

SWINFORD GAA CLUB

STRATEGIC PLAN

2025 – 2028

MICHAEL CAMPBELL

President Swinford G.A.A.



As a proud senior member of the club, I would like to commend our club executive and our members for their excellent work.

The launch of a Strategic Plan is a significant milestone. The plan, combined with the outstanding progress on the football pitch marks an exciting new chapter for our club.

Thanks to the dedication of our coaches and players of all ages, the future looks bright for continued success.

Ní neart go cur le chéile.

There is no strength without unity.

Michael Campbell
President

A handwritten signature of Michael Campbell in black ink.

ALAN HEANEY

Chairperson Swinford G.A.A.



On behalf of Swinford GAA, I am very excited to have this opportunity as chairperson to introduce our Club Strategic Plan.

Our overall ten-year plan is to be **“Senior by 2034 or before”** and this is more about building a senior club than winning a senior title – it is ultimately **senior in administration, facilities, finance and fundraising, football and coaching, senior in our values, behaviour and how we conduct ourselves both on and off the field.**

This Strategic Plan for Swinford GAA Club sets out clear, achievable goals, broken down into actions for the next three years. This plan outlines the measures we must undertake to ensure continued growth in the club so we remain vibrant for the next three years and beyond.

I would like to thank the executive committee, members and stakeholders in our club who attended the club planning workshop, those who completed the club survey and everyone who

contributed and engaged in the process. For their time, support and most of all their contributions, we are very appreciative of their efforts.

Thank you to our external facilitator, Pat Naughton, who facilitated the club planning workshop and provided us with valuable advice along the way.

Our Club Strategic Plan is a working document and a statement of our intentions over the next three years in our pursuit to be **“Senior by 2034 or before”**. To make this happen, new volunteers will be needed to fill roles and responsibilities in the club, going forward.

Finally, I would personally like to thank all my colleagues on the steering group and executive committee who were so dedicated and motivated throughout this process and without whose energy and drive, this plan would not have happened.

Alan Heaney
Chairperson

A handwritten signature of Alan Heaney in black ink.

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Liam Moran in action.



Canon Henry Cup Finalists 2025

EXECUTIVE SUMMARY

“Senior by 2034 or Before”

The Club Strategic Plan represents our shared vision and goals for the next three years, with the aim of providing a strong platform for the club and the community to continue to grow and thrive for years to come.

Gaelic games and culture have been part of life in Swinford and its surrounding parishes since the late 1800s and continue to play a hugely important role in our community. With 240 playing members, we currently field two teams at adult and almost every underage grade.

In late 2024, the club’s executive committee commenced work on a three-year Strategic Plan. This work has involved consultation with our stakeholders including club members, our diaspora, sponsors and other sporting and community groups in the locality. Feedback has been generally positive, but also highlights some of the areas we need to work at over the coming years.

The club has identified five areas of priority, which will guide our development.

Coaching, Games Development & Player Welfare:

We want to deliver a positive and lasting impact to all players in our club with a focus on coaching, athletic and emotional development. A key aspect of this development is the aim for all our teams to be consistently competitive at the highest levels available. Our players should leave our underage structures with a continuous self-improvement mindset and a lifelong sense of community.

Club Management & Administration: We want to be a more inclusive club, which runs fully in line with GAA guidelines and best practices, will have increased club membership and engagement and will have a larger group of volunteers, who are recognised for their efforts.

Club Development & Facilities: We want the GAA club to be a hub, a place for people to meet. We want to bring our facilities to a standard that enables our players to train year-round, develop and compete at all levels. This will involve investment to expand our training and other facilities.

Finance & Fundraising: We want to build a sustainable financial foundation that supports the long-term success of our club. We want to foster a culture of accountability and community, ensuring ongoing support for fundraising and club development and we want to be financially prepared to support identified capital projects that enhance facilities for the benefit of our club and the wider community.

Culture, Community & Public Relations: We want Swinford GAA Club to be at the heart of the community, promoting sport, social interaction and Irish culture. We want to be actively engaged with the wider community from young to old, at home and abroad and have a very vibrant presence, achieving our full potential on and off the pitch.

The plan is our statement of intent and is our roadmap for the next three years. Each section of the plan includes clear actions with timeframes for delivery. The plan will be driven by the executive committee, but will need huge amounts of support from volunteers, sponsors, donors, parents, players, members, our colleagues in other sporting and local groups, the wider community, local representatives and our diaspora.

We aim to keep everyone appraised on our progress throughout this journey and will also seek regular feedback from our members and the community.

We greatly appreciate everyone’s input and support to date and look forward with excitement as we implement this plan, which we are confident will lead to a very promising future.



Intermediate Champions 1994

A BRIEF HISTORY OF OUR CLUB

1880s, Formation of Football Teams

Football was introduced in Swinford shortly after the GAA was founded in 1884. Local teams included “*The Commercials*”, “*The Sextons*”, and later “*The Young Irelands*”.

1900s - 1910s, Early Successes & Tragedy

Swinford’s junior team won a county title around 1909–1910 and Captain Michael McNulty, who led that team, later died in World War I. Football was initially played in Newpark before moving to Brabazon Park. In 1919, Swinford won a county hurling title.

1920s, Hurling and ‘The Diggers’

Hurling remained popular in the 1920s before fading out. A local team known as “*The Diggers*” played in green jerseys with a white stripe.

1930s, Parish Leagues & All-Ireland Minor Medals

In 1934, a parish league was held for the Kilroy Medals. In 1935, Billy Durkan and Fr. John McNicholas were part of the All-Ireland winning Mayo minor team. Billy Durkan uniquely earned All-Ireland medals in Minor, Junior, Senior, and Handball.

1940s, Decline and Revival

Football declined during World War II due to social and economic hardship. In 1949, the Swinford junior team reached the Mayo county final but lost to Mulranney.



County Minor Champions 1951

1950s - 1970s, Growth at Junior & Underage Levels

In 1951 the Swinford minor team brought a county title back to the club. This era saw consistent growth at underage, junior and intermediate levels, with occasional participation at senior grade. A strong underage foundation was established during this time.

1979 - 1989, Underage Success & First Intermediate Title

In 1979, the Michael Davitt Pitch was opened. Despite emigration affecting numbers, the club achieved notable underage success, including East Mayo U14 titles in 1984, 1985, and 1989, and a County U14B title in 1984. The minor team reached county finals in 1982 and 1983. In 1987, Swinford won their first Mayo intermediate title by defeating Ballintubber, leading to a brief spell at senior level.



Intermediate County Finalists 1983



Intermediate Champions 1987

1990 - 1999, Adult & Underage Peak

By 1991, Swinford had won all East Mayo 'A' underage titles. The club captured intermediate championships in 1994 and 1999. In 1995, Swinford returned to senior championship football but were relegated due to a league restructure. Between 1996 and 1999, the club maintained strong performances at adult and youth level including a Minor A title in 1997. The 1999 intermediate championship win was a highlight, with the team considered to be one of the club's finest.



Intermediate Champions 1999

2000 - 2004, Longest Senior Run

Swinford played senior championship football for five consecutive years, the longest run at this level. Underage teams continued to succeed. Clubman David Heaney captained Mayo to a Connacht title and All-Ireland final in 2006, while Aidan Campbell won an All-Ireland U21 medal and captained the Mayo minor team to a final in 2005.

2010 - 2012, Continued Progress

In 2010, Swinford's U16 team won both the county U16A championship and Division 1 league title. In 2011, the adult team earned promotion to Division 1B for

2012. Although their championship campaign fell short, underage teams continued to perform well. Players like Conor Campbell and Jack McDonnell represented Mayo at U21 level.

2013 - 2024, Recent Past

This period has seen a real rise in coaching at underage level, with Saturday mornings a hive of activity from Nursery to U10 level. More often than not our teams now play at B and C level.

We continue to produce footballers of the highest calibre with players like Luke McNicholas, Dylan Toner, Jack Ferguson, Thomas Tuffy, David Taylor, Raef Donnelly and Gavin Tuffy representing the county at underage levels.

The adult team has mostly competed in Division 3, while occasionally reaching the knockout stages of the intermediate championship. In 2022 the team was relegated to the junior championship, where we continue to play.

During Shane Campbell's time as chairman, the 50/50 draw was introduced and continues to be a critical and successful source of ongoing funding for the club. Club stalwarts Douglas Kelly and Ray Gilmore represented the club as Treasurer and Chairman respectively until recently and both remain active members of the Executive Committee. Aiden McLoughlin served as a very successful PRO on the county board, while Mike Daly and Peter Geraghty continue in county board roles in refereeing and games administration.

ALL IRELAND ROLL OF HONOUR	
Minor	Billy Durkan and John McNicholas (1935) Pádraic Gavin (1953) James Gallagher (1985)
Under 21	Garret Horkan (1967) Aiden Campbell (2005)
Junior	Billy Durkan (1950) Douglas McManus & Jimmy O'Grady (1957) Paul Cunney, John Dunne, John McCallion and Michael Smyth (1997)
Senior	Billy Durkan (1950) Pádraig Carney (1950 & 1951)
Vocational Schools	Peter Geraghty, Pat Kenny and Pat Henry (1971)
Masters	Jimmy Henry and Billy McNicholas (2007)
Railway Cup	Pádraig Carney (1951) and Eddie Moriarty (1957)
National League	Pádraig Carney (1949 & 1954 as Captain) Eddie Moriarty (1954), a garda who later played for Swinford, David Heaney (2001)
International Rules	David Heaney, 4 caps (2004 & 2006)
Sigerson Cup	Alan Heaney (1996)
Note: While Tommy 'Danno' Regan finished his football days playing for Swinford, he was a Charlestown Sarsfields player during his intercounty career.	

PROFILES

The club has had many important members and great players over the years and while it's not possible to profile them all, we've picked out five who are great examples of Swinford clubmen for different reasons.



Robert McCallion

Robert was devoted to his family and dedicated to his football. He played for Swinford at all levels, from U8 to senior championship and for Mayo at U21, junior and senior levels. He was honoured with the club senior player of the year on two occasions. His other achievements included a county minor title in 1997 and two Connacht colleges titles in 1997 and 1998. In 1999 Robert was a member of our intermediate team, which won our last county title, marking former Mayo captain and manager James Horan in the final.

In 2009, Robert's life was tragically cut short while serving the state and the community. As a member of our

unarmed Garda Síochána he carried on the long and honourable tradition of keeping the peace.

The depth of feeling for Robert and his family was eloquently expressed in the decision to rededicate the football pitch in Brabazon Park in his honour.

As a proud Swinford man, we can be sure that Robert merely wishes that all who play on our pitch do so with pride in the Swinford jersey and a passion for the game in their hearts.



John McCallion

John McCallion was a proud Swinford clubman, a fantastic footballer and a dedicated member of an Garda Síochána where he acted as the local juvenile liaison officer.

After a sterling underage career, he was a leading driver in the emergence of the club as a senior force in the 1990s and 2000s. He was a central figure in the teams which won intermediate titles in 1994 and 1999. He proudly represented

Mayo at U21, junior and senior level. He was particularly proud of winning an All-Ireland junior title for Mayo in 1997 with fellow clubmen and friends John Dunne, Paul Cunney and Michael Smyth.

John was heartbroken after Robert's passing, but returned to the pitch as a coach and supporter in the years that followed. His welcoming smile and booming laugh will be long remembered.



Pádraic Gavin

Pádraic Gavin was a pillar of the Swinford community and public service was at his core. A former member of Mayo County Council, he gave many years of sterling service through his work as a teacher, as an elected representative and in his various voluntary commitments.

Pádraic played for both Swinford and Mayo and we were subsequently privileged to have him as a secretary and chairman of

the club. During this time he was a key organiser and instigator of the Swinford Community Centre.

Pádraic's family continue to be important members of Swinford GAA Club as players, coaches and administrators, ensuring his legacy continues.



David Heaney

David Heaney played football for Mayo at all grades from U16 to Senior. He played senior intercounty football for 14 years from 1996 to 2009 with 112 appearances in total, winning five Connacht titles, one National League and played in three All Ireland finals, captaining the side in 2006. He played on five Railway Cup teams and represented Ireland in two representative series against Australia.

Not to forget of course he played on both the 1994 and 1999 County Intermediate championship winning teams. David's career at county level is immense and he will remain a brilliant example to all our young players of what can be achieved.



Pádraig Carney

Pádraig Carney is widely regarded as one of Mayo's greatest footballers, winning two All-Ireland medals, four Connacht titles, a Railway Cup medal, two National Football Leagues, two Senior County titles and a Connacht Minor Football medal.

In 1954, at the height of his football career, Pádraig left for the United States, where he pursued a very successful career in obstetrics and gynaecology. He returned that year to captain Mayo to a thrilling National League win over Dublin. During the match, he was immortalised by legendary commentator Micheál O

Hehir, who named him the Flying Doctor, the name by which he continues to be known to the people of Mayo.

In 1956, while studying in Detroit, Pádraig organised two matches to raise funds for the newly established Coláiste Pádraig in his native Swinford.

In 2000, he was selected at midfield on the Connacht Team of the Century. He passed away in California in 2019 at the age of 91. His medals are on display in the Cultural Centre in Swinford along with other memorabilia from his playing career.



Michael Smyth and Paul Cunney receiving 1957 All Ireland and Connacht Junior medals donated by Douglas Mc Manus

CONTEXT & DEVELOPING THE PLAN

CONTEXT

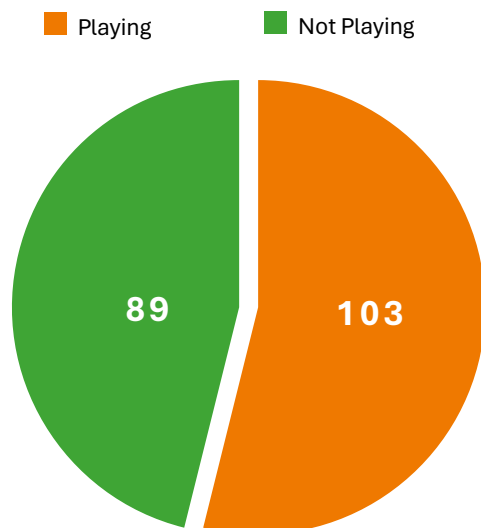
Swinford GAA club is located in East Mayo and provides facilities and coaching for players from nursery to adult level. Neighbouring clubs are Charlestown, Kiltimagh, Moy Davitts and Tourlestrane in Sligo.

The population of the club catchment area is estimated at approximately 3,500 with a figure of 1,459 being the population of Swinford according to the 2022 census.

The club has eight national schools namely Swinford, Killasser, Carramore, Midfield, Culmore, Kinaffe, Meelick and Barnacogue. The eight schools have a total of 267 boys, of which approximately 50% are actively training with the club.

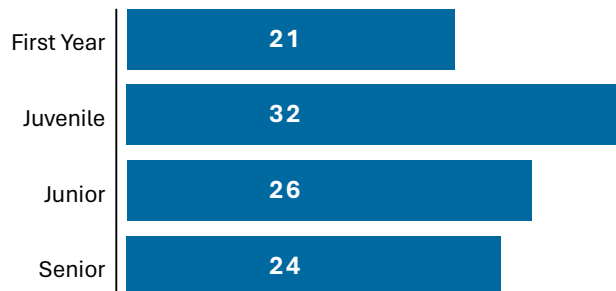
The number of players at underage level allows us to field two teams at U12, U14 and U16 level. Numbers drop off at minor level which is something the club is actively working on improving.

54% OF BOYS IN PPS PLAYING GAELIC FOOTBALL



Our secondary school, Scoil Mhuire agus Pádraig participates in post primary schools competition and this year won a Connacht Senior Championship, beating Davitt College, Castlebar in the final. An interesting fact is that Swinford was the only school in that competition with players coming from only one GAA club.

BREAKDOWN OF PLAYER NUMBERS AT PPS



In an effort to promote gaelic football in our national schools the club has engaged a Connacht Development Officer (CDO) over the last three years in conjunction with Swinford Killasser LGFA, which has proven to be very successful. The club has also organised camps during the Easter holidays, while Swinford Cúl Camps attract large numbers of boys and girls to McCallion Park each summer.

At adult level the club has been playing at in the junior championship for the past three years. There is a huge effort from players and management to get the team back to intermediate level. A key consideration in achieving promotion is to ensure the team remains competitive at intermediate level before ultimately aiming for senior status.

Off the football pitch, the club has participated in the Scór Sinsear Tráth na gCeist Quiz over the last number of years as well as hosting a number of social events such as the Family Fun Day in conjunction with the Siamsa Sráide festival in Swinford and the Scary Woods Night at Halloween. The club is an active participant in community events such as the Swinford St. Patricks Day Parade and this year we re-introduced the game of Rounders to the community.



Fun and Games at the Nursery



Swinford GAA Adult Team

DEVELOPING THE PLAN

At the end of 2024, the club reached out to the GAA requesting the appointment of a facilitator to assist in progressing the Strategic Plan, after which Pat Naughton from Ballaghderreen was appointed to work with Swinford GAA Club.

On the 11th of February this year, Pat introduced the GAA's framework for developing the plan at a meeting of the club's Executive Committee.

Following this meeting, the club created a basic project plan and assessed current performance and priorities, using data sources like Foireann (the GAA's online platform), school registrations, the 2022 census, and the GAA's Club Activity Checklist.

The Steering Group was formed shortly after this, as a sub-group of the Executive Committee. The group includes club officers, focus-group members, a player and a parent of one of our underage players.

The Steering Group arranged the Club Planning Workshop on the 2nd of March, with an open invitation to members, parents, players, members from other sporting and community bodies and anyone in the community with an interest in the future of Swinford GAA and its role in the community. The workshop was attended by over 40 people, breaking into five focus groups, as follows:

- Finance & Fundraising
- Facilities & Development
- Communications, PR & Culture
- Coaching, Games Development & Player Welfare
- Club Management & Administration

Each group comprised 5-10 people, who collaborated on the evening to provide feedback to the rest of the workshop answering three questions:

1. What should the club continue to do?
2. What should the club stop doing?
3. What should the club start doing more of?

The workshop provided the Steering Group with excellent information and the means to begin drafting the Strategic Plan and preparing questions for the Club Survey.

The Club Survey consisted of over 70 questions and was circulated during March 2025 to the community and further afield to our diaspora. Over 100 people completed the survey, which has provided very extensive information and feedback, much of which is the starting point for each section of the Strategic Plan.

Readers will see soundbites at the start of each section which are direct quotes from respondents reflecting the main themes from the workshop and the survey. In each section, the Plan responds to this feedback by stating:

- What our goal is;
- Where the Club expects to be in three years time; and
- Specific actions to be taken to achieve this goal.

The Steering Group then assumed the task of writing the plan with a view to presenting it back to our members and the community for launch in May 2025.

PURPOSE, VALUES, VISION & GOALS

PURPOSE & VALUES

Swinford GAA Club's purpose and values are aligned with those of the Gaelic Athletic Association.

Our **Purpose** is to promote Gaelic games, culture and lifelong participation as a community-based, volunteer-led organisation with enriches lives and our community.

Our **Values** are:

Community Identity

We foster a clear sense of identity and place

Community is at the heart of our club and everything we do helps to enrich our community

Amateur Status

All our players and members participate 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 club

We are open to diverse opinions and cultures while respecting our Irish heritage and language

We cater for all abilities

Respect

We respect each other on and off the playing field

We operate with integrity

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 to enjoy our sports and reach their potential

As with our players, we value the welfare and wellbeing of all our members

Teamwork & Volunteerism

We are a volunteer-led and democratic club

We flourish through the voluntary efforts of our membership

Our voluntary ethos inspires the engagement of members in the broader community

The cornerstone of our club is effective teamwork on and off the field

We celebrate and support the contributions of our volunteers

VISION

Our vision aligns with the feedback received in recent months, recognising our membership and the community's ambition to build on what we have, then set about achieving higher standards over the next ten years.

The club has a clear vision to be **"Senior by 2034 or Before"**. This statement is about building a senior club with senior standards rather than winning a senior county title – it is ultimately senior in administration, facilities, finance and fundraising, football and coaching, senior in our values, behaviour and how we conduct ourselves both on and off the field.

GOALS

The club's goals over the next three years are set out in detail over the following pages. Achieving these goals will provide the platform that will enable us to realise our vision of being **"Senior by 2034 or Before"**.



David Taylor in action

COACHING, GAMES DEVELOPMENT & PLAYER WELFARE

YOUR FEEDBACK

“Providing a positive environment for the players to grow and learn”

“Prevent overtraining and player burnout”

“Need to discover why players leave in the first place”.

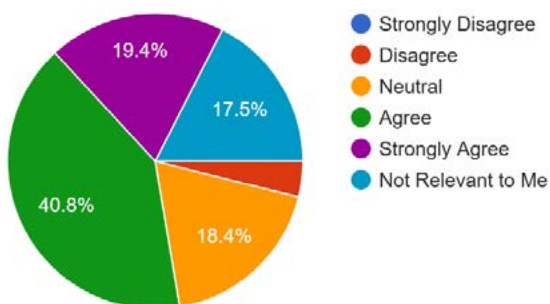
“Let younger kids develop at different pace. Too much about winning at a young age”

“Coaches who are well trained and positive”

“Focus on skill development, teamwork and enjoyment. Not just results.”

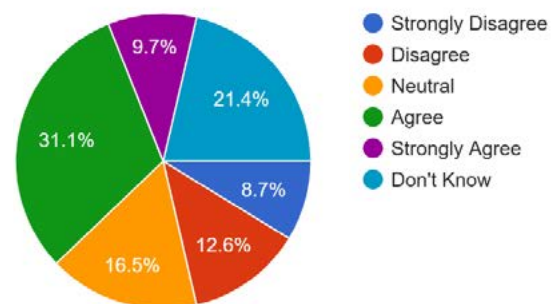
Training is well organised and there is a good structure in place.

103 responses



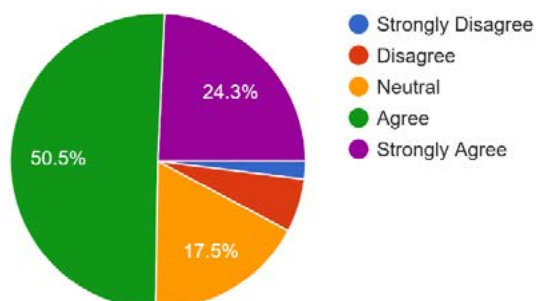
Player retention is good

103 responses



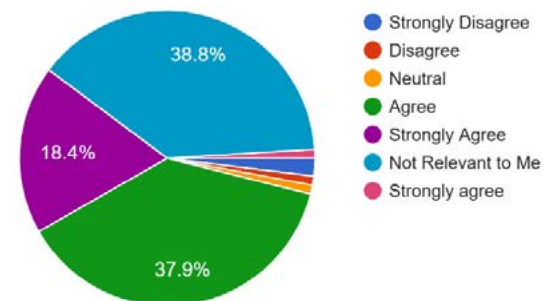
Awards and recognition are important

103 responses



Communication about matches and training is good

103 responses



IN THREE YEARS OUR CLUB WILL BE ABLE TO SAY:

We are using best practices from the GAA, we will have a clear player pathway from nursery to U10 levels, focused on skills, functional movement and fostering a sense of belonging and ownership of Swinford GAA club.

In the area of player development, we will have established and embedded a sustainable structure for the continuous improvement of our players and coaches.

We will have identified a started the implementation of a clear Welfare & Retention strategy.

Ideally, our players should leave our underage structures with a continuous self-improvement mindset and a lifelong sense of community.

Our goal is to deliver positive and lasting impact to all players in our club with a focus on coaching, athletic and emotional development. A key aspect of this development is the aim for all our teams to be consistently competitive at the highest levels available.

KEY OBJECTIVES/PROJECTS

Increasing new membership by making participation available to a wider group.

Player development through improved coaching, individual planning and strength and conditioning.

Improving player welfare and retention through better monitoring and engagement with individual players, parents, schools and coaches.

Action	Outcome Sought	Timescale	Responsibility
Increasing New Members			
Níos Láidre le Chéile	Provide opportunities for people with disabilities to take part in sport	Q1 2026	Cross-club effort
Muiceann	Nursery to U10 programme focused on skills, functional movement and belonging to the club	Q3 2025	Football Committee
Give GAA a Go	Conduct an ongoing outreach programme to all new members of our community	Q1 2026	Cross-club effort
Player Development			
Coach the coaches	Continuous improvement of coaches and all contact points. Focus on intensity, physicality and positional specific improvement	Q3 2025	Football Committee
Increase football contact points	Coherent national schools schedule and activities Close co-ordination with secondary school Close season schedules Parish football sessions	Q3 2025	Football Committee

Individual goals & improvement planning	Move to a culture of individual continuous improvement within the club	Q1 2026	Football Committee
Strength and conditioning strategy	From functional movement to strength and conditioning to be ready for adult football. Include injury tracking throughout the playing career	Q4 2025-Q4 2026	Football Committee
Welfare & Retention			
High potential support	Focused support for players at academies and county level	Q4 2025-Q4 2026	Football Committee
GAA as device of choice	Parent engagement for making home skill-work a habit	Q4 2025-Q4 2026	Football Committee
Know your numbers: track & retrospectives	Who are we losing and why?	Q2 2026	Football Committee
Year head appointments	Advocates for underage players - improve parent engagement	Q1 2026	Football Committee
Calendar of age appropriate events	Improve player welfare & belonging	Q4 2025	Football Committee
Adult playing pathway	Reduce drop off from underage to adult level	Q4 2025	Football Committee
College support	Reduce drop off from underage to adult level	Q4 2025	Football Committee



Strategy Workshop in Swinford Cultural Centre.

MANAGEMENT & ADMINISTRATION

YOUR FEEDBACK

"We need more parents involved in the club"

"The club needs to be more inclusive, particularly regarding disability"

"Get the older community more involved"

"Recognition is important"

"Transparency"

"A positive space for young people to grow and develop"

"Need to improve co-operation with schools"

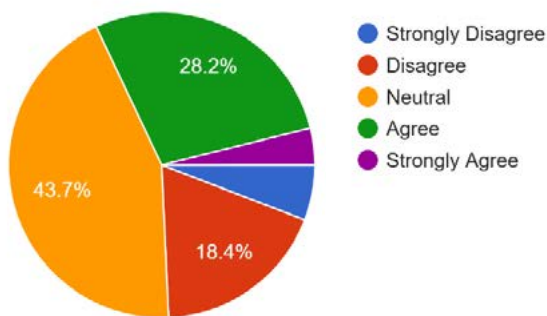
"Not enough effort to involve female members in Executive".

"If people are not asked to help it leads to the perception that it is a closed shop".

"Communicate a clear plan and act quickly"

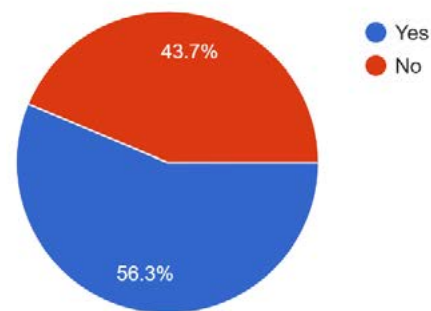
The club's strategy, vision and goals are clear.

103 responses



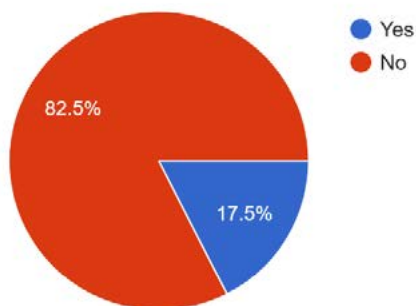
Have you volunteered in the last two years?

103 responses



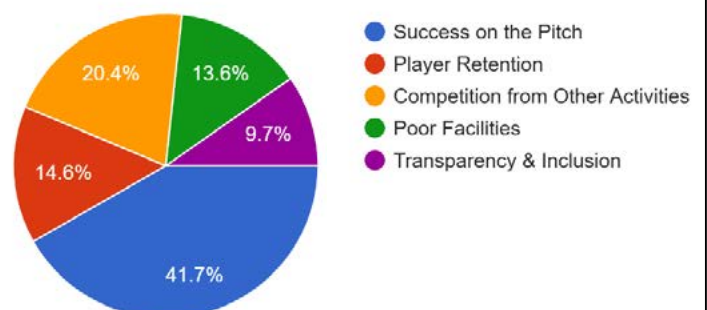
I have seen a copy of the club's constitution.

103 responses



The biggest challenge the club faces at the moment is

103 responses



IN THREE YEARS OUR CLUB WILL BE ABLE TO SAY:

We are a more inclusive club which runs fully in line with GAA guidelines and best practices, will have increased club membership and engagement and will have a larger group of volunteers, who are recognised for their efforts.

KEY OBJECTIVES/ PROJECTS

Clearly establish the club's vision and its place in our community

Examine the club structure on an ongoing basis

Improve inclusiveness and transparency

Recruit, retain and recognise volunteers

Establish maintain and implement policies, procedures and practices

Action	Outcome Sought	Timescale	Responsibility
Clearly Establish the Club's Vision and our role in the Community			
Create and communicate the club's vision and role in the community	The community fully understands the part Swinford GAA plays in the community and Swinford GAA understands the role the club has in the community	Q3 2025 and ongoing	Executive Committee
Appoint a member of the Executive Committee to work proactively and collaboratively with other clubs/groups in the community	Potential areas of collaboration or conflict are anticipated, acknowledged, and dealt with early. Swinford GAA is seen as collaborative and not a competitor with other groups	Immediate	Executive Committee
Appoint Schools Liaison to ensure the needs of schools are understood and actioned by the club and vice-versa	All schools in the community are able to participate in schools GAA with the full support of the club, providing coaches if needed	Immediate	Schools Liaison
Prioritise and continue to implement the highest standards of safeguarding and child protection	No exceptions in relation to this important matter. All coaches are Garda-vetted and have completed safeguarding before commencing. One liaison in each coaching group to work with the coaching officer	Immediate and ongoing	Children's Officer and Executive Committee
Define our community and prioritise minority groups	All groups are recognised, encouraged into and included in the club	Immediate	Executive Committee
One charitable event/ action in the community from each age group from U12 up on an annual basis e.g. litter pick, serve coffee/tea at retirees coffee morning, help other clubs at their events	We encourage club members to be active volunteers in contributing their time toward improving our community. We are committed to nurturing this culture in our club and community and people	Q4 2025	Executive Committee

Examine Club Structure			
Define the club structure	Club structure is clearly set out, defined and established in line with club constitution and review of the club's evolving needs	Immediate	Executive Committee
Sub-committees are established each with a chairperson (an executive member) who reports to the Executive on a monthly basis	Committee in place for: <ol style="list-style-type: none"> 1. Coaching / Player Development 2. Social & Finance (Events and Fundraising) 3. Pitch & Facilities Maintenance & Club Development 4. Culture and Engagement 5. Diversity & Inclusion 6. Safety and Welfare 7. Green Committee 	Immediate	Executive Committee
Good governance and all appropriate policies, procedures, practices and guidelines are set out clearly, communicated and adhered to	All areas of the club are governed in line with best policies, procedures and practices as per GAA recommendations/ guidelines	Q4 2025	Executive Committee
Improve Inclusiveness & Transparency			
Encourage new members to join	Increase membership by 100 people and establish club induction process and welcome pack	By Q1 2027	Registrar & Executive Committee
Set up a social club for retirees	Tuesday morning social, guest attendees, matches, golf, walks, seminars and away days	Immediate	Executive Committee
Encourage greater involvement from female members of the community	At least double the number of female members involved in the membership, Executive, coaching and volunteering	By Q1 2027 and ongoing	Executive Committee
Annual survey of members, Executive, coaches and the wider community	Assures accountability and adherence to club's strategic plan	Q1 Annually	Executive Committee

Promote and encourage officers, members, coaches, committee and players to avail of training provided by the GAA and other bodies	Provision of fair and equal opportunities to participate in training for all groups, and provision of training for committee and coaches to understand the needs of minority groups	Ongoing	Club Secretary and Executive Committee
Set Up a GAA team for children and a team for adults with additional needs	Team is training and playing games with other teams in the county and further	By Q2 2027	New Sub-Committee
Recruit, Retain and Recognise Volunteers			
Recruitment plan for volunteers	Clear plan (document) to recruit, retain and recognise volunteers, updated annually to plan ahead and understand the requirement for the year ahead	Q3 2025 and ongoing	Registrar and Executive Committee
Proactively speak to members, parents and community to develop a register of volunteers	Register of volunteers with over 100 willing volunteers	Q4 2025	Executive Committee
Volunteer calendar for fundraising, matches and events	In as much as possible, volunteers for events are aware of the dates as far in advance as possible.	Q3 2025 and ongoing	Executive Committee
Volunteer recognition on social media	Regular recognition of volunteers	Immediate	PRO
Reward volunteering	Regular prizegiving / raffle for all volunteers with sponsored prizes and other reward measures in place	Q3 2025 and ongoing	Executive Committee
Establish, Maintain and Implement Policies, Procedures and Practices			
Best in practice policies and procedures in place	Practices & procedures in line with GAA's Compass checklist set out and adhered to	Q4 2025	Executive Committee
Clear roles & responsibilities for all Officers & Executive Committee, sub committees	Document with Officer and Executive roles & responsibilities with regular review. Formal handover process & training with any change in officer	Q3 2025/Q4 2025	Executive Committee
Review content and implementation of policies & procedures	Policies and procedures reviewed annually and remain up to date	Ongoing	Executive Committee and policy owners

Appoint owners for all policies	All policy documents to have an owner	Q4 2025	Executive Committee
Transparency and communication of constitutional documents, strategy, procedures and policies and roles and responsibilities	Constitution, policies, procedures and other relevant documents to be available to all members. Included on website where possible	Q4 2025	Executive Committee



Our 2025 Minor Team.



Dylan Toner in action.

FINANCE & FUNDRAISING

YOUR FEEDBACK

“Transparency is key”

“Have a plan for fundraising for the year”

*“Fundraising at the moment needs a lot of manpower.
More efficient ways should be considered”*

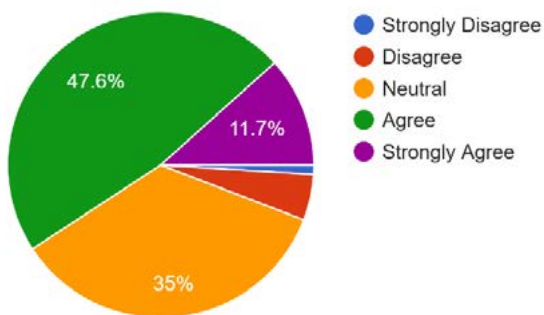
“Need a big project rather than small collections”

“Very seldom see the club receive grants where other clubs do”

“Need more fundraising. Reach out beyond Swinford via club members network”

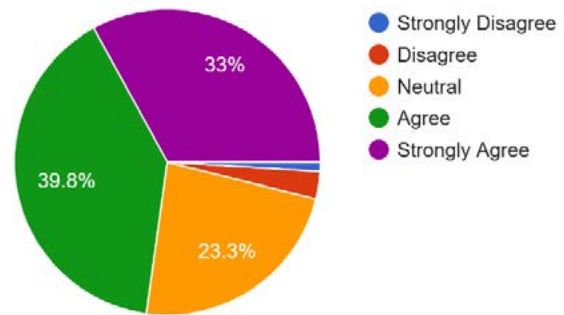
The price of club membership is fair.

103 responses



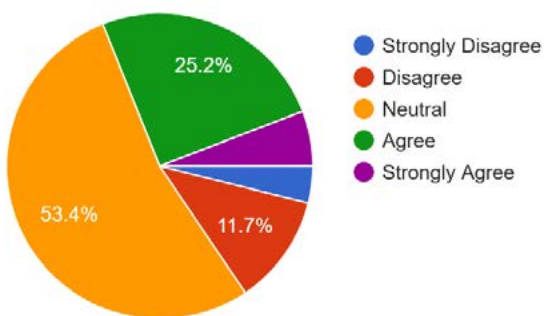
The club should consider fundraising to improve facilities.

103 responses



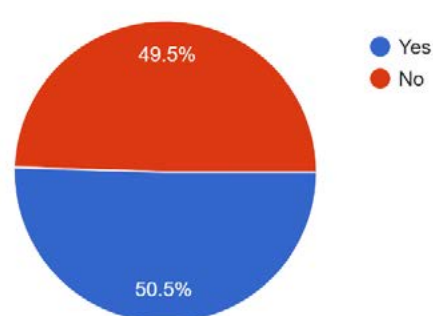
There is good transparency around the club's financial position.

103 responses



I have been asked to help out with fundraising events.

103 responses



IN THREE YEARS OUR CLUB WILL BE ABLE TO SAY:

We have built a sustainable financial foundation that supports the long-term success of our club. Our strong financial and governance structures have enabled us to meet all obligations while growing our membership. We have fostered a culture of accountability and community, ensuring ongoing support for fundraising and club development.

KEY OBJECTIVES/PROJECTS

Prepare an agreed annual club budget, which is actively managed and updated through monthly financial forecasts to ensure accuracy and accountability.

Revamp and expand our Lotto to increase participation and generate greater fundraising revenue.

Maintain an active and engaged fundraising committee dedicated to driving additional revenue streams for the club.

Establish a comprehensive and agreed treasury policy covering all financial functions, facilitating seamless transitions between successive club executives.

Be financially prepared to support identified capital projects that enhance facilities for the benefit of our club and the wider community.

Action	Outcome Sought	Timescale	Responsibility
Agreed Club Budgets			
Prepare an agreed annual club budget, updated through monthly financial forecasts	Improved financial planning and accountability throughout the year	Annually with monthly review at executive meetings	Treasurer
Prepare and implement a detailed annual budget for the adult team and management, covering all operational expenses and adhering to agreed financial limits	Controlled and transparent team spending that aligns with the club's overall financial sustainability goals	Annual with quarterly review	Treasurer and adult team management
Lotto Expansion			
Focus energy and resources on revamping our club Lotto	Improved financial planning and accountability throughout the year	Q3 2025	Finance Committee
Expanding the reach of the Lotto through online promotion	Reduce cash-handling and increased participation	Q3 2025	Finance Committee
Exploring inclusive entry methods for older members	Greater community engagement across age groups	Q3 2025	Finance Committee
Fundraising Committee			
Develop and deliver a calendar of creative fundraising initiatives	A steady stream of additional revenue to support club development	Q3 2025	Finance Committee
Identify new revenue opportunities and improve existing efforts	A positive fundraising culture embedded in the club's day-to-day operations	Q3 2025	Finance Committee

Align all fundraising with the club's financial goals and values	Greater financial resilience and reduced reliance on one-off events	Q4 2025	Finance Committee
Treasury Policy			
To ensure transparent, accountable, and sustainable financial management within our club through clearly defined structures, responsibilities and controls, banking practices, cash handling, annual budgeting, transparent procurement procedures to be included in policy	Transparency will build trust and credibility with members and stakeholders. Ensuring trust among members and stakeholders while supporting long-term growth	Q3 2025	Treasurer
Capital Projects			
Financial preparedness to support future capital projects that enhance facilities for the benefit of our club and the wider community	Improved infrastructure that strengthens club operations, increases member satisfaction, and deepens our positive impact on the community	Ongoing	Finance Committee
Other Actions			
Develop flexible membership packages	Increased membership uptake	Q4 2025	Registrar & Treasurer
Explore tiered options (Gold, Silver, Bronze) that may also include club merchandise and added benefits	Sustainable income stream through value-driven offerings that meet the needs of diverse members	Q4 2025	Registrar & Treasurer
Launch a <i>jersey design competition</i> for children in the community	Enhanced community involvement and youth engagement	Q1 2026	Treasurer & Coaching Officer
Continuation of €2 training collection	To contribute to the continued running and maintenance of club activities and facilities	Ongoing	Treasurer
Corporate Social Responsibility campaign	Engage with our diaspora working in larger companies to consider Swinford GAA as a beneficiary of their Corporate Social Responsibility (CSR) programmes	Q3 2025	Executive Committee
Friends of Swinford Campaign – targeted fundraising campaign for a major development project	Significant financial backing for capital development, while fostering pride and long-term connection between supporters and the club	Q1 2026	Executive Committee

Community visibility & communication - design and distribute posters for games, Lotto results, and club events etc	Improved community engagement, broader public awareness of club activity, and additional sponsorship revenue — all while supporting inclusivity for members not active online	Q3 2025	Finance Committee
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Paul McNicholas, Alan Howie and Dylan Toner, organisers of the 7 a Side Fundraiser



Thomas Tuffy in action.



Our Under 10 team



Our Under 12 team

CLUB DEVELOPMENT & FACILITIES

YOUR FEEDBACK

“The GAA Club needs to be a hub. A place for meeting.”

“Bigger Changing Rooms and warm up area”

“Post game refreshments and discussion for players / supporters”

“All weather grass and astro”

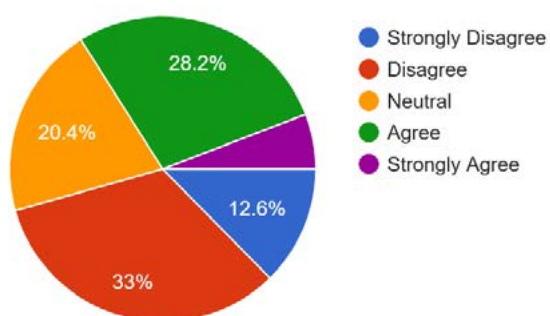
“A proper gym with up to date and modern equipment”

“There is nothing inviting about the club’s facilities. They are below the standards of other clubs”

“Clubhouse and all-weather training. Swinford has great potential as the pitch is in a very central location. A clubhouse would be used”

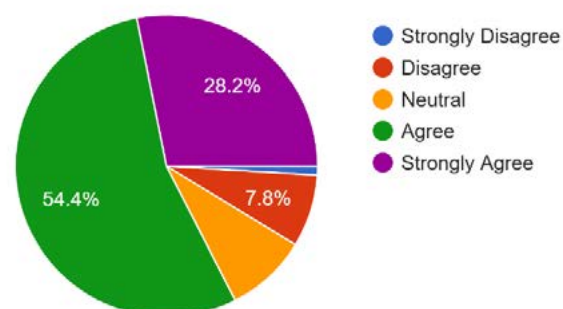
The club has adequate space of its own for training and matches.

103 responses



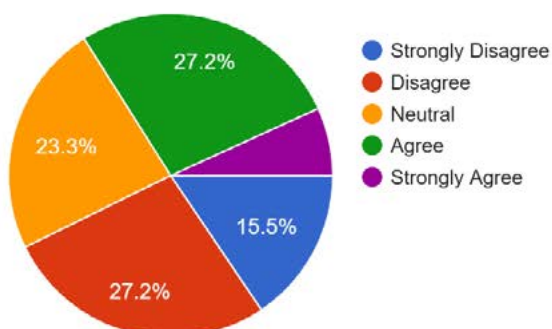
It is important that the club facilities are located in town/near existing facilities.

103 responses



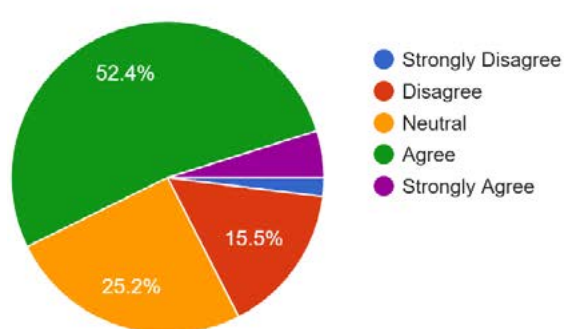
The club has adequate indoor/clubhouse facilities for events, meeting etc.

103 responses



The club has adequate changing rooms, showers and toilet facilities.

103 responses



IN THREE YEARS OUR CLUB WILL BE ABLE TO SAY:

The GAA club is a hub, a place for people to meet. Our facilities are of a standard that enables our players to train year-round and compete at all levels. We have invested well to expand our training and other facilities, which will serve us well for the future.

KEY OBJECTIVES/PROJECTS

Maintain and improve our existing facilities to a high standard

Source suitable additional training ground

Develop an all-weather/astro pitch

Develop suitable clubhouse facilities

Action	Outcome Sought	Timescale	Responsibility
Continue pitch maintenance at the Robert Mc Callion Memorial pitch as well as other training grounds	Improved playing surface, better drainage and longer playing season	Q1/Q2 Annually	Pitch & Facilities Maintenance Committee
Identify and develop suitable ground locally or in the catchment area that would allow the club to develop an all-weather grass and astro playing surface	To ensure we have training facilities all year round to meet the increasing requirement for team training	Q3 2025	Facilities & Development Subcommittee and Executive Committee
Secure licences and leases for all assets and training fields and grounds currently in use	Secure playing and training grounds for club teams and players	By Q4 2025	Facilities and Development Committee
Develop and extend the current clubhouse and changing rooms	To ensure we have facilities for social gatherings and meeting areas	Q4 2026	Facilities & Development Committee and Executive Committee
Develop an astro area beside the existing changing rooms at Robert McCallion Memorial pitch	To provide a warm up area for teams in advance of football matches on the pitch	Q4 2026	Facilities & Development Committee
Seek to use and maintain local grounds not currently in use e.g. vocational school field and secondary school field	To provide additional training and playing surfaces for club teams and local school teams	Ongoing	Facilities & Development Committee
Seek permission to use and maintain local grounds outside Swinford town that may be suitable for training and games	To provide additional training and playing surfaces for our club and underage teams in the hinterland to promote the GAA outside the town in rural areas	Ongoing	Facilities & Development Committee

Explore the possibility of taking ownership or leasehold interest of the community centre	To leverage the space and assets in the building and car park for Swinford GAA Club, other sports clubs and community activities	Ongoing	Facilities and Development Committee & Executive Committee
Invest in and improve the gym facility at the community centre with equipment and services	All equipment (weights, cardio, machines etc.) kept up to date with current training equipment	Ongoing	Facilities and Development Committee & Executive Committee



County U21C Champions 2023



Robert McCallion Memorial Park

CULTURE, COMMUNITY & PUBLIC RELATIONS

YOUR FEEDBACK

"Survived and contributed hugely to the community"

"The way the club, players, supporters and teams conduct themselves on and off the pitch is a credit to Swinford. We play honest, hard and tough football"

"Strong and consistent presence in the community"

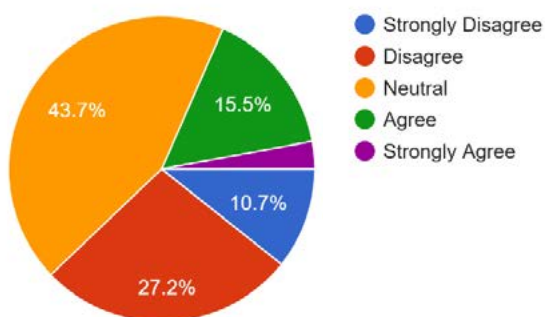
"Not enough workers"

"Politics. Not inclusive"

"Not achieving its full potential"

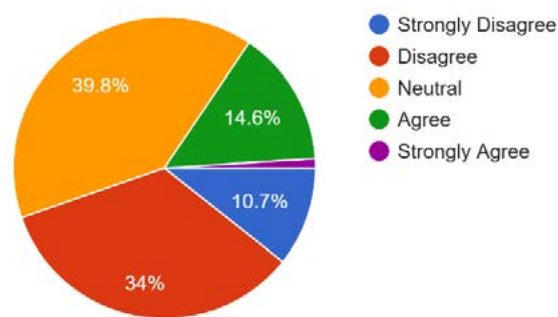
The club does enough to involve the older members of our community.

103 responses



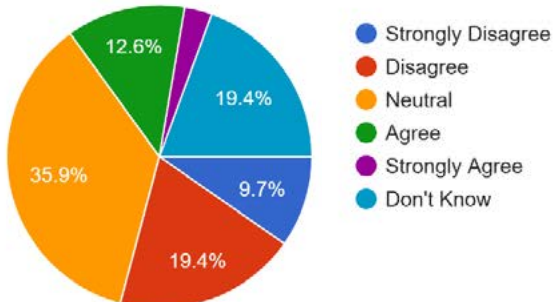
The club does enough to promote the Irish language and Irish culture.

103 responses



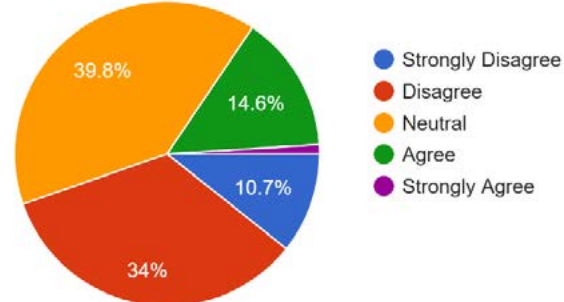
The club is well connected with our diaspora/those living abroad.

103 responses



The club does enough to promote the Irish language and Irish culture.

103 responses



Swinford GAA Community Event

IN THREE YEARS OUR CLUB WILL BE ABLE TO SAY:

We are at the heart of the community, promoting sport, social interaction and Irish culture. We will be actively engaged with the wider community from young to old, at home and abroad and will have a very clear and vibrant social media presence, achieving our full potential on and off the pitch.

KEY OBJECTIVES/PROJECTS

Enable Social Interaction throughout the club, particularly for teenagers and older members

Focus on our diaspora

Positive social media presence

Embrace the Irish language, culture, Scór and other objectives of the GAA

Action	Outcome Sought	Timescale	Responsibility
Enable Social Interaction			
Establish Social Committee	Active social committee promoting social interaction and events for the club and the community	Immediate	Social Committee
Calendar of Events and Activities	Annual and weekly events circulated to members and the community	Immediate	Social Committee
Plan for older members and teenagers	Written document to guide how the club will improve interaction with our older members and teenagers	Q3 2025	Social Committee
Seminars with guest speakers	Regular seminars to enable learning and social interaction	Ongoing	Social Committee
Encourage new members in our community to attend events	Greater numbers of new people attending club events	Ongoing	Social Committee
Fundraising Events to improve social interaction	Large event annually	Q1 2026 onwards	Social Committee
Joint events with other clubs/groups	Hosting joint events regularly	Q1 2026 onwards	Social Committee
Focus on our Diaspora			
Register of community members living away from home	Complete register of members with contact details	By Q1 2027	Registrar & Executive Committee
Newsletter to enable greater interaction with the club	Quarterly Newsletter up and running with information on club developments, events, matches, fundraising etc.	From Q3 2025	Social Committee & PRO

Swinford Ambassadors	Working with a number of people in at least five locations to help create interest, group chats/get together and engagement with the club	By Q4 2025	Social Committee
Profiles (where are they now?)	Regular profiles of people living abroad on social media	Q3 2025	PRO
Diaspora Officer	Member of the Executive appointed as diaspora officer	Q3 2025	Club Executive
Positive Social Media Presence			
Develop new club website	Website updated and running smoothly	Q3 2025	PRO and Executive Committee
Engagement with local press	Regular contributions (including match reports and photos) to local newspapers	Immediate and Ongoing	PRO
Promote Clubspot App	Greater usage of Clubspot app, particularly through website	Ongoing	PRO & Executive Committee
Improve visibility	Visible presence in town perhaps through use of screens promoting events matches etc.	Q4 2025	PRO & Executive Committee
Social media	Regular good quality posts on social media with feedback on interaction	Immediate and Ongoing	PRO
Embrace the Irish language, culture and other objectives of the GAA			
Support for Cultural Officer	Team appointed to work with Cultural Officer	Q3 2025	Executive Committee
Plan for developing Irish language and culture	Document with plan and responsibilities in place implemented	Q3 2025 and ongoing	Cultural Officer and Executive Committee
Speaking “as Gaeilge”	Improved use of the Irish language at meetings, social events and in correspondence	Immediate	Executive Committee



IMPLEMENTING & MONITORING OUR PLAN

The plan is our statement of intent and is our roadmap for the next three years. It will be driven by the Executive Committee, but will need huge amounts of support from volunteers, sponsors, donors, parents, players, members, our colleagues in other sporting and local groups, the wider community, local representatives and our diaspora.

We aim to keep everyone apprised on our progress throughout this journey and will also seek regular feedback from our members and the community.

An Annual Progress Report will be prepared and delivered at our Annual General Meeting each November. We will also complete an annual survey to gather feedback on how we are progressing and where improvement is needed.

We welcome any assistance you can provide in delivering this plan.



Some of our new members.



CLUB OFFICERS & EXECUTIVE COMMITTEE

President	Michael Campbell
Chairman	Alan Heaney
Assistant Chairman	Patrick Cunney
Secretary	Eamon Horkan
Assistant Secretary	Patrick Coyle
Treasurer	Vincent Roughneen
PRO	Dylan Toner
County Board Delegate	Peter Geraghty
Registrar	Patricia Keane
Children's Officer	Tony Fahy
Designated Liaison Person	Ray Gilmore
Deputy Designated Liaison Person	Derek Kelly
Safety Officer	Gearóid Brady
Club Development Officer	Pádraig Owens
Cultural Officer	Máirin Noone
Coaching Officer	Michael Murtagh
Adult Team Representative	Paul McNicholas
Adult Team Representative	Jack Ferguson
Executive Committee	Douglas Kelly
Executive Committee	Billy McNicholas
Executive Committee	Michael Daly
Executive Committee	Aidan McLoughlin
Executive Committee	Paul Cunney



“Senior by 2034 or Before”