



CUMANN LUTHCHLEAS GAEL
COISTE CHONTAE FEAR MANACH



Forbairt Fhearmanach

STRATEGY
2007 - 2012

SUPPORTED BY



COMHAIRLE ULADH CLG
ULSTER COUNCIL GAA



Réamhrá

Fermanagh G.A.A. is moving forward with renewed confidence and optimism and is now putting a major effort into planning for the future. Such planning is the cornerstone of success for our proud County so I am honoured and privileged to introduce this Strategic Plan for Fermanagh for the next number of years.

We in Fermanagh are proud of our history, our traditions and our achievements and we are a thriving organisation all due to the solid efforts of many at home and further a field. We have our major centre of excellence at Lissan which we hope will continue to facilitate our clubs and county teams in all their preparatory training.

We are also in the process of completing a major upgrade to Brewster Park, which includes new floodlighting and the resurfacing of the pitch, this new development in partnership with both the Enniskillen Gaels and Comhairle Uladh CLG will result in a first class facility, which will showcase a range of major games at county, provincial and national level.

We recognize, of course, that the future of Fermanagh is in our youth hence the key importance of the strategic plan for the county which focuses on delivering an organisation which will benefit all age groups and ensure that Gaelic Games, coaching and training are accessible to all.

It is essential that any organisation takes time to reflect and review. A lot of reflection consideration and hard work has gone into the drawing up of Fermanagh's plans for the future. We, the County Management Committee thank the Ulster Council represented by Ryan Feeney, Stephen McGeehan and Mark Conway for their assistance in the plan's preparation, we thank our CAM, Tom Boyle for his dedication and timeless commitment, we thank the clubs for their contribution and we thank most especially the Strategic Planning Group for all their hard work in the production of this document. May it be the launch pad for future success in Fermanagh!

Peter Carty
Cathaoirleach, Coiste Chontae Fearmanach

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Executive Summary

This Plan was developed to provide a strategic focus for the GAA in Fermanagh over the next five years. It is part of the Ulster GAA Council's overall modernisation process and was taken forward by a small planning team set up by the Fermanagh County Committee. The Plan is soundly-based on a far-ranging analysis of Fermanagh as a County and the place and workings of the GAA in it. Everything in the Plan has been informed by the GAA Clubs of Fermanagh and other local GAA stakeholders.

Although small in population terms Fermanagh is a vibrant County, socially; culturally; and economically. It remains largely rural and although it enjoys physical settings that have few equals in Ireland, in many places it equally faces issues of isolation and disadvantage on a daily basis. Like the rest of Ireland it faces massive change, with many of its traditions being challenged and even replaced. The GAA locally has a proud history and Fermanagh performs well as a GAA County.

The Plan is built around ten themes as follows:

- **Governance:**
How the Association in Fermanagh is managed and ensuring it remains fit-for-purpose.
- **Club and Community Development:**
Supporting the County's GAA Clubs as the heart of both the GAA in Fermanagh and their host communities and introducing associated lifestyle and well-being issues.
- **Coaching, Games Development and Club Fixtures:**
Making sure that the GAA's core business, the games, are made available to as many people as possible at the highest levels possible and as regularly as possible.
- **Hurling:**
Energising that most unique of Irish games in Fermanagh.
- **Refereeing and Discipline:**
These are vital components of any competitive and games-based organisation and require the same attention that the games themselves get.
- **Infrastructure:**
Making sure the facilities needed to support gaelic activities are in place and are of the best possible quality.
- **Culture and Heritage:**
Bringing added life to those vital influences which run right through the GAA.
- **Including Others:**
Making the GAA more open and welcoming to groups and sectors which traditionally may not have been centrally involved in it.
- **Marketing, Communications and PR:**
Building the Fermanagh GAA brand & promoting it as effectively as possible to existing and to new audiences.
- **Fund-Raising:**
Whilst volunteerism must and will continue to be the GAA's driving force, the County also needs a robust fund-raising capacity to meet its various capital and revenue costs.
- **Supporting County Teams:**
To provide the best opportunities and support available for county players and team management in all codes.

Implementation of the Plan will be built into the County's GAA business and an Oversight Group will be put in place to monitor progress and report on its implementation.



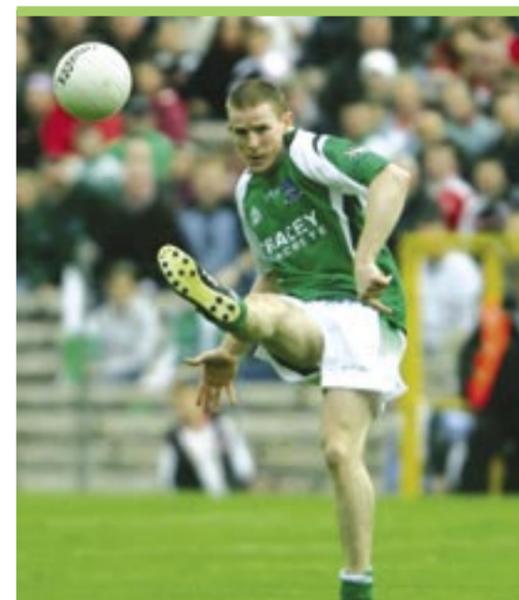
Fermanagh: The County

Geography

Fermanagh is in many ways a unique county in Ireland, bringing together a variety of landscapes and settings that maybe no other part of the country can match. Covering just under 650 sq miles (1,690 sq km), seven counties only are smaller in area than Fermanagh. The county is effectively split along a NW/SE axis by Lough Erne, a complex waterway which influences Fermanagh in many different ways ... physically, socially and economically.

Physically Fermanagh is essentially made up of a central low-land around the lakes which rises up to higher ground virtually all round the county's periphery. Cuilcagh Mountain in the south-west is, at 2,182ft/665m its highest peak. Land quality in Fermanagh varies greatly and over the past half-century large parts of the county have been forested.

Fermanagh is a largely rural place but the towns of Enniskillen, Lisnaskea and Irvinestown have a growing significance in local life. It is also a border county and large parts of it orientate themselves as much to Cavan, Donegal, Leitrim, Monaghan and/or Sligo as they do to Tyrone, its NI neighbour.



It is also unique in that it is the only county in NI that is still recognised in local government terms, Fermanagh District Council effectively covering Fermanagh county. This has helped retain a very strong sense of Fermanagh identity.

History and Heritage

Like all other parts of Ireland, modern Fermanagh has been shaped and remains influenced by its past. Several prime archaeological features remain from the pre-Christian era and these are matched in many ways by a number of large estates and houses which survive from the Plantation of Ulster in the early 1600s. Most of "urban" Fermanagh also effectively dates from this time.

Over the subsequent 400 years, Fermanagh shared in the great events of Ulster history. The imposition of partition in the early 20th Century was particularly influential, as it separated large tracts of the county from their natural hinterlands. Since then Fermanagh has been affected by the main political and social developments in NI, including of course the impact of the conflict. In the years 1968-1993, over 100 people died in that conflict in Fermanagh.

These influences, coupled with its natural heritage, have helped produce a county where tradition and culture remain important to people ... but equally one that is increasingly attractive to outsiders.

People

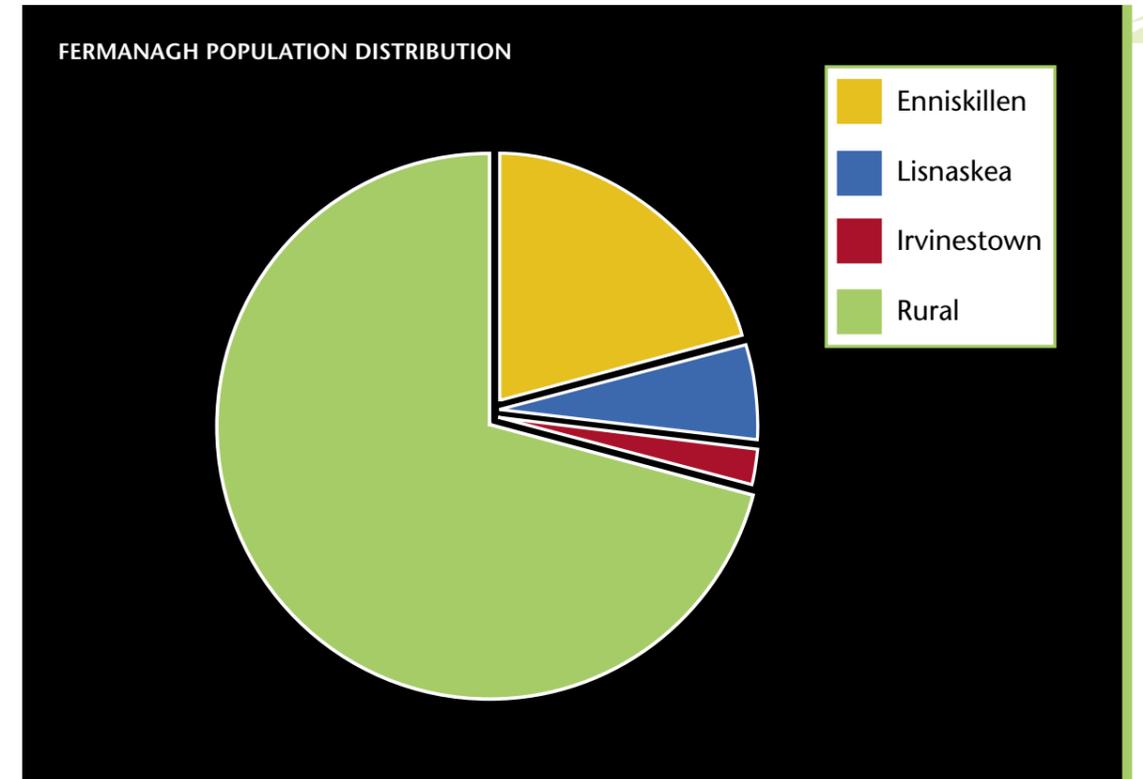
Over 57,500 people lived in Fermanagh at the time of the 2001 Census. This represented an increase of 3,500 (6.5%) since 1991 and it is projected to grow further, to almost 63,000, by 2017. Population growth is a relatively new and welcome feature of life in Fermanagh. Just before the Great Famine almost 156,500 people lived here but the 1840s alone saw the population fall by a quarter: that decline then lasted for well over a century, culminating in a 1966 population of just under 50,000. Since then, the population has begun to grow again, and by 2001 had increased by 15%.



Fermanagh is now the fifth smallest of Ireland's 32 counties: only Leitrim, Longford, Carlow and Monaghan have fewer people.

In age structure terms Fermanagh closely reflects the rest of NI. Just over 24% are aged 16 or under, 58% are aged 17 to 59 and 18% are aged 60 or over.

Fermanagh's population distribution reflects its rurality with less than a third of its people living in the main towns of Enniskillen, Lisnaskea and Irvinestown.



As is the case throughout Ireland, it's Fermanagh's towns that drive its population growth with some rural areas being static or even suffering decline in population terms.

Finally, in the NI community context, 59% of Fermanagh people have a Catholic community background.

Activity

In many ways Fermanagh is a self-contained county with over 88% of those in work working within the county. It is an entrepreneurial place, with its economy dominated by small businesses. The public sector is also hugely important, accounting for more than a third of all employee jobs. Manufacturing accounts for nearly one job in every five across the county. Agriculture, although in decline as elsewhere, still provides work for 5,500 people on the county's 3,200-plus farms.

The unemployment rate is, at 5%, one percentage point above the NI figure. Reliance on state benefits meanwhile tends to be below that found across NI overall. Fermanagh however is a low wage economy, average weekly earnings being some 13% below the NI average.

Educational performance at second level is very strong although the numbers of people qualified at third level are below the overall NI figure.

Deprivation

Although Fermanagh currently enjoys unprecedented prosperity, the legacies of history and geography equally mean it still experiences some high levels of deprivation and disadvantage. It is the 11th "most deprived" of NI's 26 Districts and has particular difficulties in the areas of Income, Employment, Proximity to Services and Housing Unfitness.



Education and Schools

As an organisation that focuses largely on children and young people, school populations are important for the GAA. The county has 29 primary and 10 second-level schools, with pupil populations of 4,199 and 3,746 respectively. The second-level maintained schools are distributed across the county as follows:

SCHOOLS	PUPILS
Mount Lourdes, Enniskillen	892
St Aidan's, Derrylin	230
St Comhgall's, Lisnaskea	333
St Eugene's, Roslea	267
St Fanchea's, Enniskillen	347
St Joseph's, Enniskillen	257
St Mary's, Belleek	170
St Mary's, Irvinestown	195
St Michael's, Enniskillen	713

It is likely that the education rationalisation proposals currently being debated in NI will have a significant impact on Fermanagh's education sector, with fewer, larger schools the result.

At third level, Fermanagh is home to the Fermanagh campus of the new South West College of Further and Higher Education, with some 9,000 students (including two-thirds of each year's local school-leavers). Enniskillen also hosts a campus of the College of Agriculture, Food and Rural Enterprise (CAFRE).



Social Trends

In many ways Fermanagh remains a traditional county, made up from a number of traditional communities. At the same time it is of course not immune to change. The main social changes within the county and its communities include:

- more fluid kinship and social structures, with the traditional family unit less dominant
- greater affluence, bringing with it greater choice for people, particularly in the area of leisure
- increased interest in the self with less interest in community and voluntary activities
- people working harder and longer, with less leisure time
- globalisation, with Fermanagh and its people firmly placed in a global as well as a local context
- people and communities more mobile ... and less likely to stay in the same places doing the same things for the rest of their lives
- the border less significant and obvious than it has ever been
- equality now accepted as the norm and with women in particular playing more central roles in society

Fermanagh in Summary

- Fermanagh is a strongly self-contained county and one where attachment-to-place remains particularly strong
- Life in Fermanagh tends to be rural life ... but Enniskillen is becoming increasingly significant
- Local geography impacts on communication ... and the border has been a major influence
- Relative to most other counties the population is small ... but after almost 150 years of decline, it's now growing again
- Heritage and culture persist as strong community influences
- Fermanagh is not economically rich ... but has a particular economic vigour
- There is a network of schools across the county ... but one that will be rationalised
- The "Fermanagh Identity" is valued and cherished
- The county changes ... and continues to change

The Implications of all this for Fermanagh GAA

- The GAA can contribute to, and equally feed off, local loyalties
- Fermanagh needs to be particularly well-organised ... and to "over-punch its weight"
- There is great potential on the "non-games" side of the GAA
- Rural Fermanagh will continue to underpin the GAA ... but Fermanagh's GAA strength will be increasingly influenced by Enniskillen's GAA strength
- The GAA must continue to be promoted in the county's schools
- The GAA can contribute to the "Fermanagh offer" to outsiders and to the development of cross-border working
- "Changing Fermanagh" must be reflected in a changing GAA



The GAA in Fermanagh



Beginnings

A formal, structured GAA in Fermanagh effectively dates from 1887 when Newtownbutler First Fermanagh were founded and a year later 15 Clubs were in existence. After that the Association went into decline locally, as it did in many other places. After the turn of the Century, things were re-energised and in 1904 a first County Board was set up, leading to, in 1905, Fermanagh's first ever appearance in the Ulster Championship. The county however would wait until 1909 for a first victory in the competition.

Achievements

From the 1920s onward the GAA progressed in Fermanagh and in both 1930 and 1933 the Mc Kenna Cup was won. In the years since, Fermanagh continued to develop in GAA terms ... but has still to win an Ulster Senior title. Nonetheless, by the early years of the new millennium, Fermanagh had become established as one of football's leading counties. St Michael's College, Enniskillen has meanwhile developed into one of Ulster's strongest football schools.

The Club structure has simultaneously become particularly strong, not just in playing terms but equally in the areas of physical infrastructure and in culture/heritage areas such as Scór. Brewster Park, Enniskillen has been developed into a modern stadium and a county training facility has been put in place at Lissan, Enniskillen.

Organisation and Structure

Twenty-two Clubs make up the GAA in Fermanagh, distributed across the county as follows:



Football is the dominant game but hurling is played to good effect in Lisbellaw, Lisnaskea and Knocks Grattans

The GAA in Fermanagh is managed by a County Committee comprising two delegates from each Club and a 15-person Management Committee. It's business is delivered through thirteen sub-committees as follows:

■ Competition Control Committee	■ County Hearings Committee	■ Hurling
■ Lissan Development Committee	■ Public Relations and Marketing	■ Finance
■ Coaching and Games Development	■ Integration Committee	■ Youth
■ Planning and Physical Development	■ Referees	■ IT

Fermanagh ... A GAA Timeline

Year	Milestone
1887	Fermanagh's first club-'Newtownbutler First Fermanagh'
1896	A total 19 GAA clubs operating
1904	First meeting of Fermanagh Co Board held in Enniskillen on July 4th. Robert A Whyte . (Enniskillen O'Neills) elected as chairman. Teemore Shamrocks become first County Football Champions whilst Enniskillen O'Neills capture the hurling title.
1905	Fermanagh compete for the first time in the Ulster Senior Football championship
1914	Fermanagh reach their first Ulster Final
1919	Fermanagh enter teams in both the Ulster Hurling and Football Championship
1920-21	Fermanagh County Board not operating due to the fragile state of the Country.
1923	Fermanagh County Board re-established
1930	Fermanagh win their first inter County trophy-'Dr McKenna Cup'
1933	Fermanagh win their second-'Dr McKenna Cup'
1935	Fermanagh contest the Ulster Final
1942	Fermanagh County Team reach Ulster Junior and Dr McKenna Cup Finals
1943	Tommy Durnien-first Fermanagh man to receive 'Railway Cup medal'
1943	Fermanagh win their first Ulster Junior Football Final
1945	Fermanagh reach Ulster Senior Football final
1951	First inter Club Juvenile Competitions started
1959	Fermanagh win Ulster and All Ireland Junior Football title.
1966	Fermanagh win Ulster and All Ireland Vocational Schools title
1967	Fermanagh reach Ulster Minor Final
1970	Fermanagh win Ulster Minor League title
1970	Fermanagh win Ulster U-21 Football Championship and reach the All Ireland Final
1971	Fermanagh win Ulster U-21 Football Championship and reach the All Ireland Final for the second time
1974	Malachy Mahon- elected President of Ulster Council
1977	Fermanagh win 'Dr McKenna Cup'
1982	Fermanagh reach the Ulster Senior Football Championship Final
1982	Brewster Park, Enniskillen is officially opened
1982	Peter McGinnity -first Fermanagh footballer to receive GAA All Star award
1984	Publication of 'The Gaelic Athletic Association in Fermanagh' by Gabriel Brock
1984	Peter Quinn-elected President of Ulster Council
1991	Peter Quinn-elected President of the GAA
1994	Fermanagh win Ulster U-21 Football title
1994	Fermanagh win Ulster and All Ireland Junior Hurling title
1995	John Vesey-elected President of Ulster Council
1996	Fermanagh win All Ireland Senior Football 'B Championship'
1996	Fermanagh College win All-Ireland Vocational Schools, St Comghalls win All-Ireland u-16 title
2000	Work starts on County 'Centre of Excellence' at Lissan
2000	Fermanagh win All Ireland Senior Football 'B Championship'
2003	Fermanagh reach Ulster Minor Football Final
2004	Fermanagh reach All Ireland Senior Football semi-final
2004	Fermanagh receive 3 GAA All Star awards-Barry Owens, Martin McGrath, Niall Tinney
2004	Fermanagh GAA celebrates their Centenary Year
2005	Official opening of 'Centre of Excellence' county training facility at Lissan
2005	Publication of 'A Gaelic Graduation' by Tom Cullen, a history of 100 years of GAA in Fermanagh
2007	Start of the Brewster Park redevelopment project



Strategic Themes

"Forbairt Fhearmach" is built around ten strategic themes. These cover all aspects of the GAA in the county and were developed on foot of a widespread consultation and discussion process. That process involved all the clubs of Fermanagh as well as many other GAA stakeholders.

Each theme is dealt with in turn below. A rationale for each is provided, followed by details of how the County intends to take it forward and what it wants to achieve as a result.



GOVERNANCE

Whilst amateurism underpins the GAA and everything it does, the Association in Fermanagh prides itself in being anything but amateurish in how it runs its affairs. The GAA is an increasingly complex business, operating in an increasingly complex world. It needs to be fit for purpose and efficient and effective in terms of how it manages itself. The Plan does not propose major changes in terms of Fermanagh's GAA governance but focuses more on the "fine-tuning" of what's already in place and working well. Increased attention will be paid to planning generally and to having sustainable structures in place.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Reduce the number of County Committee meetings to 9 annually.	Executive Committee	Year 1	Reduce pressure on Club volunteers.
One of the named delegates to County Committee will be the Chairperson or Secretary of the Club.	Executive Committee, County Secretary, CAM	Year 1	A corporate approach to the governance of the Fermanagh GAA affairs with a constructive input into decision making by club members.

Key: Year 1= 2008 Year 2= 2009 Year 3= 2010 Year 4= 2011 Year 5= 2012



Establish a job description and defined responsibilities for the officers of the County Executive.	County Secretary, CAM	Year 2	Clear understood job descriptions for each officer.
Appoint Executive Committee members to take responsibility as: <ul style="list-style-type: none"> • Child Protection Officer • Drugs and Alcohol Awareness Co-ordinator • Integration Officer 	County Chairperson, County Secretary	Year 2	Three Executive officers taking responsibly for provincial and national initiatives at county level.
County Chairperson is ex-officio deputy Child Protection Officer.	County Chairperson	Year 1	An appointed second contact who is available for the reporting of issues of concern.
The County Chairperson will assume the role of nominating officer and will have the responsibility for appointing all sub-committee members with the approval of the County Management Committee	County Chairperson, County Secretary	Year 2	One system for appointment of suitable sub-committee members.
Central Council delegate assumes responsibility for Strategic Planning.	County Chairperson, County Executive	Year 2	One person coordinating the implementation of the strategic plan.
Establish a Strategic Plan Implementation Committee which shall be Chaired by the Central Council Delegate.	Central Council Delegate	Year 2	A committee overseeing the implementation of the strategic plan.
Each Sub-committee will submit a annual work plan to County Management before March of each year.	County Chairperson, County Secretary, CAM	Year 2	A clear, approved and established work plan for each county sub-committee approved and supported by County.
Conduct an evaluation of the current County staff structure. After review sustain a suitable County staff structure.	County Chairperson, County Secretary, CAM	Year 1 (ongoing)	A clear support mechanism in place to support the voluntary County officers in County administration and coaching.
Investigate new partnership opportunities with central and local government.	CAM	Year 1- (ongoing)	Establishment of mutually beneficial partnerships with statutory bodies which will assist in the "roll-out" of Fermanagh GAA programmes.

CLUB AND COMMUNITY DEVELOPMENT

Without the GAA Clubs, there is no GAA in Fermanagh. The Clubs are not just central to the GAA but are equally central to their host communities. The Plan proposals aim to improve the governance and management of the County's GAA Clubs and will lead to a specific review being undertaken of the state of gaelic games in urban Fermanagh.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Review the remit of the current Club Planning and Physical Development Committee.	Executive Committee	Year 1	Clear role and remit for the Club Planning Committee.
All County Clubs to achieve a level of Club Maith accreditation during the lifetime of this strategy.	Development Officer, Club Planning Committee, Comhairle Uladh CLG	Years 1-5	Clubs to have achieved accreditation for their work in community development and coaching and games development.
Run an annual training seminar for all club officials, i.e <ul style="list-style-type: none"> • Chair • Treasurer • PRO • Child Protection Officer • Secretary • Coaching Officer • Development Officer 	Development Officer, Club Planning Committee, Comhairle Uladh CLG	Years 1-5	Supporting and sustaining the development of the volunteer officials.
All youth officials to have undertaken the POCVA programme during the lifetime of this strategy.	CAM, County Child Protection Officer, Comhairle Uladh	Year 1 (ongoing)	Appropriate vetting procedures for officials working with association members 18 years old and under.
A committee established to review the development of Gaelic Games in "urban" Fermanagh".	CAM, County Executive	Year 1 (ongoing)	A review of the current state of gaelic games in urban areas which will bring forward recommendations on how to further develop the growth of gaelic games and culture in these large and growing population areas.
Develop an agreed, County-wide Fermanagh GAA Code of Conduct.	Executive Committee; Clubs	Year 1	A clearly-understood and widely-accepted statement of what it means to be involved in the GAA and the standards of behaviour expected as a result.



Develop a Lifestyle Strategy and Action Plan for Fermanagh.	County ASAP Officer, Comhairle Uladh CLG	Year 1	A clear plan to promote the GAA lifestyle agenda.
100% of Clubs to have a dedicated Lifestyle Officer in place during the lifetime of this strategy.	Coaching Staff, County ASAP Officer	Year 1 (ongoing)	One contact person in each club with responsibility for the promotion of the GAA lifestyle programme.
Organise regional Drugs and Alcohol Awareness events for clubs and schools.	Comhairle Uladh CLG, Coaching Staff, County ASAP Officer	Year 2	A series of events highlighting the impact of drug abuse and alcohol misuse.
Organise Health and Wellness events for clubs and schools and additional men's and women's health check nights.	Comhairle Uladh CLG, Coaching Staff	Year 2	Events focusing on promoting the message of healthy living in relation to diet and activity.
Establish meaningful working links with organisations to maximise the impact of the Lifestyle agenda in Fermanagh.	Coaching Staff, County ASAP Officer	Year 2	Link with the Ulster Cancer Foundation, AWARE, Education Boards, Health promotion agency to promote the health & wellness agenda.
100% of clubs to have installed a Defibrillator and have club officials trained in its use during the lifetime of this strategy.	CAM, Comhairle Uladh CLG, Cormac Trust	Year 2 (ongoing)	Each club hosting a Defibrillator for local community use.

(ASAP= Alcohol and Substance Abuse, Programme)



INCLUDING OTHERS

The GAA in Fermanagh is both in and of the County. As the County changes, so too must the GAA. That change will involve the GAA becoming more inclusive, particularly in terms of women; people with disabilities; participants in other parts of the gaelic games family; and people from non-traditional GAA backgrounds. The Plan commits the GAA in the County to an enthusiastic embracing of the entire equality agenda.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
An Executive level officer assumes responsibility for Integration and Equality.	Executive Committee	Year 1	One person with responsibility for integration agenda at Executive level.
Establish an Integration and Equality Sub-committee, chaired by the Integration Officer. This committee will include officials from Fermanagh Ladies Gaelic, Camogie, Handball and Rounders.	Executive Committee Integration Officer, CAM	Year 1	A committee driving the intergration agenda and equality agenda made up of representatives of all the gaelic codes.
Review County bye-laws to include new delegates from Fermanagh Ladies Gaelic, Camogie, Handball and Rounders.	County Secretary, Integration Officer, CAM	Year 2	Representation from the other Gaelic codes at County Committee level.
Establish one overarching County Master plan which will accommodate fixtures for all Gaelic Codes.	CCC, CAM, County Secretary	Year 3	One overall fixtures list fit for purpose and allowing where possible the co-ordinated promotion of all games.
Investigate the feasibility of organising "double headers" with Ladies codes.	CAM, CCC	Year 3	Developing a "family" package for the promotion of Gaelic Games.
Each club appoints an Integration Officer. Organise an annual meeting of all Club Integration Officers.	Integration Officer, CAM	Year 2	Annual forum for county officials to receive feedback from club officials.
Draft and implement a County equality policy.	CAM	Year 2	Ensuring the county is adhering to appropriate equality legislation.
Draft and implement a County Disability Strategy.	CAM, HDM/FDM	Year 2 (ongoing)	Ensuring county GAA facilities are disability friendly and that County coaching staff cater for disabled athletes.



Integrate "Have a go" events for non-nationals into the County coaching work programme.	CAM, HDM/FDM, Coaching Officer, Coaching Committee	Year 2 (ongoing)	Inclusion of "New Irish" in the GAA.
Assist the Ulster Camogie Council to re-establish Camogie in Fermanagh.	CAM, Coaching Staff, Coaching Committee, Integration Committee	Year 1-5	Re-establishment of the game of Camogie in Fermanagh.

INFRASTRUCTURE

The GAA locally prides itself in the tremendous physical infrastructure it has put in place, at both Club and County level. Further developments at the County centre of excellence at Lissan are planned and support will be given for the continuing enhancement of the major grounds in the County. Brewster Park will continue to be promoted as a GAA stadium of regional significance in the northern half of Ireland. Support will also be provided for other Clubs to develop their facilities. These are vital for the ongoing well-being of gaelic games and associated activities in Fermanagh.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Continue to develop Lissan centre of excellence. Provide additional playing fields, flood lighting, changing rooms, indoor training facilities, upgraded running track, signage. The County Board will also investigate the feasibility of developing a full-size floodlit third generation Astroturf pitch at either Lissan or Brewster Park.	Management Committee/ Lissan Committee, Comhairle Uladh	Year 1-5	State of the art training and administrative headquarters for Gaelic Games in Fermanagh.
Assist in the continuing development of Club grounds nominated for County use.	Management Committee/ Planning Committee/ Clubs	Year 1-5	State of the art main playing venue for all large games in Fermanagh.
All Gaelic codes have use of Lissan and County grounds.	County Committee/ Planning Committee/Clubs	Year 1-5	Shared use and ownership for all Gaelic Sports and codes.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
All Club grounds that facilitate County Teams to have user agreement with County in place.	Management/ Planning Committee/ Clubs	Year 1	Clear understanding re: the use of grounds and associated rights and responsibilities.
Put mechanisms in place for a Management Structure for Lissan Centre Of Excellence.	Management/ Planning Committee/ Lissan Committee	Year 1	Proper management/ caretaking plan in place to support use to facilities.
Establishment of a hurling/Camogie wall at Lissan.	Management Committee/ Lissan Committee	Year 1-5	Facilities available for the development of all Gaelic Games.
Support the Ulster Council Club Development Programme.	Management/ Planning Committee/ Clubs	Year 1-5	Increased opportunities for improved club governance and coaching.
Review of Insurance and related matters to ensure that County Board is fully covered.	Insurance Officer/ Planning Committee	Year 1	All county /club facilities are fully covered by insurance. Risk Management Plan implemented.
Developing links with local government to assist club physical development - "Community Sports Projects".	Management/ Planning Committee/ CAM	Year 1	Securing partnership funding and creating opportunities for community sports development.
Put mechanisms in place for support in place to help clubs achieve improved facilities.	Management/ Planning Committee/ CAM	Year 1-5	Providing clubs with the necessary support and guidance in fundraising and securing grants to improve facilities.
Put in place guidance regarding 'Flood-Lighting' at Club grounds.	Planning Committee	Year 1	Clubs to have access to up to date guidance.
Put in place guidance regarding 'Field and Facilities maintenance' at Club grounds.	Planning Committee	Year 1	Clubs to have access to up to date guidance.



CULTURE AND HERITAGE

The GAA is always about more than the games. As a County where place and heritage continue to have a powerful vigour, Fermanagh has always cherished these aspects of the GAA. The Plan proposes a renewed promotion of Scór; initiatives to support and spread the meaningful use of the Irish language; a continuous energising of local heritage; and a prioritising of the role and place of gaelic art within the GAA and its facilities.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Increase Club participation in Scór by: <ul style="list-style-type: none"> Establishing a dedicated Scór Committee Promoting Scór widely Rewarding participating Clubs Profiling/using Scór winners at major GAA events Clubs appointing dedicated Scór Officers Seeking young people's views on Scór 	Scór Committee	Years 1-3	Two-thirds of Clubs involved in Scór, both Senior and Junior, year on year.
Promote the Irish language via: <ul style="list-style-type: none"> Establishing a dedicated Language Committee Support for St Patrick's Day language collection Branded GAA Gaeltacht scholarships Use of Irish in match programmes and announcements Irish/bi-lingual signage Club names in Irish Encouragement of young Irish speakers Use of Irish at GAA events and meetings An Irish-only GAA summer camp Connections with teachers and schools Work in collaboration with Fermanagh District Council to further develop the Irish Language 	Language Committee	Years 1-3	Strong association of the GAA with the practical use of the Irish language.
Protect local heritage by: <ul style="list-style-type: none"> Using townland & other local names Encouraging all Clubs to publish Club histories 	County Committee and Clubs	Years 1-5	Clear awareness of Fermanagh's local heritage and the GAA's place in it.

<ul style="list-style-type: none"> Ensuring GAA inputs to other local histories Participating in heritage-related events across Fermanagh 			
Develop gaelic art inputs at Brewster Park and Lissan.	County Committee	Years 3-4	Clear cultural statements within GAA facilities.
Ensure a gaelic art component to all new GAA capital developments.	Clubs	Years 1-5	Clear cultural statements within GAA facilities.
Liaise with other Irish cultural organisations, eg the Gaelic League and CCE.	Cultural Officer	Years 1-5	Corporate approaches to Irish cultural issues across Fermanagh.
Develop a County GAA archive.	PRO	Year 5	Central and growing source of information about all aspects of the GAA in Fermanagh.





MARKETING, COMMUNICATION AND PR

The GAA has a huge amount to offer communities; families; and individuals. At the same time it faces types and levels of competition – not all of which are from other sports – which are unprecedented. The GAA in Fermanagh needs to know and keep in close touch with its various audiences. To do that to best effect it has to make good use of various media and particularly to fully exploit the potential of IT/ICT. This is needed at both County and Club levels.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Develop a clear, vibrant brand for Fermanagh GAA.	County Committee	Year 2	A widely-recognised, modern and attractive image for the GAA in Fermanagh.
Produce a Fermanagh GAA Information and Fixture Book.	PR Marketing Committee	Annually	Well-presented book detailing all County and Club information and fixture plan by the April County Committee Meeting.
Produce a Fermanagh GAA yearbook.	PRO	Years 1-5	Well-presented annual documentation of the County's GAA business.
Produce branded programmes for major GAA games within Fermanagh.	PRO	Years 1-5	Promotion of the Fermanagh GAA brand.
Maximise the use of IT/ICT for communication within Fermanagh GAA.	PRO/CAM	Years 1-5	Fast, modern and up-to-date communication of GAA messages across Fermanagh.
Develop the County's website as the primary source of information about Fermanagh GAA.	PRO/CAM	Years 1-5	Fast, modern and up-to-date communication of GAA messages across Fermanagh and beyond.
All Clubs to put in place working web-sites	Clubs	Years 1-5	Fast, modern and up-to-date communication of GAA messages within Fermanagh and beyond.
Liaise with local government and tourism bodies re how to maximise the promotion of Fermanagh.	County Committee	Year 3	Greater external awareness of Fermanagh and the GAA's place within it.

COACHING, GAMES DEVELOPMENT

Whilst the GAA is not just about the games, the games nonetheless lie at the heart of what it is and what it does. Good coaching leads to games that are more enjoyable to play in and more enjoyable to watch. It will also contribute to Fermanagh's inter-County performance. Because it is a County of limited resources, it is all the more important that Fermanagh fully capitalises on those resources. It cannot afford any wastage. The Plan therefore sets out proposals to improve the coaching capacity at all levels in the County, building on current strategies and best practice developed by the GAA nationally. Coaching without games however is a means without an end. Accordingly the County will take steps to provide players - at all levels, ages and grades – with meaningful programmes of games.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Draft a five year coaching and games development plan, which will be inclusive of Football, Hurling, Ladies Gaelic, Camogie and referring	Coaching Officer, Coaching Committee, HDM, FDM Ulster Council, CAM	Years 1 (ongoing)	One clear strategic "road-map" outlining the steps that the coaching committee, officer and staff must take to further develop all gaelic games in Fermanagh.
All Club coaches to undertake the POCVA programme.	Child Protection Officer, HDM FDM, CAM	Year 2 (ongoing)	Safe, secure gaelic games coaching for children and for young people.
Organise County level workshops for coaches focusing on following issues: <ul style="list-style-type: none"> Developing Club/School Links Child Protection Lifestyle Issues Go Games Organising a Club Club Youth Programme 	Coaching Officer, Coaching Committee, HDM, FDM	Year 2 (ongoing)	Volunteer coaches equipped with the "know-how" to promote gaelic sports at grassroots level.
Develop a County Master plan and wall calendar for coaching that includes all county coaching events, Ulster events and youth games.	HDM, FDM, CAM, Coaching Committee	Year 3	Clear timetable and promotional tool for attracting current and potential coaches to courses and events.
Organise at least 6 County Go-Games blitzes per year for all codes.	HDM, FDM, CAM, Coaching Committee	Year 3 (ongoing)	Increase in participation of children playing seven a side games.



<p>During the lifetime of this strategy each club is to have at least:</p> <ul style="list-style-type: none"> • 2 Level 2 coaches • 3 Level 2 coaches • 5 Foundation Level coaches <p>actively involved in coaching within the club.</p>	<p>HDM, FDM, CAM, Coaching Committee, Ulster Council</p>	<p>Year x</p>	<p>Clear target for clubs to have suitability qualified and active coaches increasing the base and supporting player development.</p>
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CLUB FIXTURES

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
<p>Review of current adult fixtures to ensure that all players can partake in a minimum of 20 matches.</p>	<p>CCC</p>	<p>Year 1</p>	<p>Every club player has at least 20 competitive matches per year over a time schedule April-October.</p>
<p>Review current Youth Fixtures to establish procedures in relation to:</p> <ul style="list-style-type: none"> • Gradings • League groupings • Timing of Fixtures • Numbers aside per team • Urban Competitions 	<p>Youth Committee/ Coaching and Games Committee</p>	<p>Year 1</p>	<p>Deliver a comprehensive review of all youth fixture and deliver recommendation to County Committee.</p>

HURLING

Hurling has a small but significant presence in Fermanagh and the Plan outlines how it intends to boost both the extent and the impact of that presence.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
<p>Increase the profile of Hurling in the County.</p>	<p>Executive Committee, Hurling Committee, HDM</p>	<p>Years 1 (ongoing)</p>	<p>Heightened awareness and support in the game of Hurling in Fermanagh.</p>
<p>Increase the number and the quality of qualified coaches and mentors.</p>	<p>HDM, Hurling Committee, Coaching Officer</p>	<p>Year 2 (ongoing)</p>	<p>Increase in number of active coaches and players.</p>
<p>Establish new “dual” clubs. This will be done strategically e.g. 1 in year one, 2 in year two and 3 in year three.</p>	<p>HDM, Hurling Committee, Coaching Officer</p>	<p>Year 2 (ongoing)</p>	<p>Increase in number of Hurling clubs and thus players within the County.</p>
<p>Further development of Hurling in post-primary schools</p>	<p>HDM, Hurling Committee, Coaching Officer</p>	<p>Year 3</p>	<p>Ongoing Hurling competitions at post- primary school level.</p>





SUPPORTING COUNTY TEAMS

County Teams: To provide the best opportunities and support available for county players and team management in all codes.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Appointment of County Board Officer to liaise between each county team and County Management Committee.	Management Committee	Year 1-5	Improving communication and ensuring that all relevant parties are informed of important decisions and events.
Liaison officers workgroup which meets with senior County Board officers on a monthly basis.	County Secretary	Year 1-5	The workgroup would ensure that the appropriate resources are allocated to each team/squad in order to give the best support possible to County Players.
Design a contract and code of conduct between team management and County Committee agreed at the start of the season and reviewed on a ongoing basis.	County Secretary/ CAM	Year 1-5	Formal document outlining roles and responsibilities of each party and formalising the procedures that each party must follow.



FUNDRAISING

The GAA may be amateur but it requires very significant resources to deliver what it does within Fermanagh. Aspects of this Plan will also require further resources. The County has a tradition of effective fund-raising and the Plan proposes to build on that. Sponsorship opportunities; corporate options; and non-traditional sources (particularly in the areas of public sector and EU grants) will all be developed and ongoing support provided to Club Eirne, Fermanagh's successful GAA fund-raising vehicle.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Develop a five-year financial plan for the County, identifying main income and expenditure items.	County Treasurer	Year 1	Clear understanding of Fermanagh's financial position and what's required to resource the County.
Put in place a structured sponsorship strategy for all aspects of Fermanagh GAA, eg County teams; competitions; and other events.	PR and Marketing Committee	Year 1	Integrated approach to County GAA sponsorship which maximises income from these sources.
Maximise income from internal GAA competitions.	County Treasurer	Years 1-5	Maximum benefit obtained from key GAA income source.
Run a corporate County GAA fund-raising event at least once every two years.	PR and Marketing Committee	Year 2	High profile celebrations of Fermanagh GAA which also raise funds for the County.
Examine the potential of 'non-traditional' government funding opportunities (e.g. rural and urban regeneration).	Development Officer	Year 1	Funding obtained which reflects the GAA's wider developmental role within communities.
Examine the potential of cross-border funding opportunities.	Development Officer	Year 1	Funding obtained which reflects the GAA's wider developmental role within communities.
Promote and support Club Eirne.	County Committee	Years 1-5	Robust collaboration between the County Committee and Club Eirne and maximising of Club Eirne's income.
Provide advice and support to Clubs on sources of grant aid.	Development Officer	Year 1	Maximising of grant aid to Fermanagh GAA.
Deliver a financial procedures guide.	County Treasurer/ CAM	Year 1	Clear understanding of guidance in relation to the administration of county's financial affairs.



DISCIPLINE AND REFEREEING

Discipline on and off the field are central to what the GAA is about. Adhering to agreed codes of conduct and behaviour are the cornerstone of any discipline regime ... but this can be significantly helped by good refereeing. The Plan proposes a number of initiatives to develop the County's refereeing capacity and will also take forward the development of a Fermanagh GAA code of conduct. In the same way, the County will roll out a GAA drugs and alcohol strategy as its contribution to what might be termed social or community discipline.

STRATEGY	LED BY/ INVOLVING	TIMESCALE	OUTCOMES SOUGHT
Implement all plans contained in the 'Fermanagh GAA Referee Strategy 2007'.	Development Planning Committee/ Referee Committee/ CAM	Year 1-5	Referee Strategy implemented annually.
Develop codes of conduct for use by all teams and clubs.	Management Development Planning Committee/ CAM/Clubs	Year 1	Codes of Conduct in place and being worked to.
County Referee Annual General Meeting.	Refereeing Co-ordinator	Year 1	Successful attended Referee AGM.
County Recruitment Launch.	CAM, Refereeing Co-ordinator	Year 1	Increase the pool of club referees by 20%
Referees Foundation Course, Issue of Referee Handbook.	CAM, Refereeing Co-ordinator, Referees Development Committee	Year 1	40 individuals completed the course Handbooks issued.
Introduce Mentoring Programme.	CAM, Refereeing Co-ordinator, Referees Development Committee	Year 1	Each new referee will have a experienced referee to act as mentor.

Review/Refresher Course for Existing Referees, Written Test, Issue of Referee Handbook	CAM, Refereeing Co-ordinator Referees, Development Committee	Year 1	All existing Referees completed the one day course.
Pre Season Fitness Training Programme.	CAM, Refereeing Co-ordinator, County Coaching Staff	Year 1	All referees to attend.
Monitoring and Assessment.	CAM, Refereeing Co-ordinator, County Coaching Staff	Year 1	Adequate number of assessors in place to deliver a programme of assessment.
Establish a relationship between Club Officials, Team Managers, players and Referees. Explain new Discipline procedures in place from 1/1/07 Distribution of referee handbook to Clubs.	CAM, Refereeing Co-ordinator, County Coaching Staff	Year 2 Year 2 Year 2	Representatives of Club Official, Team Manager, Players and Referees to attend a County Seminar in order to exchange views all refereeing and discipline issues.
Promoting the status of referees within the county	CAM, Refereeing Co-ordinator, County Coaching Staff		Gear supplied Award night established.



Making it Happen - Plan Implementation and Monitoring

It is envisaged that the County Administration Manager will have responsibility for the day to day implementation of the strategy. Additionally the County Committee will establish a Strategic Planning and Implementation Group to oversee the progress and monitoring of "Forbairt Fhearmanach".

The membership of the Group shall be:

- Central Council Delegate (Chair)
- County Administration Manager (Secretary)
- County Secretary
- County Chairman
- County Treasurer
- Four additional members appointed by the County Executive

The Strategic Planning and Implementation Group will meet bi-monthly and report to both County Executive and County Board on a regular basis. The Group will also meet with the officials of Comhairle Uladh CLG at least once a year to review the progress of the plans implementation.



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Tom Boyle (Group Secretary)

Greg Kelly

Niall Cullen

Brian Armitage

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Tommy Curry

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