



ONE CLUB DEVELOPMENT PLAN

2021-2024

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ONE CLUB DEVELOPMENT PLAN

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MESSAGE FROM UACHTARÁN CUMANN LÚTHCHLEAS GAEL

A chairde,

Thar ceann Chumann Lúthchleas Gael ba mhaith liom comhghairdeas a dhéanamh libh as an bplean straitéiseach nua seo do CLG Na Dubhglaise, Cumann Camógaíochta Dubhglaise agus Peil Ghaelach na mBan Dubhglaise a chur ar fáil.

Tá sé fóorthábhachtach a leithéid seo de phlean a bheith ann.

Tá sé fóorthábhachtach, freisin, go mbeadh daoine ag obair as lámha a chéile lena chur i bhfeidhm.

Mar a deir an seanfhocal – ní neart go cur le chéile. Tá spriocanna soiléire luaite sa phlean seo agus guím gach rath oraibh agus sibh ag tabhairt faoi na spriocanna sin a bhaint amach.

In welcoming this strategic plan, I congratulate all who have played a part in creating the document, which is a road map for how Gaelic Games in Douglas can be the best they can be. The strength of the GAA is always rooted in People, and supporting our People through our clubs both on and off the field is the best way to ensure that whatever comes our way, we will be able to respond. The value that comes from lifelong participation in Gaelic games and in involvement with your club, and the friendships and bonds forged there, are something that far outweighs the glory of winning cups and medals – precious though they might be.

We did not need a global pandemic to prove how important our clubs and our games are to the communities we represent – but events since March 2020 have certainly brought it sharply into focus. Timing is everything and the timing of this significant piece of work by the three Clubs in Douglas is crucial as we move into a post pandemic world.

The simple challenge to the GAA at all times is to be relevant; to matter to the people who we look to serve. The pursuit of the one-club model is an expression of the club's desire to do just that, and I commend you on that vision.

There is no shortage of ambition in the plan and in the targets that have been set. However, it is crucial that the task of delivering on the promise contained in the strategic vision is not left on the shoulders of a few - but that all of your members and players and volunteers and supporters take up the challenge and play a part so that many hands will make light work.

We follow in the footsteps of those who laid down the trail for us. In that context, there is a rich history and tradition to honour. Hurling can trace its roots in Douglas back to competitions held in 1887, Camogie from the 1930s and Ladies Football since 2007.

This document is an opportunity to pay tribute to the countless volunteers who dedicated so much to the promotion of Gaelic games in Douglas, and which will hopefully inspire more people to get involved.

Ar son Chumann Lúthchleas Gael, míle buíochas uilig.
Rath Dé ar an obair.

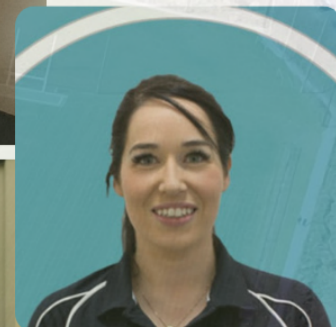


CHAIRPERSONS ADDRESS

As Chairpersons of Douglas Hurling & Football, Camogie and Ladies Football Clubs, we are delighted to introduce our three-year Club Development Plan.

This document is the result of extensive work by our Club Plan Steering Committee over the last number of months. It demonstrates the undoubted talent which exists in our Club, but more importantly it records our ambition to reach our full potential to become one of the best GAA clubs in Ireland, both on & off the field of play.

The plan is based on the 5 pillars of a well-run club, namely Finance, Facilities, Coaching, Structure & Management, Communication & Community and given that family is the foundation for a strong club, we are committed to becoming One Club and One GAA Family.



The following are some of the milestones you can look forward to :

2021: Complete the clubhouse roof and bar refurbishment

2022: New Astro games area with skills walls on site of existing handball alley

2022: Re-surface, line out and add a one-way system to our car park

2022: Pitch 3 Astro with flood lights and ball wall

2022: Player Development Pathway

2023: Become a "Healthy Club"

2023: Participate in Scór Competitions

2024: Pitch 1 Floodlights and gravel raft sand-based finish; (During mid-term plan review we may decide to put lights on pitch 2, if drainage issues are proven to be resolved).

We would like to invite all our members & our wider Community to review the contents of this ambitious plan. This will be our roadmap to deliver success to all our members.

We believe the investment cost to achieve our plan will be €2 million over 3 years but we believe that with your continued support this will be achievable and will provide top class facilities, coaching and an inclusive environment for our children, players and members that we will all be proud to call our club, our home.

While we now lay the foundations for future generations, it is important to remember and acknowledge the invaluable contribution of past members, committees and officers who gave their time so loyally to keep our club functioning over the years.

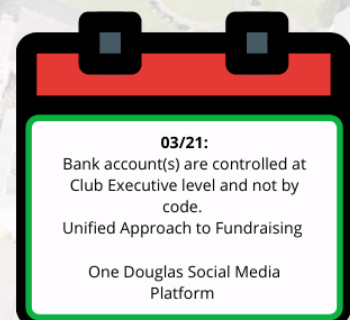
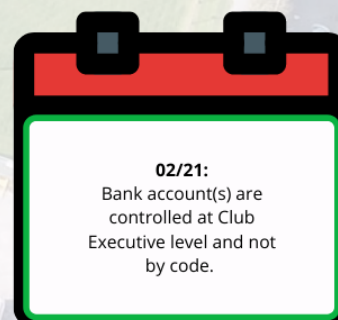
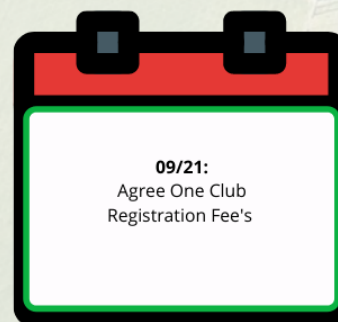
And finally, we would like to ask our Club Members to get behind this plan and to make it the success it deserves to be over the next number of years.

ONE GAELIC GAMES FAMILY - "ONE CLUB"

The GAA, Ladies Gaelic Football Club and the Camogie Club each have their own membership, governance and traditions. The clubs currently work in a co-operative fashion to promote the playing of Gaelic games. We recognise the benefits of a One Club approach in promoting the playing of Gaelic games at both juvenile and adult level. Adopting a One Club approach facilitates catering for the whole family in an integrated fashion and Douglas GAA, LGFA and Camogie clubs are committed to pursuing the One Club model as part of the Club Development Plan.

In line with Camogie, GAA & LGFA One Club Guidelines June 2017, our proposed One Club structure will incorporate the following:

1. The GAA Club Constitution forms the cornerstone of overall governance of the club.
2. GAA, Ladies Football and Camogie participants are registered as a member of the GAA.
3. The day to day running of each playing code is managed by its own committee.
4. Ladies Football and Camogie are affiliated as clubs with their respective National associations. Each of Ladies Football and Camogie elect / appoint Officers as required by their respective governing constitutions.
5. Ladies Football/ Camogie Officers, players and mentors register as members of their respective association. In addition, the overall Club Chairman, Secretary and Treasurer register as members of the Ladies Gaelic Football and Camogie associations.
6. Club Membership fee is not varied by reference to code played.
7. The Club Executive has overall responsibility for running of the club. It is imperative that each of the playing codes are adequately represented on the Club Executive.
8. Bank account(s) are controlled at Club Executive level and not by code.
9. A co-ordinated approach is taken to fundraising.
10. An agreed approach to Best Practice in Youth Support is followed in accordance with the associations' joint publication Our Games Our Code.
11. A shared approach to Games Promotion and Coaching is adopted





HISTORY OF OUR THREE CLUBS

DOUGLAS HURLING & FOOTBALL CLUB

A hurling team representing Douglas was first included in the draw for the Cork County Senior Hurling Championship in 1887. From 1914 to 1918 there was no mention of a Douglas team being fielded and in 1918 the Castletreasure Club came into being. On April 15th, 1922 Castletreasure brought a County Intermediate Hurling title to the parish when they defeated Inniscarra in the county final. Following the breakup of the Castletreasure Club in 1926, there was no club in the parish and St. Columbas club was formed. The club colours were a black jersey with single green band.

In 1938 the club was renamed to Douglas Hurling and Football Club and in the same year the club purchased Pitch 1, which we still use today. In the early years Hurling was the most popular sport and football only came to prominence in the 1950s.

In 1962 Douglas defeated Midleton to win the County Junior Football title, a win credited to a strong underage structure. From 1962 to 1965 Douglas played senior football, until demoted to Intermediate grade. Football continued to go downhill, and the club ended back at Junior grade in 1968. Douglas won their first hurling title in 1966 defeating hot favourites Mayfield in the City Championship final. Douglas competed at junior and intermediate grade throughout the 1970's, 1980's and 1990's until winning the Intermediate Football Championship in 1997 and following up by winning the Intermediate Hurling in 2000. Since 2010 Douglas have competed at Senior level in both hurling and football and continue to do so today.

Throughout the years various committees and members worked hard to develop facilities and playing fields. Pitch 1 was purchased in 1938, pitch 2 was purchased in the eighties and re-developed in 2014, the current bar and clubhouse was opened in 1982, the indoor hall was opened in 1998, new dressing rooms and a gym were opened in the 2002, and Pitch 3 was opened in 2019.

The first attempt at organizing Street Leagues was 1955 and in 1978 the club set up the first independent Street Leagues committee. The leagues at U5 to U11 have proved to be an outstanding success and this together with a strong connection with local schools have guaranteed a steady stream of young players which ultimately guarantees the future of GAA in Douglas. The current club colours date back to the early 1950's, when having one set of jerseys for 4 teams the club managed to negotiate a second set from Sunbeam for a bargain at £12. The colour of that set of jerseys is what we wear today.

Douglas now plays at Senior grade in both hurling and football and while we haven't yet won a county senior title in either code there are regular underage county titles and we have had many notable successes at adult level in the last 15 years:

Football

- 1997-Premier Intermediate Champions.
- 2004-County Premier Minor Football
- 2008-Senior Football League (Kelleher Shield)
- 2013-County Minor Football Champions
- 2017-County U21 Football Champions
- 2019-County Minor Football Champions
- 2019-City U21 Football Champions



Hurling

- 2000 Intermediate Champions
- 2009-Premier Intermediate Champions
- 2015-Cork Minor Champions
- 2016-County U21 Champions



HISTORY OF OUR THREE CLUBS

DOUGLAS LADIES FOOTBALL CLUB

The Douglas Ladies Football Club was founded on November 29th 2007. It originated when a large number of girls from the local schools were learning the skills of the game during PE classes under the expert eye of Eddie Murphy.

With the support and permission of the senior GAA club committee, it was decided to give Ladies Football the go ahead with use of the club's facilities being put at their disposal. A quick straw poll of interested girls and parents showed there was a remarkable number of girls wanted to play ladies Gaelic football and it was then suggested to set up a committee to organise a registration night which yielded over 200 players signing on. Soon afterwards all the local primary schools including St. Columba's National School, Gaelscoil na Dúglaise, Scoil Phádraig Naofa Rochestown and Scoil Niocláis Primary School in Grange were providing girls for Douglas Ladies Gaelic Football club.

Once it became clear a number of teams could be catered for, an official launch of the Douglas Ladies Football Club took place during the month of January 2008 in the Douglas GAA Club.

The mission statement for the club was to promote and share a common bond through the medium of sport and a suggested motto: **'ITS MORE THAN FOOTBALL'** was heralded with an emphasis on having fun and creating a greater awareness of the game in a comfortable environment. Our entry into competitions was at under 12, 14 and 16 in the first year and it proved to be a very successful start for the newly formed club.

Thankfully many parents agreed to help out and the club was able to field five teams in its first year of competitions. The year ended with three trophies, two at under 12 and one at under 13.

It was decided to enter an adult team in the Mid Cork junior leagues during 2010. In the first year this team made up of 16 to 20 year olds secured a first adult county success with a win over a fancied Ballincollig.

It is with remarkable satisfaction that we now compete in the junior A grade and are not too far away from senior status. In 2018 the club set about introducing a 'Gaelic for mothers and others' section and had 70 registered players in its first year.. In 2019 Douglas Ladies football team won the All Ireland 7s Final and our Captain Emily Cunningham was presented the Cup by Marie Hickey, LGFA President. In 2020 our Junior A team were beaten by Valley Rovers in the County Junior A Final. The club currently has the largest number of registered players in Cork.

Currently Douglas ladies football have a vibrant Nursery and Street Leagues section with close on 200 girls training every Saturday morning. We have had some notable success over the years:



Mid Cork junior league 2010
Mid Cork C league and County 2011
Junior League and County 2013
All Ireland 7s 2019





HISTORY OF OUR THREE CLUBS

DOUGLAS CAMOGIE CLUB

Little is known about the early days of Douglas Camogie. It was formed in the early 1930's then reformed in the 1970s by ex-players such as Pauline Downey and Mary Dineen. Senior success was slowly coming but when it did no one could have predicted how far we would have come in such a short time. 2005 was the catalyst year with Douglas winning its first Junior B county championship.

This was followed up in 2007 with county victory at Senior B level and paved the way for Douglas Senior Club status which it holds today.

In the club's debut season at senior level (2008) they won the Senior A County championship. Amanda O'Regan was nominated by the club to captain the Cork Senior Camogie team and she had the distinct honour of lifting the O'Duffy Cup in Croke Park before bringing the cup back to Douglas in what was a most memorable night for our camogie community.

Douglas Camogie secured a second county championship title in 2011 and reached a Munster Final in the same year.

In the summer of 2019 Douglas Junior 7-a-side team won a Munster championship. Although a successful club the greatest success is seeing players transition from underage to senior grade. The club's ability to field teams at both Junior and Senior level is a testament to club spirit and its hard working members.

Douglas Camogie is the most successful club in the county at Feile na Gael. Having contested 5 finals, and to cap a tremendous record won All-Irelands 3 years in a row. Underage success in the mid 2000's provided a strong platform for future seniors accolades. The club has enjoyed success at all County A Grade levels over the decade and continues that rich history of success today.

Although on the pitch achievements are one way to look at our history. The club embodies a spirit of community, friendship, and development. The Annual Aoife Downey Tournament is an important day for our club where we remember an important member of our camogie family, it is a day that brings old and current players together and reminds us all of the friends we have made through the years.

Douglas Camogie plays at senior grade and A grade at most underage levels. This is an incredible achievement for our club, and we thank all our players, coaches and supports for their hard-work and commitment over the years.

We have had some notable success over the years:



Junior A County Champions 1980 and 2005
Senior B County Champions 2007
Senior A County Championship Champions 2008 & 2011
Senior A County League Champions 2008 & 2015
Minor County Champions 2008, 2009, 2010
Feile na Gael Cork Champions 2002, 2003, 2004, 2005, 2006, 2008, 2009, 2014
Feile na Gael All Ireland Champions 2004, 2005, 2006, 2009



SETTING THE SCENE

GENESIS OF CLUB PLAN

The concept of a club plan had its roots in a series of workshops with members in November 2018 and was never far from the minds of the club executive until a Club Plan steering committee was formed in February 2021. This group drew on expertise from inside and outside the club to look at where we are now, where we want to get to and how to get there.

We listened when over 300 of you responded to our club survey in March 2021, we also took on board your feedback during members webinars in May 2021, we consulted other clubs and reviewed many other sports clubs plans as part of the process.

It became clear during engagement with members that the key concerns were facilities (i.e., pitch capacity, lack of 4G Astro, lack of flood lights, completion of the clubhouse and lack of parking), player retention at 18yrs +, One Club, ladies' clubs lack of access to pitches, shortage of internal coaches at adult level and winning a senior title.

It was also evident there is so much to be positive about, such as our fantastic Street Leagues section, the friendships people make, the fact that our club is inclusive and welcoming, the commitment of coaches, the volunteer spirit, the location and the atmosphere.

POPULATION GROWTH

The Cork South Central electoral region shows consistent population numbers (circa 8,000 children per 5 year grouping in the 0-20 age categories), so it is safe to assume that we will continue to see participation levels at current street leagues (circa 70-80 boys and 50-60 girls per age group) levels for at least another 5 years as long as we continue to do our job of recruiting and caring for them.

If we also factor in the proposed new housing developments in Cooney's Lane, Maryborough Ridge and Castletreasure along with the significant current housing stock in our catchment area then it is reasonable to envisage this trend continuing in the medium term.

Additionally, with many highly regarded primary schools in our area it furthers reinforces the likelihood of young families continuing to live in Douglas GAA natural catchment area. Now, we just need to ensure we get them playing Gaelic Games and keep them coming back every week!



DOUGLAS IN NUMBERS

MEMBERS

3,127

2023 Mens
1104 Ladies



PLAYERS

1,520

932 Male

588 Female

723 Players

463 Boys

U5-U10

260 Girls

571 Players

314 Boys

U11-U18

257 Girls

226 Players

155 Male

U19 Up

71 Ladies

OUR TEAMS

56

FOOTBALL

45

HURLING

27

LGFA

20

CAMOGIE

=148

TEAMS

OUR COACHES

288 =

COACHES

60

CAMOGIE

74

FOOTBALL

72

HURLING

82

LGFA

OUR SCHOOLS



OUR FACILITIES



At our Club:

- 2 full size pitches (grass)
- 1 x 90m Training Area (grass)
- 1 x indoor hall (Astro)
- 1 x Members Gym

External:

- 2 full size pitches (grass)
- 4 other rented non-GAA Facilities

OUR MISSION- OUR VISION- OUR VALUES

OUR MISSION

"We are a community-based volunteer organisation promoting Gaelic Games, Irish identity and culture and lifelong participation."

We are dedicated to ensuring that our games and values 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 to achieve their full potential.

OUR 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 club."

OUR VALUES

Community Identity

Everything we do helps to enrich the lives of our members and community is at the heart of our club. We foster a clear sense of identity and place.

Amateur Status

We are a volunteer led club and all our members play and engage in our games as amateurs.

Inclusiveness

We are a club that has a place for all, and where everybody will feel like they belong.

Respect

We respect the contribution and views of all our members (players, coaches and mentors, administrators and officials) and we operate with a sense of integrity, fairness and sportsmanship on and off the playing fields.

Welfare

We recognise the importance of health and wellbeing and we structure our games to provide the best playing experience for all our players that allows them to reach their potential.

Teamwork

We are a team and we will support each other on and off the field. Ní neart go cur le chéile (There is no strength without working together)

Direction

We set the road map, engage with our members and strive to bring everyone on the Vision 2025 journey

OUR GOALS AND ACTIONS

1 Finance & Fundraising:

Our goal is to develop a finance and fundraising structure which will allow us to make the necessary investments in coaching and facilities whilst minimising our level of borrowing.

What we are going to do	Who	By When
<p>1.1 Set up a Structure for Finance and Fundraising</p> <p>1.1.1 Appoint a sub-committee responsible for Recurring Annual Fundraising</p> <p>1.1.2 Appoint a sub-committee responsible for Club Plan Fundraising</p>	<p>Executive</p> <p>Executive</p>	<p>07/2021</p> <p>06/2021</p>
<p>1.2 Maximise Income From Finance and Fundraising Activities</p> <p>1.2.1 Develop Fundraising Strategy and fundraising brochure for our 3- Year Development Plan.</p> <p>1.2.2 Review current annual fundraising activities, develop, and implement a strategy to grow recurring revenue.</p> <p>1.2.3 Develop and implement a Business Plan for the Bar/ Clubhouse and Community Hub.</p> <p>1.2.4 Develop and implement a plan to maximise revenue from our car park.</p> <p>1.2.5 Develop a Business Plan to grow offline/online revenue from our Club Shop.</p>	<p>Club Plan Fundraising</p> <p>Recurring Fundraising</p> <p>Executive</p> <p>Recurring Fundraising</p> <p>Finance</p>	<p>06/2021</p> <p>07/2021</p> <p>07/2021</p> <p>01/2022</p> <p>09/2021</p>

2

OUR GOALS AND ACTIONS

Improvement and Investment in facilities:

Our goal is to have adequate medium / long term summer and winter training facilities for men's and ladies' clubs as well as suitable off pitch facilities for our members and the wider community.

What we are going to do	Who	By When
<p>2.1 Set up a Structure for Improvement and Investment facilities</p> <p>1.2.1 Appoint an Improvement and Investment in facilities sub-committee.</p> <p>1.2.2 Create a Facilities Maintenance Register which identifies, tracks and schedules the maintenance requirements for our pitches, facilities, and equipment.</p> <p>1.2.3 Appoint a Facilities Co-Ordinator who oversees maintenance of all facilities including pitches.</p> <p>1.2.4 Appoint a Pitch Booking Co-Ordinator with responsibility for all internal / external pitch bookings. This person would also be responsible for agreeing time slots and costs for external pitches used by our club.</p>	<p>Executive</p> <p>Facilities</p> <p>Facilities</p> <p>Facilities</p>	<p>06/2021</p> <p>08/2021</p> <p>08/2021</p> <p>05/2021</p>
<p>2.2 Complete current facilities improvement projects</p> <p>2.2.1 Complete the Clubhouse Roof and Associated Works- (Bar toilets, some windows and doors, some indoor outdoor lighting)</p> <p>2.2.2 Complete the internal cosmetic refurbishment of the bar.</p> <p>2.2.3 Modernise and refurbish the Function Hall, associated toilets and meeting room.</p>	<p>Executive</p> <p>Recurring Fundraising</p> <p>Finance</p>	<p>10/2021</p> <p>11/2021</p> <p>03/2022</p>
<p>2.3 Increase capacity on our existing pitches to facilitate our three clubs.</p> <p>2.3.1 Pursue a long-term lease / agreement / formal arrangement on external pitches.</p> <p>2.3.2 Implement an online pitch booking software which will allow head coaches book or cancel slots on all internal / external pitches and the indoor hall.</p> <p>2.3.3 Develop and document a pitch maintenance procedure that is based on best practice. Evaluate the possibility of a shorter winter shutdown based on a revised approach to pitch maintenance.</p> <p>2.3.4 Games Area: Convert the existing handball alley & gravel area to a 45m x15m partially flood lit, fenced and netted Astro with skills walls on all sides.</p> <p>2.3.5 Pitch 3: Convert training area 3 (90m x 90m) to a fenced, flood lit Astro training area that can be used all year round and will take some of the workload away from the grass pitches. (Line this area with two 90m x 45m pitches). Light the walkway as far as Pitch 3 to facilitate evening access to the new Astro.</p> <p>2.3.6 Hurling Wall: Build a 5m high and 40m long hurling wall between training area 3 Astro and training area 4 grass (include a fence, timed LED's and 12m Astro on the training area 4 side)</p> <p>2.3.7 Flood Lights: Install flood lights on Pitch 1 or 2 to facilitate training/ matches to 9pm during September, October, and March. (Final decision subject to mid-term review of plan).</p> <p>2.3.8 Pitch 1: Convert Pitch 1 to a gravel raft sand-based pitch that can be used at least 10 months of the year. (Final decision subject to mid-term review of plan).</p>	<p>Executive</p> <p>Executive</p> <p>Facilities</p> <p>Facilities</p> <p>Facilities</p> <p>Facilities</p> <p>Facilities</p>	<p>05/2021</p> <p>05/2021</p> <p>09/2021</p> <p>03/2022</p> <p>12/2022</p> <p>12/2022</p> <p>05/2024</p> <p>05/2024</p>

OUR GOALS AND ACTIONS

Improvement and Investment in facilities: Continued

Our goal is to have adequate medium / long term summer and winter training facilities for men's and ladies' clubs as well as suitable off pitch facilities for our members and the wider community.

What we are going to do	Who	By When
2.4 Address the parking issues at our club.		
2.4.1 Pursue a long-term lease / agreement / arrangement to secure additional parking with direct access to our club grounds.	Facilities	07/2021
2.4.2 Re-surface our existing car park, add line markings, a one-way system and safe pedestrian walkways / crossings. (Relocate the shop and gear lockers to a suitable location)	Facilities	03/2022
2.4.3 Draw up and communicate a Club Parking Guide to communicate parking options within the club and in external car parks.	Facilities	07/2021
2.4.4 In conjunction with the Health Club Model, develop a safe cycling / walking to our club and training initiative.	Facilities	04/2022



OUR GOALS AND ACTIONS

3 Coaching and Games Development:

Our goal is to establish a Coaching and Games Development Structure that brings out the best in our male and female players, maximises participation in our community and ensures player welfare is at the heart of what we do.

What we are going to do	Who	By When
<p>3.1 Set up Coaching and Games Development Structure.</p> <p>1.3.1 Appoint a Coaching and Games Development sub-committee across Hurling, Football, Ladies Football and Camogie.</p> <p>1.3.2 Appoint a Co-Ordinator to chair the Coaching Committee, who sits on the executive with responsibility for the delivery of the Coaching Excellence and Games Development policy.</p> <p>1.3.3 Appoint Coaching Officers who are responsible for day-to-day implementation of Coaching Policy in the club.</p>	<p>Executive</p> <p>Executive</p> <p>Executive</p>	<p>11/2021</p> <p>12/2021</p> <p>02/2022</p>
<p>3.2 Ensure excellence in coaching standards throughout our club.</p> <p>3.2.1 Create a Coach Certification Register, set target KPI's for coach certification and utilise the register to drive improvement in coaching standards.</p> <p>3.2.2 Develop and implement a coach education calendar as a subsection of our annual events calendar.</p> <p>3.2.3 Develop and implement an overall coaching excellence policy for all codes that is based on best practice and includes an U5 to U17 player development pathway.</p> <p>3.2.4 Develop an "Adopt a Team" program where existing adult players or recently retired players adopt one of the age levels from U12 to U17 and offer meaningful support to players and coaches at training and matches.</p> <p>3.2.5 Create, document, and implement a coach development pathway that is based on best practice, ur own coaching policy and the GAA Award Structure.</p> <p>3.2.6 Develop and implement a Club Coaching Manual and Repository forU5 to U17 with basic/intermediate/advanced drills and small sided/fun/conditioned games that adheres to club coaching policy and is to be utilised by new and existing coaches.</p> <p>3.2.7 Develop a Coach Rotation Policy to ensure our underage teams receive well rounded coaching, a variety of coaching styles and will encounter more than one head coach from U12 to U17.</p>	<p>Executive</p> <p>Coaching</p> <p>Coaching</p> <p>Coaching</p> <p>Coaching</p> <p>Coaching</p> <p>Coaching</p>	<p>06/2021</p> <p>02/2022</p> <p>04/2022</p> <p>04/2022</p> <p>05/2022</p> <p>06/2022</p> <p>11/2022</p>

OUR GOALS AND ACTIONS

Coaching and Games Development: Continued

What we are going to do	Who	By When
<p>3.3 Increase Gaelic Games participation in our schools.</p> <p>3.3.1 Liaise with Rebel Óg to appoint one new Games Promotion Officer (GPO) to work with local children in our boys and girls' schools and within our club.</p> <p>3.3.2 Assess and expand our Club School Program and develop a Strategy Plan to leads to at least 10% participation growth year-on-year.</p> <p>3.3.3 Appoint primary / secondary School Liaison Officer (ideally teachers), set up and document a meaningful school's engagement calendar for all local boys/girls/mixed schools in conjunction existing Games Promotion Officers.</p> <p>3.3.4 Introduce a Transition Year Coaching Course and coordinate transition year student's involvement in coaching at our club.</p>	<p>Coaching</p> <p>Coaching</p> <p>Coaching</p> <p>Coaching</p>	<p>09/2021</p> <p>01/2022</p> <p>03/2022</p> <p>11/2022</p>
<p>3.4 Ensure Player Welfare is at the heart of our Club.</p> <p>3.4.1 Implement the GAA Code of Code of Behaviour for Underage Players (Up to 18yrs old).</p> <p>3.4.2 Adopt & Implement the GAA Guidance for Dealing with & Reporting Allegations or Concerns of Abuse.</p> <p>3.4.3 Perform a Child Safeguarding Risk Assessment, prepare / adopt / display a Club Child Safeguarding Statement.</p> <p>3.4.4 Centralise Garda Vetting and Safeguarding Information in a single register include a quarterly review in our events calendar to ensure the Garda Vetting and Safeguarding is in date for all coaches.</p> <p>3.4.5 Evaluate our policy at adult level to ensure we give our adult players (U18yrs+) meaningful games. Document the policy and include a process of succession planning 6 months in advance of the new season.</p> <p>3.4.6 Set up a process to update/advise our players and coaches on GAA welfare guidelines.</p> <p>3.4.7 Measure our Player Retention Levels, perform a player retention feedback survey, benchmark our levels against similar clubs. Identify/quantify obstacles to player retention in our club.</p>	<p>Executive</p> <p>Executive</p> <p>Executive</p> <p>Executive</p> <p>Coaching</p> <p>Coaching</p> <p>Coaching & Registrar</p>	<p>06/2021</p> <p>06/2021</p> <p>06/2021</p> <p>08/2021</p> <p>02/2022</p> <p>03/2022</p> <p>04/2022</p>
<p>3.5 Sustainable success at Senior Level Hurling, Camogie & Football</p> <p>3.5.1 Set up a one-off adult hurling & football forum with coaches / key players/ experts to assist adult Hurling and Football with benchmarking our adult set-up against best practice and with documenting an implementing a sustainable strategy that leads to us regularly competing and winning county, provincial and All Ireland Club finals. The documented strategy must be a joint agreement between the Club Executive and Adult Hurling, Camogie, Ladies and Men's Football and must reflect the fact that we are in this together.</p>	<p>Coaching</p>	<p>12/2021</p>
<p>3.6 Sustainable success at Senior Level Hurling, Camogie & Football</p> <p>3.6.1 Liaise with County Referees Administrator to generate a Referee Development Policy for our club.</p>	<p>Coaching</p>	<p>12/2021</p>

OUR GOALS AND ACTIONS

4 Structure, Management and Governance

Our goal is to have a first-class management & governance structure that is compliant with GAA requirements, removes duplication of roles and facilitates the efficient and effective management of our club.

What we are going to do	Who	By When
<p>4.1 Increase Gaelic Games participation in our schools.</p> <p>4.1.1 Appoint a Structure, Management and Governance Sub-Committee</p> <p>4.1.2 Appoint a Structure, Management and Governance Sub-Committee</p> <p>4.1.3 Appoint a working group with responsibility for One Club Implementation</p>	<p>Executive</p> <p>Executive</p> <p>Executive</p>	<p>07/2021</p> <p>06/2022</p> <p>07/2022</p>
<p>4.2 Ensure our club is operating best practice.</p> <p>4.2.1 Use the GAA Governance Self-Assessment tool to benchmark our governance against the GAA Governance Guide</p> <p>4.2.2 Develop an Organisation Chart, collate, review, and update all roles and responsibilities for Officers, Committees, subcommittees and working groups.</p> <p>4.2.3 Develop an online Club Operations Manual, to ensure all key club documentation is in order and available when needed.</p> <p>4.2.4 Develop a Volunteers Register and a volunteer recruitment and retention strategy based on the GAA Volunteer Recruitment Tool Kit.</p> <p>4.2.5 Review and Update the Club Safety Policy and Safety Statement (Display in prominent locations within our club and website)</p> <p>4.2.6 Develop a Club Officer term rule policy based on best practice.</p> <p>4.2.7 Develop a Cloud IT Storage solution and Security Policy to facilitate secure sharing of information between the executive committee, sub-committees and working groups.</p>	<p>Structures</p> <p>Executive</p> <p>Structures</p> <p>Executive</p> <p>Structures</p> <p>Structures</p> <p>Structures</p>	<p>04/2022</p> <p>06/2021</p> <p>12/2021</p> <p>06/2021</p> <p>03/2022</p> <p>12/2021</p> <p>09/2021</p>

OUR GOALS AND ACTIONS

5 Communication / PR & Community Engagement

Our goal is to communicate effectively with our key audience and become a vibrant and inclusive cultural and social hub within our community.

What we are going to do	Who	By When
<p>5.1 Set up a Structure for Communication / PR & Community Engagement</p> <p>5.1.1 Appoint a Communication / PR & Community Engagement sub-committee. This sub-committee may be led by the club PRO and would be for the men's and ladies' clubs.</p> <p>5.1.2 Appoint a PR advisor (volunteer) to support the development of our Club Communications Strategy.</p> <p>5.1.3 Set up a Social Media team who will merge & manage Twitter, Facebook, Instagram and YouTube communications for all codes for the men's and ladies' clubs.</p>	<p>Executive</p> <p>Executive</p> <p>Executive</p>	<p>03/2022</p> <p>03/2022</p> <p>03/2022</p>
<p>5.2 Enhance our regular communications with our key audience.</p> <p>5.2.1 Develop a communications strategy for regular club communications with our key audience.</p> <p>5.2.2 Produce suite of Club marketing collateral (Materials) (print, posters, flyers, presentations) to market Douglas GAA effectively to potential sponsors and investors.</p> <p>5.2.3 Produce a Digital "Welcome to Douglas GAA information Pack" for new members and parents at Street Leagues level.</p> <p>5.2.4 Update and re-launch the club website and assign responsibility for keeping the site up to date.</p> <p>5.2.5 Review current practice against the GAA Social Media guidelines and implement changes if necessary.</p> <p>5.2.6 Draw up and implement club Privacy & Data Protection Policy and ensure we are compliant with GDPR and all Data Protection Regulations.</p>	<p>Communications & Community</p> <p>Communications & Community</p> <p>Communications & Community</p> <p>Executive</p> <p>Communications & Community</p> <p>Communications & Community</p>	<p>05/2022</p> <p>06/2022</p> <p>12/2022</p> <p>06/2021</p> <p>12/2022</p> <p>05/2021</p>

OUR GOALS AND ACTIONS

5 Communication / PR & Community Engagement: Continued

Our goal is to communicate effectively with our key audience and become a vibrant and inclusive cultural and social hub within our community.

What we are going to do	Who	By When
<p>5.3 Develop our club to be a vibrant and inclusive cultural and social hub.</p> <p>5.3.1 Adopt the GAA Health Club Model to encourage club members and our community to get healthy.</p> <p>5.3.2 Introduce a high-quality daytime coffee snack trade in our Clubhouse with initial focus on Saturdays.</p> <p>5.3.3 Set-up a calendar of annual fundraising and non-fundraising events that is visible to all members and the wider community.</p> <p>5.3.4 Participate in Scór Competitions (Winter Club to All Ireland, Scór na nÓg-U17 / Scór Sinsir-17+ Irish Culture, singing, dancing, novelty, music and quiz).</p> <p>5.3.5 Set up a Supporters Club (Encourage members of all ages to attend matches, establish an efficient method of communicating fixtures, results and match reports.)</p> <p>5.3.6 Set up an online booking system for our Clubhouse/Community Hub</p> <p>5.3.7 Introduce an annual End of Season Social Awards Night</p>	<p>Communications & Community</p> <p>Communications & Community</p> <p>Communications & Community</p> <p>Communications & Community</p> <p>Communications & Community</p> <p>Communications & Community</p> <p>Communications & Community</p>	<p>03/2022</p> <p>03/2022</p> <p>03/2022</p> <p>05/2022</p> <p>06/2022</p> <p>12/2022</p> <p>06/2021</p>



MONITORING CLUB PLAN IMPLEMENTATION

A Club Plan Implementation Committee will be appointed to oversee the successful delivery of the Club Plan. Monitoring the implementation of a Club Development Plan is done using regular reporting to the executive, an annual report to the AGM, communications about progress to the wider Membership and community, production of a Mid-Term Implementation Report (Optional) and Full-Term Implementation Report.

REPORTING TO A CLUB EXECUTIVE:

Club Plan Implementation Committee shall present a summary of the Club Development Plan Progress at all Club Executive Meetings.

REPORTING TO A CLUB AGM:

A progress report on the implementation of a Club Development Plan over the previous 12 months (or since the last AGM) will become a default item on the agenda of each AGM during the life of a Plan. The report shall include an explanation for any scheduled item not being delivered yet; and a reminder of what is scheduled for the upcoming year.

(Note the AGM will not be a forum to amend the Club Development Plan and therefore the progress report will not be opened to the AGM for discussion. Opportunities to discuss the Plans implementation and make amendments to it are built in later in the Club planning process.)

MID-TERM IMPLEMENTATION REPORT (OPTIONAL):

The club may decide to hold a Mid-Term Review Forum with members to report, progress to date, detail some of the main accomplishments and outline what is still to be delivered. This is the juncture where we can ensure the Plan is still relevant and that it is still on track to meet our Club's needs. A Mid-Term Implementation Report is compiled by the Implementation Committee which is essentially a summary of progress in the implementation of the Club Plan. The report is produced using:

- Outcomes of the Mid-Term Review Forum
- Summary of Club Plan Progress
- Updated Club Activity Checklist

The report is used by the Implementation Committee and Club Executive to agree any amendments to the Club Plan for the remaining 18- months. (The Club may also consider deferring any significant, but non-urgent matters for inclusion in the next Club Development Plan)

MONITORING CLUB PLAN IMPLEMENTATION

FULL-TERM IMPLEMENTATION REPORT

During this vital step a comprehensive and robust review of the Plan will be conducted to draw the club plan to a close and to best prepare our Club for restarting the Process in the short- to medium-term future.

A Full-Term Implementation Report will be drawn up by the implementation committee to include:

ONE CLUB DEVELOPMENT PLAN

2021-2024

SUMMARY OF CLUB PLAN PROGRESS

- Timeline of implementation
- An updated Club Activity Checklist (with the previous version included for comparison)
- If necessary, an overview of the goals, objectives and actions not implemented along with a brief outline explaining the reasons why.

The report will be published and promoted amongst members to highlight the work the Club committed to and completed in that three years.

WHAT COMES AFTER DELIVERING THE PLAN?

We envisage after a short pause of no more than six months that the club planning process will begin again to tap into the momentum that would have been gathered throughout the successful development and implementation of this Club Development Plan.



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ACKNOWLEDGEMENTS

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Club Plan Steering Committee

- Aisling O'Brien
- Brendan Murray
- DJ O'Donovan
- Eamonn Murphy
- Kevin Wilson
- Peter Finnegan
- Stephen Dwyer
- Tom Sheehan



Experts from outside the Club who evaluated and gave opinion on our plan:

- Geoff Moore
- Lisa Clancy
- Páraic Duffy
- Tracy Kennedy

A special thank you for your support.

- The Executive Committee of Douglas Hurling & Football
- The Executive Committee of Douglas Camogie Club
- The Executive Committee of Douglas Ladies Football Club

Other Contributors, thank you.

- Dónall O'Súilleabháin
- Brian O'Regan

