1800 / POST PRIMARY GAMES IN 70 COMPETITIONS

40 / HANDBALL CLUBS

295 / PRIMARY SCHOOLS

9 / COUNTIES

111 / CAMOGIE CLUBS

375 / CLUBS

150,000 / PLAYING MEMBERS

210 / LADIES CLUBS

20,000 / LADIES FOOTBALL MEMBERS

170,000 / SPECTATORS AT THE ULSTER CHAMPIONSHIPS

13 / FURTHER & HIGHER EDUCATION INSTITUTIONS

250,000 / GAA VOLUNTEERS

131 / POST PRIMARY SCHOOLS
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The GAA makes a significant contribution to the local community through our games and cultural activities, which in turn generate a sense of pride of place, civic identity and improved health and wellbeing.

Our Strategic Coordination Group have considered how Ulster GAA can support the efforts of our clubs, counties and constituent units within the GAA Family. We want to embed an inclusive strategy to create opportunities and support the good work of our volunteer infrastructures which are constantly being challenged.

The demanding environment we live in creates many challenges to the sustainability of the high standards we uphold at the heart of our vibrant association. Ulster GAA’s role is to advise, support and lead best practice in the delivery of initiatives that enhance our units to meet the needs of members. Games, coaching, health, refereeing, culture, language, volunteerism and fit for purpose units are at the centre of our strategy.

We recognise a changing environment in urban and rural areas and will endeavour to address the tests these changes produce. We aim to strengthen the GAA province-wide by implementing our 2016 to 2020 strategy.

Subsequent strategies have helped us to carefully map the way forward. This strategy is no different in that it provides the blueprint until 2020. The environment is changing in our clubs and for our volunteers. They have been the bedrock of our Association and both are coming under increasing pressure. Adherence to and implementation of legislation, financial pressure to fund development and recruitment and retention of volunteers are constant challenges.

As we move towards the development of a new provincial stadium, we are entering into an exciting time. Feedback from our consultation has emphasized the need to focus on our clubs. This support is central to the development of this strategy. The key strategic themes around volunteers, leadership, stewardship, integration and inclusiveness are there to celebrate and support our sporting and cultural heritage.

Our GAA sports and cultural activities engage families and encourage a healthy and active lifestyle. We look forward to the engagement with all of our units moving forward to 2020 and we will strive to support activities on the ground, within our clubs and counties.
“Ulster GAA / Leading, Supporting and Enriching Communities” is Ulster GAA’s fourth Strategic Plan.

This strategy aims to build on the achievements of its predecessors and chart a course for the Association in Ulster over the next four years, whilst taking into account the challenges presented by modern society.

It is designed to help the organisation rise to the ever changing environment within the nine counties.

Ulster GAA works closely with Ladies Football, Camogie, Handball, Rounders and Scór. This enables engagement with over 250,000 volunteers - represented in clubs, primary schools, second level schools, and third level institutions. The organisation has a proud history of supporting the communities we live in and the units we serve.

Recognised for our community integration, the GAA in Ulster has welcomed all nationalities into our club network, with some players making their way through to inter-county level teams. The GAA continually reflects on its values and core business to ensure that it stays true to its purpose and serves the communities it represents. The democratic process is well provided for through the formal structures and processes of clubs, counties and province. This plan has been formulated through this practice and represents the thoughts of our members.

Ulster GAA reinvests 84% of its annual revenues to support their vision and objectives. This plan builds on past achievements within games, volunteering, health and wellness, cross community engagement, and social inclusion. The aim continues to be clear:

“strengthening its position as the province’s leading amateur sporting, cultural; community; and volunteer-driven movement”.

As we move forward, this strategy redefines the key strategic goals of Ulster GAA for the next four years, taking cognisance of our current economic landscape and the various policies and plans which affect us - in conjunction with the views of our members and constituent units.

This plan has been developed through a wide-ranging consultation process with our members and key stakeholders to reflect community, health and wellbeing, infrastructure, culture, integration, language, and coaching. It charts the ambitions and high level plans for the next four years to 2020. It identifies nine strategic goals that are underpinned by Ulster GAA’s core values.

The Economist Michael Porter suggested (1998) that “paradoxically, the enduring competitive advantages in a global economy lay increasingly in local things”. To bring this into the context of the GAA and to aim local, this strategy focuses very clearly on the needs of clubs. The key driving force is to support and help strengthen our clubs. In turn, this will help the organisation at county, provincial and national levels.

The GAA club is a unique foundation within our society. Centred in a parish generating pride of place, serving and integrating the community - whilst remaining focused on individuals and family. The GAA prides itself on building and sustaining communities. This strategic plan recognises the significant role our clubs play in their neighbourhoods and our goals have been refined to demonstrate a clear concentration and focus on the club as our most valuable asset.

Ulster GAA has always adopted a strategic planning approach to addressing the challenges facing the Association within the province. The successful implementation of strategy has served the GAA well and I have been hugely encouraged by the many infrastructural, games development and cross-community initiatives that have seen Gaelic games grow impressively in the province’s nine counties.

Páraic Duffy - Director General, GAA
Core values that underpin the work of Comhairle Uladh:

"Guide us in our decision making".  
"Articulate what we stand for".  
"Underpin the organisation".  
"Clarify who we are".  
"Constant in an ever changing world".  
"Help us accomplish our mission".
Ulster GAA is:
An inclusive, club and community focused organisation that is modern, innovative and driven by volunteers promoting our unique amateur ethos. Ulster GAA will continue to enable engagement in sport, culture, language, and health through well organised club and county activities, facilitated by good governance and fit for purpose units.

“Our Purpose: Improving wellbeing for all – by tackling disadvantage and driving economic growth”
Draft Programme for Government Framework 2016-21, p12
As an Investing in Volunteers organisation, Ulster GAA clearly demonstrates that volunteers are valued and lie at the heart of all that they do. Being a partner in programmes such as the Millennium Volunteers (MV) Goldmark shows that they provide the support and recognition that is vital to success. Within Ulster GAA, sport and community are interlinked and it is the volunteers who make the connection and make the difference.

**Wendy Osborne** - Chief Executive, Volunteer Now
To grow our sporting and cultural heritage, embedding good governance and inclusive club and community engagement.

“It is a Programme for Government in which many more people and groups can play a part. ……creates an opportunity for collaborative working between organisations and groups in the public, voluntary and private sectors. Individuals and communities can also play an active part.”
Draft Programme for Government Framework 2016-21, p8

“…..measures to revitalise all of Ireland so that the benefits are felt inside every doorstep and in every community….. improving the quality of life and opportunities for all sections of the population especially our younger and older people in the most disadvantaged communities….“
A Programme for a Partnership Government, May 2016, p4
The consultation process was organised through the Strategic Coordination Group and engaged key stakeholders and units from the wider GAA family. Online surveys were carried out amongst our members, officers, players, supporters, coaches, employees, and parents. Submissions were also taken from committees, workshops, counties, and sponsors to help enrich the content of this plan. The process was wide-reaching to ensure all views were secured and incorporated. The plan takes into account government policies and framework documents that challenge providers.

- Northern Ireland Executive - Draft Programme for Government Framework 2016-21 - Ulster GAA can and do make a positive contribution to active lives, community safety, health and wellness, jobs, shared society, opportunities for employment, caring for children and the vulnerable and a fair and equitable society.

- Irish Government – A Programme for A Partnership Government (May 2016) - Ulster GAA can and do make a positive contribution to jobs, social economy, health and mental health, improving the lives of people with disabilities, children and youth affairs, older people, education, crime prevention, and justice. The GAA invests in society, enhancing people's confidence, competence and skill sets.

- Ulster GAA – Strategic Plan (2015 – 2017) - Ulster GAA Strategy links closely with the National GAA Plan where there is a desire to increase participation, improve support for club and county, ensure quality governance, enhance communications & marketing, and embed closer relationships with our Ladies codes.

- DCAL – Sport Matters (Action Plan for Implementation 2015 – 2019) - Ulster GAA regularly contribute to the Participation, Performance and Places agenda, promoting “a culture of lifelong enjoyment and success in sport” (p7) and supporting the underlying values of equity, honesty, integrity, and respect. (p11)

- Sport NI – Corporate Plan (2015 – 2020) - Ulster GAA recognises clearly the framework of Sporting Communities, Sporting Clubs and Sporting Winners and has actively engaged with each area through the last two Sport NI programmes around modernisation and performance focus.

- Sport NI (2013) - Sports Policy Factors Leading to International Success outlines the 9 pillars for success. Ulster GAA supports and delivers on key areas such as financial assurance, participation, talent identification, training facilities and coaching provision.

- DAERA (NI) – Rural Development Programme (2014 – 2020) - Ulster GAA will engage this programme to ensure that rural clubs “will benefit from improved services and infrastructure”

- DECLG (RoI) RDP LEADER Programme (2014–2020) - This is managed by Community Led Local Development and “promotes sustainable development in Europe’s rural areas by addressing economic, social and environmental concerns”.

- The European Commission - EU Guidance on Dual Careers of Athletes (2013) - This identifies the professional/commercial elements creeping into sport that put pressure on athletes and clubs, causing individuals to drop out and community based sports to dwindle. The GAA are referenced within Europe as demonstrating best practice in developing welfare programmes to support Gaelic footballers and hurlers.

Ulster GAA continues to operate within a fast-changing economic, social and political environment and this strategy has been developed to enable the Council to respond to the challenges and opportunities presented.

The GAA fosters a clear sense of identity and place and we need to use the voice of our members to protect our community interests, our culture and our heritage. Community is the heart of our Association - everything we do helps to enrich and build the communities we serve.
1. Provide leadership, stewardship and trusteeship to strengthen the Association.

2. Protect and grow our volunteer base.


4. Promote Ulster GAA messages to all stakeholders.

5. Build working relationships within the GAA family.

6. Maximise the quality and experiences within GAA facilities.

7. Develop and promote the Irish language, our activities and culture.

8. Promote sport for social good.

9. Encourage continuous development of our players, coaches, administrators, and referees at all levels.
Ulster GAA has encompassed health and wellbeing as part of their core business in their clubs and communities and the Public Health Agency look forward to this work continuing in the future.

Eddie Rooney - CEO, Public Health Agency
We have listened to our members and our stakeholder partners in the preparation of this document and used their contributions to chart an ambitious yet flexible course for the Association over the next four years.

Ulster GAA’s aspirations and key milestones by 2020 are as follows.

**We will have:**

1. A Club Development Plan in place in every club, in line with club planning programme guidelines.
2. Every club accredited to at least Bronze level under the Club Maith scheme.
3. Achieved 100% rate relief for GAA clubs or instigated other equivalent arrangements.
4. A completed modern, fit for purpose Ulster GAA headquarters in Armagh.
5. Established Irish language action plans and support for the Irish language in the community.
6. A refurbished provincial stadium at Casement Park in Belfast.
7. Three teams in the Senior All Ireland Football Quarter Finals each year.
8. Won four All Ireland Football titles at U17, U20/21 and/or Senior level.
9. One Ulster team competing in the All Ireland Senior Hurling Championship.
10. World Champion Handball success at Senior and Junior levels.
11. Safeguarded the Player Injury Scheme ensuring it is embedded and implemented by all units.
In working with Ulster GAA, Sport NI have found the organisation to be innovative in their approach to education and development & consistent in their endeavours to research and deliver best practice. They also recognise the contribution of the club and volunteer coach and keep their interests at the heart of every intervention and initiative.

Shaun Ogle - Director of Performance, Sport NI
Goal 1:

Provide leadership, stewardship and trusteeship to strengthen the Association.

Strategies Ulster GAA will employ:

1.1 Provide strong leadership and governance for the GAA in Ulster.
1.2 Deliver best practice to help in the recruitment, retention and management of volunteers and staff.
1.3 Safeguarding policies and procedures reviewed within all units of the Association.
1.4 Ensure the compliance and legal protection of the Association’s property ownership and undertakings.
1.5 Preserve sustainable twinning arrangements with Canada and Britain.

Measure of success by 2020

A. Audit of compliance with governance code.
B. Publish reviewed safeguarding practices.
C. Evaluation of training plan with social enterprise training experts to develop core skills of volunteers and staff.
D. Evaluation of the schedule of support delivered to build sustainable units.
E. Evaluation of support delivered to overseas units

Through the continuous development of the twinning partnership between Ulster and Canada GAA, Ulster GAA has been instrumental in the growth and development of Gaelic games from coast to coast across Canada - through training, mentoring and in an advisory capacity. We thank you for your continued support for the GAA here and look forward to further strengthening our partnership.

Sean Harte - President, Canada GAA

"enable more people to develop and reach their sporting goals through a structured environment"
Sport NI Corporate Plan 2015-2020 - Sporting Clubs, p11

"Collaborative working between organisations and groups (public, voluntary and private sector)"
Draft Programme for Government Framework 2016-21, p13-15

A Programme for a Partnership Government, May 2016, p39
Goal 2:

Protect and grow our volunteer base

**Strategies Ulster GAA will employ:**

2.1 A programme for volunteer recruitment, recognition and retention.
2.2 A support structure for clubs within each county.
2.3 A fit for purpose Volunteer Development Pathway.
2.4 Increased GAA participation in the province’s larger urban areas.
2.5 Club Maith implementation to increase the number of accredited clubs.
2.6 Designated Ulster GAA programmes to support our volunteers.

**Measure of success by 2020**

A. Club health check audit with each club.
B. Club Development Plan for each club.
C. Club Maith accreditation for each club.
D. Volunteer recruitment, recognition and retention programme in each county.

“Conscious of the significant social and health benefits that participation in sport delivers, we will support sporting organisations in their efforts to increase sporting participation across the country.”

A Programme for a Partnership Government, May 2016, p56
Goal 3:

Ensure the financial sustainability of our Association

Strategies Ulster GAA will employ:

3.1 Plans for a financially sustainable Ulster GAA.
3.2 Further measures to achieve financial accountability and transparency.
3.3 Mechanisms to protect the legal status of units in Ulster GAA
3.4 Implement mechanisms to aid advance ticket purchases for match days.
3.5 Plans to safeguard the Players Injury Scheme.
3.6 Develop financial plans for Council priorities.

Measure of success by 2020

A. Internal audit within County Boards to review corporate governance.
B. Increased training in a governance model throughout Ulster.
C. Establish a funding unit to source funding opportunities.
D. Increased club participation in the GAA National Club Draw.
E. Embed fit for purpose sponsorship models.
F. Deliver an online and mobile ticketing solution.

The NSPCC Child Protection in Sport Unit (CPSU) works in partnership with Ulster GAA to ensure a consistent approach to safeguarding messages and standards of practice. The CPSU and Ulster GAA have promoted the development of information and advice for sports clubs on many issues including anti-bullying and the importance of caring for a young person’s physical and mental health and wellbeing.

Paul Stephenson - NSPCC Child Protection in Sport Unit
Goal 4:

Promote Ulster GAA messages to all stakeholders

Strategies Ulster GAA will employ:

4.1 Enrich communications through the increased use of GAA email system.
4.2 Promote the contribution Ulster GAA makes to our clubs, schools & communities.
4.3 Utilise emerging technologies to aid the delivery of communications.
4.4 Strengthen and promote website developments within all of our units.
4.5 Develop a Communications Governance Policy for the GAA in Ulster.
4.6 Explore improved communications infrastructure at Ulster GAA games and events.

Measure of success by 2020

A. Achievement of overall provincial email usage growth targets by 2020.
B. Delivery of an annual Marketing & Communications review & action plan.
C. Successful implementation of new digital & visual platforms.
D. All Ulster counties to be operating on a shared web platform.
E. Established best practice policies and guidelines on all major marketing & communication issues.
F. Provision of an internet audit across all county stadia, and delivery of a robust match day solution.

Working together on joint initiatives presents real benefits to both organisations. GAA representatives are a valuable part of PSNI’s Community Engagement Seminars with our new recruits, helping the newest police officers, many of whom will be our future senior leaders, learn about the importance of Policing in partnership with the Community.

Stephen Martin - Assistant Chief Constable, PSNI
Goal 5:

Build working relationships within the GAA family

Strategies Ulster GAA will employ:

5.1 Increased participation in all codes of the GAA in Ulster.
5.2 Integration of the “One Club” model.
5.3 Provide guidance and support to the Gaelic games family through strong leadership.
5.4 Improve the awareness of and access to all Gaelic codes.

Measure of success by 2020:

A. Audit of clubs adopting the “One Club” model annually.
B. Include all codes in joint launches of championships and other events.
C. Ulster GAA media platforms increasing promotion of all codes.
D. Promotion of a proactive and innovative Integration Committee.

Without doubt the ‘Live to Play’ programme that was created by Ulster GAA to promote road safety issues should be held up as a best practice model. There is a clear win-win for both the community and the GAA in keeping our most vulnerable, namely young men, safe and active. I am very happy to give the RSA’s backing to his very worthwhile project.

Moyagh Murdock - CEO, Road Safety Authority

“By 2019 to deliver at least a 6 percentage points increase in participation rates in sport and physical recreation among adults living in the 20% most deprived areas”.
Sport Matters 2015 – 2019, p39

“By 2019 to deliver at least a 6 percentage point’s increase in women’s participation rates in sport and physical recreation.”
Sport Matters 2015 – 2019, p33
Goal 6:

Maximise the quality and experiences within GAA facilities

**Strategies Ulster GAA will employ:**

6.1 Develop fit for purpose facilities for all users and our communities.
6.2 Modernise our club and county facilities.
6.3 Pilot an initiative to encourage clubs to provide covered stands.
6.4 Provide facilities to stimulate GAA participation in targeted urban centres.
6.5 Deliver a world class stadium for the GAA in Ulster.
6.6 Deliver a fit for purpose Ulster GAA headquarters.

**Measure of success by 2020:**

A. Support clubs through a state of readiness health check to facilitate access to partnership funding.
B. Embark on plans to modernise facilities with stakeholders by 2020 using €2 million from GAA resources as leverage.
C. Deliver Casement Park by 2020 in line with operational plans.
D. Deliver an economic appraisal and planning permission for modernisation of Ulster GAA headquarters.

Casement Park has long been recognised as a significant pillar in West Belfast’s tourism offering and, alongside other developed stadia in the city, it can become a real driver for growth. Once described as a sleeping giant of West Belfast tourism, the redeveloped Casement Park will not only attract thousands of visitors but will act as a catalyst for the wider social, economic and cultural regeneration of the area.

Harry Connolly - Executive Director, Fáilte Feirste Thiar

“46% of Irish Adults attended a fixture in the last 12 months and 34% of those were Gaelic Football and 23% Hurling.”

Irish Sports Council - Ballpark Figures Report, p19

“We have created a place where people want to live and work, to visit and invest - increasing quality of life by supporting culture, the arts, and facilities for recreation.”

Draft Programme for Government Framework 2016-21, Outcome 12
Goal 7:

Develop and promote the Irish language, our activities and our culture

**Strategies Ulster GAA will employ:**

7.1 Develop an operational plan to promote and integrate the Irish language, and cultural activities into club, county and provincial activities.
7.2 Seek new opportunities and platforms to promote Scór.
7.3 Establish an Irish Language Officer position.
7.4 Provision of a Coirnéal na Gaelige in county grounds.

**Measure of success by 2020:**

A. Operational plan to promote and integrate the Irish language and cultural activities.
B. Increased visibility and promotion of the Irish language through branding, programmes and initiatives.
C. Recruitment of an Irish Language Officer.

“...Oibríonn CLG Uladh i gcomhpháirt le hOllscoil Uladh chun scileanna Gaeilge bhaill an chumainn a fheabhsú. Tugann an scéim ‘Gaeilge sa Chlub’ scoláireachtaí is fiú £10,000 gach bliain chun go mbeidh baill ábalta tabhairt faoi thraenáil ghairmiúil trí Dhioplóma sa Ghaeilge a dhéanamh in Ollscoil Uladh ag a hionaid i mBéal Feirste, ar an Chorr Chriochnach agus i nDoire. Saibhrionn an infheistíocht seo i bhforbairt acmhainne gníomhaiocht chultúrthta na mball agus na gclubanna agus tá breis ag 70 scoláireacht bronnta go dtí seo.”

Dr Malachy Ó Néill - Ceann Scoile, Scoil Theanga & Litríocht na Gaelige, Ollscoil Uladh

“The Irish language is of crucial importance to our heritage and culture. The new Government needs to systematically implement the 20-Year Strategy for the Irish language, increase the number of people using Irish in their daily lives and ensure that Irish becomes a more visible language in today’s society, both as a spoken language and also in areas such as signage and literature.”

* A Programme for a Partnership Government, May 2016, p146
Goal 8:

Promote sport for social good

Strategies Ulster GAA will employ:

8.1 Define and address community issues affecting urban and rural clubs.
8.2 Provide a vehicle for social responsibility and uniting communities through sport.
8.3 Embed health & wellbeing within clubs and the wider community.
8.4 Incorporate community inclusion within the role of all club officers.
8.5 Foster social integration through work with the wider community and other governing bodies.

Measure of success by 2020:

A. Implement community liaison into the role of each club officer.
B. Conduct audits of outreach activities in each county.
C. Establish a best practice model promoting respect for cultural identity.
D. Promote and deliver cross community activities through sport to support social inclusion.
E. Measure and evaluate our impact against government policy.

Derry City Council worked over many years with Ulster GAA in promoting Gaelic games in the city. We have collaborated in many sports development initiatives in the last decade. Working in partnership, we developed the Urban Gaelic Games Project that focused on increasing sports participation and developing infrastructure. Both of these initiatives have proved to be hugely successful. Ulster GAA has been invaluable in providing support in club development and club governance, as well as various coaching initiatives to the clubs within the district.

Barry O’Hagan - Head of Leisure and Community Development, Derry City and Strabane District Council

“By 2019 to deliver at least a 6 percentage points increase in participation in sport and physical recreation among older people.”
Sport Matters 2015 – 2019, p51

“We are a shared society that respects diversity. Acknowledging that diversity builds strength and adds value to our community, and working to encourage and celebrate diversity where we can.”
Draft Programme for Government Framework 2016-21, Outcome 9
Goal 9:

Encourage continuous development of our players, coaches, administrators and referees at all levels

**Strategies Ulster GAA will employ:**

9.1 Targeted programmes to address disabilities, areas of high social need and female participation.
9.2 Embed best practice within the Player, Coach and Referee Pathways.
9.3 Review and revise hurling competitions structures at county and provincial levels.
9.4 Promote regular programmes of games for club hurling, football, ladies football, camogie and handball.
9.5 Produce competent coaches that develop competent players.
9.6 Deliver key messages for health & wellness and road safety through coaching and games activity.
9.7 Deliver coaching programmes in primary, post primary and third level institutions.
9.8 Disseminate best practice to high performance teams and individuals.

**Measure of success by 2020:**

A. Engage with Competitions Control Committees (CCC’s) on the impact of training and match activity on players and delivery of a meaningful calendar of games.
B. Programmes to embed the Player, Coach and Referee Development Pathways.
C. Quality and quantity of school – club linkages.
D. Engagement with GAA units and health professionals, to promote awareness and support performance.
E. Increased success across all codes of the GAA at national level.

Ulster GAA’s coaching and games development is a vitally important aspect of its work. The programme for coaches and the coaching awards are delivered to a high standard. As a coach working with teams at all levels, the Ulster GAA Coach Education programme is invaluable in improving my knowledge and understanding.

Joe Passmore - Coach, Eoghan Rua, Coleraine

“We enjoy long, healthy, active lives, providing people with the right information to allow them to make educated and informed choices about how to live their lives in a healthier way.”

*Draft Programme for Government Framework 2016-21, Outcome 4*
Ulster GAA volunteers and staff are highly trained as tutors to support our clubs and counties. They can offer advice and direction on the range of areas shown below and we encourage our units to take advantage of this expertise.

“we will work strategically with sports (including culturally significant sports) to invest our high performance expertise where it is most needed to ensure success.”
Sport Ni Corporate Plan 2015 -2020 - Sporting Winners

“The Gaelic Athletic Association and the Gaelic Player Association cooperate in a player welfare programme.”
European Commission, EU Guidelines on Dual Careers of Athletes, 2012 - p22
Ulster GAA has been working to embed the Long Term Involvement in Sport and Physical Activity Framework (LISPA). This framework has been adopted by both Sport Northern Ireland and the Irish Sports Council and provides a focus for activity.

Ulster GAA works within and across communities, using sport and cultural activities as vehicles for sports participation, health promotion and social inclusion.

This strategy links with the National GAA Strategy and provides the platform to move forward to 2020.
Our fourth Strategic Plan sets out a number of key strategies that will be utilised to deliver our nine strategic goals by 2020.

The successful implementation of the plan is contingent on there being an ongoing, thorough monitoring policy in place. This will facilitate the systematic tracking of progress towards achieving the targets set out on page 12.

Comhairle Uladh’s elected volunteer committees will be responsible for this monitoring process and overall actualisation of key sections of the plan.

The Senior Staff Team will assist the committees and direct the development & execution of operational plans for each of the specified goals.

The Ulster Council’s Development Committee will have overarching responsibility for the fulfilment of the new strategy and will report back at the annual Ulster Convention. The Provincial Secretary and the Senior Staff Team will deliver update briefings at Management Committee level each quarter.

Furthermore, the Provincial Secretary will present strategy implementation schedule updates to the National GAA Executive Committee each month and the President of Ulster GAA will provide regular status reports to the National Management Committee and Central Council.