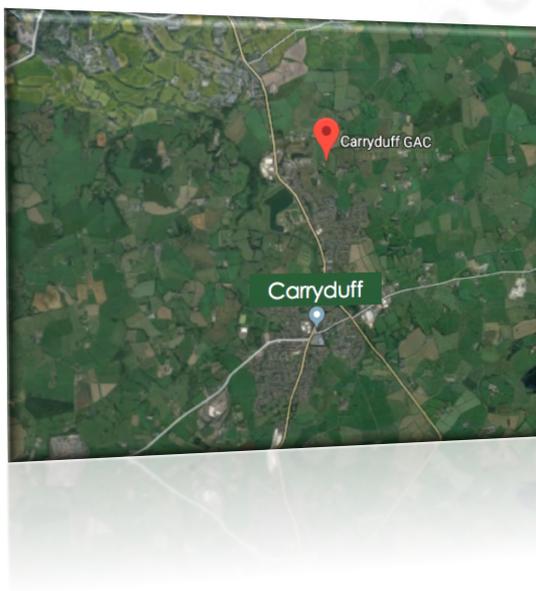




## 5. Our Carryduff

C.L.G. Ceathrú Aodha Dhuibh has grown from humble beginnings in 1972, to almost 1,100 members (2018), who span the entire age & social spectrum of the area, with ages ranging from 5 to 75 yrs old. Our Club is situated in the ever-growing commuter town of Carryduff, on the outskirts of Belfast, which housed some 6,961 inhabitants in 2,576 households (2011 Census). We have several primary schools including St Joseph's, St Ita's, Millenium, Carryduff Primary and Cairnshill Primary with combined enrolments of in excess of 2,000 children. The 2011 Census data tells us that, of the people resident in Carryduff;

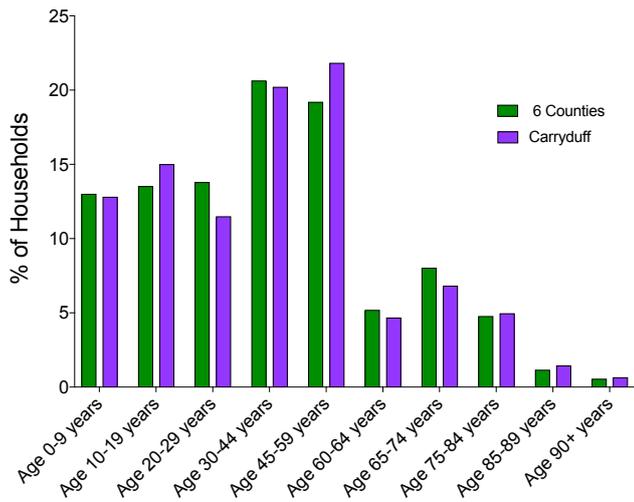
- **21.4%** were aged <16 yrs
- **13.9%** were >65 yrs
- **52.5%** were female
- **47.6%** were male
- **38** years was the average (median) age of the population.
- **96.8%** were from the white ethnic group;
- **49.9%** belong to/ were raised as Catholic
- **42.2%** belong to/ were raised Protestant/other Christian
- **29%** expressed an Irish identity
- **32.4%** Northern Irish identity
- **10.7%** had knowledge of Irish
- **5%** had knowledge of U/Scots
- **15.8%** of people had a long-term health problem.
- **85.3%** of people stated their health as good/very good
- **12.3%** of people provided unpaid care to family
- **37.6%** had a degree or higher qualification; while
- **25.8%** had no or low (Level 1) qualifications.





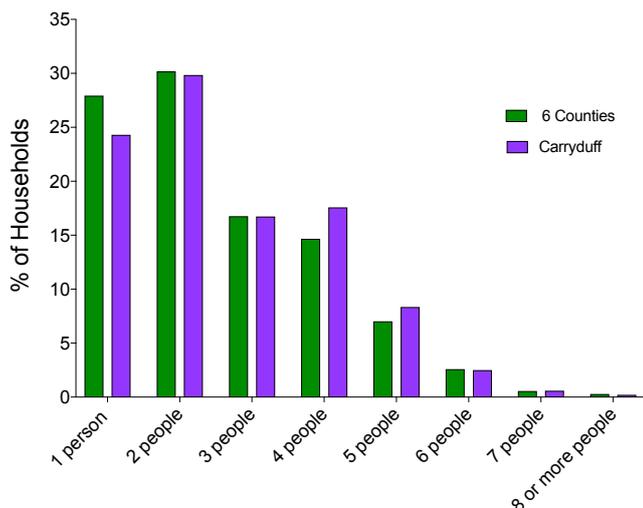
Approximately 28% of our population is aged <20 years, suggesting that there are a significant number of children and young adults who could be encouraged to participate in the GAA.

Age Profile Of Carryduff Residents



The age profile in Carryduff is similar to that observed across the six counties.

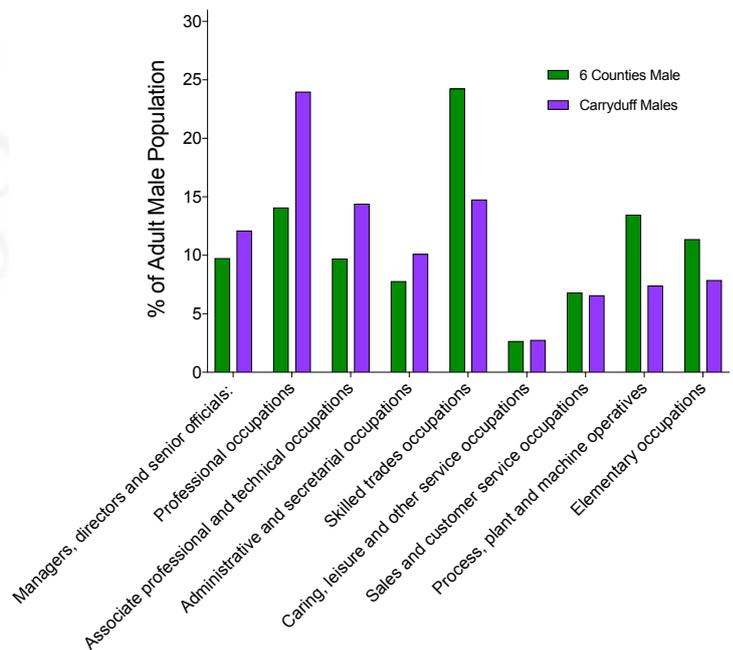
Number of People Per Household



The number of persons residing in each household is unremarkable compared to the entire Census data, and approximately 55% of the population here live either alone or with one other person. 17.6% of the Carryduff population consists of families of 4, compared to 14.6% across the Census area.

When we examine the occupations of males and females in Carryduff, it is clear that we have a much lower proportion of skilled tradespersons (15%) compared to the Census average of ~25%.

Male Occupations in Carryduff



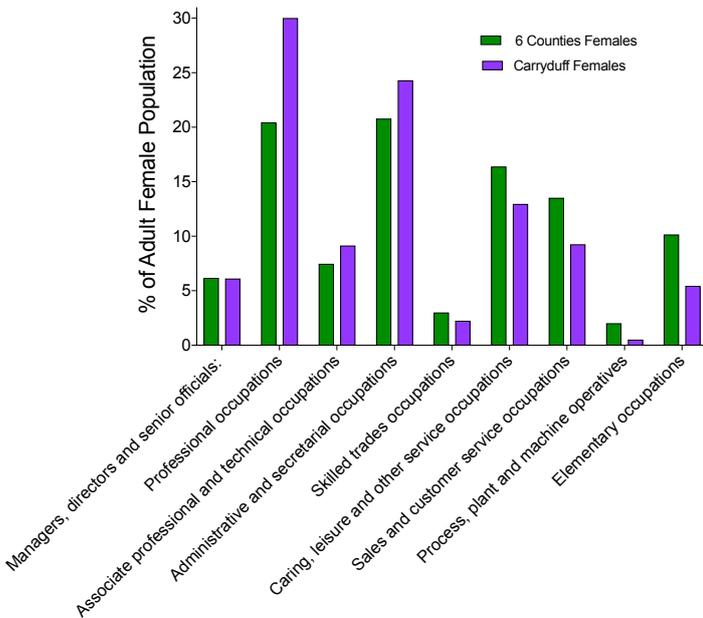
In contrast, we have a much higher proportion of Directors and professionals (~35%) compared to the norm of 25% in other areas. Also of note is that approximately 30% of Carryduff





females are in professional careers, compared to the Census average of 20% for females, as shown in the barchart below.

Female Occupations in Carryduff



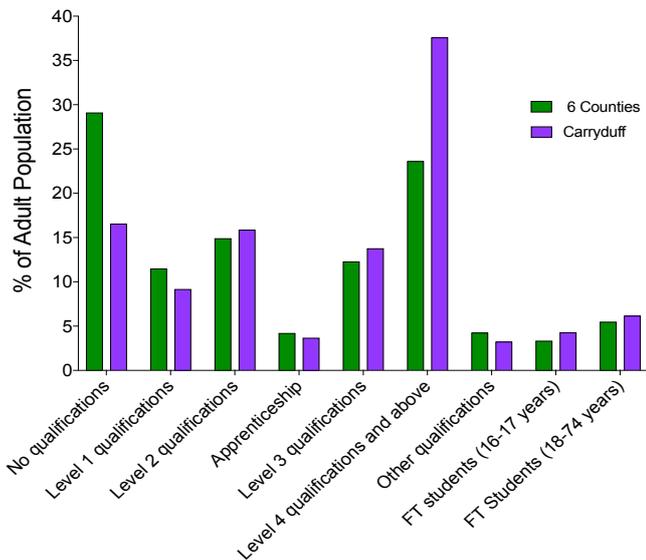
of its residents lacking any formal qualifications, compared to 29% across the six counties.

In contrast, Carryduff has the largest proportion of residents in the entire census area (~38%) with a degree level education (Level 4 and above), compared to the average of 24%.

Taken together, the Census data from 2011 show us that Carryduff is a young, vibrant, well educated and growing community. Carryduff GAC in collaboration with external stakeholders and funders should work together to ensure that the social fabric of this area is further interwoven and investment in facilities is provided to ensure continued opportunities in sport and culture for all.

Given the large number of residents in professional occupations, it is not surprising that Carryduff has only 16.5%

Educational attainment in Carryduff





“There is a huge abyss within every mind.

When we belong,

we have an outside mooring

to prevent us from

falling

into

ourselves.”

A handwritten signature in purple ink, reading "Sean O'Suohy", with a horizontal line underneath.





## 6. Coaching & Games Development (AA1)

6.1 Our Coaching and Games philosophy is centred on 3 groupings; our players, our coaches and our parents.

We value the support, commitment and expertise each will bring to the development of Gaelic games within our club.

To maximize the potential of each it is our expectation that;

 **Our players** will attend all our activities and enjoy the time they spend together in an environment which allows them to see the value of committing to their teammates, coaches and club as well as seeking to maximise their own playing potential. Through their positive engagement they will understand the value of respect for their fellow players, coaches, opposing teams and all officials.

 **Our coaches** will consistently act as role models for our players demonstrating the values and behaviours which identify with the proper playing of our games. All our coaches should have or seek to attain a solid understanding of the technical skills of our games and provide a safe and enjoyable environment in which all players can learn. We will support all of our coaches to obtain coaching qualifications. It is the development of our players which should form the cornerstone of how our coaches perform their roles.

 **Our parents** would familiarize themselves with our coaching and games philosophy and how our player pathway is mapped out. At all times we expect them to positively support all our and opposing club players and officials in a manner which is both appropriate and respectful.

Striving to attain excellence in all these areas will hopefully provide the opportunities to produce players who will represent Carryduff GAC in the best manner possible and showcase all that is good in the playing of our games as well as assisting in the all-round development of them as people.





## 6.2 Our Games

Our goal is to provide games for everybody. By the end of the current Development Plan period, Carryduff GAC aim to:

-  Provide a consistently high standard of coaching for all male footballers, ladies footballers and hurlers.
-  Build upon the strengths of our underage and adult sections.
-  Retain and further enhance the excellent coaching standards at Underage level.
-  Ensure that we provide games for our young players in a safe and enjoyable environment.
-  Strive for success at the highest levels by ensuring that our Club's adult teams perform to their full potential, as a result of our coaching and games development structures.

### 6.2.1 At a **Club Level**, we will:

-  Endeavour to keep as many players playing for as long as possible.
-  Not overemphasise competition too early.
-  Acknowledge that players develop at different rates due to age differences, maturation and growth rates and can markedly affect performance.
-  Encourage effort rather than reliance on ability alone.
-  Produce '2 footed' and '2 handed' players.
-  Produce Coaching handbooks for each age group.
-  Embrace the "One Club" ethos.
-  Encourage and support dual players.
-  Participate in the delivery of a development plan for all playing codes in Carryduff GAC.





6.2.2. At **Nursery Academy Level** (Under 6.5), we will put in place a child centred programme of that is enjoyable, age appropriate and will develop to be the model for a Nursery Academy in Ulster. This will ensure that all players get meaningful activity in an environment that promotes fun, skill and athletic development.

6.2.3 At **Juvenile Level** (Under 8.5 to U12), we will put in place a child centred programme that is enjoyable and age appropriate. We will participate in, and host, blitzes and tournaments ensuring maximal opportunity for player participation and the development of both skill and athleticism.

6.2.4 At **Under Age Level** (U14 to Minor), we will put in place a player-centred programme of that is enjoyable and age appropriate. We will participate in both League and Championships and ensure that all players participate. We will encourage all our players to take part in Down Development squads, when asked. We will develop the person as well as the player, to ensure that we produce leaders and role models for our younger players. Through this, we will develop a strong team ethos and thus further improve the success and development of our players. This will ensure that all players get meaningful activity in an environment that promotes skill and athletic development.

6.2.5 At **Senior Level** (Adults), we will provide top class coaching and learning in all aspects of playing Gaelic games. We will develop the person as well as the player, produce leaders and role models for our younger players. We will develop the team ethos required to be a successful player in a successful team. We will learn how to be mentally strong, how to win and how to use failure as a motivational tool. We will ensure that all adults interested in playing can do so, by providing an outlet for social football.

6.2.6 **Coach Education.** We will put in place a programme that makes all Club coaches will receive GAA coach education qualifications. We will ensure coaches are given knowledge in athletic development that is relevant for Gaelic games. We will support our coaches.

6.2.7 **Club/School Link.** Since in excess of 2,000 primary pupils are enrolled in the Club's catchment area, it is essential that we develop closer links with our local primary and also second level schools. We will provide support and advice to the schools in promoting Gaelic games.





*“When a team  
outgrows individual performance  
and learns team confidence,  
excellence becomes a reality.”*

Joe Paterno





## Coaching &amp; Games Development Actions (1)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
1.1	<3 months	Set up a Parental Support Team from parents of each team.	To improve participation amongst members and allow coaches to focus on coaching	£0	Produce graphic outlining key roles of each member of the Parental Support Team	All parents of players	Mark Hollywood	Coaches /Parents
1.2	<3 months	A5 flyer handed out via kids leaving to be given to parents. Bullet points for encouragement E.g. parents can volunteer without prior GAA experience.	Improve parental participation at Nursery.	£50	Admin person and coaches on the night handing out flyers to kids	Team Coach/ Additional admin	Philip Cooper	Parent Nursery
1.3	<3 months	Coaching sessions for parents to enable them to teach & reinforce basic skills to their kids at home or on the back garden	Develop new coaches. Bring parents of new players closer to the club. Strengthen skills and reinforce Gaelic games in the home	£0	Senior coaches	Coaches	Paddy Tinnelly	Parent Juvenile Male
1.4	<6 months	Coaching sessions for parents and coaches and myth buster session on roles	Increase involvement, decrease burn out, insure future of club	£0	Hub, PowerPoint. Print outs Ulster GAA Fundamentals Course	Coaches & parents	Niall Boyle	Coach Male Football
1.5	<6 months	Begin to develop a holistic Coaching Development Plan for football and hurling. <b>Ensure</b> coaches actually know the rules.	Raise standard and profile of club & ensure a shared brand of football and hurling	£0	Head Coaches plus volunteer players, possible external advice from GAA or LGFA	Coach Dev Officer, Code committees with support from club committee	Ed McQuillan Greg Price	Coach Female Football
1.6	<12 months	>U10 Camogie team	Code missing from club- girls stop playing after U8	£0	Need parents & Coaches to organise this.	New Camogie committee	Louise McMahon	Member





If  
It has  
to have been one  
Moment it could be this:  
Body sprung from turf, suspended,  
Ash-stick hoisted, level and at bay  
Arm aloft to pluck a rough seamed purse  
Of rag and yarn and glory from the sky;  
That instant, all elements of body  
And mind outstrained to reach  
For the impossible, when  
Into my hand like a  
Bird it came.

*Sliotar, John Fitzgerald*





## Coaching &amp; Games Development Actions (2)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
1.7	<12 months	Involve kids in other sports/activities e.g. rounders, 5/7 aside football, scór.	To keep children who are not playing competitively involved with Carryduff GAC.		Requires parental input to organise  Will require pitch space	Interested parents and coaches	<a href="#">Siobhan Quinn</a>	Parent
1.8	<6 months	Define a coaching structure/ plan for the Nursery section of the club so we can look to encourage/en gage more people with different skills to get involved in each age group	This is to help with engagement of parents and encourage more involvement and we can define to people what is expected of them.		5 people who understand what is required to help with age groups	Nursery Coaches & Parents	Enda McKenna & Nursery team	Nursery Coach
1.9	<12 months	Senior players (possibly students)/ Retired coaches helping in schools.	Essential for development of club teams & forming stronger club bonds across our community		Contact to be made with schools initially. Plan to be outlined at beginning of term. Participating coaches to meet. Access NI checks to be completed. Form a 6-week plan of sessions. Timetable completed by Schools depending on availability of days.	Coaching and playing committees	Chris McConville	Senior male footballer
1.10	12 months	To achieve a more integrated approach to juvenile coaching and participation cross code in hurling and football.	To improve participation cross code and generate a greater respect cross code within the club	£0		All code subcommittee s. Coaching plus executive	<a href="#">Niall Watson</a>	





## Coaching &amp; Games Development Actions (3)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
1.11	<2 years	Encourage higher attendances at all games, senior, reserve, junior	Realise potential of players and give motivation to younger players coming through		Perhaps host "half time" games during senior matches.	Underage & Senior coaches to liaise	Coaches	Senior Player
1.12	2 years	Increased Senior male footballers commitment and participation to gain promotion to Division 1	To increase the profile of the club to increase participation and raise the profile of the club	?	Male coaches 18+ Male players 18+	Adult male players - 18+	dj236cconnell@hotmail.co.uk	Male football coach
1.13	2 years	Increased participation of senior players in coaching	To further reduce disconnect between age groups and codes	£0	Players need to contribute to sessions.	All senior players	All senior players Ed McQuillan	Senior player
1.14	3 years	Hurling and football training done together at the youngest age groups (up to u10s)	Dual players being supported at all age groups.	£0	Should be part of BAU. <b>Meeting to progress, which needs to occur within 3 months</b>	All code subcommittees. Coaching plus executive.	3 Chairs of Code u10 Coaches	Hurling Coach
1.15	18 months	Investigate ways to retain participation of children after the age of 14	Reduce teen dropout rates		Need to develop strategy to deal with it. Will require extra people on board.	All code subcommittees. Coaching plus executive	Declan O'Donnell	Hurling coach
1.16	12 months	Increase young peoples' involvement within the club in non-playing roles, etc coaching, refereeing, committees, culture, Scór.	Decrease dropout rate from club in teenage/young adult years.	£0	information leaflets around the club would help. Would also reinforce importance of how valuable good coaching/administrative people in the club are.	Culture Committee	See Culture Actions	Coach Female Football





It  
is  
absolutely no accident that progress,  
that eluded us generation after  
generation  
for  
hundreds of years, has at last come to  
pass  
in  
an Ireland where the  
talents of Women are  
now flooding every  
aspect of life as never  
before.

President MARY McALEESE

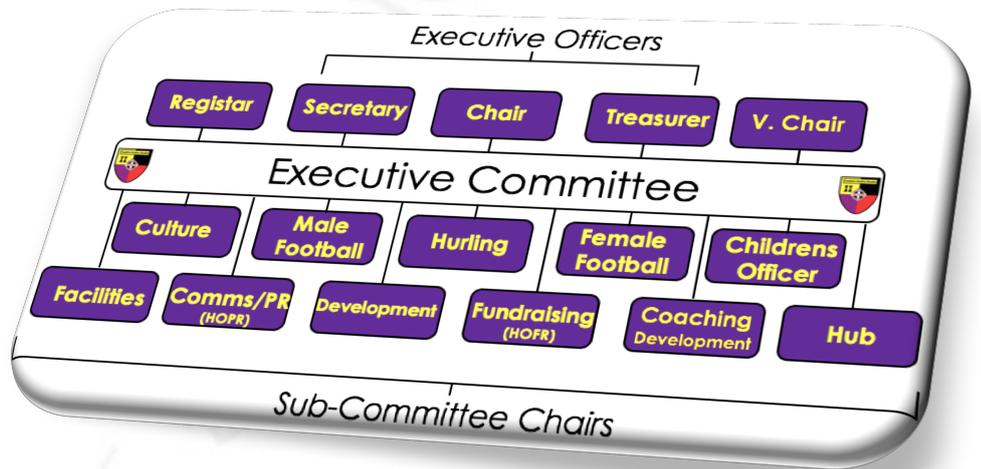




## 7. Club Structures and Administration. (AA2)

Since 1991, our Club structures have developed in line with our main focus on the 3 main playing codes, (Male Football, Hurling, Female Football) and Culture. All administration of the Club is done through the various sub-committees, which feed into the main administrative structure of our Club, the Executive Committee. At its helm is our Chairperson assisted by two other Executive Officers (Secretary & Treasurer). Details of the current Executive Committee Members can be found [here](#).

As the figure below suggests, the Executive Committee receives inputs from Cultural and Playing sub-committees, in addition to the Childrens' Officer, Coaching Officer and Facilities, Communications/PR, Development, Fundraising, Coaching and Hub sub-committees. Each one of these sub-committees are staffed, on an entirely voluntary basis and perform sterling work to ensure that our club runs in as efficient a manner as possible, given the limited resources at our disposal. However, we would dearly like to see additional participation from the membership into each of these areas. As outlined in Section 5, we have a large proportion of professionals and senior managers in the Club, so we have the expertise available, but not yet at our disposal. If you have something to offer, no matter how little you think it might be, why not sign up [here](#)?. In particular, we would like to see an increased involvement of females in the management of our Club, so that our committees are more gender balanced, in line with the makeup of our membership.



From the Development Planning Workshops, it became clear that a number of opportunities exist for our adult members to become actively involved in the running of the Club, at the individual team level. A number of participants suggested that they would be involved, if they were asked. So now, we're asking you – **WILL YOU BE AN ACTIVE PARTICIPANT** in Carryduff GAC?

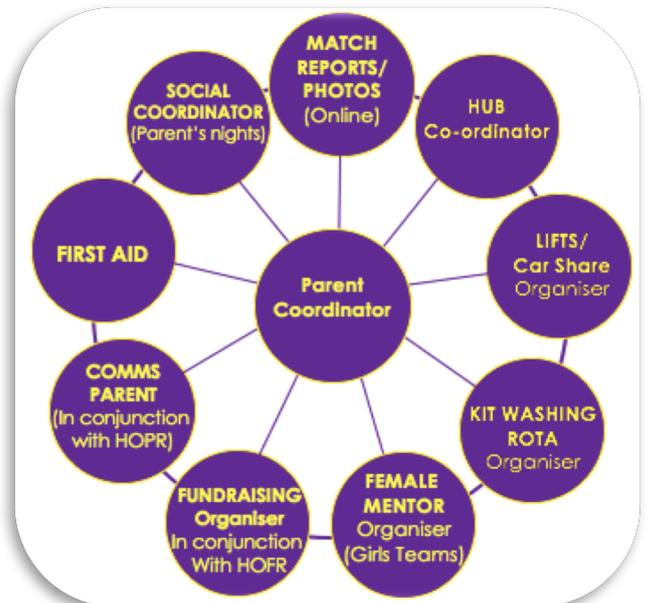
Why not engage by assisting coaches, helping with cultural work, or becoming a member of the various committees. Alternatively, why not help out on any teams that





your children are involved in, by getting involved as a member of the proposed **Parental Support Team** (PST). The three main aims of the PST are to (i) increase parental involvement, (ii) further help build the heart of the community, through voluntary participation and (iii) allow coaches to focus more of their time and energy using their skills to help coach **YOUR** children. Why not help them?

The proposed roles on the PST are there purely for guidance and are not meant to be prescriptive. None of the roles, alone, are very onerous and a burden shared is a burden halved. The expected duties for each position are summarised below:



**Match Reports:** Fancy writing a few lines about the match you've just watched, along with other parents? Why not scribble down a few words and submit it, along with a team photo, for distribution on our Social Media platforms.

**Hub Co-ordinator:** Would you help in the running of the Hub? All you would have to do is spend a few evenings a year manning the Hub, whilst its open.

**Car Share Organiser:** Would you help organise car lifts to the various matches?

**Kit Washing Rota:** Would you take charge of the team kits and organise it, so that they are cleaned and ready for match day?

**First Aid:** Would you be available for First Aid duties at matches and Club events?

**Female Mentor:** Just ensure a female is always present at female team training.

**Fundraising Organiser:** Communicate with Head of Fundraising by distributing messages through Team messaging (Heja) group.

**Communications:** Communicate club messages with your team via Head of Comms.

**Social Coordinator:** For social butterflies- why not help organising a parent's night out?

If you'd like to help out with any of the teams, please consider signing up [here](#).

Our other Actions are detailed overleaf.





## Club Structures & Administration Actions

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
2.1	<3 months	Ensure that at least two parents from every team sign up to help coaches with fundraising, admin and organisation of the team.	Coaches spend an inordinate amount of time carrying out other duties aside from coaching. They need more help & involvement from parents to allow them to focus on coaching.	£0	A minimum of two parents per team.	Parents	coaches	Coach Female Football
2.2	<6 months	A club register of member's professions for use by individuals or the club.	To utilise the skills within the club.	£0	2-4, to collect and collate the data.	Admissions/membership	rowanlyons@gmail.com	Coach Female Football
2.3	<6 months	Agree timetable at beginning of each year specifying dates for coaching appointment, ratification & pitch allocation.	To ensure the efficient use of Coach time and allow Coaches (who choose to) to initiate training early in the season.		Organisation to agree on this.	Executive Committee		
2.4	2 years	Active participative collaboration between Committee, Playing Body and general membership.	To help create a "One Club - Whole Club"	£500	All Adult Club Members and Parents of Juveniles	Entire Adult 'membership'	chairperson. carryduff.dawn@gaa.ie	Member
2.5	2 years	Increase the representation & participation of women on our Executive to reflect the makeup of our club.	To ensure gender balance of the club's structures.	£0	Encourage more women to participate at the Executive	Executive & membership		Member





## 8. Culture (AA 3)

"The GAA is a community based volunteer organisation promoting Gaelic Games, culture and lifelong participation" GAA Mission, Vision and Values

Culture is central to the ethos of the GAA and it an aspect of the GAA that supports lifelong participation. However, the development and engagement with the cultural aspect of our club, within Down and in Ulster is challenging. We have significant capacity to develop sense of place, knowledge of the GAA, music, language, Scór, art, literature, history and community engagement within our club.

Participation in music, language and Scór has waxed and waned over the years, with a downward trend in numbers at present. However, our core group continues to be passionate and committed. We have had success in the number and age range of members involved in music and Irish classes and are celebrating 10 years of these current classes. The Culture Committee has hosted a range of events and celebrations. We have been successful in Scór in both junior and senior competitions at county, Ulster and All-Ireland level.

However future development for the next 3 years needs to focus on engaging with a new range of club members, those new to the club, members within schools, their parents and also those who are no longer engaged with teams.

By engaging with the local schools and club members, we can make everyone aware of the rich cultural aspects to our club and the GAA. We need to grow our cultural base by increasing the number of children, young people and adults participating in cultural activities. We wish to actively promote cultural classes and develop a range of drop in and taster activities for all age ranges. Development of comprehensive communication strategy is core to promoting awareness of the activities and in continuing to engage current members and engaging new participants in these activities.

Our aims for the next three years are to actively promote and develop:

- A sense of place
- Knowledge of the GAA
- Traditional Music
- Irish language within the club
- Participation in Scór
- Art activities
- Knowledge and appreciation of Irish literature and folklore
- Use of culture to promote team building
- Participation in Volunteer Now Gold Awards





## Culture Actions (1)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
3.1	1 month	Set up Heja group for Communication	To improve communication throughout membership & ensure GDPR compliance	£0	Managers/Cultural members need to set up Heja groups.	Culture Committee	N/A	Culture Comm
3.2	6 months	Contribute articles to quarterly e-Zine highlighting club activities (in conjunction with Action 7.3)	Will provide a community resource and help cohesiveness	£300	Double A4 e-zine printed out and distributed at mass. Costs cover paper & ink. A few parents at each of the schools required to distribute fliers.	Culture Committee Comms/PR		Members
3.3	6-12 months	To network with cultural officers across Down and Ulster	To learn how other clubs are addressing the challenges and opportunities for cultural development	£0	Email and contact with County Board and Ulster Council	Culture Committee	Ana Marie Magorrian	
3.4	6 months	Contribute to double sided A4 'flyer' outlining music and language class timetable	To be distributed to local schools / churches. Poster at clubhouse and in changing rooms.	£200	Culture Committee to provide 5 lines 'sales pitch' plus timetable of classes for distribution	Culture Committee/ Football/Hurling/ Comms/PR	Culture	Parents
3.5	6 months	To promote and develop a <b>knowledge of GAA</b> within club members	Junior/senior quiz sheets at time of training	£0	Development of quiz sheets	Culture Committee/ & Communications	To be confirmed	Culture
3.5.1								
3.5.2			Pop up quiz format to support development of Scór teams		Identify club members with extensive knowledge of GAA to support quiz development			
3.6	12 months	To allow members who are not active in the sporting aspects of our Club to participate and help develop the cultural ethos of Carryduff GAC.	To increase participation in cultural aspects of our Club.	£0	Buy in from membership required & improved communication to membership would help facilitate this.	Culture Committee/ & Communications		Culture
3.7	12 months	Organise a series of lectures on Irish history/history of GAA/Carryduff History for the dark winter evenings	Organise a series of lectures on Irish history/history of GAA/Carryduff History for the dark winter evenings.	£200	Parent/teacher willing to organise lectures or suggest suitable persons?	Culture Committee	Briege Moley	Culture Committee
3.8	12-18 months	To promote engagement in Volunteer Now – Gold Award for the young people within the Club	To increase community engagement and volunteering within the club for young people to support learning and development.	£0	Promotional material	Culture Committee/ & Communications		Culture





## Culture Actions (2)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
3.9	12 months	To develop a sense of place within club members		£0		Culture Committee/ & Communications	Mark Hollywood	Culture and members
3.9.1			Where are we from map		Printing of map			
3.9.2			Talk on our local place names		Identify speaker		Ana Marie Magorrian	
3.9.3			Link with Carryduff Historical Society		Establish link			
3.9.4			Link with QUB		Link with Irish History Department			
3.10	ongoing	<b>Traditional Music</b> To promote and develop engagement with Traditional music				Culture Committee/ & Communications	Culture Committee	Culture and membership
3.10.1			Develop and Continue with classes Sept - April	Cost of tutors	Buy in and support from club members			
3.10.2			Provide taster sessions at Club welcome events	£0				
3.10.3			Engage club members in Scór	£0				
3.10.4			Re-establish Cór – pop up choir					
3.10.5			Survey monkey for club members re favourite song/songs of the counties	£0				
3.10.6			Develop club song book		Printing book			
3.10.7			Develop club tune book for classes		Printing book			
3.10.8			Composition of a traditional tune for Carryduff					
3.10.9			Review of Carryduff Club song					
3.11	6-36 months	<b>Art:</b> To promote and develop a sense of place and engagement with art projects		tbc		Culture Committee/ & Facilities committee and Communications	To be confirmed	Culture
3.11.1			Art projects within club.		Identify artists or art students within club who would engage with projects			
3.11.2			Celtic art mindful colouring in Hub					
3.11.3			Handprints of club members on files		Printing of colour sheets, provision of drawing materials and access to HUB			
3.11.4			Doodle Club @Hub Art projects around site					





## Culture Actions (3)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
3.12	ongoing	<b>Language:</b> To promote and develop engagement with Irish language	Promotion and continue provision of Irish classes	Cost of tutor	Buy in and support from club members	Culture Committee/ & Communications	Dara McCaughey	Culture and members
3.12.1				£0			Culture Committee	
3.12.2			Promotion and continue involvement in supporting young people for gaelteacht scholarships	£0			TBC	
3.12.3			Signage on club site	£0			TBC	
3.12.4			Phrase of the week to be used in training or at matches	£0				
3.12.5			Survey within club members and club officers on what they would want from club around Irish language	£0				
3.12.6			Guidance for club officers to support use of phrases at club meetings or in greetings				TBC	
3.13	ongoing	<b>Scór</b> Increase participation in Scór at junior and senior level	Increase knowledge of and information on Scór to club members	£0	Buy in and support from club members			
3.13.1				£0				
3.13.2			To encourage participation in Scór from club members who have previously participated and to "grow" new members involvement	£0				
3.13.3			To promote engagement in National Anthem workshops	£0				
3.13.4			To purchase a team kit for Scór teams					
3.12.5			To provide support from club for teams participating in Scór					
3.12.6			Link with local dancing schools					
3.13		Use of cultural activity to promote and develop team work	Drumming workshop	tbc		Culture Committee/ & Communications and interested teams		Culture





## Culture Actions (4)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
3.14	12 months	<b>Literature</b> To promote and develop a sense of place and engagement with Irish folklore and literature						
3.14.1			Bring a book/leave a book – related to GAA or Irish history or stories	Culture Comm & Communication	Engagement with club membership. Identify shelving or area in HUB with notices for guidance	Culture Committee/ & Communications		
3.14.2			Poem/story of the month – posted in Hub or on social media		Identify club members interested in setting up task & finish group for poetry/stories			
3.14.3			Poetry competition					

*He Wishes For the Cloths of Heaven*

Had I the heavens' embroidered cloths,  
 Enwrought with golden and silver light,  
 The blue and the dim and the dark cloths  
 Of night and light and the half light,  
 I would spread the cloths under your feet:  
 But I, being poor, have only my dreams;  
 I have spread my dreams under your feet;  
 Tread softly because you tread on my dreams.

by W.B. Yeats





## 9. Finance (AA4)

The **Club Treasurer (an Cisteoir)** has responsibility for the safe-keeping of the funds of our Club, by recording all income and expenditure and reporting on the financial position of the Club to the Club Executive Committee on an on-going basis. Given the size of our Club (~1,100 members) and the sheer number of teams, it should come as no surprise that the duties are as onerous as they are unsustainable for one person, in the long term. The ability to accurately record all financial transactions in our Club, control expenditure in the Club, plan and assist in fundraising and provide regular reports to the Club Executive, is not an insignificant task. Like so many areas of the Club, the job could be significantly lightened, if more people helped.

Currently, we present our finances in line with the long standing GAA guidelines. Consequently, a monthly spreadsheet recording income and expenditure is presented at Executive Committee and a set of audited accounts is presented at the AGM. However, it is clear that our membership would like to see these figures presented in a format that is more easily understood by all. Our goal is to do exactly that.

Common questions being asked are: Where does club income go? What is my membership spent on? What are the main items of expenditure? Our current system does not allow us to clearly outline this and although the accounts are presented in line with the GAA guidelines, we must and we can do better.

Consequently, the Treasurer, in collaboration with the Club Development Officer and Club Fund Raising Officer, is working to update how the accounts are presented. We need to move with the times and hope to develop, in house, a custom, fit for purpose, financial transaction management system to accurately allow us to record all income and expenditure across different areas of the club. We hope to be able to utilise this to present accounts in a more "user friendly", open and transparent fashion.

Our medium-term aspiration is to ensure that the precise sources of income and items of expenditure can be rapidly displayed. Furthermore, we hope to be able to show the significant costs associated with the day to day running costs of the club and contrast that with the not insignificant costs required to further develop our facilities, in the years ahead.

We hope that providing greater clarity on our club's income and expenditure, to you our membership, will enable us as a club to encourage more members, old and new, to contribute to club funds and participate fully in club fund raising events. We hope that these changes will help to improve our financial position and the transparency of our accounts. Together, we hope that they will assist in the future development of the club for every one of its members.





**Running Costs:** The annual expenditure of our Club in 2018, amounted to >£175,000 and (as detailed in the Club's annual [accounts](#)), the majority of this was day to day running costs (~£140,000), which included insurance (~£10,000), player registration and playing expenses (~£16,000), equipment and kit (~£19,000), pitch & facilities maintenance (~£23,500) and external pitch hire. In addition, we had significant capital expenditure (£35,000) as well as annual loan repayments (~£19,000 per annum). These loans were taken out to (i) purchase the land upon which our facilities are based and (ii) help pay for the 3G pitch, ball wall and Hub.

To help meet these considerable running and capital costs, we need to generate significant income. In 2018, this was derived from 4 main sources.

1. **Membership-** In 2018, we had 1,096 registered members, who contributed a total of £66,326 in membership fees, (an average of ~£60 per member). This raised ~ 38% of the total costs of running the club.
2. **Fundraising-** In 2018, our membership helped us raise £23,754 (14% of costs)
3. **Lotto-** In 2018, this generated £13,656 in income for the Club. suggesting that on average, approximately 1 in 3 of our 688 adult members participate in the lottery. If all adult members bought a single Lotto ticket each week (by clicking [here](#)), it would produce an annual income of £35,776 and help to meet our annual running costs of £175,000. One suggestion has been that the cost of lottery membership (£1 per week) should be added onto the adult membership fee, but the current preference is to encourage participation in the lottery.
4. **Grant Income-** In 2018, our members helped raise £11,906 by securing various grants.

**Development Costs:** In spite of significant running costs, we have continued to develop our facilities and this has been funded from two sources.

1. **Club Carryduff:** This was originally launched in 2009, in a concerted attempt to provide a development fund, in order to improve infrastructure in the Club. Over the last decade it has, through the generosity of its contributors, it has raised more than £145,000 and funded more than £130,000 of development work that otherwise would not have been possible. We acknowledge the tremendous generosity of each and every one of these members of Club Carryduff. In addition, we hope that they will remain as loyal contributors as we launch the successor to this- **1 Club Together** in late spring 2019. We aim to use **1 Club Together** to generate £60k per annum in ring-fenced infrastructure funds to ensure the completion of each of the Development Actions detailed in Section 11, under Activity Area 6.

This will allow members to contribute monthly payments (ranging from £10-£50 per month). If members sign up to the £30 (or higher) per month option, this will include a Club Down Ticket for the 2020 draw.





In very simple terms, if we fail to get 250 families contributing to the *1 Club Together*, the Development Actions asked for by you, our membership, will not happen. As of March 2019, of our 688 adult members only 63 (9.1%) contribute to Club Carryduff. Each of our adult members must contribute more, if we are to realise the suggested infrastructural improvements, suggested by our membership.

**2. Grant Income.** In 2018 our membership secured £24,976 in funding for floodlights, by winning the Aviva Community Fund. In 2019, we were awarded an additional £48,000 from the Alpha Programme to help pay for the first phase of the floodlights, which we hope to begin installing during late Spring 2019. This first phase will cost ~£90K and an additional £30K will be required to upgrade our electricity supply so that we can switch these on!

## Finance Actions

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
4.1	<6 months	Ensure compliance with the financial procedures laid down by the Ulster Council for Club Maith accreditation	Will permit us to fulfill requirements for Club Maith recognition		Will require a functioning Finance Committee. We will need an assistant Treasurer.	Executive		Member
4.2	<6 months	Adapt the current accounting spreadsheet mechanism to permit detailed expenditure and income items.	Allow members to clearly see the income and expenditure of the club		Will require a functioning Finance Committee. We will need an assistant Treasurer.	Finance Committee	Paul Lavery G Collins M Hollywood	Member
4.3	<6 months	Adopt a traceable online system to track income & expenditure	Will permit club and membership to see where main expenditure areas are and help budgeting		Utilise free apps such as Airtable to build database.	Executive & Finance	M Hollywood	Member
4.4	<6 months	Relaunch a successor to Club Carryduff-an infrastructure fund "1 Club Together"	Should be used solely to fund development of our facilities. It should be by direct debit or monthly payment, with a tiered structure so that people can pay various amounts.		Members to help promote, publicise & participate.	Membership & Fundraising & Dev Committees		Members
4.5	12 months	Examine the membership fee structures.	Membership fees only cover 40% of running costs.		Needs to be raised & discussed at AGM	Executive & AGM		Member





## 10. Fundraising (AA5)

Fundraising is a crucial cornerstone of the club. We all need it and we all benefit from it. It contributes to everything from keeping the lights on to building new infrastructure.

Fundraising can be daunting, since the club needs tens of thousands of pounds in addition to membership every year just to stand still. If you start with the premise of where do we find thousands and thousands it is easy to be caught in the headlights and think it's all too much. However, if we pull together as a club and approach fundraising the same way we approach a game, as something for us all to achieve together we can help the club fulfil its potential.

Outlined overleaf are the actions proposed by you, our membership to help further fund the running and development costs of our Club. We will of course, in collaboration with Development, continue to apply for any grant funding that becomes available and utilise it to accelerate these developments. However, to keep the Club on a sustainable financial trajectory and pay for the requested infrastructure detailed in Section 11, will require a considerable investment by us, the membership of Carryduff GAC.

Overleaf, we have outlined the main fundraising actions to help (i) ensure financial sustainability of our club and (ii) provide funding to develop our facilities over the next 3 years. In short, we need our entire adult membership to help spread the load by (i) purchasing a weekly lottery ticket, (ii) helping persuade local business to become 'Patrons of Carryduff GAC' and (iii) supporting our '1 Club Together' infrastructure fund.

Fundraising of this magnitude should be no issue for a club like ours - our membership list is filled with capable, clever and courageous people who achieve great things in their personal and professional lives. If we all put our shoulder to the wheel great things can and will happen!





## Fundraising Actions

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
5.1	ongoing	Promote the lottery to help drive sales & ensure that all adult members in the Club participate.	If every adult member persuaded a single person to purchase one lottery ticket at £1 a week, it would generate in excess of £36k per annum in income.	£0	Lottery promotion. Target people at the pitches. Advertisements at Clubhouse? Members to get 1 person to sign up.	All members.		Members
5.2	<3 months	Launch a revamped Club Infrastructure Fund. Suggested name: "1ClubTogether"	We can't rely on grant income alone to fund development. If 250 members joined, it would ensure the necessary funds are to achieve Actions in AA6.	£0	Logo design & relaunch. Tiered payment on Klubfunder. Bundle in Club Down tickets for £30 per month?	Fundraising & Development Committees All members.		Member
5.3	<6 months	Launch a Club Patron Scheme with tiered options available (Bronze, Silver & Gold) costing £1K – £3K per 3 year cycle.	Would allow business to 'buy' into club and obtain sponsorship rights to teams, hoardings, floodlight uprights.	£0	A significant proportion of our membership are senior managers. Can they utilise their contacts to attract business to become Patrons	Facilities /Fundraising/Hub		Parent Juvenile Female
5.4	2 years	Apply for Alpha Programme funding to help fund Pitch 3	This will, if successful, provide ~£50k to help fund the Development.	£0	Need people to write the grant application	Fundraising & Development Committees	Mark Hollywood	Member

"A society grows great  
when old men and women plant trees,  
the shade of which  
they will never sit in"

adapted from Greek proverb





# 11. Facilities and Development (AA6)



Thanks to the many fundraising ventures since the club's formation, the first stage of the pitch development plan was completed in 1998 with the purchase of 10 acres of land. Fundraising continued to finance the development of the land and in 2001 the second stage of the development plan was completed, culminating in the opening of our pitch.

The third stage of the development plan was achieved in 2004 with the opening of the clubhouse. In 2013 a training area was developed at the ground and also in this year a second full pitch was completed, all entirely from our own fundraising efforts. In 2015, we utilised funding from The Alpha Programme to develop a Community Hub and this has, for the first time in the Club's History, provided a social space for all of the Community to meet, mingle and get to know each other. It has been a resounding success and we want to continue our development of the club for future generations.

Our development has continued through 2018 and 2019, during which we were awarded ~£70,000 to install floodlights on our training pitch. We hope to build on these successes in future years, with the support of you, our members and the wider civic community.



It is clear from Phase 1 and Phase 2 of the Development



Planning process that further development of our Club is required to meet the ever-increasing demand for our services and facilities. To maintain and enhance our facilities over the next three years will require considerable fundraising from our club members to complement any (scarce) grant funding available.

The prioritised items which were identified by our club members are detailed overleaf. They major items include 1. Installation of floodlights,

2. Strength & conditioning gym, 3. Start third pitch, 4. Clubhouse development plans. They will not be realised without your help.





## Facilities & Development Actions

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
6.1	12 months	Install first phase of floodlighting of second pitch (phase 1)	To facilitate autumn/winter training within our own grounds and therefore mitigating third party pitch hire.	£90k.	Project Management	Development & Facilities	Gerard McKeever	Coach Male Football
6.2	12 Months	Install upgraded electricity supply to club	Required to run floodlights and any additional developments	£30K	Person to submit re-application to NIE Networks	Development & Facilities	Gerard McKeever	Members
6.3	12 months	Strength & Conditioning Gym	Will improve the physical performance of players across the board and improve performance on the pitch	£25K	Planning permission required.	Development & Facilities	Senior Players Mark Harvey	Senior Player Male
6.4	12 months	Better lighting at the entrance gates and the road / path to the club rooms. Maybe sensor lights	Makes location more welcoming and safe for people walking into the club after dark	£1-2K	Person needed to investigate best value for money solutions	Development, Facilities & Fundraising	Membership fundraising	Coaches Male Football
6.5	12 months	Replace TV in hub with large display	Will permit presentations & lectures in Hub and also would be ideal for matches	£600		Hub Committee	Fundraising	Member
6.6	2 years	Complete full floodlighting of second pitch (phase 2)	To facilitate autumn/winter training within our own grounds and therefore mitigating third party pitch hire.	£50k.	All club members need to join 1 Club Together	Development & Facilities	Gerard McKeever	Coach Male Football
6.7	3+ years	Begin development of Pitch 3. Designed for 10 months play per year	Add extra facilities and reduce current outlay on pitch hire	£120k	Civil engineer with experience of pitch design	Development & Facilities	Rowan Lyons	Coaches
6.8	3+ years	Running / walking track	For future of players and members of all age groups. Will help promote healthy lifestyle.	£60K	Facilities and Fundraising Wellbeing	Development & Facilities	lakesidemail@aol.com	Members & Coaches
6.9	3+ years	Develop plans New Club House & Community Centre	Further help to build the heart of the community	£950k	Architects, planners & engineers	Whole Club		All Members





'We may let the scaffolds fall,  
Confident that we have built our wall.'

**Scaffolding**, Seamus Heaney.





## 12. Communication & PR (AA7)



With a club of almost 1,100 members, it is essential that we have clear communication pathways within Carryduff GAC. In the past, we utilised word of mouth to communicate what was happening within our club. Initially we developed a web site, followed by a social media presence on [Facebook](#), [Twitter](#) and most recently [Instagram](#), each of which have a significant number of followers.

Although these social media channels, (combined with our email distribution lists on Klubfunder) reach a proportion of our membership, we realise that we need to move with the times and develop a communications strategy to ensure that our membership and the wider community are kept up to date with developments in our Club.

However, effective communication within a club of our size, requires two-way traffic, so this is where we need your help. Please remember, that we're volunteers like you, and we can only do so much with our small team. So, if you think you could help enhance our communications, please get in contact [here](#).

If you're at a match, why not write a report and submit it to us? Also, we'd be delighted to receive match photos from each and every one of the 35 sporting teams, in addition to the coverage of the cultural activities in our club.

As a result of the Development Planning process, we have adopted a number of proposals which we hope will help improve communications, not only within our club but within our wider community.

One of these suggestions, is to develop a direct link between the Communications Committee & each team, as well as our Culture members, to ensure that everyone in the Club is kept abreast of events and developments. This and the other "actions" outlined overleaf will require the cooperation of all our membership and we hope you will support them.





## Communication & PR Actions

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
7.1	<3 months	Use a GDPR compliant messaging system such as Heja (or equivalent) for 'real-time' communication throughout club	To improve communication throughout membership and ensure compliance with GDPR.	£0	Managers/Cultural members need to set up Comms groups.	Comms/PR Team Managers Parents		Parent members
7.2	3 Months	Each team to nominate a Comms Lead	Will ensure all club Comms go straight to teams	£0	Parental buy in required	Comms/PR Parents of team members	Links in with Action 1.1	Members
7.3	6 months	Produce quarterly e-Zine highlighting club activities	Will provide a community resource and help cohesiveness	£300	Double A4 e-zine printed out and distributed. Costs cover paper & ink	Comms/PR	Sandra Hughes	Parents
7.4	6 months	On line match reporting and photo repository	Allows parents to easily 'file' match reports and news items	£200	Person needs to be trained in producing newsletter from online information	Comms/PR	MAH	Parents
7.5	6 months	Develop double sided A4 'flyer' outlining Football, Hurling & Cultural activities & timetable	To be distributed to local schools	£200	Male & Female Footballer, Hurlers & Culture to provide 5 lines 'sales pitch' plus timetable of training for distribution	Football/Hurling/ Culture Committees Comms/PR	Culture	Parents
7.6	Ongoing	Continue developing Social Media for communication	SM Presence helps to promote Club & perhaps widen participation	£0	Input from Graphic Designer would be welcome	Comms/PR		Comms
7.7	6 months	Marketing, myth busting for Hurling including a Youtube video	Marketing to increase participation in Hurling particularly for older juvenile age Groups	£0	5/6 players and those with video production and editing knowledge Hurling subcommittee in conjunction with senior hurling players	Hurling parents Hurling players	Michael Conway	Hurling Coach





## 13. Community Engagement (AA8)

For Carryduff GAC to truly form the heart of the community (an Croí an Phobail), we need to develop our and sustain our club by

- (i) further development the sense of community and belonging within our own club.
- (ii) promoting engagement across the wider community in Carryduff, including its civic representatives.
- (iii) attracting members from across the various schools and churches in our catchment area.

**Club Community:** Our club brings together a unique mixture of people, not only from every county in Ulster, as well as other provinces in Ireland, but also from outside this island. We welcome each and every one of you, as a valued member and hope you will help to sustain and grow our club. The mix of backgrounds, life experiences, ideologies and skills brought to the club over the last five decades, have all helped shape the club and ensure its continued success. We have at our disposal a



tremendous resource in the size of our membership, but this also brings challenges. In a Club of our size, it is clear that we need to communicate better amongst our footballers, hurlers, cultural members as well as our adult members. We hope that the proposed Communication Person in the Parental Support Teams will help to improve communication throughout the Club. However, the success of this is, like so many things in successful volunteer-led organisations, dependent on YOU.

Another challenge in a Club with 34 teams all competing for the same, scarce resources, is to ensure that we all work together to develop the Club for the benefit of all of its members. We have over the last 18 months or so, tried to further develop a '1 Club' philosophy to ensure that we stop operating like 30 or so 'mini-clubs'. We have strength in numbers and we should, together, utilise this strength for the good of our entire club community. Numerous ways of doing this were suggested during the Development Planning Workshops, but every one of them is predicated on the **active participation** of our membership of ~1,100 people. We, as a community, have to realise





that Carryduff GAC is not offering a paid-for 'service' but is a voluntary organisation, run by people like you, who are just as busy as you and are just as under pressure at work as you. Our volunteers are community of people focused on a common aim of encouraging a life-long association with the Club in both sporting and cultural activities, so come along and help us!

We can do some very simple things to improve the sense of Community at the Club level and these are summarised below:

'Welcome to Carryduff GAC' - evening for people new to the area.

"Say Hello" – if you meet someone at the Club & you don't know them, just introduce yourself.

"Do one more thing" - for each and every member of the club to participate in doing at least one thing. Imagine what we could achieve if every single member did this?

'Open the Hub' – one very clear message from the Development Planning workshops was that we'd like to see our facilities opened more frequently. It's easy to say, but we will need you to sign up to help run it. If each and every team and group had a few parents willing to sign up (<https://airtable.com/shrs7udp724QB7SDA>), it will enable us to open up our facilities more frequently.

**Schools Community:** With more than 2000 children attending primary schools in our 'catchment area' it is essential that we continue to develop and enhance links with the schools. One suggestion is that we have parents willing to distribute leaflets to the Nursery and P1 children of each school. Also, we'd like to have dedicated School Liaison Officers who would be willing to attend the schools and describe their experience of the Club.

**Civic Community:** A number of suggestions were made to help ensure that Carryduff GAC remains integrated in the wider community. It was suggested that we should provide information on what is happening in the Club to various congregations throughout the Carryduff area. One excellent suggestion was to revive a Quarterly Club Newsletter and Sandra Hughes has kindly agreed to run this. We hope that a link to this can be widely publicised, or a hard copy could be made for distribution to various churches.

In addition, we need to actively engage with all local elected community representatives and showcase what we, as members of Carryduff GAC have achieved to develop the community in the area.

As we roll out this plan together, we hope that people across our Club and wider community are willing to give up their time to ensure its success.





## Community Engagement Actions

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
8.1	Ongoing	To provide Health Promotion activities & opportunities to young people in a holistic, well balanced way	More mental health/ resilience/ yoga workshops for young people	£500	A group of maybe 5 people to look at possible ideas, funding and advertisement/ promotion Not sure if there is one - maybe a new group of interested parents??	Health & Wellbeing?	Sheila Smart	Member
8.2	<3 months	A large Club crest painted on the back of the ball wall	It could bring a team of people from different parts of the Club together to create a piece of art that would enhance the area in front of the Hub and contribute to building a sense of Club togetherness	£300	A team of 10 people working under the guidance of a community artist.	Culture in conjunction with members throughout the Club	John Toal	Culture
8.3	<3 months	A community choir made up of members from the club.	It would offer people who are maybe less involved in the football/hurling side of things another way to be part of their Club	£0	Would need commitment to regular rehearsals	Culture	John Toal	Culture
8.4	<6 months	Have a 'Welcome to Carryduff' evening for new people in the area.	Increase members & participation. May lead to more involvement of Nursery parents and making them part of Carryduff GAC community	£100	A few people to work together to organise. Would be great to see input from Players & Culture sides	All in Club	Louise McMahon	Member
8.5	<6 months	The Hub to be used for social meetings – non-players and teenagers.	Build relationships within the club and have a safe place for teenagers to meet.	£0	Requires more volunteers for the Hub & Hub Committee. Chairs of every code will be Hub-Key holders.	All parents/members	Links in with Action 1.1	Juvenile Player Female
8.6	<6 months	Improve links between age groups throughout the club so people know each other well.	To get people to know each other and establish the links between all the teams in the club	£0	Various coaches/committee member of the club	People at various levels within the club to agree on plans	Andrew Moohan	Coach Male Football





## Community Engagement Actions (2)

Action Number	Timescale	Action	Outcome Sought	Cost?	Non-financial resources?	Responsibility?	People willing to help?	Suggested by
8.7	12 months	Increase participation in the life of the club by the wider membership.	Increase participation & numbers at each event including matches and social events. To spread the workload of a small number of members carrying out multiple tasks associated with the running of the club	£0	Development of activities/events planned throughout the year needs a commitment from at least one representative from juvenile and senior teams from all three codes e.g. at least 6 people.	Club wide	Johnny Henry	Senior Player Male  Coaches  Members
8.8	12 months	Set up a series of events to entice "Empty nesters" back into involvement in the Club	To ensure that the many families without players at the Club continue to feel as part of the Club as they did, when their children played for the club.	£0	'Empty Nesters' Social Group to be set up. Access to the Hub required.	Culture Committee? Members	N/A	Culture Comm
8.9	3 years	Engaging nursery families in club, more than just Tuesday evening	Increased family membership with active members	£0	Outgoing organised people	Club Wide Nursery Members	Fiona McQuillan	Parent Nursery





“We,  
who have been given much,  
whose voices can be heard,  
have a great duty  
and  
responsibility  
to make our voices heard  
with absolute integrity  
for those who are powerless.”

By John O’ Donohue





## 14. Implementation & Review

This Development Plan provides an ambitious roadmap to where we, the members of Carryduff GAC, want our Club to be by 2022. It was developed by us, for us and if it is to be realised, has to be implemented by us. We as members of our club, are under no illusions. It will take a huge effort by everyone in our Club, to realise the actions detailed in this plan. However, like everything in life, the most difficult things to do are almost always the important things.

In every aspect of club life, we want our members to perform to the absolute best of their ability. Should that success be managing to 'solo' for the first time or winning an Ulster title for the first time, we want our players to reach the absolute pinnacle of their ability. We want to encourage life-long participation in sports and our Gaelic culture and to provide an environment that not only rewards success, but applauds and actively encourages effort at all levels, across our cultural activities as well as male football, female football and hurling. We want to be a club that provides the facilities and culture to deliver success both on and off the field at club, county and provincial level.

Our plan is intended to be a 'living document', in which the actions detailed in each section are agreed upon and now need to be implemented by us, the members. It is envisaged as a detailed to-do list for each and every member, player, parent and volunteer in the Club.

It is also essential that we continue to track progress in achieving each one of the actions documented. Consequently, we envisage that the actions are reviewed on a quarterly basis and progress is monitored, online, so that a record is kept of completed and 'live' actions. This can be done most easily through the various Committees with responsibility for each Activity Area within our Club.

The success of this plan depends on every single member of the Club getting behind it and contributing fully to its implementation. We've no doubt it will be a challenge, but a challenge that our Club is well fit for, if we use our combined skills, determination and strengths. As the watermark threaded through this document reads – "Ní neart go cur le chéile", there is no strength without working together!





“Anyone with gumption and a sharp mind will take  
the measure of two things:  
what’s said  
and  
what’s done.”

by Seamus Heaney





## 15. Acknowledgements

The formulation of this plan has, from the beginning, been a team effort by our members. All of the actions contained within this Development plan came from the membership. A huge thank you is due to everyone who gave of their time so freely to give feedback during the Development Planning Process, to suggest actions or provide advice on content, layout, design, implementation and potential review mechanisms.

A special word of thanks goes to our Coaches and the Chairs of the different 'Activity Areas'. They have all provided their "vision" of where they would like Carryduff GAC to be in 2022, in their respective Action Areas. We would also like to thank our Cultural Committee for help in providing the quotes interlaced into this document and to the Executive Committee for taking the time to read through and approve the final plan.

A final word of thanks goes to the members of our Development Committee for their work in the preparation and realisation of this plan. Now the real work begins!





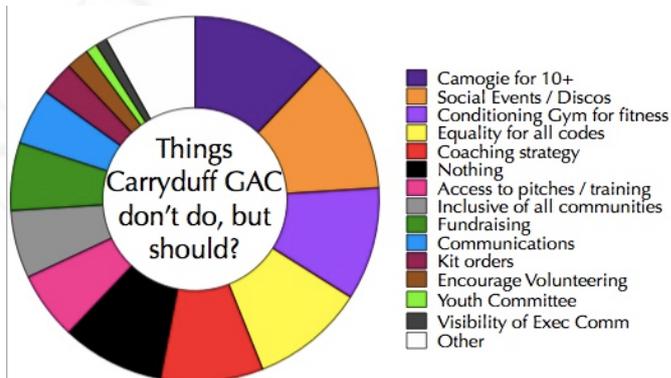
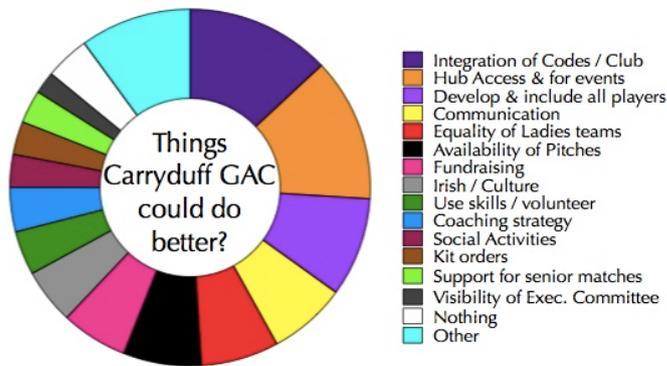
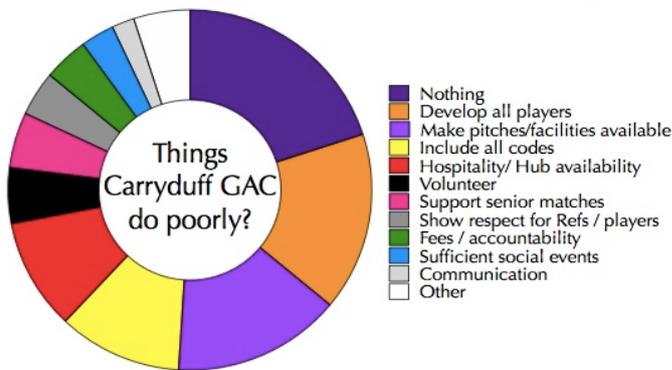
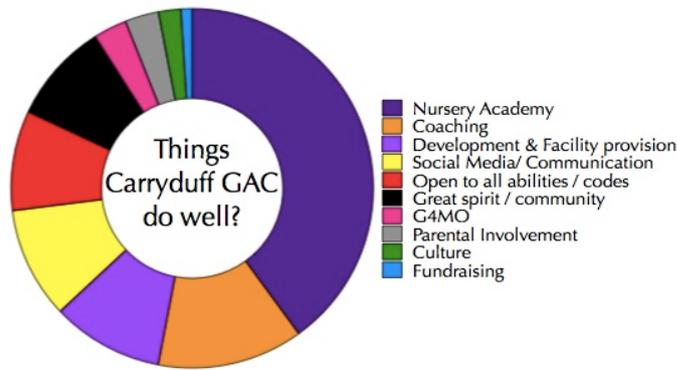
# APPENDICES

Ní héarta go dtur le chéile





**Appendix 1: Summary of Data Collected in Phase 1 (from 100 responses)**





## Appendix 2: Suggestions that did not make it into the Development Plan (1).

Action Area	Suggested Timescale	Action	Outcome Sought	Cost?	Why was this action not included in current development plan?	Suggested by
Facilities & Devel	>3 years	Develop a full sized 3G pitch with floodlights	To permit winter training and reduce reliance on external organisations.	£750k	An excellent suggestion, three main reasons prevented its inclusion in the current plan. (i) LCCC are (supposedly) developing a full sized 3G solution at Lough and an indoor 3G is currently under construction in Saintfield. (ii) the costs are prohibitively expensive and unlikely to be realised within the three years of this plan and (iii) the majority of coaches felt that a decent grass training pitch, designed to allow playing 10 months per year, would be preferential to 3G.	Coach
Club Struct & Admin	<3 months	Include a kit, top, coat, hat etc in the membership fee	Give all members a sense of belonging.	~£40k	It would be brilliant to be able to do this for each and every juvenile member. However, the costs are prohibitive given that the suggested items amount to ~£80 for each of our ~500 juvenile members and this would leave us to find an additional £40k in funds every year.	Coach
Fundrais ing	<6 months	Include lotto entry into membership	Increased involvement with more funds raised. Winnings not delivered to winners. Winnings collected from clubhouse.	£0	This is another excellent suggestion that, if introduced (for adult members only), would generate £52 per adult, per year. However, the general feeling is that we should try to encourage members to join to lottery in the first instance. If lottery uptake does not improve in next 12 months, then this could, potentially be added to overall cost of membership.	Coach
Finance		Allow Direct Debit for Club Membership Needs put into finance.	To spread costs of Membership over the year		This suggestion definitely bears merit. The benefits would help 'smooth out' our income over the financial and allow more accurate budgeting. Furthermore, it would allow members to spread the payments over the year. However, we're prevented from doing this by poor cashflow - we simply would not have sufficient funds in our bank account to allow us to meet our required payments to central GAA and the County Board.	Coach
Facilities & Devel	1 year	Get grant funding for equipment to maintain 3G pitch	To ensure that the playing surface is optimised and reduce the annual maintenance cost of 3G (~£7k).	£5k	Two grants have been submitted for this, but were unsuccessful. The maintenance of the playing surface is urgent and essential to ensure that the 3G pitch is covered by its warranty. Therefore, at Feb 28 <sup>th</sup> Meeting, Executive Committee approved purchase of equipment for this purpose.	Member
Coaching & Games Dev	<6 months	Dual core coaching sessions	Exposure to hurling and football		Exec & Coaches require Clarification to examine if this is feasible.	Coach
Fundrais ing	<6 months	A vending machine in the foyer of the Hub Entrance. If this was well stocked, then the club could gain income that otherwise goes to Brackenvale.	Would allow people to purchase snacks, even when the club hatchery isn't open. Would raise revenue with little to no manpower required, except for restocking it.		Exec discussed this suggestion, as it was tried previously, but was more hassle than it was worth, due to machine breakdowns, undispensed items and coin mechanism becoming clogged with chewing gum etc.	Member





## Suggestions that did not make it into the Development Plan (2).

Action Area	Suggested Timescale	Action	Outcome Sought	Cost?	Why was this action not included in current development plan?	Suggested by
Facilities	<3 months	Put smart lock on 3G PITCH & allow it to be used more frequently. Users can then book the 3G through their coach (to ensure a usage record is maintained).	To utilise the facilities of the members and promote the idea that the club is open for business.	£200	Although this is a good idea, Executive & Facilities Committee expressed concern about the security of the 3G if a smart lock was used.	Coach
Community Engagement	<6 months	Appoint Youth Development Officers To help increase membership of youth and create inclusive community atmosphere	Increase profile within local schools (within catchment area and not just Parish schools). Let community know activities club can offer.	£0	Executive discussed this extensively and opted not to include it as (i) the logistics of organising would prove difficult (given that U6 and L6 students would have to organise time out of school to deliver this) and (ii) previous uptake of this had not worked in the past. Nonetheless, the hope is that 'retired' coaches may be willing and able to carry out these duties as detailed in Action 1.9	Youth Members
Community Engagement	>3 years	Investigate the feasibility of getting a licence for Club	Get the club together socially and raise funds	TBD	Although this is a laudable aspiration, the Club Registrar investigated this and confirmed that the original sale of the grounds to the Club stipulated that we could not sell alcoholic drinks on the premises. We will however investigate if temporary licences are permitted,	Player



“It  
is not the critic who  
counts; not the person who  
points out how the strong person  
stumbles, or where the doer of deeds could  
have done them better. The credit belongs  
to the one who is actually in the arena,  
whose face is marred by dust and sweat and blood;  
who strives valiantly; who errs, who comes short  
again and again, because there is no effort  
without error and shortcoming;  
but who does actually strive to  
do the deeds; who knows  
great  
enthusiasms,  
the  
great  
devotions;  
who  
spends  
themselves  
in  
a  
worthy  
cause;  
who at the best knows in the end the triumph  
of high achievement, and who at the worst,  
if they fail, at least fail while daring greatly,  
so that their place shall never be with those  
cold and timid souls who neither know  
victory nor defeat.”

Adapted from – Theodore Roosevelt, 1910

