



“IS FÉIDIR LINN”  
- Let’s GO!



Plean Forbartha Chlub Ceilteach na Muinchille  
Cootehill Celtic GAA Club Strategic Plan, 2012-16





## Strategic Plan 2012-2016

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 maintain a lifelong engagement with our Association.



**U-16 Captain, Fiachra Hughes, his parents; Seamus and Maureen and Armagh All-Star, Oisín McConville, who presented medals to winning U-16 team at Argue's LONDIS Supermarket, Cootehill on Tuesday, 22 November, 2011**



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**FORWARD - FOCUS**



**“Sports events provide the ideal platform for fostering inclusion, diversity and mutual respect while combating racism, discrimination and exclusion”**

**- EU Fundamental Rights Agency, 2010**

**Front cover:** Cootehill and Cavan senior player, John McCutcheon, soars high to gain possession.

**Back cover:** “Halton’s” on Dromore River, local beauty-spot.

**Title of Plan:** “Is Féidir Linn!” - Let’s GO! - One of the Plan’s most strategic recommendations is to release a spirit of positivity at all levels within the Club.

**Club Logo:** A variety of Club logos are currently in use, all based on Celtic motifs - spiral, cross, etc. Plan recommends that a new Club logo be professionally designed and incorporated into Club signage, letterhead etc. Members suggestions in this regard will be welcomed by Committee.



# FIS 2016

## MISSION, VISION & VALUES

### 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 in Club and Association.



### 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 maintain a lifelong engagement with our Association.**

### VALUES

#### 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

#### 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

#### Inclusiveness

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

#### Respect

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

#### 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

#### 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)



## REAMHFHOCAL AN CHATHAOIRLIGH CHAIRMAN’S PREFACE

The Committee is pleased to publish its first Five Year Strategic Plan; “Is Féidir Linn!” - Let’s GO!

The Plan sets out the many objectives we hope to achieve, for Club and Community, over the period 2012-2016 and our priorities.

The Plan is both ambitious and realistic. Total cost to members is €250,000; this involves taking out a loan of €150,000 repayable over 15-20 years. This is not just expenditure, it is investment in the Club’s future. The possibility of further capital development, separately funded, is raised - that is a matter for club members to decide.

I thank all who contributed to the process of drawing up the Plan (especially Co. Board Development Officer; Philip Smith and Larry McCluskey; Plan Co-ordinator, the five Focus Groups, Steering Committee and Planning

Workshop); and I ask all Club members and supporters - and other vital GAA, Government and Community agencies - to assist us in implementing the Plan’s many proposals.



If these objectives are achieved - and with good leadership they will be! - our Club will be a much better one at the end of the period - a Cootehill Celtic Club of which we can all be proud. I commend the Plan; “Is Féidir Linn!” - Let’s GO! to all concerned. Ni neart go cur le cheile!

**Sean O Siadhail/Sean Shields**  
Cathaoirleach/Chairman  
2 Nollaig, 2011



**Cootehill Celtic** was the first club in the Association to have a female chairperson; Mrs. Joy Hayes in 1984 - three generations of the family are actively involved today.



(top) Brian Sherlock - star player & supporter  
(left) Charlie Gallagher with Liam McCarthy Cup



## FOCAL ÓN EAGARTHÓIR CO-ORDINATOR'S INTRODUCTION

At the start of this planning process, a local wit said to me: “you don’t need a plan - all that’s required is for the Club to win some silver and open up the pitch to community”.

After 15 meetings - a lot of thinking and talking! - we ended up with almost 100 actions, some simple, others complex; some urgent, others spread out over the full five-year period, but all aimed at steady improvement of our Club - for our players, our teams, our members & supporters, for our community. (And, yes, Hugh, we do hope to win **Seven** County Titles per decade and open up our Grounds more than heretofore!)

Some radical proposals - for example, to sell our property and relocate; to turn the pitch round into the hill - were discarded as unfeasible, unaffordable, undesirable or unacceptable or all of these! The acquisition of a for-sale neighbouring property on Market Street, however, while currently unaffordable, is included in the Plan because it seems such a good idea (for access and Clubhouse) - we would certainly be doing that if we had the money! As always, because of our financial position, hard decisions had - and will have to be - taken.

**This Plan should be viewed in the context of GAA National, Provincial, and County plans - all part of Croke Park’s template for a modern, caring, efficient and effective sports and cultural organisation, community-based and volunteer-led. Consequently, we are confident of GAA (Co. Board, Ulster Council) and Local Authority (Town and County Council) support for all of what we are proposing here.**

**Methodology** - The Plan is based on wide consultation, involving Club members (players & supporters), local schools, other local sports organisations, business, industry & commerce, and the Local Authority - all of whom were invited to and/or represented at our public Planning Workshop on 1st June.

Following a Briefing from Cavan Co. Board Development Officer, Philip Smith in April, the Committee decided to embark on the Planning process, adhering to the GAA template. A Steering Committee was established which came up with some initial proposals and made arrangements for the public Planning Workshop. All relevant local organisations were invited to this: Town Council, Schools, Chamber of Commerce, Soccer Club, Churches - all these added many proposals to the list.

Following this, five Focus Groups were formed: **Club Structures & Administration; Coaching & Games Development; Finance & Fundraising; Communications, Culture & PR; and Facilities Development.** Each went through (and added or fine-tuned) proposals in its own area, prioritising and phasing them over the five-year period - these form the body of the Plan. In all, 15 Plan meetings were held, 10 of Focus Groups, 4 of Steering Group. A draft was presented to Steering Committee (September) and approved by Executive Committee (October). Tenders were sought for printing, the lowest being accepted.

And, so, to tonight’s launch by Uachtaran, Comhairle Uladh - Aogan O Fearghail.



## FOUR MAIN STRATEGIES

### FACILITIES DEVELOPMENT - 'TOP PRIORITY'

The four main strategies of the Plan are:

- **Improved Club Facilities**  
Second Pitch/Walkway, Astroturf Area/Hurling Wall, Clubhouse, Property, Health & Safety upgrades
- **Improved Club Administration**  
New sub-committee structure; Code of Conduct; Child Protection; Teamwork, Corporate Identity, Recruit more volunteers.
- **Improved Club Team Performance**  
Professional approach to Coaching & Games; a Winning Mentality (minimum of #7 County Titles per decade!)
- **Improved Club-Community Links & Partnership**  
Better service to Schools & Families; greater public access to Club facilities, e.g. Community Walkway. As far as possible, integrate with Town/Community development.

## CAPITAL PRIORITIES

**Phase 1:** Year 1 & 2 - €250,000: Second Pitch, Walkway & Synthetic Practice Area (with hurling wall if possible). This is affordable as soon as Ulster Council approves borrowing\* - repay over 15-20 years.

\* This approval is conditional only on completion of club property title, deeds, currently in-hand.

**Phase 2:** Years 3/4/5 - €250,000: Clubhouse & other facilities upgrade. This is conditional on additional funding; e.g. Grant-aid, windfall/benefactor income or sale of property.

**Note:** For progress, Club needs two major fund-raisers per annum, in addition to Club Lottery and more volunteers on the administrative/financial side.





## FOUR MAIN STRATEGIES

### FACILITIES DEVELOPMENT TOP PRIORITY

The cost of full implementation (€0.5m, spread over 15/20 years) is within the Club's capacity to generate, but active fund-raising, members' and sponsors' support and prudent financial management are critical to success.

For Phase 2 Capital Development extraordinary income is required; grant-aid, donation, sale of goods/property. **If such additional funding is not available, this work may not go ahead.**

All Committee actions in the implementation of this Plan are aimed at development of individual players, success of Club Teams and enjoyment of Club supporters. The maximum borrowing requirement (one recommended by Committee) is €150k. In a few years time, two other Club loans will be paid-off; Committee can then consider further borrowing, if needed.

**The aim should always be to do two things simultaneously: provide a good service to existing members and invest in the Club's future.** This Plan is designed to meet those twin

objectives in the next five years. Implementation of the Plan will be the responsibility of the Executive Committee; progress will be assessed half yearly (end of May & end of October) by 3 Assessors (Vice-chairman, Asst. Secretary and Asst. Treasurer), who will report (collectively) to AGM.



Once in New York's Central Park, Pete Ward and I watched a vigorous baseball-game. At the end of the many team huddles, a coach would call to his squad: "OK, you guys - Let's GO!" For Cootehill Celtic GAA Club, the huddle is over - it's "Let's GO!" time!

**Lorcan Mac Bhloscaidh/ Larry McCluskey**  
Co-ordinator, Club Plan  
1 Samhain, 2011





## STAIR AN CHLUB HISTORY OF THE CLUB

The Club was founded in 1894 - ten years after the GAA was established in Thurles. Before that, there were a number of ad hoc local teams who “kicked ball” or “caid”. The name “Cootehill Celtic” appeared for the first time in 1906 (probably from either “Belfast Celtic”, or “Glasgow Celtic”, from where emigrants had returned and suggested the “Celtic” moniker.

The first inter-club game was against Drung - we lost! - and the first County title was won in 1926, a Underage Minor League - in both football and hurling. The first adult trophy, a Junior championship, was added in 1932. Cootehill has been represented on every Cavan Senior Football All-Ireland winning team.

There have been two “golden eras” in the Club’s history: the 1950’s and late 60’s, early 70’s - most spectacularly, the three successive Senior Championships of 1953, ‘54 and ‘55 and the early 70’s when County League and Championships were won at Junior and Intermediate levels. In that same period, titles were won in both hurling and camogie, which for a time was very strong in Cootehill. (Back then, ladies didn’t play football! It is interesting to note that hurling and ladies involvement are again “on the up” in the Club.)

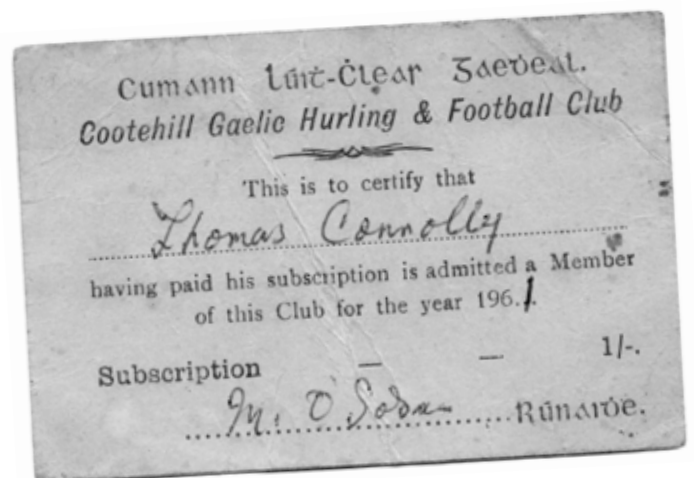
After the 1970’s, the Club’s energies went into another priority: provision of the new pitch, Hugh O’Reilly Memorial Park, in town-centre. (Up to 1980 all home games were in “the Meadow”, in Errigal - where, despite frequent flooding, an Ulster Senior Championship inter-county match was played in 1918). The new pitch did not, however, yield either the inter-county games or the County trophies the Club expected.

The Club’s last successes at adult level were the Junior League and Championship of 1971 and the Senior Leagues of 1972 & 1973 - far too long ago for most Club and members and supporters!

It is fervently hoped that implementation of this Strategic Plan will bring better fortune to Cootehill Celtics - although, we should remember that “winning isn’t everything”; for the thousands of players involved in teams since 1973, the joy of sport, learning GAA skills and participating in the games in the **hope** of success has been sufficient to motivate great personal effort and achievement. As Michael O Muirheartaigh said recently: “In all sports, hope is the one thing that keeps most people going”!



Detail from “The Celtics”, A History of the Club, by Hugh O’Brien (1984). Hugh gave two public lectures on “The GAA in Cootehill”, in Cootehill Branch Library, in October/November, 2011, with two more to follow early in 2012. In gratitude, the club made a donation to Drumlin House.



In 1961, Tommy Connolly paid one shilling to be a member of ‘Cootehill Hurling and Football Club!’ Secretary was Michael Soden,



## ROLL OF HONOUR

### SOME MAJOR CLUB ACHIEVEMENTS

1925/26 Underage/Minor League (F & H)	1971 Intermediate League & Championship
1932 Senior League (1st Adult Trophy)	1972 Senior League
1952 Junior Championship	1973 Senior League
1953 Senior Championship	1988 Junior League
1954 Senior Championship	1992 U-14 Championship
1955 Senior Championship	1993 U-16 & U-17 Leagues
1957 Minor Championship / U-16	1994 U-16 League
1958 Minor Championship	1996 Minor Championship
1959 Minor Championship	2000 Senior League
1960 Junior Championship	2003 U-14 Championship
1969 Junior League & Championship	2004 U-16 Championship
1970 Intermediate League	2011 U-16 League (Division 4) & U-14 Shield

## CURRENT CLUB STRUCTURE & SERVICES

**Cootehill Celtic GAA Club** serves the East Cavan town, Cootehill (Pop. 2,646) and District. (Cootehill used to be Cavan's second-biggest town - now, largely due to out-migration from Dublin, it is the sixth!)

The Club consists of 302 registered members, over half of whom are players, as follows: Senior (**43**), U-21 (**12**), U-18 (**9**), U-16 (**15**), U-14 (**16**), U-12 (**15**), U-6, U-8 & U-10 (**50**) and GAA Nursery/Gaelic Start (age 3-6, introduced October/November, 2011) (**45**).

**Underage Blitz:** (Summer 2011) U-8 & U-10: 11 Teams = 150 children playing football.

**Family/Fun Day:** (August 2011) Variety of Activities, plus U-12 tournament (4 Teams competed)

**U-14 Tournament:** (November 2011) T. Fay Cup (4 Teams competed)

**Gaelic Start/GAA Nursery Programme:** (October 2011) recently introduced to Club - 40+ enrolled.

**Coaches:** The Club has 21 Coaches, 18 at Foundation Level; 2 @ Level 1; 1 @ Level 2

The Plan envisages a steady stream of learner and improver coaches, with 3 per annum moving up to Levels 1 & 2. (See Coaching & Games Development section of Plan.)

**Two Associate Clubs:** Ladies GFC (**25**) and Celtics Hurling Club (**85**). The Plan envisages an integrated club, embracing all GAA codes, this is in line with GAA national "One Club" Policy.

**One Amalgamated Club:** "Eire Og Celtic" (Minor & U-16 in 2011). Cootehill Celtic and Drumgoon Eire Og clubs combined forces for U-18 and U-16 Championships.



## AN CLUB INNIU 'SWOT' ANALYSIS OF CLUB

### STRENGTHS

Strong & loyal membership (male & female)  
 Valuable property, Club-owned  
 Tradition (strong membership in male football)  
 Community Support (Volunteers, funds, etc)  
 Coaching of Games (male & females)  
 Parental support/involvement  
 GAA Support Services (AC, UC, CB, Training, Seminars, etc.)

### WEAKNESSES

Administration (past - especially, re Planning, Finance, Teamwork)  
 Finance (no reserve funds for Development)  
 Tradition (cross-community; variety of codes; reluctance to change, no Scór)  
 Inadequate/outdated facilities ("Club Maith" is Plan aim/priority)  
 Lack of success at County level (high-oxygen to any club)  
 Lack of Clubhouse (for Club social occasions, meetings, Scór, etc.)  
 Low Club uptake in GAA Administration Training  
 Fewer Volunteers (recent years)

### OPPORTUNITIES

Strategic Plan 2012-16 ("Go-time!")  
 Public (especially Youth) Interest in Games  
 Schools Interest in Sport/Fitness/GAA  
 Good panel of players (all levels, x U-21, U-18)  
 Economic Recession (sport inexpensive)

### THREATS

Delay in modernizing facilities (good plan, no finance)  
 Attraction of other sports/games (with good facilities & high media profile)  
 Irish Lifestyle (Sedentary, Drink/Substance Abuse, Obesity)  
 Weak policy re player progression to Senior rank  
 Reputation of GAA/Club (Good or Bad)  
 Economic Recession (little disposable income; emigration of young adults)



**“Effective leadership is not about making speeches or being liked:  
leadership is defined by results, not attributes.”**

**- Peter F. Drucker (International Management Consultant)**

In spite of some wonderful club achievements down the years, our Club management has, at times, been fractious, unimaginative, lacking in **focus** or sustained effort and, therefore, unsuccessful. Development and progress demand management focus, everyone in the boat rowing (oars in water!) together. If the team is not harnessed to purpose, progress (on and off the field) will be slow, sporadic - or absent. A Club Plan provides focus - if even half of these actions are implemented, with due emphasis on the priorities, Club progress will be certain and significant in each of the next five years.

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## **STRUCTÚIR AGUS RIARACHÁN** **CLUB STRUCTURES AND ADMINISTRATION**

In five year's time, we will be able to say -

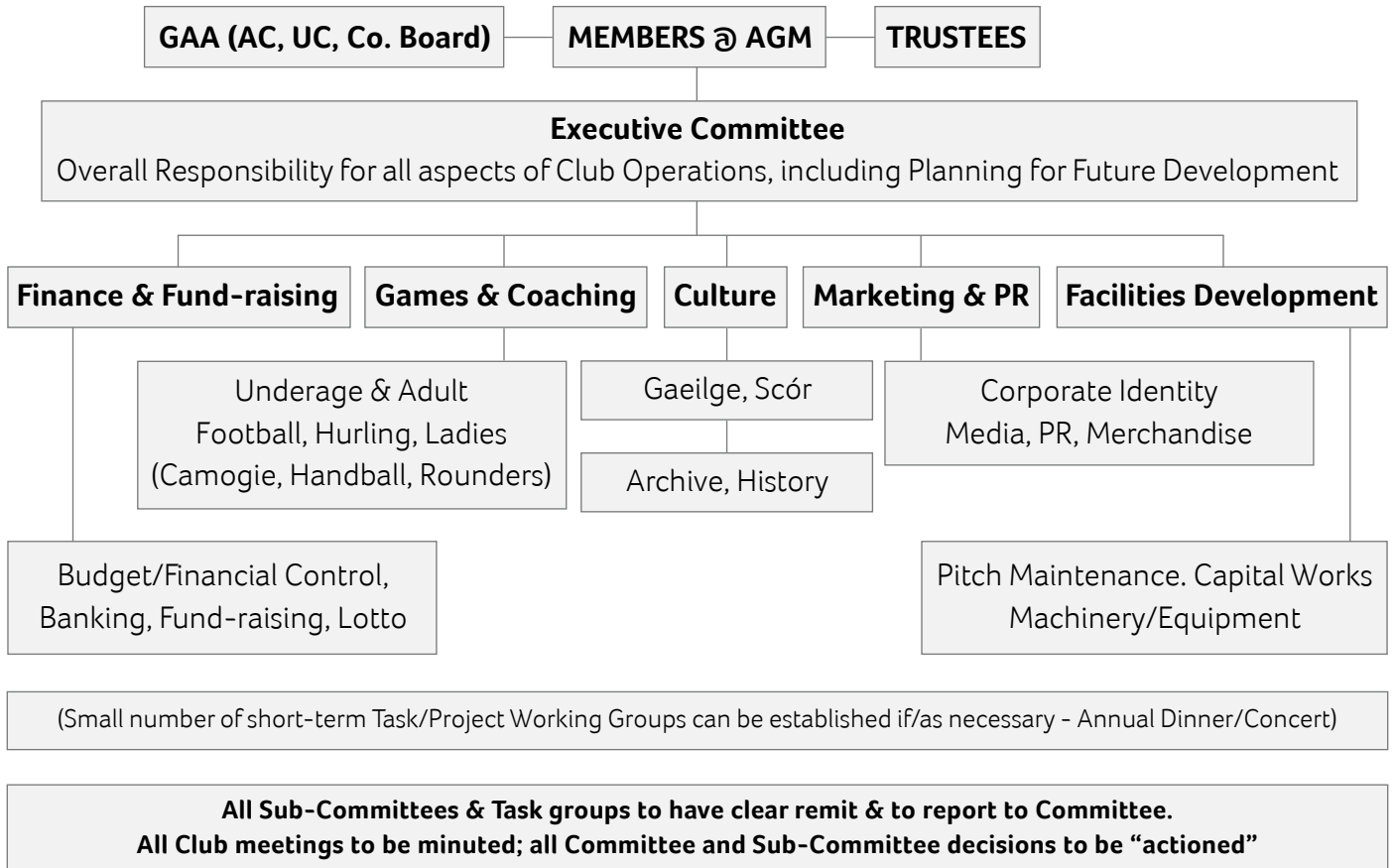
**“Our Club excels in its administration. We have structures in place appropriate to the Club's needs. Our Club Executive is positive, vibrant and progressive and we have increased the number of people volunteering in the Club.”**

(Specific functions will be delegated to sub-committees, as indicated below. Subcommittees will be expected to perform these functions, on time and within budget, reporting monthly on progress - and needs - to Executive.)





# STIÚRAÍOCHT AN CHLUB CLUB GOVERNANCE



Photograph: 1954



<b>ACTION</b>	<b>AIM/OUTCOME</b>	<b>TIMESCALE</b>	<b>RESPONSIBILITY</b>
Appoint all sub-committees at first Executive Meeting after AGM	Efficiency of administration	1, 2, 3, 4, 5	Chairman
Sub-Committee chairs to be apptd/approved by Comm (& to be Executive members)	Coherence of management & administration	1 (soon after AGM)	Chairman
Committee members to undertake training in Club management & GAA Rules	Better management of Club, in context of Co & Provincial structures and policies	1, 2, 3 (min 1 per 2 years)	Secretary
Officer roles to be clarified pre-AGM - after if/as necessary!	For smooth Club organisation & administration	1, 2, 3, 4, 5 (before & soon after AGM)	Chair & Secretary
Encourage both succession & change in Club officerships	Smooth continuity in administration of Club	1, 2, 3, 4, 5	AGM
Involve 1/2 senior players in Club administration	Good communication between Committee & Players	1, 2, 3, 4, 5	AGM Executive Committee
Executive Meetings to be structured and businesslike - agenda & minutes to be available to members	More professional and productive meetings - shared understanding of agenda & decisions	1, 2, 3, 4, 5	Chair & Secretary
Recruit more people as club volunteers - admin & maintenance - in sub-committee's & Working Parties	To augment talent elected at AGM - Club needs more workers to maintain our €1.5m town centre property	1, 2, 3, 4, 5	Executive Committee
Establish a "Club Friends & Supporters" structure	Strengthen Club - Community partnership & funding	1, 2, 3, 4, 5	Executive Committee & M & PR
Keep Club/Team Amalgamation under review (needs driven)	Counter effects of emigration - stronger teams re county competition	1, 3, 5	Executive Committee Team Coaches
Strengthen Club - Community links (including access to Club facilities, Newsletter)	Increase local info & goodwill towards Club (e.g. New/views & new walkway)	1, 2	Executive Committee Secretary/PRO
Actively encourage & support Teams' Success at County level	Revive culture of positivity & success in Club (Senior rank asap)	1, 2, 3, 4, 5	Executive Committee & All Sub-committees
Work towards single/ integrated Club (= Club Maith)	Consolidate different elements/ codes of Club	2, 3, 4	Vice-Chairman Assistant Secretary Assistant Treasurer
Clarify & consolidate all Club property rights & title	Protect Club interests, avoid confusion & facilitate progress	1, 2	Executive Committee (and GAA/Co. Board.)



ACTION	AIM/OUTCOME	TIMESCALE	RESPONSIBILITY
Create & post Club Health & Safety Statement and clarify PL Ins. Cover. Publish Open-Hours	Legal requirement & respect for customers, safeguard Club & re increased community access	1, 3, 5	Secretary & Insurance Officer
Train key Club personnel in CPR and use of defibrillator - designate a trainer.	Service to members & customers in case of emergency	1, 2	Executive Committee
Strengthen corporate identity of Club (to include professional design of logo, letterhead & signage)	To make Club's image and impact stronger in community	1, 2, 3, 4, 5	Marketing & PR
Club to seek to achieve representation on key Co. Board committees	Influence re Club teams e.g: grading of underage teams, referee appointments, etc.	1, 2, 3, 4, 5	AGM Executive Committee
Achieve "GAA Club Maith" status asap	To modernize and improve our Club	Bronze, Silver, Gold 1, 3, 5	Executive Committee
2016 - Devise a 1916 Commemorative Programme with emphasis on Culture, Peace, Prosperity & GAA Games	To contribute to GAA National, Provincial and County "National Independence Commemoration" Programme (2016)	3, 4	Executive Committee





# GAMES AND COACHING

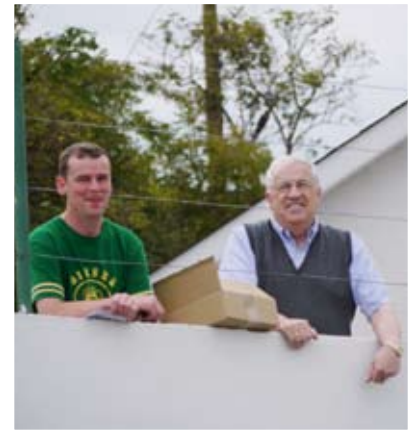
## A. UNDERAGE (MALE & FEMALE) B. ADULT (MALE & FEMALE)

**Organisation:** One sub-committee, with separate Underage/Juvenile and Adult components, responsible for Coaching and all GAA games development in Club.

**“If anything goes bad, I DID IT. If anything goes semi-good, WE DID IT.  
If anything goes real good, YOU DID IT.  
That’s all it takes to get people to win football games for you.”**  
- Paul (Bear) Bryant, Legendary American Football Coach

In five year’s time we will be able to say -

**“Our Underage Section is one of the best in the County. We have achieved excellence in coaching standards and encourage skill development by providing games for our young players in a safe and enjoyable environment”**



**“Nothing in the world is worth having or doing unless it means effort, pain, difficulty”**  
- Theodore Roosevelt, USA President





## UNDERAGE PLAYERS

### ALCOHOL & SUBSTANCE ABUSE POLICY

We will put in place an Alcohol and Substance Abuse policy to make sure that our club is following best practice regarding the misuse of alcohol in the club. All juvenile medal ceremonies will take place in an alcohol free environment and we will comply with the GAA banning the drinking of alcohol from cups.

ACTION	AIM/OUTCOME	TIMESCALE	RESPONSIBILITY
Organise Child Protection Vetting & Training for all Club Officers & Coaches	To ensure that Club is a safe, secure, caring environment for children entrusted to its care	1, 2, 3, 4, 5	Executive Committee Child Protection Officer
Strengthen links with all local schools (Prim. & Sec) - designate Schools Liaison - person & Coaches	To get GAA games started early, to support schools in GAA Games development & to ensure inclusivity of participation	1, 3, 5	Club-Schools Liaison Officer & Games & Coaching
Post GAA Code of Conduct in Club Dressing Rooms	To inform & protect all concerned - players & coaches	1, 2, 3, 4, 5	Executive Committee
Develop year-round programme of activities for youth members	To improve Club service (non-activity September-March = poor service & loss of skills and/or members)	1, 2	Games & Coaching
Maximize the enjoyment/recreational aspect of all Underage training & games	To encourage long-term involvement in Club	1, 2, 3, 4, 5	Games & Coaching
Youth Strategy - encouraged, teach and retain; implement Gaelic Start/ GAA Nursery Programme	To provide service to community, members & to build for future teams - Publish Pitch Opening-hours.	1, 2, 3, 4, 5	Executive Committee & Games & Coaching
Organise mini-games of juveniles at half time in senior games	To encourage young players & demonstrate Club service/ training to parents/ supporters/public	1, 2, 3, 4, 5	Executive Committee & G & C Committee
Promote common Coaching Strategy	Maximise participation (no standing around!)	1, 2, 3, 4, 5	Games & Coaching Committee (Underage)
Foster a culture of positivity (and minimize negativity in Club	To encourage players (especially at Underage level - "competence & confidence = success"	1, 2, 3, 4, 5	Executive Committee & G & C Committee

**“Here are some of the statistics: of the 76 clubs in Kerry, 23 have fewer than 8 boys per class in their feeder schools; 8 of those 23 have fewer than 5 boys per class. The harsh reality is that within a few years all of these clubs will have to amalgamate to play underage football, and within 15 years they will have to amalgamate to play senior football.”**

- Pat Spillane, Sunday World, 13 Nov 2011



## COACHING & GAMES DEVELOPMENT

**“The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don’t play together as a team, the club won’t be worth a dime.”**

**- Babe Ruth, Legendary American Footballer**

In five year’s time we will be able to say -

**“Our adult teams perform to their full potential because we have the best possible coaching systems and structures in place”**

<b>ACTION</b>	<b>AIM/OUTCOME</b>	<b>TIMESCALE</b>	<b>RESPONSIBILITY</b>
All Club Coaches to be GAA-trained/qualified: Foundation Level Award Level 1 Award Level 2	Improve service to players - all codes, all levels All Club Coaches to have Train 3 FL to Level 1 Train 3 L1 to Level 2	1, 2, 3	Executive Committee & Games & Coaching Committee
Appoint Team Coaches formally - Senior Team Management by Oct/Nov	To ensure best service to players & teams - all codes, all levels	1, 2, 3, 4, 5	Executive Committee
Provide GAA Training Manuals to all Coaches	To supplement coach training and ensure top GAA standards in Club	1, 2, 3, 4, 5	Games & Coaching
Develop, publish and promote Club Coaching Programme	To protect all concerned - players & coaches	1, 2, 3, 4, 5 (by 15th February)	Executive Committee & Games & Coaching
All Club coaches to meet at least twice during playing season	To coordinate coaching strategy/practice & to avoid clashes/burnout for (especially young) players	1. 2. 3. 4. 5	Games & Coaching
Recruit 2- 4 Club Members to train as Referees	As support service to GAA Players, Clubs & Co. Board	1, 3	Games & Coaching
Ensure all teams receive equal/equitable treatment/priority	To foster Club spirit and solidarity (e.g. Senior & Junior Teams to share training)	1, 2, 3, 4, 5	Games & Coaching Team Managers
Provide teams with best-possible playing/training gear (in-budget!)	To enhance Club spirit and to set high standards for our GAA teams & games	1, 2, 3, 4, 5	Executive Committee Finance & Funds & Team Managers
Establish & maintain good communication with players	To show Club/Committee appreciation & practical support and to foster positivity in teams	1, 2, 3, 4, 5	Executive Committee (Chair & Sec)
Develop more social aspects to Club life e.g.: away weekend/s	To facilitate Player - Club/ Committee - Supporter interaction	2	Executive Committee



<b>ACTION</b>	<b>AIM/OUTCOME</b>	<b>TIMESCALE</b>	<b>RESPONSIBILITY</b>
Organise away - training for away players (budget)	So all players are match-fit, irrespective of place of residence	1, 2, 3, 4, 5	Team Managers & Coaches
Team Coaches to consult re dual-players/fixtures	To avoid fixture-clashes & player burnout	1, 2, 3, 4, 5	G & C Committee & Coaches
Facilitate greater access to pitch and grounds - more open to Community	To increase and enhance Community involvement and GAA skills	1, 2, 3, 4, 5	Executive Committee
Recruit more volunteers for Games Coaching & Grounds Maintenance.	To spread the workload equitably and provide more opportunity for service to Club	1, 2, 3, 4, 5	Executive Committee Games & Coaching Ladies Committee Hurling Committee
<b>LADIES SECTION</b>			
Strengthen Ladies Section of Club / development an Underage team	To provide more equality of opportunity, expand Club and promote GAA	1, 2, 3	Executive Committee & Ladies Committee
Facilitate ladies training and games (as requested.)	To cultivate equality culture in Club - 2nd pitch will assist in this	1, 2, 3, 4, 5	Executive Committee & Ladies Committee
Develop a winning mentality/culture	Participation & Enjoyment 1, Winning 2 - quality coaching critical	1, 2, 3, 4, 5	Ladies Committee
<b>HURLING SECTION</b>			
Strengthen Hurling Section of Club - supports	To enrich Club and promote GAA games - review end Year 3	1, 2, 3	Executive Committee & Hurling Committee
Build a hurling wall (remove seating below Stand, if necessary.)	To support coaches in developing the skills of hurling	2, 3	Executive Committee & Hurling Committee
Mow pitches to suit hurling	To facilitate ground hurling skills	1, 2, 3, 4, 5	Executive Committee Pitch Committee
<b>OTHER GAA GAMES SECTION</b>			
Develop rounders, camogie, handball - if /as needed	To round out Club's service to members & to GAA (Club Maith)	3, 4, 5	Games & Coaching





## AIRGEAD & OBAIR FINANCE AND FUNDRAISING

**The Club should never underestimate community support for positive proposals and good development - after all, both Club and Community have a shared interest in progress. Neither should the Club ever take Community support for granted - Club Committee members and teams have to constantly seek, work for and earn community support, whether that be in the form of membership, financial contribution, presence at functions or matches - or just goodwill. And the Club has to put something back into Community development. “Mairimid ar scath a cheile”; we are interdependent - we go forward (or back) together! And, more often than heretofore, let us say “THANKS” for the loyalty, support and assistance we receive from so many - within and without the GAA Community.**

In five year’s time we will be able to say -

**“Our Club has done a tremendous job in finance and fundraising in order to support existing activities and continued development. We have new and innovative fundraising ideas and new people helping in our fundraising efforts”.**

ACTION	AIM/OUTCOME	TIMESCALE	RESPONSIBILITY
Appoint a Finance & Fundraising sub-committee, led by Treasurer	Efficient financial control, including multi-annual budgeting	1, 2, 3, 4, 5 (soon after AGM)	Executive Committee
Keep good Financial records & pay bills promptly	Proper management of all Club Finances	1, 2, 3, 4, 5	Treasurer
Reduce Club deficit over agreed (5-10 year) period	Pay bills and develop simultaneously in a managed/able way	1, 2, 3, 4, 5	Executive Committee F & F Sub-Committee
Design & implement a fund-raising Programme - long and short term	Maximise public income (& goodwill)	1, 2, 3, 4, 5	F & F Sub-Committee
Appoint a person to suss Grant-aid opportunities	To avail of public funds re Club Development	1, 2, 3, 4, 5	F & F Committee
Maximise income from Club Lotto	Increase weekly cash-flow = bread and butter income	1, 2, 3, 4, 5	F & F Sub-Committee
Maximize Club Sponsorship, advertising, gates	Maximize private sector income to Club	1, 2, 3, 4, 5	F & F Sub-Committee
Provide a better Membership package & update	Increase active membership of Club (& income stream)	1, 2, 3, 4, 5	F & F Sub-Committee
Establish & maintain contact with former players	Recognition of service (and income potential)	1, 2, 3, 4, 5	F & F Sub-Committee
Sell Club merchandise directly	Expand range & Increase Club income from this source	1, 2, 3, then review	F & F Sub-Committee



ACTION	AIM/OUTCOME	TIMESCALE	RESPONSIBILITY
Decide early (Oct/Nov) on Management of Senior Team	To achieve best possible top-team performance (and best use of funds)	1, 2, 3, 4, 5	Executive Committee (Task Group)
Use Club facilities (internal & external) for Keep-Fit classes	Increase Community use and Club revenue	1, 2, then review	Executive Committee
Organise an Inter-Club/ County Competition	As fund-raiser and to raise profile of Club	1, 2, 3, 4, 5 (Annual CG event)	Executive Committee
Seek quotations re all purchases - avail of volunteers where possible	To minimize costs, conserve Club financial resources	1, 2, 3, 4, 5	Executive Committee & F & F Sub-Committee
Communicate audited accounts to Members	Good governance & to maximize community goodwill towards Club	1, 2, 3, 4, 5 (Quarterly via Newsletter & Media)	Treasurer Finance & Fund Committee PRO



## AISEANNA AN CHLUB CLUB PROPERTY & FACILITIES

Unfortunately and for reasons beyond the control of members, our Club’s facilities have fallen well behind best-standard. The present reality is that most Cavan and Monaghan club facilities are superior to ours and we are in catch-up mode.

In five year’s time we will be able to say -

**“Our Players, Members and Supporters now enjoy the very best possible facilities in the area, both on and off the pitch”.**



<b>ACTION</b>	<b>AIM/OUTCOME</b>	<b>TIMESCALE</b>	<b>RESPONSIBILITY</b>
Draw up a Masterplan for all Club property (and consolidate all property rights & title)	Towards rational, orderly development of playing, training and other Club facilities	1	Executive Committee & Facility Development
Develop 2nd playing-pitch, walkway & synthetic-surface (on hill/existing property)	Better service to players & coaches	1, 2	Facility Development
Develop a Clubhouse for members' Social events, Talks, Meetings, Archive	Community spirit - give something back to loyal members and supporters.	3, 4	Facility Development
Develop H&S Plan and address issues - update & action as required	Safety of members, staff and customers and a legal requirement	1, 2, 3, 4, 5 (Assess risks yearly)	Executive Committee
Purchase proper Mower for club grounds (or out - source grass-cutting)	To facilitate staff, players (football & hurling) and customers	1	Facility Development
Ensure Club grounds & facilities are completely Wheelchair Accessible	To facilitate disabled customers	2, 3	Executive Committee & Facility Development
Decide and publish opening-hours of Club facilities (policy of open)	To be of greater service to local community, incl. family, youth & aged	1, 2, 3	Executive Committee Marketing/PR Committee Facility Development
Erect Memorial in Town, Club Grounds or Clubhouse (no names)	To mark Club heritage and acknowledge past players & volunteers	Year 4	Executive Committee
Organise "Clean, Tidy & Decorate" days for Club volunteers	To improve Club Grounds for members/customers.	1, 2, 3, 4, 5	Facility Development
Instal proper ball stops, both ends of pitch	Safety, convenience, cost & time-saving	2	Facility Development
Erect Notice-Boards - at street & in clubrooms	To communicate better with members & public	1, 2	Marketing/PR Committee
Upgrade Club Car-Park	To facilitate customers	4, 5	Facility Development
Develop Handball & Hurling Wall in grounds	To facilitate these GAA games - Club growth	2, 3, 4	Executive Committee Facility Development
Explore options re unused/ unneeded property (re funds for Facilities Development)	Free up funds for current use (surplus land is of little/no use to Club, but valuable to others)	1, 2	AGM
Explore purchase of strategic adjoining property/ies (Main Street)	To develop a Clubhouse & provide access to/from Main Street	1, 2	Facility Development

**"A calm sea never made a skilled sailor." - Proverb**



## AN CLUB AGUS AN POBAL COMMUNICATIONS, CULTURE & PR

**Organisation:** establish two sub-committees: Culture/Scór and Marketing/PR. These groups may be small and include both Committee and non-committee Club members at sub-committee level, expertise is the key qualification.

In five year’s time we will be able to say -

**“Our Club is the best possible sporting, cultural and social organisation in our Community. All our members and supporters are connected through traditional and new media. Our members and the Community are aware of everything that is happening in the Club.”**

ACTION	AIM/OUTCOME	TIMESCALE	RESPONSIBILITY
Use some Irish at all Club meetings	To broaden awareness of GAA/Club mission	1, 2, 3, 4, 5	Executive Committee
Organise regular Gaelige events (Maidin/Oiche G)	Extend Club’s programme & influence re Gaelige	1, 2, 3, 4, 5	Culture Committee
All Club Officers to use Irish form of names - at least bilingually	To demonstrate commitment to Gaelige	1, 2, 3, 4, 5	Executive Committee
All Club signage (and publications) to be bilingual	Awareness of cultural context	1, 2,	Culture/Scór Committee
Develop Scór Section in Club - recruit talent/s	To promote music (vocal & instrumental), dance, acting & storytelling	1, 2, 3, 4, 5	Culture/Scór Committee
Participate in St. Patrick’s Day Parade, le Gaelige	To demonstrate the GAA cultural dimension	1, 2, 3, 4, 5	Culture Committee
Promote healthy lifestyle (“ASAP”, “Live to Play” etc)	To make Club more attractive (& useful) to potential members	1, 2, 3, 4, 5	Executive Committee Games & Coaching
Organise/revive Annual GAA Concert (sole/joint)	To provide platform for local talent & revenue (Club & a local charity)	1, 2, 3, 4, 5	Executive Committee





COMMUNICATIONS, MARKETING & PR			
Post Club Officers & Committee on website	So members and public know who is responsible for action/info/remedy	Annually after AGM	Executive Committee PRO
Publish Club Newsletter, (Launch 2 December 11)	To publicize Club - each edition to profile a Club player/official/supporter	Minimum 2 per annum	Marketing/PR Committee
Review & upgrade club website - including more Facebook & Twitter facilities	To high-profile the Club and to facilitate social networking	1, 2, 3, 4, 5	Marketing/PR Committee
Strengthen Corporate identity - including new logo, signage, etc.	To raise Club's profile in County & Community	1, 2	Marketing/PR Committee
Establish a gallery of photos relating to Club history	To preserve the heritage for present & future	1, 2, 3, 4, 5	Culture Committee
Develop secure depository for Club Records	To hold & protect Club documents & heritage	1, 2, 3, 4, 5	Culture Committee
Arrange History Talks & Initiate a Oral History Project	To preserve legacy of Club and strengthen Club-Community links	1, 2, 3, 4, 5	Culture Committee
Promote the Club more through local Print (AC&NS) & Sound Media	To raise/improve Club profile and to demonstrate Club's service to Community	1, 2, 3, 4, 5	Marketing/PR Committee PRO
Good-quality signs in/ around Town re Club premises & events	To raise Club profile in community and to increase attend/revenue	1, 2, 3, 4, 5	Marketing/PR Committee





## FOCAL GO BRIATHAR PLAN IMPLEMENTATION

**“Knowing is not enough, we must apply. Willing is not enough, we must do”**

- Jean Claude Trichet, ECB (18 Oct 2011, quoting Goethe)

**“Organisations will change when they see the necessity for change.  
Often, that occurs only when they are faced with a crisis”**

- Peter F. Drucker (International Management Consultant)

This Plan will be implemented by the Club’s Executive Committee on a year-by-year basis, mainly through the work of its five sub-committees. One Section of the Plan will be reviewed at each Monthly Meeting of Club Executive. A three-person Implementation Assessment Group will be established by AGM (failing that by Committee) to assess progress and make a Progress Report to AGM.

**Lorcan Mac Bhloscaidh/ Larry McCluskey**

Co-ordinator, Club Plan

1 Samhain, 2011

## CABHAIR SPEISIALTA AT TEASTAIL SPECIAL HELP NEEDED!

Members and Friends of Cootehill Celtics can help the Club to achieve the big targets set in this Plan in practical ways. We are not seeking extra running costs; the Club must raise these in the usual foot-slogging way.

For Facilities Improvements/Capital Development - costs like the new juvenile Pitch, Community Walkway, AstroTurf Training Area, Clubhouse, Hurling/Skills Wall - these developments require **additional/special funding**. In very difficult economic times and we don’t want to over-borrow. If you can contribute in any of the following ways, please contact Club Chairman, Secretary, Treasurer or any Committee member, who will make the necessary arrangements (as openly or discreetly as you wish/require):

**DONATION** (large or small, all receipted - for Facilities Development only)

**INTEREST FREE LOAN** - €1,000 for 3 years

**€250 or over per annum** (or €21 per month) - Club and donor may benefit tax-wise from this amount

**€10 per month** (or €100 up-front) - to enter Club Draw (prize details TBA)

Our Club needs to **leap forward** in Facilities Development. For that we need special help, so that ordinary revenue can go towards normal Club/Coaching/Team running costs. Just as important, of course, is the existing Team Sponsorship, continued support for our Weekly Lottery and attendance at our games, Underage & Adult, all codes! No Club can operate on goodwill and fresh-air alone!



## APPENDIX 1 - ACKNOWLEDGMENTS

### THE PEOPLE WHO MADE THE PLAN

The Committee wishes to acknowledge the contribution of many to this Plan and to express its gratitude for same to one and all:

**John Foy** (Trustee), **Sean Shields** (Trustee/Chairman) **Michael Foy** (Trustee & former Secretary), **Larry McCluskey** (Vice-Chair), **Deirdre Coyle** (Secretary), **Joanne McCaul** (Treasurer), **Ashling Hayes**, **Siobhan McCabe**, **Neil McCluskey**, **Aiden McCabe**, **Fr. Owen Collins**, **Barry McGahan**, **Kenny Connolly**, **John Farrelly**, **Gary Kiernan**, **Kevin Og Carney**, **Jim Argue**, **Glen Nulty**, **Seamus Grogan**, **Kieran McCarville**, **Hugh O'Brien**, **Jimmy McBride**, **Gerry McDonagh**, **Seamus Hughes**, **Seamus Roche**, **Catherine Farrelly**, **John Foy** (SuperValu), plus Committee members: **Glen Nulty**, **Dr. Fiona O'Hea** and all who attended the Club's Planning Workshop i.e. most of above, plus **Paul Hayes**, **Alan McBennett**, **Dr. Michael O'Hea**, **Cllr Harry McCabe**, **Cllr. Michael McCarey**, **Geraldine Duffy**, **Cllr. Vincent McCaul**, **Jimmy McBride**, **Bernie Walshe**, **Joy Hayes**, **Mary Kate McMullen**, **Johnny Sherlock**, **Rachel Gaffney**, **Brenton Sweeney**, **Cllr. Damien Kivlehan**, **Gerry McDonagh**, **Cllr. Paddy Halton**, **Joshua Hayes**, **Breandan O'Raghallaigh** (Club Solicitor), **Gabriel Shalvey**, **Damien McBreen**, **Thomas Argue**, **Carla Hayes**, **Laura Nulty**.

(Apologies if anyone missed and thanks!)

**Photographs:** Deirdre Coyle, Kenny Connolly, Aidan McCabe and Larry McCluskey.

**Local Support for Club Development:** The Committee is most grateful to the following significant local institutions for their written support for early development of the additional Club Facilities listed in this Plan: Cootehill Town Council; Cootehill Chamber of Commerce; St. Aidan's Comprehensive School; St. Michael's Primary School; Darley Primary School; Holy Family Special School; Drumlin House Training Centre.

## APPENDIX 2 - ACKNOWLEDGMENTS

### EXPRESSIONS OF COMMUNITY SUPPORT FOR CLUB DEVELOPMENT

**St. Aidan's Comprehensive School** - 'We confirm that our school and staff will continue to support and partner the GAA Club in Cootehill, in the interest of the youth in particular' - *Mary Ann Smith, Principal.*

**Darley National School** - 'The GAA in Cootehill provides an invaluable and necessary resource for the youth of this school and town.' - *Derek Middleton, Principal.*

**Drumlin House** - 'We are pleased to support your application and look forward to continuing working in partnership for the benefit of our young people.' - *Robin Toner.*

**St. Michael's National School** - 'We continue to endorse the wonderful partnership we have with Cootehill Celtic GAA Club and support them without reservation.' - *Majella McCarthy, Principal.*

**Cootehill Town Council** - 'The needs of the local community and the betterment of the club are their primary focus and as such, we would be supportive of their endeavours' - *Deborah Leahy, Acting Town Clerk.*



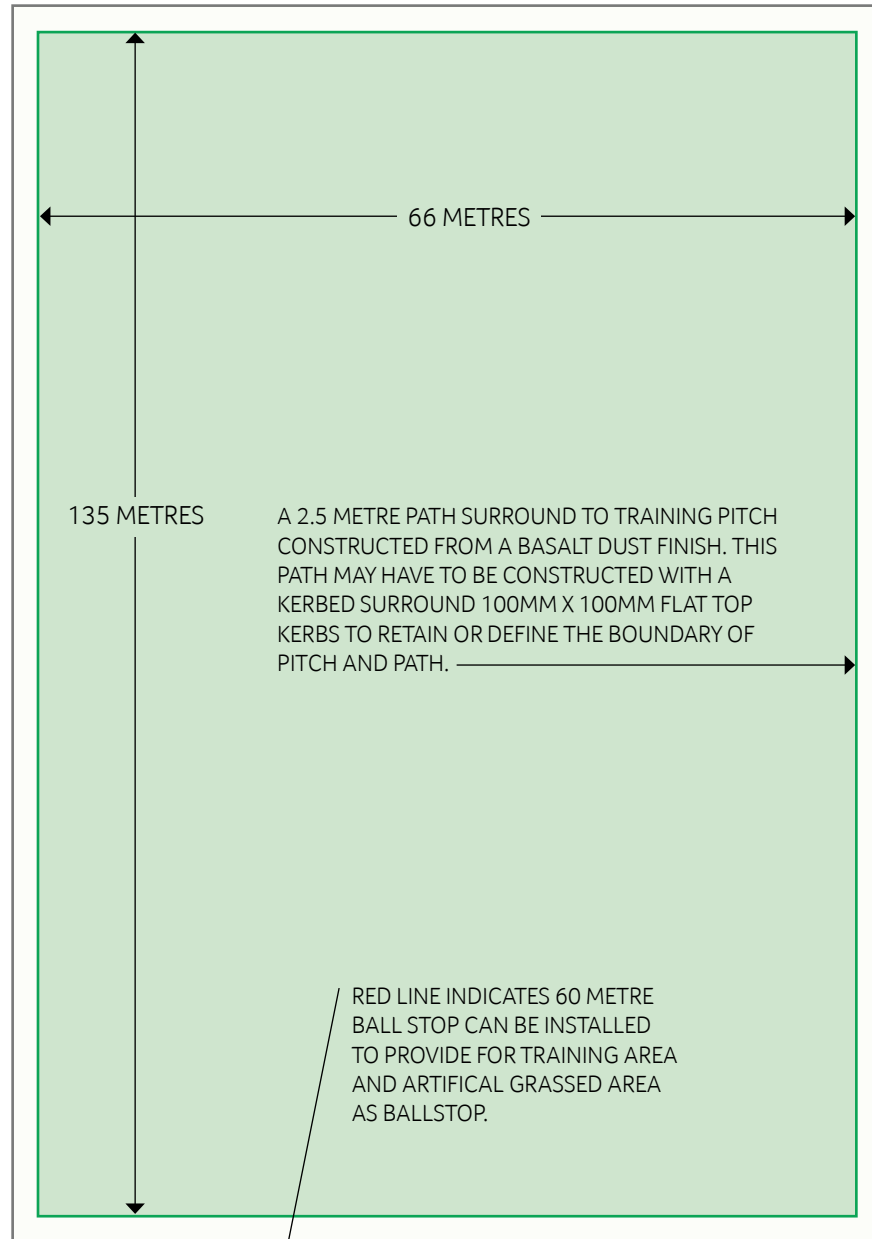
# AISEANNA NUA PROPOSED DEVELOPMENT

## EMBANKMENT

2.5 METRE PATHWAY

A 2.5 METRE PATHWAY CAN BE CONSTRUCTED AROUND THE PROPOSE NEW PITCH AS A WALKWAY OR FOR TRAINING PURPOSES.

EXISTING PITCH



2.5 METRE PATHWAY

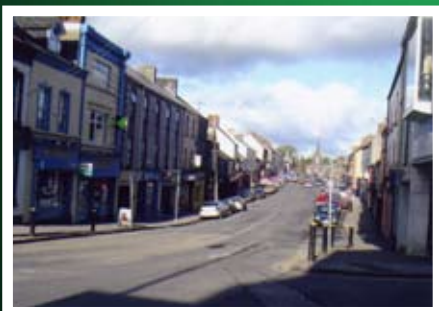


WELD MESH FENCE



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**“Where there is no vision, the people perish.”**  
- Proverbs 29.18