



Teaghlaigh agus Pobail
An Fabraic de CLG

Ulster GAA Strategic Vision and Action Plan

Lifelong promotion of Gaelic Games, Culture, Community and Family
2009 - 2015





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Teachtaireacht ón Uachtarán Uladh

Message from the Ulster President

As the GAA celebrates its 125th Anniversary and Comhairle Uladh moves confidently into its 11th decade, I am privileged to introduce the third strategic plan of Comhairle Uladh. Following on from Beir Bua and Beir Bua Nua, "Teaghlaigh agus Pobail: An Fabraic de CLG" ("Family and Community: The Fabric of the GAA") will direct the work of Ulster GAA up to 2015.

We were very deliberate about the title we picked for our document. We believe a strong and healthy GAA is part of the fabric of a strong and healthy society. And like a good fabric it's about many, many strands coming together. In the same way we're enmeshed with families and communities. They are what give us our vigour and our strength.

Comhairle Uladh is in the happy position of putting this plan in place over a year ahead of the intended end date of Beir Bua Nua. That's simply because virtually everything that was in Beir Bua Nua has been achieved well ahead of schedule. And that in turn is simply because the entire GAA family in Ulster has worked unflinchingly to keep the GAA at the forefront of community and sporting life here. In Ulster we believe in the importance of working closely with our partner bodies in the GAA family namely the Ulster Ladies Gaelic Football Council and Ulster Camogie Council; this strategy places the integration and co-operation agenda at the core of all our work. I am grateful to my counterparts Gerry Doherty (Ulster Ladies Gaelic President) and Catherine O'Hara (Ulster Camogie Chairperson) for their continued support and commitment to the overall development of Gaelic Games and Culture in our Province.

This plan sets out our way ahead up to 2015. It's well-based, built on a strong consultation and bringing on board many issues raised by Counties in their own planning processes over the past couple of years. The journey ahead will keep us all well occupied.

The GAA volunteers across Ulster have shaped this plan and will be the people who will implement it. It is their vision and their plan for the future of the GAA in our Province. I would like to thank the Council Officers and members for continued support and commitment to the Ulster Council and the betterment of the GAA in our province.

I want also to acknowledge the input to the plan from Danny Murphy Ulster Provincial Director and Ryan Feeney Community Development Manager supported by the other Council staff who have made a huge contribution in supporting our volunteers on the many recent positive developments across the GAA in Ulster. I would also make special mention of Mark Conway the Ulster Council's Honorary Strategic Advisor for his many hours of voluntary input into the overall development of this plan.

At this time of writing our country faces a difficult economic situation which will limit in some ways the aspirations of our Association at all levels. But I would highlight that over the last 125 years Ireland has faced many difficult times particularly in Ulster and our Association has always managed to find strength in adversity, this current test of our resolve will be no different.

This plan sets out an ambitious vision for the future of the GAA in Ulster and with continued hard work and co-operation we will achieve a stronger GAA for everyone.

This plan's intrinsic links with the recently published GAA National Strategic Action Plan and Vision means that the Ulster Council will significantly advance Central GAA policies and objectives whilst meeting our own Provincial needs.

I look forward to you travelling that road with Ulster GAA.

Beir bua.

Tomas Ó Dalaigh
Uachtarán



over the last 125 years Ireland has faced many difficult times particularly in Ulster and our Association has always managed to find strength in adversity



Teachtaireacht ón Stiúrthóir Cúige agus Rúnaí

Message from the Provincial Director and Secretary

Good planning has been at the heart of the various successes of the GAA in Ulster and "Teaghlaigh agus Pobail: An Fabraic de CLG", our third provincial plan, will direct the operations of Comhairle Uladh right up to 2015. In developing the plan we consulted widely with Association members and officials, at Club; County; and Provincial levels.

The views of our grass-roots volunteers were central to the process and we were fortunate to have had the opportunity to harness the views of over 400 Club level volunteers in a feedback forum that was part of the Council's second Club and Community Development conference held in November 2008.

The Ulster GAA now provides over a third of the GAA's overall membership, in the form of nine County committees; 580 Clubs; and over 250,000 volunteers.

During this decade in particular we have rightly acquired significant investment from government in order to support our development programmes. This has resulted in a considerably increased capacity within the GAA in Ulster. As a result of our two previous plans, Beir Bua and Beir Bua Nua, Comhairle Uladh is stronger and more effective. But we must continue to develop and improve and that's what this plan is about.

That development and improvement is shaped and driven by our volunteers: they and they alone set the policy and direct the operations of the Ulster Council. I am proud that we now have in place a dedicated staff team who work extremely hard to strengthen the overall GAA in our province by supporting our volunteers.

The GAA has always been bold in its vision. Proceeding with the development of Croke Park in dire economic times in the late 1980s was a clear statement of what our Association can achieve when we work cohesively and with proper ambition. We now face a similar economic situation and this should not constrain our vision for future. In Ulster we see the economic downturn as an opportunity to get back to basics and strengthen the Association at grassroots level: this plan reflects that aspiration.

I wish to extend my sincere thanks to the Ulster Developments Committee which acted as the steering group for this project. Thanks also to Mark Conway for his ongoing voluntary contribution to Comhairle Uladh in his role as Honorary Strategic Advisor and for his support in the development of this strategy. My thanks also to Ryan Feeney and the rest of the Council staff who supported the Developments Committee in its work.

Now that we have an agreed and challenging route map as to the way ahead, it's time for the hard work to begin.

Dónall Ó Murchú
Stiúrthóir Cúige agus Rúnaí

The Ulster GAA now provides over a third of the GAA's overall membership, in the form of nine County committees; 580 Clubs; and over 250,000 volunteers.





The Organisational Fabric: Comhairle Uladh/Ulster GAA ...

- Comprises delegates elected by the Province's nine Counties and works seamlessly across two political jurisdictions and 29 local authorities. Due to be reduced to 14 in 2011 as a result of the recent Review of Public Administration.
- Oversees the development and delivery of gaelic games and associated activities across 570 GAA Clubs and some 250,000 active members.
- Directly oversees year-on-year some 12 major inter-County GAA competitions.
- Manages GAA events which attract annual live attendances of 250,000.
- Facilitates the development of the GAA by the direct delivery of coaching and development (in the broadest sense) programmes; by improving Club capacity; by providing grant aid; and by helping deliver government strategies and programmes.
- Supervises the core activities of its nine County Committees in the areas of games; fixtures; finance; marketing; public relations; and physical facilities.
- Deals directly with government on relevant issues.
- Is energised by a huge and ongoing volunteer input at all levels and in all settings.
- Reports annually to Ulster Convention and to National Congress on its affairs.



Executive Summary

“Teaghlaigh agus Pobail: An Fabraic de CLG” is the third strategic plan to be rolled out by Ulster GAA. All the targets set in the previous two plans have essentially been achieved, most of them well ahead of schedule. This strategy aims to build on those achievements, but recognises that it is being launched at a time of changed economic circumstances for Ulster and Ireland. Ulster GAA will rise to those challenges.

With a population of 1.95m, Ulster is home to a third of Ireland’s population and also hosts Ireland’s second city. It is a Province of great variety; significant growth; and complex history and heritage. During the last third of the 20th Century it was of course the epicentre of conflict over the national question. The GAA and Irish identity and culture generally are strong in Ulster and that strength is increasingly obvious in a number of tangible ways.



Comhairle Uladh, the governing body of Ulster GAA, has gone through a comprehensive modernisation process since the Millennium. That process has delivered clearly measurable results right across the areas of games development; infrastructure; on-the-field performance; culture/heritage; community development and well-being; and governance. Ulster GAA is stronger than it ever was but still believes good-enough-isn’t-good-enough: “Teaghlaigh agus Pobail: An Fabraic de CLG” therefore sets out a framework for continued progress across those key areas of GAA work.

Over the next five years everything Ulster GAA does will be aimed at helping achieve its mission:

“To foster and grow the GAA across Ulster, strengthening its position as the Province’s leading amateur sporting; cultural; community; and volunteer-driven movement”

Five core values will shape and influence how Ulster GAA does its work. Those values are:

- Community
- Volunteerism
- Identity
- Inclusion
- Excellence

The detail of Ulster GAA’s work will in turn be taken forward under five themes:

Executive Summary

Keeping Ulster GAA Fit for Purpose: Governance

Putting in place and resourcing the systems; structures; processes; skills; and supports needed to keep Ulster GAA at the forefront of all its areas of activity and ensure it delivers best practice and meets all legislative requirements.

Increasing and Improving the Games

Seeing gaelic games as Ulster GAA’s main driving force and ensuring, through good, integrated coaching and games structures that participation in the games is as widespread as possible; leads to success when appropriate; and is always enjoyable.

Increasing and Improving the GAA Plant: Facilities and Infrastructure

Helping plan and resource the facilities needed to play gaelic games; to prepare for playing the games; and to watch others playing the games as well as those needed to accommodate all other aspects of the GAA’s work.

Enhancing the “Gaelic” in GAA: Culture and Heritage

Making sure that heritage and culture remain central to the GAA offer, thereby sustaining its uniqueness and difference and above all its relevance in an increasingly global society.

The GAA’s End Purpose: Community Development, Inclusion and Cohesion

Reflecting the fact that gaelic games are means to the end of strengthening community and personal well-being rather than just ends in themselves

“Teaghlaigh agus Pobail: An Fabraic de CLG” puts forward just over 100 separate Actions to progress these five themes. The outcome sought for each Action and its timing are specified as is responsibility for its implementation. Connections into the GAA’s Strategic Vision and Action Plan 2009-2015 are also spelled out.

Finally, overall responsibility for the plan is properly vested in Ulster GAA’s Committee structures.





Ulster GAA Strategic Vision and Action Plan Milestones

Ulster GAA Strategic Vision and Action Plan Milestones			
Area	2009	2012	2015
Governance	<p>Ulster GAA Financial Management System in place</p> <p>Review of Ulster GAA Committee System Completed</p> <p>Staff Executive Team Established</p> <p>HR and Remuneration Committee Established</p> <p>Communications Team Established</p> <p>County Treasurers Forum Established</p> <p>Budgeting and Business Planning Processes in Place</p> <p>Management Information System in place</p>	<p>Ulster GAA achieving full-audit</p> <p>Risk Management System in place</p> <p>Full Assurance Level achieved by Sport NI</p> <p>County Budgetary Control Template in place</p> <p>New Staff Appraisal System in place</p> <p>Ulster GAA Duty of Care and Child Protection Strategy and Policies in Place</p> <p>New marketing strategy in place and re-brand of Ulster Council GAA to Ulster GAA complete</p> <p>Communications Plan in place</p> <p>County Secretaries Network in place</p> <p>County Games Development Network in place</p> <p>Investors in Volunteers Charter Mark achieved</p> <p>Ulster Confederation of GAA Councils established and operating</p> <p>Free to air broadcasting secured for all relevant GAA matches on platforms available across Ulster</p>	<p>DENI Sport in School Programme sustained</p> <p>Enhancement in twinning arrangements with both Britain and Canada</p> <p>Current Ulster GAA structures sustained through government funding and support</p>

Ulster GAA Strategic Vision and Action Plan Milestones

Area	2009	2012	2015
Coaching and Games	<p>Bi-Annual fixtures seminars in place</p> <p>Roll-out of at least 30 Ulster Coaching Programme events</p> <p>Social and Recreational Games in place</p> <p>High Performance and Talent Identification Manager in place</p> <p>Sports Science Officer in place.</p> <p>Ladies Gaelic Football Programme Officer in place.</p> <p>Camogie Programme Officer in place.</p>	<p>GAA Community Coaches in place and operating at each of the 11 Local Government Sports Consortia</p> <p>Recreational Intercity GAA Tournament established</p> <p>Referees Academy re-established</p> <p>Strong and meaningful links established with Disability Sport NI</p> <p>Special Project co-ordinators in place for</p> <ul style="list-style-type: none"> • Special Needs and Disability • Co-ordination of the Active Communities Programme • Handball and Rounders Development • Recreational Participation <p>High performance support in place</p> <p>All Coaches achieving level 'Award 1'</p> <p>Support from SINI in place</p>	<p>Full implementation of the Ulster GAA Hurling Strategy</p> <p>Full and meaningful links established with Scottish Shinty Association</p> <p>Each Club/School to have two 'Award 2' coaches</p> <p>Each Club/School to have at least one 'Award 3' Coach</p> <p>Communication and Support Structures in place for the education sector</p> <p>Team Manager support programme in place</p> <p>'GAA Tech' recognised and in place</p> <p>Over 40s and Over 50s teams in place at Club and County level</p> <p>20% Increase in GAA participation at all Levels</p>
Facilities and Infrastructure	<p>Ulster GAA compliant with all Health and Safety and licensing legislation</p> <p>Membership and operation of the Club Planning and Physical Development Committee reviewed</p> <p>Continued investment in club physical development through the Parks and Safety Committee</p>	<p>Flood lights installed in Clones</p> <p>Club physical development resources and support network in place</p>	<p>Spectator comfort improved in all main County grounds</p> <p>Suitable event control and media and press facilities in place at all County grounds</p> <p>All Secondary County Grounds upgraded with floodlights installed</p> <p>Ulster Strategic requirement for a 40,000 capacity stadium achieved</p>



Ulster GAA Strategic Vision and Action Plan Milestones			
Area	2009	2012	2015
Facilities and Infrastructure contd.			<p>Regional Centre of Participation and Excellence in place in each County</p> <p>Three Regional Handball Centres in place</p> <p>Ulster GAA High Performance Centre and Headquarters in place</p> <p>Urban Participation Centres in place in both Derry City and Belfast</p> <p>Improved provision for gaelic games by local Government</p>
Culture and Heritage	<p>Series of events delivered to mark the 125th Anniversary of the GAA</p> <p>Increased promotion and participation in Ulster GAA Irish Language Course</p> <p>Full and active participation in the Ulster Sports Museum Project</p>	<p>All Ulster Clubs having Crests and new GAA branding procedures in place</p> <p>Formal links established with Ulster Scots community</p> <p>Scór reviewed and rebranded with 80% of Ulster Clubs participating</p> <p>Irish used as key component in all Ulster GAA resources and publications</p> <p>GAA heritage competitions in place in the education sector</p> <p>Formal link with Foras na Gaeilge established and joint programmes in place</p> <p>Annual Irish Language Courses for Council members and staff in place</p> <p>Ulster GAA actively supporting the delivery of Seachtain na Gaeilge</p>	<p>Ulster GAA Online Archive in operation</p> <p>Public signage in place for all County Grounds, Centres of Excellence, secondary County Grounds and other Significant GAA facilities</p> <p>Ulster GAA Archive open and operating</p> <p>Celtic (Gaelic) Art component in place at All County Grounds and GAA Participation Centres</p>

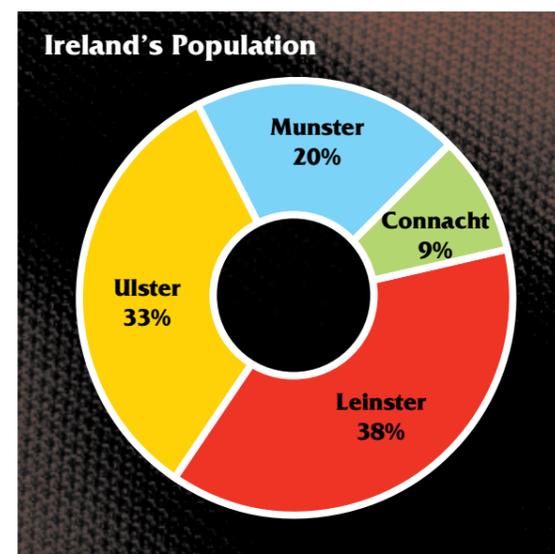
Ulster GAA Strategic Vision and Action Plan Milestones			
Area	2009	2012	2015
Culture and Heritage contd.		<p>Annual Ulster GAA Heritage Event in place</p> <p>"This is the GAA" resource completed and in circulation</p> <p>Summer Camp delivered through the medium of Irish in each County</p>	
Community Development, Inclusion and Cohesion	<p>Community Development and Inclusion Unit Operating. Club and Volunteer advice service and support network operating</p> <p>Club Maith Accreditation and support Took-kit and website operating</p> <p>Scoil Maith Accreditation and Support tool-kit operating</p> <p>Annual Community Development Conference in place</p> <p>Support in place for Ulster Ladies Gaelic Football Council Strategy</p> <p>Strategic Plans in place in all nine Counties</p> <p>Nine County Health and Wellbeing nights organised</p> <p>Third Level health programme "Drink, Drugs and Sausage Rolls" rolled out</p> <p>Nine County Volunteer Training workshops organised</p>	<p>Ulster GAA Volunteer Awards programme in place</p> <p>County Maith programme in place</p> <p>GAA Community Education Programme in place</p> <p>Strategic Plans in place for</p> <ul style="list-style-type: none"> • Cumman na Bunscol Uladh • Ulster Vocational Schools • Ulster Colleges • Comhairle Ardoideachais Uladh • Ulster Camogie • Rounders • Handball • Derry City Urban Project • Belfast Urban Project <p>Review and appraisal process in place for County Strategic Plans</p> <p>Annual Ulster Public Affairs brochure circulated to all relevant parties</p> <p>GAA central to all Local Government Sport and Health Strategies</p> <p>Three regional diversity training workshops in place for Club officers</p>	<p>Development plans in place for all Ulster's major urban areas</p> <p>Roll out of the second phase of County Strategic Planning</p> <p>All Clubs have an Active Health/Alcohol, Substance & Abuse Policy in place</p> <p>All Clubs have a Health/ASAP Officer in Place</p> <p>All Clubs screening players using the GAA Cardiac screening questionnaires</p> <p>50% of Ulster Clubs achieving a level of Club Maith accreditation</p> <p>At least five officers in each club trained using the Ulster GAA Volunteer support programme</p> <p>Nine Cross Community initiatives in place</p> <p>Annual Ulster GAA Open day organised</p> <p>Significant GAA presence in the Controlled education sector</p> <p>Increased awareness and understanding of the GAA and its activities by the Unionist Communities</p>



Our Planning Contexts

Ulster the Province

The nine Counties of Ulster are home to 1.95m people, one-third of the population of the island of Ireland. Ulster is second only to Leinster (2.29m) and is larger than both Munster (1.17m) and Connacht (0.51m) combined in population terms. It is home to Ireland's second city, Belfast, an urban area of 0.58m people, as well as its fourth city, Derry, where nearly 0.1m people now live. Belfast for example is now larger in population terms than the entire Province of Connacht.



Ulster has grown by more than 0.2m or 11% over the past quarter-century and is projected to increase by another 5% to some 2.1m by 2017. Within that growth however is an important internal dynamic where the under 16 proportion of the population will fall from 24% to 20%; the working age proportion will grow from 61% to 62%; and those of pensionable age will increase from 15% to 18%.

Among the changes and shifts Ulster is currently experiencing, and will continue to experience, and which are particularly relevant to the work of Comhairle Uladh are:

- Growing urbanisation, with four-people-in-every-ten now living in settlements of more than 20,000 people
- Increased economic prosperity leading to greater wealth, both community and personal ... but simultaneous concentrated incidences of deprivation and disadvantage in many urban and rural areas
- Growing concerns about personal health and well-being, many related to sedentary lifestyles

- Less robust social structures with a weakening of community infrastructures and a lowering of the levels of social capital
- Political progress leading to more attention being paid to inclusion and equality issues but a simultaneous political legacy which poses many challenges for everyone.

At the same time large tracts of Ulster rely on "old economy" industries and are more acutely subject to economic downturns. For many Ulster communities the practice of having to go elsewhere for work remains strong.

The Ulster of 2015 and Beyond

"Shaping our Future" is the regional development strategy for the north. It is built around an urban hub; transport corridor; and regional gateway concept which sees Belfast; Derry; Craigavon; and the other main urban centres increasing in significance. Many stakeholders however are suspicious as to its impact on the rural communities of the six Counties.

The National Spatial Strategy meanwhile places the three Ulster Counties in its Border Region where development will be driven by the urban centres of Letterkenny/Derry; Sligo; and Dundalk with Cavan and Monaghan playing lesser roles. It stresses the need for strengthening of small towns and villages; rural diversification; and environmental protection.

If implemented, both strategies will drive forward the centralisation of facilities; resources; and investment across Ulster. This will have major implications for people's links with and understanding of place ... something which underpins the entire GAA ethos; its structures; and its work. Within this, the growing significance of Dublin and Belfast within the island have consequences for other communities right across Ulster.

The GAA in Ulster

Just as in the rest of Ireland, the GAA is Ulster's largest sporting and cultural organisation. It has a membership of some 250,000 people, approximately 120,000 of whom are active participants in the games. Gaelic games comprise football; hurling; camogie; handball; and rounders, for men and women, boys and girls. In addition to these the GAA focuses on Irish cultural activities, supporting the language as well as Irish song; music; art; drama and dance.



The Association in the Province is structured as follows:		
Level	Number	Role/Remit
Comhairle Uladh	1	<ul style="list-style-type: none"> Strategic Leadership and governance of the GAA in Ulster including participation at national GAA level Strategic coaching and games development Strategic GAA facilities and infrastructure Strategic funding Provincial competitions, including Scór Advice and support to all GAA levels and units Community development, diversity and community outreach Overseas twinning Liaison with government Ulster-wide promotion of the GAA Links with sister gaelic games organisations Partnership delivery of the DENI Sport in Schools Physical Literacy Programme
Counties	9	<ul style="list-style-type: none"> Strategic leadership and governance of the GAA within Counties, including inputs at Provincial and national GAA levels County coaching and games development County GAA facilities and infrastructure County competitions, including Scór County teams County-wide promotion of the GAA
Clubs	580	<ul style="list-style-type: none"> Strategic leadership and governance of the GAA within communities, including inputs at County level Local coaching and games development Local GAA facilities and infrastructure Participation in County competitions Support for County; Provincial and national initiatives Community-wide promotion of the GAA
Schools	1217 Primary Schools 286 Secondary Schools	<ul style="list-style-type: none"> Strategic leadership and governance of the GAA within schools Schools-based coaching and games development Schools' GAA facilities and infrastructure Participation in competitions Support for County; Provincial and national initiatives Sector-wide promotion of the GAA Partnership delivery of the DENI Sport in Schools Physical Literacy Programme
Colleges	2 Universities, 2 University Colleges, 6 Further Education Colleges, 1 Institute of Technology, 3 Colleges of Further Education.	<ul style="list-style-type: none"> Strategic leadership and governance of the GAA within Colleges College-based coaching and games development Colleges' GAA facilities and infrastructure Participation in College competitions Support for County; Provincial and national initiatives Sector-wide promotion of the GAA

Our Planning Contexts

Although the Ladies Gaelic Football; Rounders and Camogie Associations are independent governing bodies in terms of their own sports, the gaelic games integration agenda has been progressed further in Ulster than elsewhere. Comhairle Uladh is keen to support the development of the full family of gaelic games.

The GAA Contexts

The GAA's newly-launched Strategic Vision and Action Plan 2009 - 2015 sets out a number of key focus areas for the Association. Its mission for the GAA is clearly put:



- Communications
- Funding Opportunities
- Financial Excellence
- Inclusion and Integration
- Club, Culture and Community
- Planning
- Officer Support

The Ulster GAA Strategic Vision fits within the tenets GAA Vision and Action Plan and will deliver much of it at Ulster level. It will also continue to take forward a number of recommendations which emerged from the GAA's 2001 strategic review, "Enhancing Community Identity". In all of that work Comhairle Uladh will hold true to the traditional purpose and values of the GAA in that it:

- Is community-based and volunteer-driven
- Provides real community leadership
- Works in the areas and communities of greatest need
- Is open and welcoming to all and free at the point of delivery
- Re-invests all its income in its own facilities and in the development of its games
- Promotes a community-based, ground-up rather than a corporate, top-down culture

The Sports Contexts

Comhairle Uladh also works within the sports development contexts set by government, north and south. These are largely as laid out by Sport NI and the Irish Sports Council.

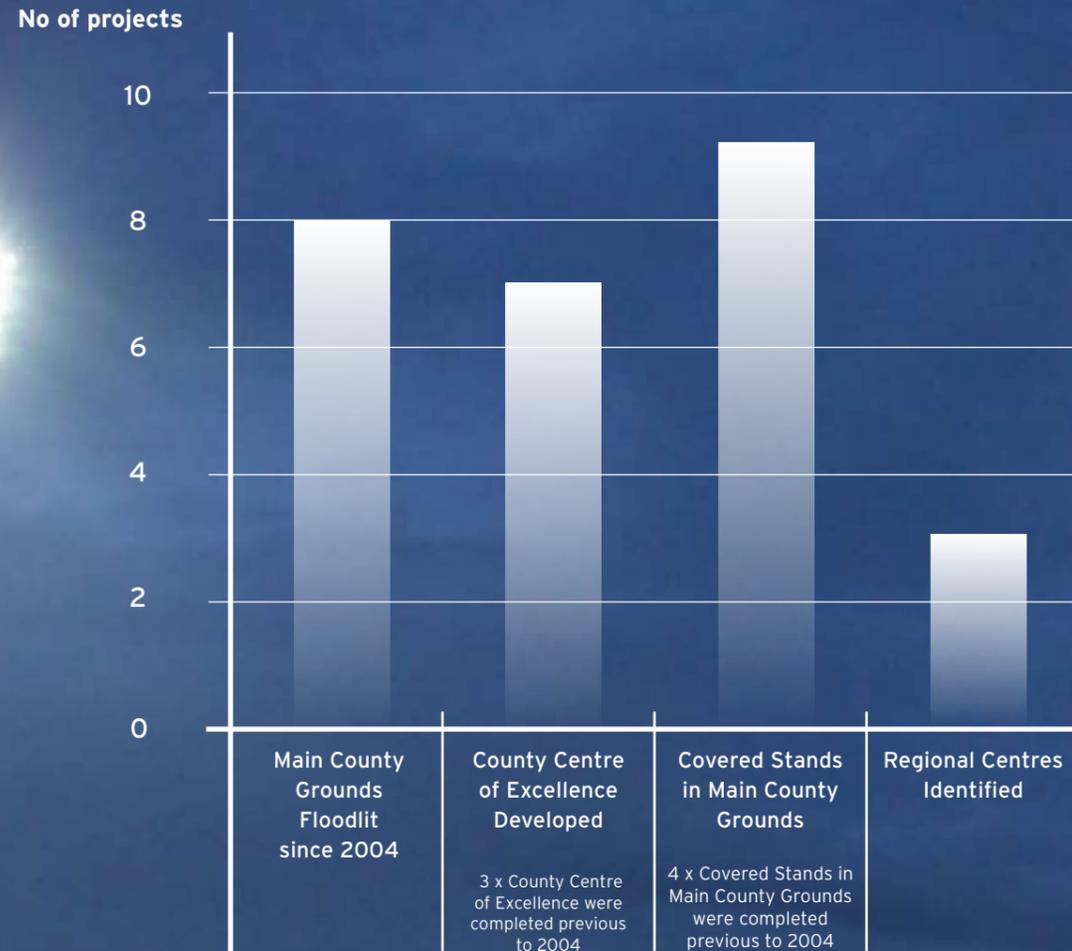
The draft NI Strategy for Sport and Physical Recreation 2007 - 2017 is structured around a series of targets set under the three headings of Participation; Performance; and Places. Comhairle Uladh has prioritised these areas for some years and will continue to do so, thus helping implement the NI Strategy.

The Irish Sports Council's strategy 2005 - 2008, "Building Sport for Life" sets out plans to: establish the Institute of Sport; complete the national roll out of Local Sports Partnerships; progress anti-doping; increase participation in sport; and highlight research and communications. Again Comhairle Uladh's work will complement these.

The Plan is structured under 11 headings:

- Volunteers
- Urbanisation
- Games Schedule
- Games Development

Increases in Ulster GAA facilities from 2004 - 2009



Ulster GAA Turnover



(Improvements of the physical infrastructure and facilities were enabled by the Ulster GAA turnover)

Our Planning Contexts

Beyond Sport

The GAA is concerned about more than sport. In terms of its cultural and heritage work it will contribute to the aims of the strategic plans of the relevant government departments and the Arts Councils, north and south, by promoting the value of arts and culture-related activity and by encouraging participation in and enjoyment of them.

In its community development work Ulster GAA has already helped take forward a number of government initiatives. It sees this as central to its core business and will continue to support and complement initiatives such as:

- Good relations and community cohesion programmes
- Arts and cultural development programmes
- National Action Plan for Social Inclusion; New Targeting Social Need and other anti-poverty initiatives
- Urban regeneration and Neighbourhood Renewal
- Rural development programmes
- Gaeltacht area initiatives

Recent GAA Performance in Ulster

For the past decade Comhairle Uladh and its affiliated units have taken a strategic approach to the planning and delivery of their work. Among the outputs and outcomes achieved as a result have been:

- Robust governance arrangements now in place at all levels
- Major stadium developments progressed in Armagh; Cavan; Derry; Enniskillen; Omagh and Newry
- Floodlighting projects implemented in Armagh; Belfast; Ballybofey; Cavan; Derry; Enniskillen; Omagh and Newry
- Pan-Ulster Club hurling leagues put in place
- An unrivalled suite of coaching and games development programmes developed and rolled out
- County GAA strategic plans either in place or underway in Antrim; Armagh; Cavan; Derry; Donegal; Down; Fermanagh; Monaghan and Tyrone and urban strategies in place for Derry and Belfast
- Significant progress in integrating the full family of gaelic games, for men and women
- Major advances in taking forward diversity and in making gaelic games more inclusive for people from non-GAA backgrounds; people with disabilities; and the "new Irish"

- Work with other Provincial Councils in both Ireland and Britain in developing shared values and interests
- Significant progress in terms of integrating the full family of gaelic games
- Unprecedented success on the field of play

Much of this has been achieved on foot of innovative partnership working with a number of other bodies. These include:

- Sport NI
- Irish Sports Council
- The Department of Culture, Arts and Leisure
- Department of Arts, Sport and Tourism
- Departments of Social Development
- Community, Rural and Gaeltacht Affairs
- Department of Education
- Department of Foreign Affairs



Resourcing Comhairle Uladh

Comhairle Uladh's main resource always was, and always will be the committed input of its volunteers. But it also uses money to help make things happen. Nearly half (45%) of the Council's income comes from gate receipts, emphasising yet again the importance of its games. Nearly a quarter (23%) comes from central GAA funds (which Ulster GAA people of course contribute to) whilst the remaining third (32%) comes from newer, non-traditional sources such as government and sponsorship. One pound/euro in five of the Council's income now comes from government, proof of the new and positive partnerships which have been developed.

All of Comhairle Uladh's expenditure meanwhile goes on developing the GAA across the Province. More than a third (37%) is spent on the Council's pioneering coaching and games development support whilst 29% is targeted at improving GAA facilities at County and Club levels.

Our Planning Contexts

On the Field

Ulster's successes on the field of play since 2000 includes:

Football

- 4 x All-Ireland Senior Football titles
- 3 x All-Ireland Under 21 Football titles
- 5 x All-Ireland Minor Football titles
- 6 x National Football League titles
- 6 x All-Ireland Club titles
- 4 x Interprovincial Football titles (Railway Cup)
- 6 x All-Ireland Vocational titles (County)
- 8 x All-Ireland Vocational titles (Schools)
- 3 x All-Ireland Colleges Football titles (Hogan Cup)
- 3 x All-Ireland Universities Football titles (Sigerson Cup)

Handball

Male International

- 2 x Senior World Single
- 1 x Senior World Double
- 2 x U15 World Single
- 1 x U15 World Double
- 1 x U17 World USHA Single
- 1 x U19 World Single
- 1 x U19 World Double

National

- 5 x Senior Single
- 5 x Senior Double

Female National

- 7 Senior Single
- 7 Senior Double

On the Field

Hurling

- 1 x All Ireland Division 2 title Christy Ring Cup
- 1 x All Ireland Division 3 title (Nicky Rackard Cup)
- 1 x O'Keefe Cup

Ladies Gaelic Football

- 2 x All-Ireland Junior Championship titles
- 2 x All-Ireland Senior Club Championship titles
- 1 x All-Ireland Intermediate Club Championship
- 1 x All-Ireland Junior Club Championship title
- 1 x All-Ireland Minor Football title
- 1 x All-Ireland Interprovincial title
- 4 x All-Ireland Colleges Senior Football titles
- 1 x All-Ireland Universities Football title (O'Connor Cup)

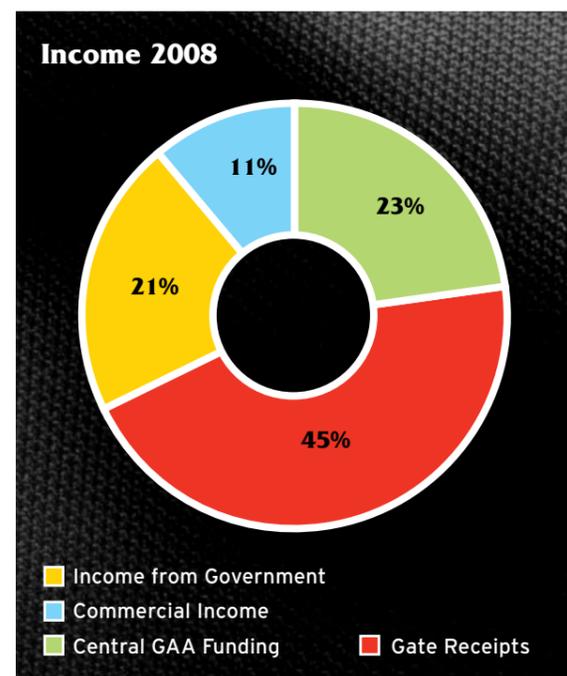
Camogie

- 2 x Junior All-Ireland titles
- 1 x Senior Club All-Ireland title
- 1 x Junior Club All-Ireland title
- 1 x Senior Interprovincial
- 1 x Junior Interprovincial
- 1 x Senior Colleges All-Ireland title
- 2 x All-Ireland University Secondary Championship titles (Purcell Cup)

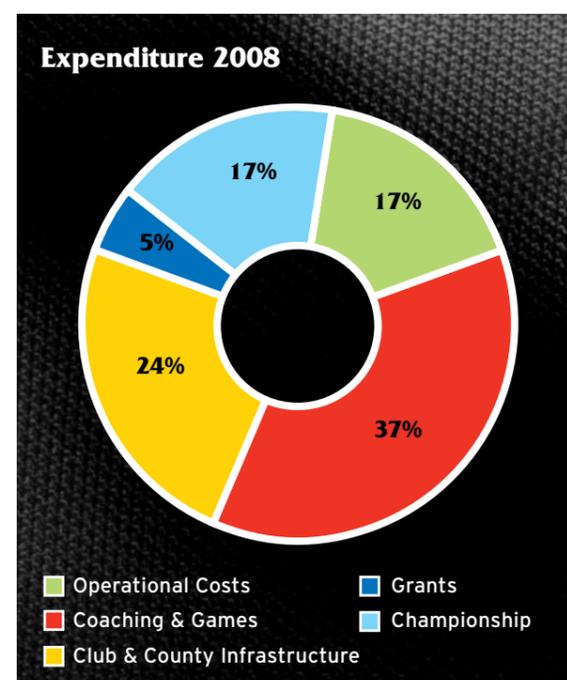
Off the field Ulster has simultaneously won 12 All-Ireland Scór titles.

Our Planning Contexts

Comhairle Uladh: Sources of Funds



Comhairle Uladh: Expenditure

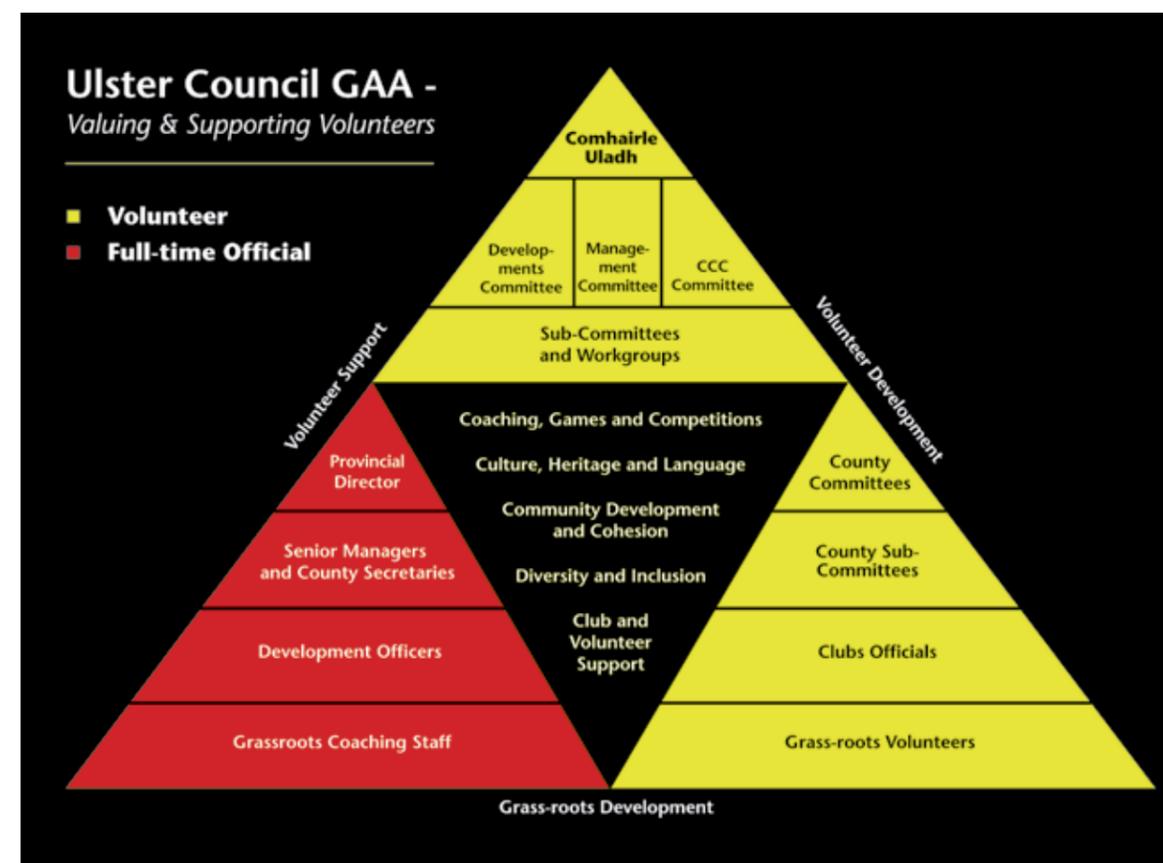


Sustaining the Momentum

Comhairle Uladh is convinced it is vital that the momentum it has created since the turn of the millennium is sustained. Most of the contexts which underpinned "Beir Bua Nua" persist but there have been some significant changes. These include:

- Devolution restored to the north and major restructuring of local government planned, including inter-governmental aspects
- Increased acceptance of the need for and potential of community-based health and wellness initiatives
- A growing focus on community-based approaches to urban and rural regeneration
- A significantly-increased migrant population across Ulster
- A new and challenging debate about the role and place of culture, heritage and tradition across Ulster

Our Planning Contexts



Valuing and Supporting GAA Volunteers

Supported by government funding, the Ulster Council now directly employs 56 core staff and works closely with the 9 County Secretaries and County Games Development Managers. All staff employed by the GAA have a core directive that requires them to support 250,000 GAA volunteers in Ulster. This includes offering club development support, coaching, games development support, administrative support and general advice and guidance. The Ulster Council staff are governed by volunteers who set the objectives and policy of the Council.

Enhancing the Infrastructure 2000-08

Since the millennium, Ulster GAA, with valued support from Sport NI and the Irish Sports Council and central GAA, has made huge progress in developing the Province's main inter-County stadia. That progress can be summarised as follows overleaf:



Enhancing the Infrastructure 2000-08			
Stadium	Progress 2000-08	Capacity	Work Underway/Planned
Casement Park, Antrim	<ul style="list-style-type: none"> Floodlights installed 	30,000	<ul style="list-style-type: none"> Control room Facilities for people with disabilities
Athletic Grounds, Armagh	<ul style="list-style-type: none"> Terracing installed 2,000 seats installed Pitch re-laid Floodlights installed 	20,000	<ul style="list-style-type: none"> New Covered stand with additional seats
Bréifne Park, Cavan	<ul style="list-style-type: none"> Terracing completed 5,000 seats added Floodlights installed 	30,000	<ul style="list-style-type: none"> Turnstiles Control room Admin block
Celtic Park, Derry	<ul style="list-style-type: none"> Floodlights installed 	20,000	<ul style="list-style-type: none"> 4,500 seat covered stand Terrace extension Media/Press/Control Facilities
MacCumhaill Park, Donegal	<ul style="list-style-type: none"> Floodlights installed Remedial work in priority areas 	20,000	<ul style="list-style-type: none"> Modernise Stand Terrace safety Player; referee and medical facilities Toilets
Páirc Esler, Down	<ul style="list-style-type: none"> 4,000 seat covered stand built Pitch re-laid Floodlights installed 	21,000	<ul style="list-style-type: none"> Player; referee and medical facilities Control/Media Facilities Spectator accommodation
Brewster Park, Fermanagh	<ul style="list-style-type: none"> Floodlights installed Terracing completed Pitch re-laid New Entrances and Turnstiles 	21,000	<ul style="list-style-type: none"> Completion of all existing works. Improvements to Control and Media Facilities
St Tiernach's Park, Monaghan	<ul style="list-style-type: none"> Pitch improvements 	35,000	<ul style="list-style-type: none"> Floodlighting Stand refurbishment Player; referee and medical facilities Control room Pitch upgrade
Healy Park, Tyrone	<ul style="list-style-type: none"> 4,600-seat covered stand built Control building completed Changing/player facilities added Floodlights installed 	21,000	<ul style="list-style-type: none"> Pitch upgrade

**Creating the Fabric:
How We Did Our Planning Work**

“Teaghlaigh agus Pobail: An Fabraic de CLG” plan was developed over late 2008 and early 2009. It is based on a widespread consultation and a number of formal and informal planning events. The process included:

- Comhairle Uladh Development Committee driving the process
- Provincial GAA Officers planning workshops in September 2008
- Club and Community Development Conference Forum attended by over 400 Club volunteers in November 2008
- Meeting with the County Chairpersons
- Meetings with representatives from Ulster Ladies Gaelic Football; Camogie; Handball & Rounders Councils
- Meetings with Central GAA officials





Taking Ulster GAA to 2015

Mission and Values

The mission of Comhairle Uladh is straightforward:



To foster and grow the GAA across Ulster, strengthening its position as the Province's leading amateur sporting, cultural; community; and volunteer-driven movement



As part of the GAA, Comhairle Uladh is unequivocally value-driven. The values which guide its plans and its day-to-day work are:

Community: The GAA in Ulster is unashamedly community-based. It uses gaelic games to represent and to energise communities, giving them a focus and contributing to their well-being and sustainability. As communities change and develop, Ulster GAA will reflect and respond to those changes. It will do that from a position which is anti-sectarian; anti-racist; and which encourages the active and enjoyable involvement of everyone.

Volunteerism: The GAA offers an involvement that people are in turn free to take or leave: the Association is based on choice. It also believes in cherishing its volunteers and supporting them to reach their full potential in terms of how they contribute to the GAA and their communities. The GAA's current strength is largely down to an unwavering practice of contributing to this generation whilst re-investing for the next one: Ulster GAA will continue that practice. We share our work and our benefits in the proven belief that shared benefits endure. Where it needs to buy in expert help or support it will do so in open and transparent ways which conform to best purchasing and recruitment practice.

Identity: The GAA gives life to a number of core elements of Irish identity. It gives people a sense of connection with their place; their community; their heritage, history and culture. In doing that it helps to form a greater sense of personal identity; pride in place and community and self-worth. Retaining and fostering an outward-looking sense of Irishness in a world that is becoming more and more uni-dimensional is an important part of the GAA's work.

Inclusion: the GAA is open to everyone who subscribes to what it does and how it does it. Ulster GAA recognises however that there are historic deficits to be addressed - among them people from non-traditional GAA backgrounds, women and people with disabilities. Inclusion also means being interested in everyone who's interested in the GAA, irrespective of their levels of ability, playing or otherwise.

Excellence: Ulster GAA believes its work is fundamentally important to the well-being of communities and people across Ulster and beyond. Because it's important it must be developed and delivered to the best possible standards. Good enough isn't good enough. Ulster GAA will operate to the highest possible standards and make sure it, and everyone involved with it, can be proud of what it does and how it does it.

Comhairle Uladh's Strategic Themes

The planning and consultation work which underpins this strategy identified five themes which were felt to incorporate all the areas of work which Comhairle Uladh needs to address over the coming years. Those themes are:

- Keeping Ulster GAA Fit for Purpose: Governance
- Increasing and Improving the Games
- Increasing and Improving the GAA Plant: Facilities and Infrastructure
- Enhancing the "Gaelic" in GAA: Culture and Heritage
- The GAA's End Purpose: Community Development, Inclusion and Cohesion



Taking Ulster GAA to 2015

The high level targets of the Strategic themes are dealt with in turn below. Timed Actions are presented under each Theme and the Outcome (or result) sought for each Action is summarised. Every Action is allocated to at least one of the Council's Committees and to a member of the Council's senior staff team working to that Committee. This ensures the proper governance balance across everything the council does

Ulster GAA 2009-2015 High Level Targets	
Activity	Targets for 2015
Men's football	<ul style="list-style-type: none"> Balanced programmes of games for all players Year-on-year appearance of at least three Ulster Counties in the last eight of the All-Ireland SFC
Hurling	<ul style="list-style-type: none"> Balanced programmes of games for all players All nine counties participating in the Ulster Senior; Minor; and U21 Championships Complete implementation of the Ulster GAA Hurling Strategy
Ladies football	<ul style="list-style-type: none"> Balanced programmes of games for all players Year-on-year appearance of at least one Ulster Club team in an All-Ireland Club Final Year-on-year appearance of at least one Ulster County in an All-Ireland Senior Final Complete implementation of Ulster Ladies Gaelic Football Council strategy
Camogie	<ul style="list-style-type: none"> Balanced programmes of games for all players Year-on-year appearance of an Ulster County in the All-Ireland Junior Final Within the lifetime of this strategy an Ulster County appearing in the All-Ireland Intermediate Final Within the lifetime of this strategy an Ulster County appearing in the All-Ireland Senior Final
Handball	<ul style="list-style-type: none"> 20% of Ulster GAA Clubs delivering Handball Handball facilities in all County and regional GAA centres Development and implementation of Ulster Handball Council strategy
Rounders	<ul style="list-style-type: none"> 20% of Ulster GAA Clubs delivering Rounders Development and implementation of Ulster Rounders Council strategy
Coaching	<ul style="list-style-type: none"> Ulster GAA Referees Academy in place Development of Manager Training Awards High Performance provision in place GAA Tech established in and place Each Club/school having at least two Award 1 coaches, two Award 2 coaches and one Award 3 coach during the lifetime of this strategy
Participation	<ul style="list-style-type: none"> All Ulster GAA activity at U12 and below taking place within the Go Games model At least five volunteers in every Ulster GAA Club trained in some aspect of governance At least 50% of Clubs achieving a level of Club Maith Establishment of an Over 40s Ulster Championship Roll out of recreational games A GAA coaching or development presence in each local authority

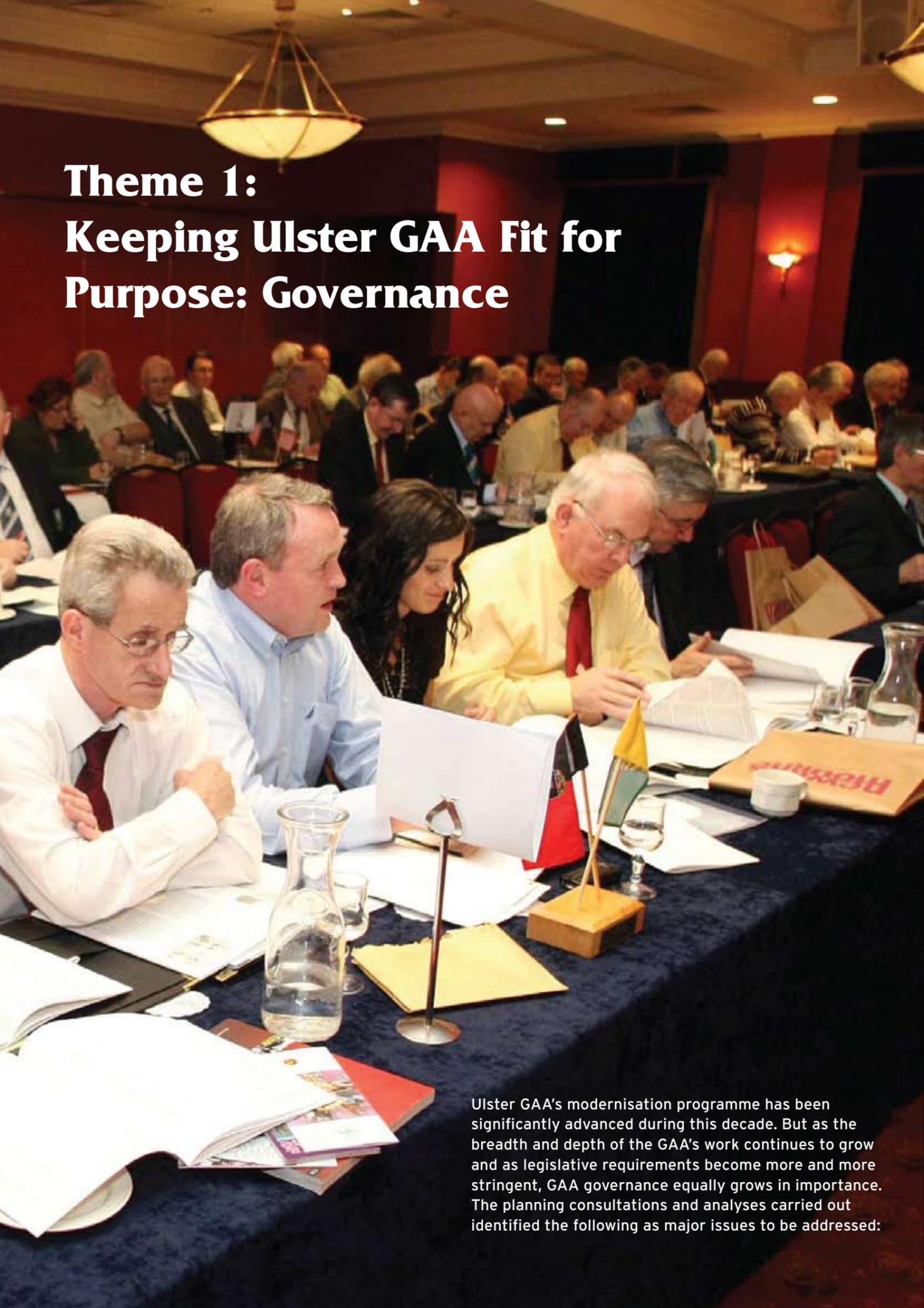
Taking Ulster GAA to 2015

Activity	Targets for 2015
Facilities	<ul style="list-style-type: none"> Nine fit-for-purpose main County grounds in place Nine fit-for-purpose secondary County grounds in place Nine fit-for-purpose regional centres of excellence in place Two fit-for-purpose urban centres of participation in place Three rural participation clusters in place All Ulster GAA Clubs with access to at least two full-size pitches All post-2008 public sports facilities fit-for-purpose for gaelic games
Health and Well-being	<ul style="list-style-type: none"> All Clubs with a Health and Well-being policy in place All Clubs with an officer or committee in place to roll out the Health and Well-being agenda All Clubs with first aid/CPR training in place for members All players over the age of 14 screened using the GAA medical welfare committee questionnaire All Clubs participating in the ASAP programme
Inclusion and outreach	<ul style="list-style-type: none"> At least eight cross-community initiatives in place Community Development and Outreach Committee in place Regional Diversity Training Nights organised on annual basis "Game of Three Halves" summer camps established in each large urban area
Scór	<ul style="list-style-type: none"> 80% of Ulster Clubs taking part in Scór
Heritage	<ul style="list-style-type: none"> All GAA facilities branded as GAA Public gaelic art piece in 18 County grounds Ulster GAA archive established
Partnerships and twinning	<ul style="list-style-type: none"> Meaningful and strong ties developed with Ulster GAA twinning partners, Canada and Britain
Governance	<ul style="list-style-type: none"> All GAA and other relevant stakeholders' governance and accountability standards met Strategic plans in place for all nine Counties; gaelic games partner governing bodies; GAA educational sectors; and major urban areas 50% of Clubs accredited under Club Maith Ulster GAA Confederation of Councils Established





Theme 1: Keeping Ulster GAA Fit for Purpose: Governance



Ulster GAA's modernisation programme has been significantly advanced during this decade. But as the breadth and depth of the GAA's work continues to grow and as legislative requirements become more and more stringent, GAA governance equally grows in importance. The planning consultations and analyses carried out identified the following as major issues to be addressed:

Taking Ulster GAA to 2015

- Maintaining an undiluted focus on the GAA's core objectives of using gaelic games and associated activities to sustain and develop communities and individuals, all within a volunteer ethos
- Ensuring Ulster GAA continues to have the necessary systems and procedures in place to manage its business to best effect
- Being equipped to act as an effective and best practice employer or manager of around 100 staff
- Continuing to meet all necessary child protection standards
- Working with Counties to ensure best governance practice at that level
- Progressing the integration of the full family of gaelic games
- Continuing to develop and deliver programmes and supports that are helpful and meaningful to Clubs and volunteers at all levels
- Securing appropriate and accessible media coverage of what are indisputably Ulster's leading games and cultural activities

Theme 1: Keeping Ulster GAA Fit for Purpose: Governance

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Maintain Ulster GAA's core business arrangements.	Ongoing	<ul style="list-style-type: none"> • All existing and imminent reporting requirements, internal and external, successfully met. • Full Audit achieved by the end of 2009. • Risk Management system in place by 2010. • Achieve full assurance level from Sport NI by 2012. • Continue to contribute to National GAA governance and operational issues via the Provincial Director's role on the National Executive Committee. 	Coiste Bainistí	Provincial Director Finance Manager
Develop a monitoring and appraisal system to assist County Committees in the implementation of County Strategies.	2009	<ul style="list-style-type: none"> • Clear monitoring process for the implementation of County Strategy. 	Coiste Forbartha	Community Development and Public Affairs Manager
Appoint a HR and Remuneration Committee to provide an oversight of staff issues and support County Committees in establishing their own HR committees.	2009	<ul style="list-style-type: none"> • Fit for purpose HR and Remuneration Committee dealing with staff issues in place during 2009 • Updated staff operations manual in place by 2009. 	Coiste Bainistí Uachtarán	Provincial Director Finance Manager
Establish a Staff Executive Team to assist the Provincial Director in the overall day-to-day management of Ulster GAA.	2009	<ul style="list-style-type: none"> • Clear management accountability through the Provincial Director and Executive Team. 	Coiste Bainistí	Provincial Director



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Install a new Ulster GAA financial management system.	2009	<ul style="list-style-type: none"> Working system in place by 2010 which reflects national and Ulster GAA needs and standards, as well as best accounting practice. 	Grúpa Oibre Aireadas Cisteoir	Finance Manager
Further develop the MIS system to support the work of Ulster GAA.	2009	<ul style="list-style-type: none"> MIS in place by end 2009. Clear measurement of Ulster GAA's work. 	Grúpa Oibre Eolas Teicneolaíochta, Margoíochta Agus Ciadreamh Poiblí	Finance Manager
Establish a bi-monthly County Treasurers Forum.	2009	<ul style="list-style-type: none"> Forum in place for discussion and feedback on all financial issues relating to Province and Counties. 	Coiste Bainistí, Uachtarán, Cisteoir	Provincial Director, Finance Manager
Establish a staff Communications Team to work with the PRO and Provincial Director to ensure the message of Ulster GAA is communicated to the media.	2009	<ul style="list-style-type: none"> Rapid and clear response to all media enquires. Increased external knowledge of all Ulster GAA activities and events. 	Grúpa Oibre Eolas Teicneolaíochta Margoíochta Agus Ciadreamh Poiblí OCP	Provincial Director Community Development & Public Affairs Manager
Develop an advisory template for budgetary control at County level.	2012	<ul style="list-style-type: none"> Council's financial performance monitoring role delivered. 	Grúpa Oibre Aireadas, Cisteoir	Finance Manager
Maintain a Comhairle Uladh Committee system which reflects and facilitates the delivery of this plan and the Council's other objectives.	2012	<ul style="list-style-type: none"> Full accountability through ongoing monitoring of Council business by Committees; officers; and members. 	Uachtarán	Provincial Director
Introduce a business planning process where each team leader submits an annual business plan and budget that is collated into one overall annual implementation plan.	2012	<ul style="list-style-type: none"> "Teaghlach agus Pobail: An Fabraic de CLG" implemented in a structured, accountable way. 	Coiste Bainistí Cisteoir	Finance Manager
Review the current annual staff appraisal system in line with the GAA appraisal framework.	2012	<ul style="list-style-type: none"> All staff appraised twice annually. 	An Choiste Achmhainní Daonna agus Tuarastail	Provincial Director, Finance Manager

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Review the current approach to the induction and continuing personal development of Council members and staff.	2012	<ul style="list-style-type: none"> Annual Continuing Personal Development programmes in place. Council members and staff equipped to do their jobs. Officer "five year rule" turnover accommodated. 	Coiste Bainistí	Provincial Director Finance Manager
Agree a strategy for Ulster GAA to meet imminent new child protection requirements.	2012	<ul style="list-style-type: none"> Full Ulster GAA, County and Club compliance with Independent Safe-Guarding Authority and other legislative-based requirements by 2015. 	Coiste Cód Eitice agus Dea-Chleachtadh	Provincial Director
Sustain from Ulster GAA; other GAA and external sources, the funding needed to support the roll-out of this plan.	2012	<ul style="list-style-type: none"> A financially sustainable Ulster GAA. 	Coiste Bainistí Uachtarán Cisteoir	Staff Executive Team
Re-brand the Ulster Council GAA to "Ulster GAA"	2012	<ul style="list-style-type: none"> Public awareness and recognition of Ulster GAA within the overall GAA brand. 	Grúpa Oibre Eolas Teicneolaíochta, Margoíochta agus Ciadreamh Poiblí, OCP	Operations Manager
Agree and implement an Ulster GAA marketing strategy which: <ul style="list-style-type: none"> Identifies Ulster GAA's various markets Raises awareness and understanding of the GAA Promotes the Council's competitions Increases Ulster GAA's non-games revenue 	2012	<ul style="list-style-type: none"> Year-on-year increases in attendances at Ulster GAA fixtures and events. Increased revenues from sponsorship, events; and other commercial activities. Investigate the feasibility of appointing a Marketing and Commercial Officer to oversee the implementation of the Marketing Strategy. 	Grúpa Oibre Eolas Teicneolaíochta Margoíochta agus Ciadreamh Poiblí OCP	Operations Manager
Develop an annual communications plan which includes the following: <ul style="list-style-type: none"> Monthly online newsletter 	2012	<ul style="list-style-type: none"> Monthly Newsletter. Monthly Communication to Clubs. A visible partnership with the Ulster GAA Writers Association. 	Grúpa Oibre Eolas Teicneolaíochta Margoíochta agus Ciadreamh Poiblí OCP	Community Development and Public Affairs Manager



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
<ul style="list-style-type: none"> Direct monthly communication with Club Secretaries and other relevant officers Increased "non-games" coverage Annual Public Affairs Booklet Increased links with the media A meaningful link with the Ulster GAA Writers Association. 	2012			
Support GAA administrators at County and Club levels through: <ul style="list-style-type: none"> A monthly Ulster GAA County Secretaries Network for full-time County Secretaries and Provincial Staff Managers chaired by the Provincial Director Providing practical; meaningful; and best practice training for volunteer officers at all levels Facilitating the effective succession of key officers at all levels Using modern communications methods to reduce isolation and bolster the Ulster GAA family. 	2012	<ul style="list-style-type: none"> County Secretaries Network in place in 2009. A fit-for-purpose GAA across Ulster. Free, two-way flow of information from County, Provincial and central GAA levels. 	Coiste Bainistí	Provincial Director
Support the Games Development Managers and Games Development Administrators by establishing an Ulster GAA Games Development Network for County and Provincial coaching staff.	2012	<ul style="list-style-type: none"> Monthly meetings of all games development staff in Ulster. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Achieve the Investing in Volunteers Charter Mark as part of the Department of Social Development volunteering programme.	2012	<ul style="list-style-type: none"> Achievement of the Volunteer Charter Mark by 2012. Comhairle Uladh delivering, and seen to be delivering, to best volunteer practice. 	Coiste Forbartha	Community Development and Public Affairs Manager

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Establish and increase co-operation with the Ulster GAA integration partners by establishing the Ulster GAA Confederation of Councils to further develop strong links between Ulster GAA and: <ul style="list-style-type: none"> Ulster Ladies Gaelic Football Council Ulster Camogie Council Ulster Handball Council Ulster Rounders Council The confederation will be led by Ulster GAA who will act as the umbrella governing body for all Gaelic Sports in the province of Ulster and take responsibility for agreed Confederation issues.	2012	<ul style="list-style-type: none"> Clear partnership understanding agreed protocols in place between the governing bodies. Increased women's membership of Ulster GAA committees/groups. One overarching governing body for Gaelic Games in Ulster. 	Coiste Iomlánú Leas-Uachtarán	Community Development and Public Affairs Manager
Start the process of developing a second phase of five year strategies for County Committees.	2015	<ul style="list-style-type: none"> Continued strategic focus to the development of the GAA at county level in Ulster. 	Coiste Forbartha	Community Dev. and Public Affairs Manager
Continue to develop twinning arrangements with GAA in Britain and Canada.	2015	<ul style="list-style-type: none"> Continued roll out of "An Bhratach in Airde sa Bhreatain". 	Coiste Bainistí	Provincial Director
Sustain the DENI Sport in School Programme and commission an independent evaluation of the impact of the programme.	2015	<ul style="list-style-type: none"> 32 primary schools coaches continuing to deliver fundamentals & physical literacy programmes in primary schools. Independent evaluation of the effectiveness of the Sport and Schools Programme. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Put in place and lobby intensively for arrangements which secure: <ul style="list-style-type: none"> "free-to-air" broadcasting of inter-County gaelic games Championship matches on platforms which are freely available across Ulster Continued broadcasting coverage of gaelic games during and after the switch-over to digital platforms Proper; fair and equitable coverage of gaelic games by all broadcasters, particularly those with a public service remit. 	2015	<ul style="list-style-type: none"> Ongoing; accessible and available broadcasting coverage of gaelic games, reflecting their undisputed status as Ulster's leading sports. 	Coiste Bainistí Uachtarán OCP	Provincial Director



Taking Ulster GAA to 2015

- Maintaining the focus on (whilst reshaping inputs as appropriate) Ulster GAA football and hurling competitions; coaching; high performance; the women's codes; handball; rounders; football; and hurling development
- Giving added attention to urban areas; recreational gaelic games; discipline and respect for officials; and specialist support
- Working in partnership with others such as County Committees; Cumann na mBunscol; Colleges and Vocational Schools; Universities and Colleges and Local Authorities and Local Sports Partnerships to promote our games and key messages associated with our sports.
- Working within and aligning our programmes to the National Strategic Framework as delivered by Coaching Ireland

The integration of a high performance element within the Ulster GAA Strategy reflects how the GAA system is

interlinked. The high performance County and Provincial Teams depend on grassroots Club and schools activity to produce the high performing players.

The many challenges facing Ulster GAA include embedding quality coaches working with development squads who are open and willing to share ideas across County boundaries and who are given opportunities to expand their knowledge. The inclusion and fast tracking of ex-players into coaching and management is an untapped resource that cannot be lost. Player over-training and the excessive demands that can be placed on the best players have been addressed but comprehensive action is required to achieve the systematic changes that are needed. Good technical and tactically aware players will evolve from the Fundamentals and Learning to Train phases and as we move forward, well-managed talented young players will evolve in our system nurtured through meaningful development squad programmes.

Lifelong Involvement in Sport and Physical Activity (LISPA) Framework



Theme 2: Increasing and Improving the Games

The games have always been Ulster GAA's main driving force. They remain the GAA's core business and are what attract most people to it. Ulster GAA's role is to improve the quality and frequency of the games; increase their participation levels; provide a focus for the development of elite players; and deliver competitions which are attractive and meaningful to GAA people and others of all ages; both sexes; and all backgrounds. The work leading into Ulster GAA Strategy highlighted the following as priorities in this area over the coming years:



Taking Ulster GAA to 2015

Theme 2: Increasing and Improving the Games				
Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Continue to manage and deliver Ulster GAA competitions.	Ongoing	<ul style="list-style-type: none"> Ulster SFC marketed and promoted as Ulster's primary sporting event. McKenna Cup and Ulster Club Championships marketed and promoted as Ulster's primary winter sporting events. All nine Counties participating in all Ulster hurling championships. 	Coiste Cheannais na gChomórtaisí Grúpa Oibre Eolas Teicneolaíochta Margoíochta agus Ciadreamh Poiblí	Provincial Director
Facilitate the bi-annual seminars of all involved in the GAA fixture making process at County; Provincial and Central level.	2009	<ul style="list-style-type: none"> Balanced Province/County fixtures programmes. Adequate and timely programmes of games for Club players. 	Coiste Cheannais na gChomórtaisí	Provincial Director
Continue to roll-out Ulster GAA coaching programmes which: <ul style="list-style-type: none"> Promote best coaching practice Reflect GAA burnout research Are attractive to women coaches Are attractive to all GAA units; levels; and sectors Cover all player ability ranges Make best use of GAA and other facilities Reflect the geography of Ulster Encourage cross-County sharing of ideas Emphasise the difference/uniqueness of the GAA Brand Ulster GAA coaches. 	Ongoing	<ul style="list-style-type: none"> 30 Provincial coaching workshops/events delivered each year. Increased attendances by women to the workshops. Work closely with County CCC, Vocational and Ulster Colleges and CAU on the management of competitions to avoid player over load. All Ulster Tutors clearly recognisable through proper branding. In-service opportunities for Tutors. County-based coaching workshops delivered each year. All registration for programmes completed on-line. National Governing Body awards delivered each year at each level from Foundation to Award 3 in line with GAA targets. All Under 12 Ulster GAA activity based on the Go Games model by 2015. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Roll out appropriate age-related competition that will ensure the development of good physical literacy of children and the technical and tactical development of young players.	Ongoing	<ul style="list-style-type: none"> All nursery children introduced to Active Start and Fundamentals Programmes. Active Start and Fundamentals delivered to Foundation and Key Stage 1 pupils. All Under 12 Ulster GAA activity in Clubs and Primary Schools based on the Go Games model by 2012. Regular Go Games Blitzes between Clubs and at County Centres of Excellence. Respect for officials, managers and players is evident during competition. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Organise an annual Ulster GAA Coaching Conference/Forum, concentrating on a specific topic/niche each year.	Ongoing	<ul style="list-style-type: none"> Conference/Forum attracting attendances of 400. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Develop social and recreational games initiatives for adults and underage players which include: <ul style="list-style-type: none"> Fun seven-a-side indoor games Street leagues and recreational competitions at inter-firm; Club and County level Over 40s teams in Clubs and further development of the Ulster Over 40s County series Opportunities to play gaelic games indoor on a County or regional basis between schools and/or Clubs 	2009	<ul style="list-style-type: none"> Adult recreational games initiative in place in 2009. Increased non-competitive participation in gaelic games. Improved "whole family" package offered by GAA. Indoor recreational gaelic games for young people available in all Ulster Counties during the winter. Recreational Blitz Games for young available in all Ulster Counties during the spring and summer. Young people with special needs and disabilities involved in recreational games in all Ulster Counties. Involvement of young people on a cross-community basis. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
<ul style="list-style-type: none"> Recreational seven-a-side games opportunities for non-elite players Opportunities for people of all abilities to take part in appropriate activity. 	2009		Coiste Forbartha agus Oiluna	Director of Coaching and Games
Link Comhairle Uladh staff with newly appointed Camogie and Ladies Gaelic Football Programme Officers to support the development of women's gaelic games in Ulster.	2009	<ul style="list-style-type: none"> Officers in place in 2009. Participation in women's gaelic games increased by 5% by 2012. 	Coiste Forbartha agus Oiluna Coiste Iomlánú Leas- Uachtarán	Director of Coaching and Games
Include coverage of Counties' Club activity in all Ulster GAA inter-County match programmes.	Ongoing	<ul style="list-style-type: none"> Mutual reliance of Club and County highlighted and promoted. 	Grúpa Oibre Eolas Teicneolaíochta Margoíochta agus Ciadreamh Poiblí OCP	Operations Manager
Work in partnership with local authorities to have in place: <ul style="list-style-type: none"> At least one GAA Community Coach in each of the 11 Council Consortia areas as part of the Sport NI Active Communities Programme Four coaches in Belfast and two in Derry/Strabane Consortia At least one dedicated GAA Community Coach in each of Cavan; Donegal and Monaghan Additionally through the coaching and games programmes with the promotion of Alcohol and Substance Abuse Programme; Code of Ethics; and Health, Wellness and Lifestyle. 	2012	<ul style="list-style-type: none"> Participation programmes delivered in areas of high social need. Roll out of disability sport initiatives at club and county level. Roll out of Recreational Games at Club and County level. Increased support for Ladies Gaelic Football and Camogie at Club and County level. New teams formed in urban areas. Development of links with schools and creation of Club/school links. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games Community Development and Public Affairs Manager

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Maintain and develop supporting structures which ensure that the development pathways within Counties reflect the Pathway to Elite Performance (PEP) and include all stakeholders in player development ensuring the managed progression of talented young players and recognising the need to take account for late developing players.	2012	<ul style="list-style-type: none"> Embedding of player development structures through the coaching academies. Embedding best practice within development squads and schools. Establish Level 3 coaches within each Academy. Advanced and progressive support programmes to underpin the structures. Personnel trained to deliver the programme content. Establishing an inter-provincial outlet for elite development squads. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Implement the Ulster GAA hurling strategy, ie: <ul style="list-style-type: none"> Re-energise and re-focus Coiste Forbatha Iomána Establish Hurling Link on www.ulster.gaa.ie Continue to deliver hurling coaching Appoint six Regional Hurling Officers Progress hurling games development Focus attention on schools and colleges Develop refereeing Improve facilities, including the development of hurling walls Progress integration with Camogie. 	Ongoing	<ul style="list-style-type: none"> Hurling Link in place by 2012. 20 coaching events delivered pa. 60 teams involved in pan-Ulster competition per annum All Counties competing in Ulster Senior; U21; and Minor Championships by 2012 57 schools-related blitzes/ events delivered per annum Hurling walls included in all new County GAA centres Two referees trained per county per annum. 	Coiste Forbartha Iomána Leas- Uachtarán	Hurling Development Manager
Further develop existing twinning/mentoring arrangements with GAA units in Britain and Canada.	2012	<ul style="list-style-type: none"> Three initiatives delivered in each jurisdiction. 	Cosite Bainistí	Provincial Director Director of Coaching and Games



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Develop existing links with Camanachd Association (Shinty).	2012	<ul style="list-style-type: none"> Annual fixture at Under 17 level. Annual fixture with Higher Education Council of Britain. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Develop an recreational inter-city GAA Tournament.	2012	<ul style="list-style-type: none"> Tournament involving eight teams in place by 2012. Increased awareness and appreciation of the Ulster GAA brand. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Progress referee development through: <ul style="list-style-type: none"> County and provincial based opportunities for training and development Re-establish the Referees' Academy to support and develop top referees and officials. 	2012	<ul style="list-style-type: none"> Eight referees progressed through a Referees' Academy annually. Structured referee education programmes in place at County level. Bi-annual Ulster GAA Referees Conference delivered. 	Coiste Riarachán Réiteoirí	Director of Coaching and Games
Investigate the feasibility of appointing a Referee Development officer who will have part responsibility for: <ul style="list-style-type: none"> Coordination of appointments Coordination of referees' reports Rolling out development programmes for officials at County and Provincial levels Developing and coordinating the Referees' Academy 	2012	<ul style="list-style-type: none"> Officer in place by 2012. Structured development and support framework in place for referees. 	Coiste Riarachán Réiteoirí	Director of Coaching and Games
Continue with Ulster GAA respect-based and fair play initiatives.	2012	<ul style="list-style-type: none"> GAA Code of Conduct in place and acted upon. Improved standards of GAA discipline. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Develop strong links with Disability Sport NI and similar bodies to develop games to increase participation by people with disabilities.	2012	<ul style="list-style-type: none"> Increased participation at all levels by people with disabilities. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Identify core posts to include specific coordination responsibility for the following key areas of Ulster GAA strategy: <ul style="list-style-type: none"> Special Needs and Disability Active Communities Coordination Recreational Participation Handball/Rounders Development. 	2012	<ul style="list-style-type: none"> In-service training in disability and special needs provided for teachers and Club coaches. Centres of performance in place for gaelic games players with special needs. Inclusion and integration into gaelic games of foreign national and people from non-GAA backgrounds. Active Communities initiative used to deliver recreational games. Indoor and outdoor regional blitz opportunities in place for all ages. Unified promotion of all gaelic games codes. 	An Choiste Achmhainní Daonna agus Tuarastail	Director of Coaching and Games
Deliver High Performance Support Services to coaches & others that are at the cutting edge of global best practice via: <ul style="list-style-type: none"> Appointment of the High Performance and Talent ID Manager Appointment of a Sport Science Officer Accessing information days in SINI Growing expertise within Counties by targeting and mentoring individuals to deliver core services Providing opportunities to travel to and report back from international conferences Benchmarking of GAA services against other sports Cross-fertilisation of ideas across all disciplines within the GAA Developing closer working links with the clinical profession Linking service providers and spreading best practice through a formal forum A constant focus on volunteer and player welfare and lifestyle issues. 	2012	<ul style="list-style-type: none"> A high performance ethos and framework in place which reflects international best practice yet respects the unique amateur status and life circumstances of gaelic games players. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Develop supporting services that utilise world's best practice and are delivered to managers, coaches, officials and players in a practical and applied way that allows the GAA to build quality expertise that permeates all levels within the County structures and creates long term sustainability of expertise, knowledge and competencies.	2012	<ul style="list-style-type: none"> A high performance framework benchmarked against world's best practice, that has engaged with the Counties and the Sports Institute to develop a work plan that helps to implement international best practice yet respects the unique amateur status of Gaelic games players. Sustainability; knowledge; and competencies established in key areas. Ideas on high performance shared between GAA codes through a formal forum. Team of service providers in place in each County to support all areas of player and team development. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Support from the Sports Institute NI who will be challenged to assist with the preparation of senior county football and hurling teams, and international handballers and support the mentoring of service providers and talented young players.	2012	<ul style="list-style-type: none"> Senior County teams engaging with SINI to help identify gaps in their preparation and the specific needs that they have to help bring them to the next level. Best practice in service provision obtained from SINI and a comprehensive mentoring programme in place. SINI facilities used to support the development of talented young people and to engage GAA personnel mentoring in the key service provision areas. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Support Counties to develop programmes that establish players who can make the right decisions at the right time and who are technically competent and physically and mentally strong to carry	2012	<ul style="list-style-type: none"> Players encouraged to take decisions from an early age. Key personnel in place to deliver the right physical preparation at the right time in the young player's development. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
out the decision and who have a good understanding of lifestyle issues striking the right balance between sport their education or work and life.		<ul style="list-style-type: none"> Ball / hurl used in players physical preparation. Lifestyle issues around player welfare identified and managed. Independent volunteer player welfare coordinators at County level to provide pastoral support to elite players. Full recovery from injuries. 		
Support schools, colleges and universities in the development of talented young players by putting in place open and efficient communication structures, by supporting Principals, Teachers and Coaches to deliver appropriate coaching and lifestyle messages and by utilising the resources found in the education sector.	2015	<ul style="list-style-type: none"> Increased understanding between schools and county development systems and universities and the County senior and U21 Squads. Opportunities in place for teachers and third level coaches to take Level 2 and 3 coaching awards. Lifestyle programmes influencing young people Engagement with medical personnel on a regular and formal basis to exchange ideas Appropriate level competitions in place to encourage high performance. 	Coiste Forbartha agus Oiluna Coiste na gColaistí Uladh Coiste na nGairmscoileanna Uladh CAU	Director of Coaching and Games
Support Common Goals that are realised and agreed between all stakeholders responsible for player development, through more open communication and better co-operation in the management of talented young players.	2015	<ul style="list-style-type: none"> Increased understanding between schools and county development systems and universities and the County senior and U21 Squads. Improved engagement with the Sports Institute. Twice-yearly seminars for GAA inter-County managers and Coaches and key stakeholders in the high performance programme. 	Coiste Bainistí Coiste Forbartha agus Oiluna	Provincial Director Director of Coaching and Games



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Support the Training and Development of personnel to ensure that managers, coaches and service personnel are exposed to and have an opportunity to experience high performance sporting practice.	2015	<ul style="list-style-type: none"> Formal links with Sports Institute to ensure continued exposure to worlds best practice. Integrated workshop programme to challenge team managers Integrated workshops programmes for coaches. Integrated workshop programmes for service providers. Mentoring programmes for coaches and service providers to develop knowledge and key competencies. Integration of theory and practical into coaching practice. Development of all County-based coaches to level 3 status. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games
Support innovation, research and development by formalising GAA Tech as a formal research body which provides analysis and support for the ongoing development of GAA at High Performance level.	2015	<ul style="list-style-type: none"> GAA Tech in place and projects negotiated and formalised with funding and key outcomes. Presentation of research and application of technologies on the national and international arenas. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games





Theme 3: Increasing and Improving the GAA Plant: Facilities and Infrastructure

Ulster GAA continues to focus on providing and then maintaining:

- places in which to play gaelic games
- places in which to watch them
- places in which to prepare for and manage gaelic games and associated activities.

Taking Ulster GAA to 2015

There is a driving need to facilitate the involvement of as many people as possible but within settings which both meet stringent health and safety standards and which are attractive and comfortable. The provision of GAA facilities needs to match other aims of the Ulster GAA Strategic Plan and to reflect provincial; County and

Club needs. It is also important that GAA facilities are taken forward as part of the GAA brand and that they promote the GAA's identity and presence. This needs to happen at all levels and locations where Ulster GAA operates, ie Provincial; regional; County; Club; schools and partnership projects with others.

Theme 3: Increasing and Improving the GAA Plant: Facilities and Infrastructure

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Ensure that the GAA in Ulster is compliant with all relevant health and safety; disability/access and licensing legislation.	Ongoing	<ul style="list-style-type: none"> • Full compliance with agreed safety standards • Safe environments for playing and attending Ulster GAA games • Relevant personnel trained • Designated grounds safety officer in each County. 	Coiste Páirceanna agus Sábháileachta	Provincial Director Operations Manager
Organise a quarterly meeting with County Development Officers.	2009	<ul style="list-style-type: none"> • Council's physical facilities monitoring role delivered. 	Coiste Bainistí Uachtarán	Operations Manager
Review the role and remit of the Ulster Club Planning and Physical Development Committee.	2009	<ul style="list-style-type: none"> • Fit for purpose Committee overseeing the Club Planning and Development Agenda. 	Coiste Bainistí Uachtarán	Provincial Director
Develop a suite of advice and guidance (face-to-face via annual workshops and seminars; written; and online) for Clubs and Counties covering areas such as: <ul style="list-style-type: none"> • Pitch development and maintenance • Changing accommodation • Club buildings • Floodlighting • Artificial surfaces • Spectator accommodation • Gymnasias • Indoor training facilities • Handball walls and alleys 	2009	<ul style="list-style-type: none"> • All GAA Clubs have access to at least two locally-based fit-for-purpose GAA pitches by 2015 • All new GAA facilities from 2010 are fit-for-purpose re women's gaelic games • All new facilities from 2010 are branded as GAA facilities. 	Coiste Forbairt Fisiciúil Pleanáil na gClub Coiste Bainistí	Operations Manager Community Development and Public Affairs Manager



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
<ul style="list-style-type: none"> Hurling walls Funding opportunities Branding facilities as GAA facilities. 	2009			
Continue to invest in the modernisation of the main County grounds to improve spectator comfort.	2012	<ul style="list-style-type: none"> Fit-for-purpose County facilities. 	Coiste Bainistí	Operations Manager
Complete Ulster GAA flood lighting programme in ninth County venue.	2012	<ul style="list-style-type: none"> Flood lights installed in Clones by 2012 Province-wide capacity to deliver after-hours gaelic games. 	Coiste Bainistí	Operations Manager
Upgrade secondary County grounds (on a phased, priority basis reflecting geographical spread and current facilities) to include floodlights, improved media facilities and player/ spectator facilities.	2015	<ul style="list-style-type: none"> Nine secondary grounds flood-lit by 2015. 	Coiste Bainistí	Operations Manager
Achieve Ulster's GAA strategic requirement for a 40,000-45,000 capacity stadium.	2015	<ul style="list-style-type: none"> A fit-for-purpose stadium in Ulster meeting the "Enhancing Community Identity" target of 40,000-60,000 capacity. 	Coiste Bainistí Uachtarán	Provincial Director
Support the development of Regional GAA centres as follows: <ul style="list-style-type: none"> One per County One urban cluster each in Belfast and Derry Three sub-regional rural cluster bases. Each County centre should include one regional third generation full-size pitch. Each GAA Centre should include: <ul style="list-style-type: none"> Support facilities Hurling Wall Indoor training provision 	2015	<ul style="list-style-type: none"> 14 centres in place by 2015 Improved delivery of Ulster GAA's core games and other activities. 	Coiste Bainistí	Provincial Director Operations Manager

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
<ul style="list-style-type: none"> Conditioning facilities Plunge pools Access by women's gaelic games Access by schools & Colleges Clear GAA branding Provision for Handball 				
Develop, ideally in collaboration with a County, an Ulster GAA Performance Centre which includes: <ul style="list-style-type: none"> High performance provision An Ulster GAA administrative headquarters. 	2015	<ul style="list-style-type: none"> Improved delivery of Ulster GAA's core business activities. 	Coiste Bainistí	Provincial Director Operations Manager
Establish three regional Handball centres as part of the physical development programme.	2015	<ul style="list-style-type: none"> Improved visibility of and participation in handball. 	Coiste Bainistí Coiste Liathróid Láimhe Uladh	Operations Manager
Work with local and central government and educational authorities to ensure that publicly-funded sports provision is fit-for-purpose for gaelic games in that they: <ul style="list-style-type: none"> Are of a size/layout suitable for gaelic games Accommodate specific provision such as hurling walls Include changing facilities for team panels of 30 players Include (where provided) flood-lighting which facilitates gaelic games Have suitable facilities for the roll out of Active Communities and DENI Programme. 	Ongoing	<ul style="list-style-type: none"> All new public sports facilities provided from 2010 onwards are fit-for-purpose in terms of gaelic games. All GAA Clubs have access to at least two locally-based fit-for-purpose GAA pitches by 2015. Partnerships with local authorities in the development of facilities. 	Coiste Bainistí	Provincial Director Operations Manager Community Development and Public Affairs Manager
Continue to invest in Club facilities through the Council's grant aid and support programmes managed by the Parks and Safety Committee.	Ongoing	<ul style="list-style-type: none"> Improved GAA facilities and infrastructure across Ulster. 	Coiste Páirceanna agus Sábháileachta	Operations Manager

Theme 4: Enhancing the “Gaelic” in GAA: Culture and Heritage

Whilst gaelic games always have been and remain the GAA's core business, they are managed and enjoyed to best effect when fitted within a framework which includes Irish cultural and heritage activities. These aspects are central to the GAA's uniqueness and difference and will be taken forward as such by Ulster GAA. The planning process set as priorities



Taking Ulster GAA to 2015

- A re-energising of Scór, with clear leadership shown within Counties and Clubs
- The more widespread presence and visibility of Irish language; culture; and heritage within GAA settings
- A renewed focus, driven in the first instance by the GAA's 125 celebrations in 2009, on GAA heritage
- The development of cultural links with the Ulster Scots communities.

Theme 4: Enhancing the “Gaelic” in GAA: Culture and Heritage

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Develop a series of events as part of the 125th anniversary of the Association and which will assist in the ongoing development of culture and heritage initiatives. 125 Programme to range across all aspects of the GAA in all parts of Ulster and to: <ul style="list-style-type: none"> • Remember/commemorate what's gone before • Celebrate where the GAA is at now • Leave a legacy for the future. 	2009	<ul style="list-style-type: none"> • 125 anniversary appropriately celebrated in Ulster. • 125 legacy established. • Improved awareness and understanding of the Ulster GAA brand. 	Coiste 125 Uachtarán	Provincial Director Community Development and Public Affairs Manager
Develop a “This is the GAA” resource to fit within all Ulster GAA coaching and development programmes.	2009	<ul style="list-style-type: none"> • Clear communication to programme participants re how the GAA is different and unique. 	Coiste Forbartha agus Oiluna	Director of Coaching and Games, Community Development and Public Affairs Manager
Introduce the Irish Language as a key component of all Ulster GAA resources and publications, including in particular the Ulster GAA website www.ulster.gaa.ie	2009	<ul style="list-style-type: none"> • All new resources including an Irish dimension from 2009. 	Coiste Gaeilge agus Oidherachta OCP	Community Development and Public Affairs Manager
Highlight the Ulster GAA Irish Language course each summer as Comhairle Uladh's primary Irish language event.	2009	<ul style="list-style-type: none"> • Attendances increased by 10%. 	Coiste Gaeilge agus Oidherachta	Community Development and Public Affairs Manager



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Continue to play an active and full part in the development of the Ulster Sports Museum.	2009 and ongoing	<ul style="list-style-type: none"> GAA centrally-placed within the Museum. Increased promotion of Ulster GAA to new audiences. 	Coiste Bainistí Uachtarán	Provincial Director, Community Development and Public Affairs Manager
Work with others to deliver annual programmes of GAA heritage-related events, with an ongoing focus on the importance of place and community.	2009	<ul style="list-style-type: none"> Two such events run/ facilitated each year. 	Coiste Gaeilge agus Oidherachta	Community Development and Public Affairs Manager
Develop and roll out a programme assisting Clubs in the development of crests and GAA branding.	2012	<ul style="list-style-type: none"> Improved awareness and understanding of the GAA brand and Clubs' place within it. 	Grúpa Oibre Eolas Teicneolaíochta, Margoíochta agus Ciadreamh Poiblí, OCP	Community Development and Public Affairs Manager, Operations Manager
Using the new GAA branding guidelines to establish signage templates for use in all GAA facilities.	2012	<ul style="list-style-type: none"> Improved awareness and understanding of the GAA brand. All Clubs and grounds identified via Irish signage. 	Coiste Gaeilge agus Oidherachta, Grúpa Oibre Eolas Teicneolaíochta, Margoíochta agus Ciadreamh Poiblí	Community Development and Public Affairs Manager, Operations Manager
Establish a formal link with the Ulster Scots community organising ongoing joint initiatives including annual Shinty/hurling events both in Ireland and Scotland.	2012	<ul style="list-style-type: none"> One event run each year. Increased mutual understanding and appreciation of cultural/ games heritages. 	Coiste Iomaná	Hurling Development Manager
Re-energise Scór by: <ul style="list-style-type: none"> Reviewing its current operations and status Rebranding it and improving its promotion Establishing an Ulster GAA Cultural Officer through a third level student placement programme. 	2012	<ul style="list-style-type: none"> 80% of Clubs participating in Scór by 2015. 	An Coiste Scór agus Cultúir	Community Development and Public Affairs Manager
Support culture and heritage-related competitions and events within the education sector, both Irish & English-medium, at both primary and secondary level.	2012	<ul style="list-style-type: none"> Improved awareness and understanding of heritage and culture-related issues. 	Coiste Gaeilge agus Oidherachta	Community Development and Public Affairs Manager

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
In conjunction with Foras na Gaeilge organise a series of Irish Language courses aimed at GAA members.	2012	<ul style="list-style-type: none"> Improved awareness and understanding of the Irish language. 	Coiste Gaeilge agus Oidherachta	Community Development and Public Affairs Manager
Organise an annual Irish language course for Council Members and Staff.	2012	<ul style="list-style-type: none"> Improved awareness and understanding of the Irish language. 	Coiste Gaeilge agus Oidherachta	Community Development and Public Affairs Manager
Contribute to Seachtain na Gaeilge on an annual basis.	2012	<ul style="list-style-type: none"> Improved awareness and understanding of the Irish language. 	Coiste Gaeilge agus Oidherachta	Community Development and Public Affairs Manager
Establish in each County a summer coaching camp delivered through the medium of Irish.	2012	<ul style="list-style-type: none"> Improved awareness and understanding of the Irish language. Visible integration of gaelic games and the Irish language. 	Coiste Forbartha agus Oiluna, Coiste Gaeilge agus Oidherachta	Director of Coaching and Games Development
Organise an annual historical/ heritage event with a focus on Ulster GAA.	2012	<ul style="list-style-type: none"> Visible integration of gaelic games and Irish history and heritage. 	Coiste Gaeilge agus Oidherachta	Community Development and Public Affairs Manager
Continue the process of assisting the development of an Ulster GAA archive in the Cardinal Ó Fiaich Library Armagh.	2015	<ul style="list-style-type: none"> All Ulster GAA archive material lodged and made accessible in the Library. 	Coiste Bainistí, Coiste 125, Uachtarán	Provincial Director, Community Dev. and Public Affairs Manager
Incorporate a gaelic art component at all County grounds and GAA centres.	2015	<ul style="list-style-type: none"> One piece of gaelic art in all County grounds by 2013. 	Coiste Forbartha	Operations Manager
Work with local and central government to secure public signage for all GAA grounds and stadiums.	2015	<ul style="list-style-type: none"> Improved awareness and recognition of GAA facilities and premises. 	Coiste Forbartha	Community Development and Public Affairs Manager, Operations Manager
Initiate on-line Ulster GAA historical archive project as part of www.ulster.gaa.ie .	2015	<ul style="list-style-type: none"> Central archive of Ulster GAA material. 	Coiste Gaeilge agus Oidherachta, OCP	Community Development and Public Affairs Manager

Theme 5: The GAA's End Purpose: Community Development, Inclusion and Cohesion



During this decade Ulster GAA has taken forward pioneering work in supporting the GAA's role and place as a forceful community anchor and creator of social capital. It is very clear about the importance of what the GAA does in these areas and wants to continue to embed it in the "GAA package". The consultations and analysis which underpin "Na Chéad Chéimeanna Eile" suggested that Ulster GAA should concentrate on:



Taking Ulster GAA to 2015

- Strengthening its community development support capacity
- Continuing to provide structured support for volunteers at Club and County levels
- Expanding the focus on health, well-being and lifestyle
- Continuing to provide specific support re the development of strategic plans across Ulster GAA

Theme 5: The GAA's End Purpose: Community Development, Inclusion and Cohesion

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Establish a Community Development and Inclusion Unit (CDIU) with a focus on Club Development and Volunteer Support; Strategic Development; Health, Wellbeing and Lifestyle; Culture; Community Outreach, Diversity and Public Affairs.	2009	<ul style="list-style-type: none"> • Unit in place and working. • Continued promotion of the full breadth and depth of GAA activity. • Nine annual County level Club development seminars delivered. • Nine annual County level volunteer training seminars delivered. • Three regional diversity training seminars delivered. 	Coiste Bainistí Uachtarán	Provincial Director Community Development and Public Affairs Manager
Develop strong links across local and central government.	Ongoing	<ul style="list-style-type: none"> • Annual Ulster GAA "public affairs" brochure published • GAA activities accepted and supported as central to government's regeneration; cohesion; and community development work. 	Coiste Bainistí Uachtarán	Provincial Director Community Development and Public Affairs Manager
Continue to develop and roll-out Club Maith by: <ul style="list-style-type: none"> • Building and expanding the web-site • Building and expanding the tool-kit • Providing ongoing advice and support. 	2009	<ul style="list-style-type: none"> • Sports Councils and other relevant accreditation gained by 2010. • 50% of Clubs Club Maith-accredited by 2015. 	Coiste Forbartha	Community Development and Public Affairs Manager
Review the roll-out and progress of the nine County GAA strategic plans on bi-annual basis.	2009	<ul style="list-style-type: none"> • Up-to-date plans in place for all nine Counties in 2015. 	Coiste Forbartha	Community Development and Public Affairs Manager
Develop and roll out an Ulster GAA Club and County level volunteer officer training programme.	2012	<ul style="list-style-type: none"> • At least five volunteers trained in each Ulster GAA Club by 2015. 	Coiste Forbartha	Community Development and Public Affairs Manager



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
Continue to organise an annual Ulster GAA Club, Community, Volunteer Development Conference/Forum.	Ongoing	<ul style="list-style-type: none"> Conference/Forum attracting attendances of 400+. 	Coiste Forbartha	Community Development and Public Affairs Manager
Develop an Ulster GAA Awards framework which covers/ includes: <ul style="list-style-type: none"> Player awards in all gaelic codes Coaching awards Volunteer awards Club and school awards 	2012	<ul style="list-style-type: none"> Awards framework in place for 2010. Continued promotion and increased public awareness of the full breadth and depth of GAA activity. 	Coiste Forbartha	Community Development and Public Affairs Manager
Establish a County Maith support scheme, to include an officer accreditation process.	2012	<ul style="list-style-type: none"> Scheme scoped and agreed with Counties by 2010. All Counties accredited by 2015. 	Coiste Forbartha Uachtarán	Provincial Director, Community Development and Public Affairs Manager
Support Cumann na mBunscol Uladh in the development of a Scoil Maith programme.	2012	<ul style="list-style-type: none"> Scoil Maith launched in 2009. Primary Schools fit-for-purpose in terms of developing and delivering gaelic games. 	Coiste Forbartha, Cumann na mBunscol Uladh	Community Development/ Public Affairs Manager
Continue to roll-out Ulster GAA's Health, Well-Being and Lifestyle agenda across the Province, including: <ul style="list-style-type: none"> A primary and secondary schools educational health programme Enhancing the third level "Drink, Drugs and Sausage Rolls Programme" Organising health events on regional basis in identified cluster Clubs Establishment and training of dedicated Club Health and Well-Being Officers Forming new links with agencies and bodies responsible for the promotion of Health and Well-being 	Ongoing	<ul style="list-style-type: none"> Events organised in Health Awareness, ASAP and First Aid covering all the nine Counties. Continued promotion and increased public awareness of the full breadth and depth of GAA activity. Improved levels of well-being within GAA communities. Through Club Maith promote the concept of Volunteer health coordinator in each Club as good practice. Active health/ASAP policy in each Club. 	Coiste Forbartha Coiste Forbartha agus Oiluna	Health and Wellbeing Manager

Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
<ul style="list-style-type: none"> Establishing Ulster GAA Healthy Club and Healthy School awards programmes. 		<ul style="list-style-type: none"> All Clubs screening players using the GAA cardiac screening questionnaire. All Clubs promoting the availability of defibrillators 		
Establish a GAA community education programme in conjunction with St. Mary's University College Belfast, and Queen's University Belfast. The Council will also work to development programmes with third level institutions to deal with specific areas of interest and relevance to either community or sports development.	2012	<ul style="list-style-type: none"> Education programme promoting the history, values and work of the GAA at third level. 	Coiste Forbartha	Community Development/ Public Affairs Manager
Develop new GAA urban strategic plans for Belfast and Derry.	2012	<ul style="list-style-type: none"> Up-to-date plans in place for both cities in 2015. 	Coiste Forbartha	Community Development and Public Affairs Manager
Identify and take forward new initiatives to increase the presence of and people's involvement in the GAA in the province's larger urban areas.	2012	<ul style="list-style-type: none"> Two urban-based/focused initiatives put in place each year. 	Coiste Forbartha	Community Development and Public Affairs Manager
Support the development of strategic plans for the GAA's educational sector in Ulster, ie: <ul style="list-style-type: none"> Cumman na Bunscol Ulster Vocational Schools Ulster Colleges Comhairle Ardoideachais Uladh. 	2015	<ul style="list-style-type: none"> Up-to-date plans in place for all sectors in 2015. 	Coiste Forbartha	Community Development/ Public Affairs Manager
Support the development of strategic plans for the Ulster Council's integration partners, ie: <ul style="list-style-type: none"> Ladies Gaelic Football 	2015	<ul style="list-style-type: none"> Strategic plans in place for all Ulster Gaelic Games Councils. 	Coiste Iomlánú	Community Development and Public Affairs Manager



Taking Ulster GAA to 2015

Action	Timing	Outcome Sought	Committee/ Officer Responsibility	Senior Staff Lead
<ul style="list-style-type: none"> • Camogie • Rounders • Handball. 	2015		Coiste Iomlánú	
Develop outreach initiatives focused on forming links and promoting understanding with the Unionist community in Ulster.	Ongoing	<ul style="list-style-type: none"> • At least nine cross-community gaelic games initiatives established by 2015. • Increased awareness and understanding of the GAA and its activities by the Unionist Community. • Annual open-day for groups which currently have no connection with the GAA. • Links established with community and other relevant groups to promote mutual understanding and respect. • Annual event hosted for the educational sector which involves Governors and Teachers from all sections of the community. • Displays/showcases of different cultural traditions included at Ulster GAA events. 	Coiste Bainistí Uachtarán	Provincial Director Community Development and Public Affairs Manager





Managing for Delivery

Comhairle Uladh's previous two strategies were successful because their implementation was managed. The same approach will be taken with this strategy based on two core principles:

- The Council's elected volunteer Committees will oversee; guide; and monitor the implementation, as well as delivering large tracts of the work.
- The newly established Council's Staff Executive team will comprise of the following staff:
 - Provincial Director
 - Director of Coaching and Games
 - Finance Manager
 - Operations Manager
 - Community Development/Public Affairs Manager

The Executive Team will support the volunteers and oversee the delivery of much of the work involved in 2009-2015 Strategic Vision and Action Plan.

For each action in the body of the document the various Committee and staff responsibilities are clearly marked.

The Council's Developments Committee will take overall responsibility for the implementation of the strategy and will report accordingly to the Ulster Convention each year. At a more operational level, the Provincial Director and the Staff Executive team will present a quarterly progress report to the Management Committee. This report will highlight:

- Progress to date with the strategy
- Any issues arising
- Any variances from what was planned and any remedial action to be taken

The Provincial Director will report on the implementation of the strategy at the monthly meetings of the National GAA Executive Committee and the President of the Ulster Council will submit ongoing reports on the progress of the strategy to both the National Management Committee and the Central Council.

Delivering on the National GAA Agenda

Comhairle Uladh has a central role to play in helping roll out the GAA's national Strategic Vision and Action Plan. It has no hesitation in rising to meet this challenge. A number of tasks within the national Vision and Plan have been allocated to Provincial Councils. Those tasks, and where they are addressed in "Teaghlach agus Pobail: An Fabraic de CLG" are summarised below:



The Council's elected volunteer Committees will oversee; guide and monitor the implementation, as well as delivering large tracts of the work.



Managing for Delivery

Volunteering

National Initiative/ Target	Ulster Initiative	Current Status
Volunteer Forum: Feedback process for national volunteer forum in place at provincial level.	Annual Community Development Conference.	In place since 2007
Provincial Officer Training in place	New Officer training programme being developed for 2010.	In progress
Volunteer Committees: Review Volunteer Committee Structure at Provincial Level.	Review of Ulster GAA Committees	Commenced in 2008
Officer Training: All officers have completed training modules.	Volunteer Development Programme	In progress
Bi-annual Provincial Volunteer forum in place	Ulster Community Development Conference	In place since 2007
Officer Training Provincial Officer training ongoing	Ulster Volunteer Development programme	In progress
Recruitment "Tool-Kit" in place	Ulster GAA Club Maith Tool-kit	In place

Games Schedule

Fixtures planning: Provincial Fixtures planning committees appointed	Committee established and appointments will take place after 2009 Ulster Convention	In progress
Education: Fixtures planning education programme in place	Bi-Annual fixtures seminars with County officials in place	In place
Future planning: Each Province has a fixtures plan in place for 2010	CCC 2010 plans currently in development	In progress
Annual reporting, review and planning process in place	Bi-Annual fixtures seminars with County Officials serve as forum for review and future planning	In place since 2008
National referees' plan integrated in provincial plan	Referee Development Committee plan in development	In progress



Managing for Delivery

2009

2011

2015

Games Development		
National Initiative/ Target	Ulster Initiative	Current Status
Respect initiative piloted at Under 12 level	Respect Initiative operating at Club, County and Provincial Level	In place since 2007
Code of best practice for youth sport: Provincial training teams established in each province	Child Protection and Ethics procedures developed and operating	In place since 2005
Underage games: representative group established to oversee underage games programme under the leadership of the Provincial games development committee	Youth Work Group will be established after 2009 Ulster Convention	In progress

Urbanisation		
Provincial Steering Groups set up to put urban development plans in place	Derry and Belfast Urban Programmes	Derry strategy and urban project in place since 2004 and currently being reviewed: Belfast Strategy and urban project launched in 2009
Sample urban development plans in place	Sample available on Club Maith Website	In place since 2007
Urban development projects active in all urban areas in the province	Urban Projects active in both Derry City and Belfast	In place since 2004
Best Practice; dedicated team in place in the Province to oversee targets and replicate best practice	Community Development Unit Staff have responsibility for urban development: links established with other urban regeneration practitioners	CDU in place since 2008 and other links in place since 2004
Centre of Excellence in each urban area in the Province established	Plans in place for urban centres in both Derry City and Belfast	In progress
New series of urban focus areas identified as a result of changing demographics	Part of Derry and Belfast strategies	In place since 2004

Managing for Delivery

Communication		
National Initiative/ Target	Ulster Initiative	Current Status
PRO: Training plan for PROs established	County and Club officer training programme in development	In progress
Officer Training: Develop a training programme for effective communication for GAA officers	County and Club officer training programme in development	In progress
Communications Calendar: Produce Provincial 2010 communications calendar	Communications team currently developing new plan for 2010	In place since 2008
Monitoring; Communications monitoring included in provincial management and planning	Communications team in place	In place since 2008
Refresh Provincial Web-site	Web-site updated in 2008 and next review due to take place in 2012	In place since 2008

Inclusion and Integration		
Inclusion strategy: Roll-out inclusion strategy	Ulster GAA inclusion plan in place since 2006	In place since 2006
2009 Training: Provincial staff team trained in the area of positive inclusion	All Ulster GAA staff receive ongoing diversity training	In place since 2007
Provincial plan to include pro-inclusion initiatives	Ulster GAA inclusion plan in place since 2006	In place since "Beir Bua" published in 2002
Cross Community Ulster Community outreach projects in place	Two cross community projects in place	In progress since 2007
Links with newcomers: Develop Provincial Scór initiative to increase links with newcomer communities	No progress on this issue to date	Not Started
Officer training 50% officers completed diversity training	Regional Diversity Training Nights in operation	In place since 2007: Volunteers and officers trained
Provincial Personnel: All Provincial personnel training in diversity inclusion	All Ulster GAA staff receive ongoing diversity training	In place since 2007



Managing for Delivery

2009 2011 2015

Fundraising		
National Initiative/ Target	Ulster Initiative	Current Status
Identify person within the GAA to be responsible for promoting attendances in the Province	Provincial Director supported by Staff Executive Team have responsibility for this issue	Ulster GAA attendances increased in 2008
Attendances: Provincial initiatives in place to promote attendances	ICT & Marketing Committee Championship Marketing plan being developed	Ulster GAA attendances increased in 2008
Three year commercial plan for Province and Provincial satisfaction index in place	A working group comprising of members from the Finance Committee, ICT and Marketing Committee and Developments Committee will be established to develop the Provincial Commercial Plan	Plan scheduled for 2009
Review: Review of attendance trends and marketing of games completed at Provincial Level	Review of 2008 championship completed. Arrangements in place for 2009	In place
Attendances in Provincial Championships increased by 10% cumulatively since 2008	Commercial Plan in development	Ulster GAA attendances increased in 2008
Membership card rolled out at Provincial level	Awaiting direction from Central Council	Not Started
Provincial spectator satisfaction index in place.	No developments on this issue to date	Not Started

Financial Excellence		
National Initiative/ Target	Ulster Initiative	Current Status
Introduce standard format technologies and procedures	Financial Management Procedures in Place	In place since 2006
Merit based funding: Pilot merit based funding for games development	Merit based funding model being applied to Ulster Council	In progress
Standard audit process in place	Full audit achieved for 2008 accounts	In place since 2006
Introduce value for money audits at Provincial and County Units	Finance Committee progressing this issue	In progress

Managing for Delivery

Streamline funding relationships with provinces and counties	New funding plans in place for 2009/2010	In progress
Roll-out Provincial best-practice model	Full audit achieved without qualification for 2008 accounts	In place since 2006

Club, Culture and Community		
National Initiative/ Target	Ulster Initiative	Current Status
125th Anniversary: Promote and coordinate 125th anniversary club cultural nights	125 Committee and support team place. All clubs in receipt of 125 Ulster GAA support pack	Ulster GAA 125 Programme being rolled out
Communications: Develop a provincial network of cultural officers	Community Development Staff in the process of completing overall Club officer date base	In place
Parents: Develop material introducing parents to the GAA	Club School links resource and Club Maith took-kit includes information for parents Club Maith advice service in place	In place
Websites: Hold workshops to promote web-site templates "As Gaelige". All provinces have "As Gaelige" section on their website.	Club Maith web-site "As Gaelige" section in development	In progress
All provinces have up to date community, family and cultural events on their website calendar.	Ulster GAA on-line events calendar in place	In place since 2008
Signposts; Develop a relationship with local authorities to cooperate in signpost initiative.	Community Development Unit progressing this issue with local government	In progress: key action in "Teaghlaigh agus Pobail: An Fabraic de CLG"





Managing for Delivery

2009 2011 2015

Planning

National Initiative/ Target	Ulster Initiative	Current Status
Guidelines: Planning Guidelines and templates in place	Planning guidelines and support material present on the Club Maith website. All Clubs now in receipt of the Club Maith Tool-kit	In place since 2007
Five year strategy Every Province has a five year strategy and action plan in place	Third Ulster GAA five year strategy in place from 2009	In place since 2002
Staff roles: Full-time staff roles and responsibilities are linked with this plan	Ulster GAA business planning process in place	In place since 2007
Quarterly Meetings; Provincial Staff have quarterly meetings with whoever is responsible for delivering the plan in the counties	County strategy review process commencing in April 2009	In progress
Provincial Support Process: Support and improvement process in place for counties	Eight County strategic plans in place with Provincial support. County Maith accreditation mark being developed	Plans for all Ulster Counties in place in 2009
Next Plan; Provincial Plan in place with rewards linked to achievements	Current plan timeframe 2009-2015	In progress

Officer Support

Deliver and monitor high quality service to our officers	Community Development and Inclusion Unit in place On-line Club Support Service in place Club Maith Accreditation Award in place Club Maith Officer Resource Website in place Club Maith Club and Volunteer Tool-kit in place Club Planning resources in place Officer training programme in development On-line discussion forum in place	In place
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Appendix- Ulster Hurling Development Strategy 2009-2014

Teachtaireacht ón Leas-Uachtarán agus Cathaoirleach Coiste Forbartha Iomána
Message from the Ulster GAA Vice President and Chairman of the Provincial Hurling Development Committee

I am delighted to report that the most recent strategy for the development of Hurling in Ulster (2002 - 2006) identified a number of priorities and recommendations, many of which have been achieved.

Hurling was identified as a key priority for development within the Ulster Council's second strategy *Beir Bua Nua* and is again identified as a key priority in "*Teaghligh agus Pobail: An Fabraic de CLG*". The development of a robust Hurling Development Strategy was also included as a key performance indicator within the Council's Business Case for funding to Department for Culture, Arts and Leisure.

Comhairle Uladh published its first Strategy for the Development of Hurling in Ulster in 2002 covering the period up to 2006. During this time the Council has overseen many changes in the political and sporting landscape both within Ulster and throughout Ireland. Most notably in 2005 the Council secured a funding package for the overall development of Gaelic Games in the northern six counties which saw the employment of key staff for a three year period. Comhairle Uladh supported investment in programmes in Cavan, Donegal and Monaghan to ensure that there was equity among all the Ulster Counties.

Moving forward it was decided to use the Council's existing Business Case and Strategy for the development of Hurling as a starting point for the development of a new strategy. As a result, a consultation and planning process was initiated within Ulster which resulted in the development a new Hurling Development Strategy for the period 2009 - 2014. This new strategy an appendix to the overall Provincial Strategy document will serve as a work plan for our hard working Hurling Development Committee as they strive to strengthen the National game in our Province.

A lot of work and effort has went into developing this document and I am grateful to the members Ulster Hurling Development Committee for their work in putting this document together namely: Seamus McGrattan (Secretary), Frank Smith (Antrim), Pat Donaghy (Armagh), Tom Reilly (Cavan), Michael Murphy (Derry), Naul McCole (Donegal), Ronan Sheehan (Down), Kevin Corrigan (Fermanagh) Noel Mullaney (Monaghan) and Tony Fawl (Tyrone). I would also express my sincere thanks to Ulster

GAA Hurling Development Manager Jimmy Darragh for his contribution to this plan in addition to his continued hard working and professional approach to the ongoing development of Hurling in Ulster.

Aogan Ó Fearghail
Leas Uachtarán

“

This new strategy, an appendix to the overall Provincial Strategy document, will serve as a work plan for our hard working Hurling Development Committee as they strive to strengthen the National game in our Province.

”





Comhairle Uladh CLG

Hurling Strategy 2009-2014

Ulster is the weakest of the four Provinces in Hurling, in terms of both participation and achievement. Across all nine Counties Hurling is viewed as being inferior to Gaelic Football, as can be evidenced through the number of clubs participating and the lack of development and investment from a number of County Boards.

A quick scan of the number of clubs participating in each County will show the challenge that exists if Hurling is to compete with Gaelic Football across the Province. Even at County level it is evident that Hurling is not being given the priority it deserves. Each year all Counties play in the Senior, Minor and Under 21 Football Championships yet in 2007 only four Ulster Counties competed in the Senior and Minor Hurling Championship, and three competed in the Under 21 competition. The trend is repeated within each Ulster County, where fewer clubs play Hurling than Gaelic Football. This situation is most evident in some of the weaker Counties where the number of senior clubs participating in the County can be as low as two. This area of development must be addressed if Hurling is to survive within some of our Counties.

Hurling Clubs		
County	Hurling Clubs	Under 14 Feile Entrants 2007
Antrim	36	22
Armagh	8	8
Cavan	4	0
Derry	8	6
Donegal	7	5
Down	10	9
Fermanagh	2	0
Monaghan	7	1
Tyrone	5	4
TOTAL	87	55



In order to address this situation it is necessary to expand the game across a number of fronts all of which contribute to the future development of Hurling. The key areas identified for development are:

- Governance
- Information and Communication Technology
- Refereeing
- Coaching and Games Development
- Schools and Colleges

Comhairle Uladh CLG

Hurling Strategy 2009-2014

Governance		
Rationale	Strategy	Outcomes Sought
<p>Currently there is a two track approach to the administration of Gaelic Games within the Province. A Hurling Committee exists as a sub-committee of the Ulster Development Committee and has been charged with the development of Hurling in Ulster. This Committee is Chaired by the Comhairle Uladh Leas-Uachtarán and is made up from one delegate from each of the Ulster Counties.</p>	<p>Coiste Iomána remains in place but must be made up of delegates who are in a position to represent Hurling interests within their respective County.</p> <ul style="list-style-type: none"> • Improved communication between County Boards and Comhairle Uladh on Hurling issues. <p>Coiste Forbartha Iomána - responsible for:</p> <ul style="list-style-type: none"> • Twinning initiatives within Ulster • Allocation of Start-up Hurling Grants • Feile Uladh • Indoor Hurling Initiatives. <p>Fixtures All Ulster Hurling fixtures shall be administered by the Ulster Competitions Control Committee.</p> <p>Referee Appointments All referee appointments for Ulster Hurling fixtures shall be made by the Ulster Referees Committee.</p>	<ul style="list-style-type: none"> • Coiste Iomána representative of all Counties within the Province. • Members of Coiste Iomána to be Members of and report to their County Executive. • 2 new twinning initiatives set up each year. • Development of 20 new Hurling units each year. • All Counties represented. • A minimum of 60% of all Hurling clubs participating. • Organise an indoor hurling blitz in each County. • Organise an annual Provincial Indoor Hurling Blitz. • Commencing in 2009 Ulster Competitions Control Committee to administer all Ulster Hurling fixtures. • Commencing in 2009 Ulster Referee's Committee to appoint referees to all Ulster Hurling fixtures.
<p>Development of Cross Provincial Hurling Activity.</p>	<p>In some instances for competition purposes Ulster Counties and Clubs may participate with the approval of the Ulster Council outside the Province. Conversely, in certain circumstances teams from outside Ulster may participate in Ulster Competitions .</p>	<ul style="list-style-type: none"> • Development of improved competitive standards of Hurling at County and Club Level. • Improved player skill level. • Achievement of Developmental Hurling Targets.



Comhairle Uladh CLG

Hurling Strategy 2009-2014

Information Communication Technology		
Rationale	Strategy	Outcomes Sought
In a modern society where information technology is readily available in most homes and most people have access to computers it is vital that Ulster Council use this resource to develop Hurling.	<p>A dedicated Hurling link to be set up on the Comhairle Uladh Web Site.</p> <p>Electronic Correspondence</p>	<ul style="list-style-type: none"> Hurling link to be operational by 2009 and will provide information on: <ul style="list-style-type: none"> Hurling Coaching and Development articles Grants for Hurling development Club development resources Hurling contacts throughout Ulster and Ireland Competition Fixtures, Rules and Results Club Contact details Capital build information Funding initiatives Move towards communication through correspondence.

Refereeing		
Rationale	Strategy	Outcomes Sought
Currently there are not enough referees in Ulster to cover all the games that are currently organised. It is therefore important that a pool of high quality referees is developed from every County within the Province to ensure that all fixtures are complimented by a competent team of referees.	<ul style="list-style-type: none"> Recruitment of new referees Hurling Referees Development Programme be developed similar to Ulster Councils Coach Development Programme. 	<ul style="list-style-type: none"> A minimum of 2 new referees per County to be developed. Two referee development courses to be organised each year as part of Comhairle Uladh's development programme. A minimum of one Referee Foundation Course per year to be organised in each County.

Comhairle Uladh CLG

Hurling Strategy 2009-2014

Coaching and Games Development		
Rationale	Strategy	Outcomes Sought
The development of Ulster's coaches is essential if Ulster Hurling is to compete on the national stage. It is therefore important that future development of coaches includes the identification and nurturing of the most talented coaches	<ul style="list-style-type: none"> Recruit and develop a panel of tutors to deliver the new coaching awards. Strategic delivery of new coaching awards throughout the Province. Develop twinning opportunities between Ulster Counties and strong Hurling Counties throughout Ireland, Develop a basic hurling award aimed at introducing adults to coaching. Continue to deliver and develop a Hurling specific Coach Development Programme. Strategic deployment of the National Hurling Co-ordinator to deliver a minimum of: The introduction of an Ulster Hurling Coaching Academy to further develop coaches that work with elite players. 'Fast track' recruitment of former County hurlers to be supported and trained to work with County Development Squads. 	<ul style="list-style-type: none"> 10 tutors developed to deliver new coaching awards. 6 x Level One Courses 2 x level 2 Courses 3 Twinning initiatives developed Core Hurling Skills Certificate developed 3 x Theory courses per year 6 x Practical Courses per year 2 x Comhairle Uladh Staff Development Courses 3 x Development Days in each County Coaching Academy introduced by end 2009 Identify and train six former County hurlers to coach Development Squads.



Comhairle Uladh CLG

Hurling Strategy 2009-2014

Coaching and Games Development		
Rationale	Strategy	Outcomes Sought
<p>To compliment the development of the game at County and Provincial level it is important to provide all clubs with a viable competitive structure that ensures that all clubs get more games at a level commensurate with their ability. Great strides have been taken in recent years to address this area of development through the Ulster Senior Club League. However it is becoming apparent that this needs to be replicated at other levels to ensure that our clubs are getting regular meaningful games. It is also vital that all Ulster Counties set their sights high when planning for Hurling Development. Currently some Counties are content to opt out of Ulster Hurling Championships and this is a trend that must be reversed.</p>	<p>Provision of competitive Provincial club competitions at Senior, Minor, and Under 16 levels through:</p> <ul style="list-style-type: none"> • Ulster Club Senior Hurling League • Ulster Club Minor Hurling League • Ulster Club Under 16 Hurling Competition <p>Provision of competitive and inclusive Provincial County Competitions at the following levels:</p> <ul style="list-style-type: none"> • Senior Championship • Minor Championship • Under 21 Championship • Under 21 'B' Championships • Under 17, 16, 15 & 14 Blitz Championships • Minor County League • Under 16 and Under 17 Development Squads • Introduce more Hurling clubs 	<ul style="list-style-type: none"> • Integrate the Ulster Senior Club Hurling League fixtures into County fixture plans. • A minimum of 60 teams involved each year. • Increase participation in Ulster Club Minor League to involve a minimum of: <ul style="list-style-type: none"> • 24 teams in 2009 • 30 teams in 2010 • 36 teams in 2011 • 40 teams in 2012 • 50 teams in 2015 • New competition introduced by 2009. • All Ulster Counties to compete in each year • 6 x Counties to compete in 2009 • 9 x Counties to compete in 2010 • 4 x Counties to compete in 2009 • 6 x Counties to compete in 2010 • 5 x Counties to compete in 2009 • 3 x Counties to compete in 2010 • 1 x Under 17 Competitions • 1 x Under 16 Competition • 2 x Under 15 Competitions • 1 x Under 14 Competition • 4 x Counties to compete in Division 1 in 2009 • 5 x teams to compete in Division 2 in 2009 • 8 x sessions per year. • 4 x Competitive opportunities • 4 New Hurling Teams developed each year of this strategic plan.

Comhairle Uladh CLG

Hurling Strategy 2009-2014

Schools and Colleges		
Rationale	Strategy	Outcomes Sought
<p>The development of Hurling in our schools is the responsibility of Cumann na mBunscoil, Coláistí Uladh and Coiste na nGairm Scóil Uladh, while Comhairle Ardoideachais Uladh (CAU) administers the universities and third level colleges. On the performance front Ulster Colleges have made significant progress in the past number of years with St Patrick's College (Maghera) winning the O'Keefe Cup (All Ireland Colleges 'B' Championship) in 2005 and Cross and Passion College (Ballycastle) narrowly losing in the 2007 final.</p> <p>There has also been considerable progress in the development of Hurling with an increase in the number of schools participating in Colleges' competitions. Work at Vocational Schools level however has been in decline for a number of years with a number of schools opting to play under the Ulster Colleges structures.</p>	<p>Primary School Hurling</p> <p>Post Primary School Hurling</p> <p>Universities and Third Level Colleges Provide support to CAU through the delivery of:</p>	<ul style="list-style-type: none"> • Deliver 9 x training courses to primary school teachers • Organise 18 x Go Games blitz competitions each year • Organise 3 x regional blitz competitions each year • Organise 18 x Indoor Hurling Competitions each year • Deliver 9 x training courses to post primary school teachers • Organise 9 x Super 7/9/11 blitz competitions each year • Organise 6 x County indoor blitz competitions per year • Organise 3 x regional indoor blitz competitions per year • Provide support to Coláistí Uladh and Coiste na nGairm Scóil Uladh through the provision of grant aid based on the developmental needs of each organisation. • 4 x coaching seminars and courses aimed at students and coaches working with college teams. • Provide support to CAU through the provision of grant aid based on the developmental needs of the organisation. • Develop links with British Universities.



Acknowledgements

“Teaghlaigh agus Pobail: An Fabraic de CLG”

Comhairle Uladh would like to express its gratitude to the following groups and individuals for their support in the development of the Ulster Strategy 2009-2015, “Teaghlaigh agus Pobail: An Fabraic de CLG”:

The 432 volunteer club officials from across the nine Ulster Counties who attended the strategy forum and workshops at the Ulster GAA Community Development Conference held in Belfast on Saturday 15th November 2008

The Management Committee of Ulster Council GAA

- Tom Daly (President)
- Aogan Farrell (Vice President)
- Danny Murphy (Provincial Director and Secretary)
- Martin McAviney (Treasurer)
- Michael Hasson (Public Relations Officer)
- Liam Nelis (Chairman Referees Committee)
- Oliver Galligan (Chairman Coaching and Games Committee)
- Naul McCole (Chairman Irish and Culture Committee)

Ulster Developments Committee

- Gerry McClory (Antrim)
- John Moley (Armagh)
- Tom Reilly (Cavan)
- Harry Gribbin (Derry)
- Edward Molloy (Donegal)
- Gerry Mullan (Down)
- Brian Armitage (Fermanagh)
- Declan Flanagan (Monaghan)
- Liam Nelis (Tyrone)
- Malachy McGeeney (Cumman na Bunscol Uladh)
- Art McRory (Ulster Vocational Schools)
- Tom Cullen (Ulster Colleges Council)
- Brendan McGeary (CAU)
- Robert Maguire (Ulster Handball Council)
- Peadar Totten (Ulster Rounders Council)

Central Council

- Christy Cooney (President-Elect)
- Pauric Duffy (Director General)

Past Presidents

- Peter Quinn (Ulster/National)
- Paddy McFlynn (Ulster/National)
- Sean McCague (National)
- Michael Greenan (Ulster)



Ulster Camogie Council

- Catherine O'Hara (Chairperson)

Ulster Ladies Gaelic Football Council

- Gerry Doherty (President)
- Mary Keegan (Secretary)
- Sheena Tally (Ulster Regional Development Officer)

Cumann na mBunscol

- Paul Duggan (Secretary)
- Pat McGivern (Central Council Delegate)

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- | | |
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