

ULSTER GAA

A FUTURE FOR ALL

CUMANN LÚTHCHLEAS GAEL ULADH - TODHCHAÍ DO CHÁCH



**STRATEGIC PLAN
2024–2028**





CONTENTS

Introduction	4
Forewords	5-9
Vision, Mission and Values	10-11
Overview of Themes and Objectives	12-13
Ulster GAA in Numbers	14-15
Strategic Context	16
Theme 1	
Coaching and Games Development	18-19
Theme 2	
Club and Community	20-22
Theme 3	
Governance and Safeguarding	24-26
Theme 4	
Communication and Branding	28-29
Theme 5	
Infrastructure and Sustainability	30-31
Club Case Studies	32-35
Implementation	37

INTREOIR

INTRODUCTION

Ulster GAA - Who we are

The Gaelic Athletic Association is a national organisation, founded in 1884, which has as its basic aim the strengthening of the national identity in a 32-county Ireland through the preservation and promotion of Gaelic games and pastimes. It promotes and manages the games of Gaelic Football, Hurling, Handball, Rounders, Scór and culture and supports the promotion of Camogie and Ladies Football through its sister organisations, the Camogie Association and the Ladies Gaelic Football Association.

Ulster GAA is one of five provincial bodies of the GAA, and it supports the efforts of its nine constituent County Committees, 300+ clubs and 250,000 volunteer members and players. It also has close links with the respective provincial bodies of its sister organisations – namely Ulster Camogie and Ulster Ladies Gaelic Football. We will continue to work closely with both organisations as we progress towards integration into one GAA organisation.

We believe Ulster GAA is unique. We are ambitious and eager to provide support to sustain and grow our clubs and counties, while striving to succeed at every level. Ulster GAA works with a range of central government and other public bodies to deliver on its key strategic objectives. Core to this work is providing support and services to both clubs and counties which strengthens the ongoing grassroots development of the Association.

This strategic plan will ensure that we continue to strive to reach our full potential. We aim to make significant contributions to our games and our involvement in all aspects of community life while promoting inclusive and sustainable practices.



“Having watched the work that has taken place by Ulster GAA, in partnership with the Irish FA and Ulster Rugby, on the PEACE IV funded “Sport Uniting Communities” project, we have witnessed first-hand the Association’s commitment to creating a more peaceful, cohesive and tolerant society. We look forward to seeing the out-workings of this new strategy as it is rolled out.”

GINA MCINTYRE

CHIEF EXECUTIVE OF THE SPECIAL EU PROGRAMMES BODY

FOCAL ÓN UACHTARÁN PRESIDENT'S FOREWORD

Ciarán McLaughlin

Is mór an onóir liom é fáilte a chur roimh fhoilsiú Straitéis nua CLG Uladh.

It gives me great pleasure to introduce this latest Strategic Plan for Cumann Lúthchleas Gael Uladh 'Ulster GAA -A Future for All' 2024 – 2028 'CLG Uladh - Todhchaí do Chách' provides the Association with a clearly defined vision and strategy for the next five years.

This Strategic Plan focuses on realising our vision as an Association, promoting inclusive and innovative practices while maintaining a club and community focused organisation. At the heart of Ulster GAA is our unique, volunteer-led, amateur ethos. By embedding our core values through our engagement at club and county level, we can ensure that our games and activities enrich the lives of our members, their families, and the communities we serve, encouraging and promoting lifelong participation where everyone belongs.

The plan is unashamedly ambitious. The aim is for all ages and all abilities to find their own place within Ulster GAA. Léiríonn an straitéis go bhfuil áit dúinn uilig ann, agus tugann an plean féin deis d'achan duine áit a aimsiú dóibh féin taobh istigh de Chumann Lúthchleas Gael Uladh. It also reflects our commitment to strengthen the connection we have with our membership and communities, and in doing so, retain our place as the foremost amateur organisation on the island of Ireland.

The continuation of the close working relationships with our friends in Ulster LGFA and Ulster Camogie, will be key to that ambition and together, we will celebrate all that is positive about our integration agenda, in Ulster and nationally. We will also continue to work closely with our twinning partners in Canada and Britain to retain our strong relationships and to help to develop their ever-expanding games programme.

In an ever-changing society, Ulster GAA must evolve. Our multisport partnership with the IFA and with Ulster Rugby is important as we work with them to expand the inclusion dimension of the plan.

At the heart of everything are our clubs and our counties. As we promote our Association's values around volunteerism, amateurism, respect, community, player welfare, inclusion and sustainability, we will as always, strive for excellence in everything that we do. To achieve this, we will continue to work in partnership with central

government and with internal and external partners, to ensure the wellness of our players, coaches, referees, administrators and members.

Ulster GAA is known for its high standards, for success and for striving for excellence. While planning the strategy, we have identified our top five priorities for action as:

- **Coaching and Games**
- **Club and Community**
- **Governance and Safeguarding**
- **Communication and Branding**
- **Infrastructure and Sustainability**

In implementing the plan, we will continue to grow our sporting and cultural heritage, embed good governance, develop facilities, sustain and improve coaching and administration in our clubs while promoting sustainability and inclusive practices.

The GAA is nothing without its people. The people make the clubs, the clubs make the counties. This is a plan for the people, that will help everyone to develop and help them to strive to be the best that they can be within Ulster GAA.

I would like to thank the Leadership and Planning Committee, under Cathaoirleach Kieran McKeever and Rúnaí Bronagh Lennon, for their commitment to this plan. This has been a strong team effort from the staff team and the volunteers, and I thank them all for their input. Great teamwork makes for a great plan!

There is no strength without unity.
"Ní neart go cur le chéile".



CIARÁN MAC LOCHLAINN
UACHTARÁN, COMHAIRLE ULADH

FOCAL Ó RÚNAÍ CLG ULADH MESSAGE FROM ULSTER GAA PROVINCIAL SECRETARY/CEO

Brian McAvoy

Is mór an onóir liom é peann a chur ar pháipéar agus CLG Uladh ag seoladh an tsaothaoir seo: an séú plean straitéiseach de chuid na heagraíochta.

Pléann ‘CLG Uladh – Todhchaí Do Chách’ leis na cúig bliana atá amach romhainn. Is cumann spreagúil, láidir é an CLG agus is é atá ag croí na bpobal i ngach paróiste fud fad an oileáin. Mar eagraíocht, is iomaí dúshlán atá le sárú againn, dúshlán a mbímis ag súil leo agus na cinn a thagann aniar aduaidh orainn chomh maith. Mar a léirigh aimsir na paindéime, caithfear dul i dtaithí ar na cúinsí agus athrú leis an aimsir.

I am honoured to pen a few thoughts as Ulster GAA embarks on another journey with the publication of our sixth strategic plan.

‘Ulster GAA – A Future for All’ charts our direction of travel for the next five years. The GAA is a vibrant and dynamic organisation and is part of the fabric of our communities across every parish across the island. As an organisation we face many challenges, both seen and unforeseen, and as the Covid-19 pandemic aptly demonstrated, organisations must have the capacity to adapt quickly to fast-moving and ever-changing situations.

This plan primarily focusses on five key thematic areas featuring games, clubs, governance, communication and infrastructure. While broad in range, this is not the totality of our focus but, rather, the areas that have been identified as worthy of our highest levels of attention during the five-year timescale of the plan.

Since its foundation the GAA has been pivotal to the lives of Irish people, both at home and abroad. Its contribution has and continues to be immeasurable. Thanks to the heroic efforts of many thousands of volunteers over the years, the GAA has made an indelible mark on Irish society. We never rest on our laurels and take pride in endeavouring to offer both opportunities and entertainment to our members and supporters. As we strive for continuous improvement, the Olympic motto of “citius, altius, fortius” comes to mind.

While we aspire to reach a farther shore, it is equally important that we do not lose sight of our guiding principles. Our mantra “Where We All Belong” portrays a message that we are welcoming and inclusive and this is reflected in our values. During the lifetime of this plan, we will build on our ‘Games for All Programme’, further develop our cultural and wellbeing initiatives and provide the necessary support and guidance to our volunteers to equip them to perform to the best of their ability.

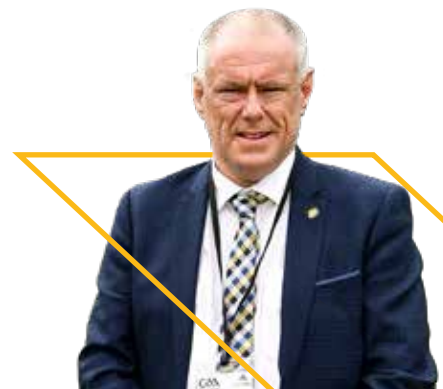
We are all impacted by an evolving society. The basic aim of the Association is “to strengthen the national identity in a 32-county Ireland....” So much has changed since these words were first written. Some 12 per cent of the Irish population is “non-Irish” and this is likely to increase and more and more of these ‘new Irish’ are becoming involved in our games and associated activities. We must see this as an opportunity, not a challenge.

2024 sees the 140th anniversary of the founding of the GAA, the 120th anniversary of the Camogie Association, the centenary of GAA Handball and the fiftieth anniversary of the founding of the Ladies Gaelic Football Association. These are milestones to be celebrated and cherished, though we can’t stand still. They come at a time when preparations for the integration of the GAA and its sister organisations are ongoing through the implementation of the GAA’s Vision of One Association for Gaelic Games, and bringing this towards fruition is a core issue of this plan.

Our amateur status and volunteer ethos are cornerstones of our Association. They have served us well in the past and will continue to serve us in the future. These fundamentals have allowed us to take a place at the top table of sporting and public organisations across the island. We will continue in this vein and will work for the betterment of our counties, clubs, members and the wider community in delivering on the objectives of this strategic plan.

I thank everyone who has contributed to the research and production of the plan. You have made an invaluable contribution to the ongoing work of Ulster GAA. Let the hard work begin.

Is mise, le meas,



BRIAN MAC FHÍOBHUÍ
RÚNAÍ, COMHAIRLE ULADH



MESSAGE FROM ARD-STIÚRTHÓIR CLG

Tom Ryan

I am delighted to provide this foreword to express both my support and enthusiasm on behalf of the GAA at national level for the implementation of the Ulster GAA Strategic Plan 2024-2028.

The Association's overarching strategic plan, 'Aontas 2026: Towards One Association for All', articulates the long-term direction of the organisation; specifically, where we aim to be by 2026 and how we plan to get there. Our vision is a sustainable community-based and volunteer-led Association where as many as possible, participate in Gaelic games and culture, for as long as possible. The core tenants of this are:

- **Providing the best possible games experience for players and spectators**
- **Giving unrivalled role support and personal development opportunities to players, volunteers and employees**
- **Supporting Club and community survival and growth**
- **Striving for a more connected Association**
- **Modernising our governance and operations as part of One Association**
- **Ensuring the sustainability of our finances, facilities and activities**

I am pleased to observe the strong alignment between the vision and specific objectives of both strategic plans. While the GAA's strategic plan sets the overall direction, Ulster GAA's plan sets out the roadmap for how they intend to contribute to this, while also addressing challenges and opportunities specific to their context.

A notable example of this alignment is evident in the GAA's aspiration to form one progressive and inclusive Association to govern all Gaelic games codes. Since the launch of the Association's strategy in April 2022, a Steering Group on Integration has diligently worked to realise this vision. The restructuring of the GAA's Management Committee from 2024 onward to ensure that a minimum of 40 per cent of members are female signifies the GAA's commitment to it, while Ulster GAA's values and objectives clearly demonstrate their commitment to diversity, inclusion and integration. I anticipate that, once both strategic plans are implemented, we will both be part of a stronger organisation where everyone feels welcome and valued.

While the integration of Gaelic games codes is arguably within the control of our members and leaders, we must also plan for external factors beyond our control such as changing demographics. The population of the 32 counties now exceeds seven million and there is an irreversible shift towards urbanisation. Recognising that general solutions are not viable, it is imperative that Ulster GAA collaborates with clubs, counties and local authorities to explore solutions tailored to the needs of both rural and urban clubs. I am encouraged by the acknowledgment of these issues in Ulster GAA's plan and the proposed approach to increase the focus on planning for demographic change in the communities we serve.

In conclusion, I recognise the extensive work undertaken to develop this strategic plan. It is a testament to the dedication of the volunteers and officials who guided the process and influenced the priorities of the plan. It is often asserted that an organisation's ability to shape its future depends on how well it communicates where it wants to be and how it plans to get there. If that holds true, this strategic plan is an excellent starting point. I am confident that an exciting future and ongoing success are in store for the players, volunteers, supporters and partners of Ulster GAA.

Tá sé de phléisiúr agam focal a rá ar son an CLG ag leibhéal náisiúnta agus CLG Uladh ag seoladh na straitéise seo.



TOMÁS Ó RIAIN
ARD-STIÚRTHÓIR
CUMANN LÚTHCHLEAS GAEL

MESSAGE FROM UACHTARÁN CLG

Jarlath Burns

Is onóir mór domhsa an réamhfhocal seo a scríobh don phlean straitéiseach seo do Chumann Lúthchleas Gael Uladh.

Tá an plean seo ciallmhar, uailmhianach agus gan amhras, beidh sé ina cháipéis bhríomhar le linn na cúig bliana a bheas sé in úsáid. Tá sé tabhachtach go bpleanáilann na haonaid ar fad de chuid CLG don todhchaí agus molaim an treoir a thugann Comhairle Uladh do na clubanna, na contaetha agus na scoileanna sa chúige seo.

Ulster GAA was one of the first provincial units to create a strategic plan and we have been well served by this approach in the years that have followed. We can point to many successes of the methodical planning and strategic thinking of this province, not least our outstanding modern county grounds that cater for our supporters so well, the community focus that links effectively with government wellbeing campaigns, our excellent refereeing initiatives and training culture, how we interact with other sporting bodies in the province, our dynamic One Club model and our officer, club and county training agenda which ensures our administrators at every level are respected, able and prepared for the tasks of doing their jobs, either as volunteers or staff.

And we do so while addressing the unique challenge of administering within two jurisdictions which have become even more disjointed due to the fractious nature of Brexit. That we manage to succeed in any manner is a credit to the tenacity and diligence of our elected and employed officials, but the fact that our province is a beacon of leadership and innovation is something of which we should be proud.

And the evidence is there. As I write, clubs in our province hold the football All Ireland cups for junior, intermediate and senior. A unique and outstanding achievement and one for which all Gaels in this province can take pride in.

Finally, as I begin my term as Uachtarán CLG, I would like to offer my sincere gratitude for the help and advice I receive from the Ulster Council and I wish you well in the delivery of the ambitious objectives of this Strategic Plan.

Le meas mór,



IARLAITH Ó BROIN
UACHTARÁN
CUMANN LÚTHCHLEAS GAEL

ÁR bhFÍS

OUR VISION

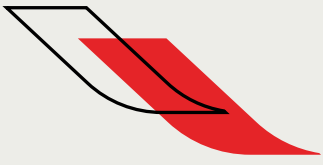
A vibrant, community-based and volunteer-led organisation, that values and includes everyone, underpinned by good governance and quality support to volunteers, players, coaches, referees and the wider community.

ÁR gCEANN SPRICE

OUR MISSION

As an inclusive, innovative, community-based, volunteer-led amateur organisation, we strive to enrich the lives of our members and units by embedding our core values, through engagement in sport, culture, language, health and well-being. We will promote club and county sustainability and lifelong participation, where everyone feels a sense of belonging.

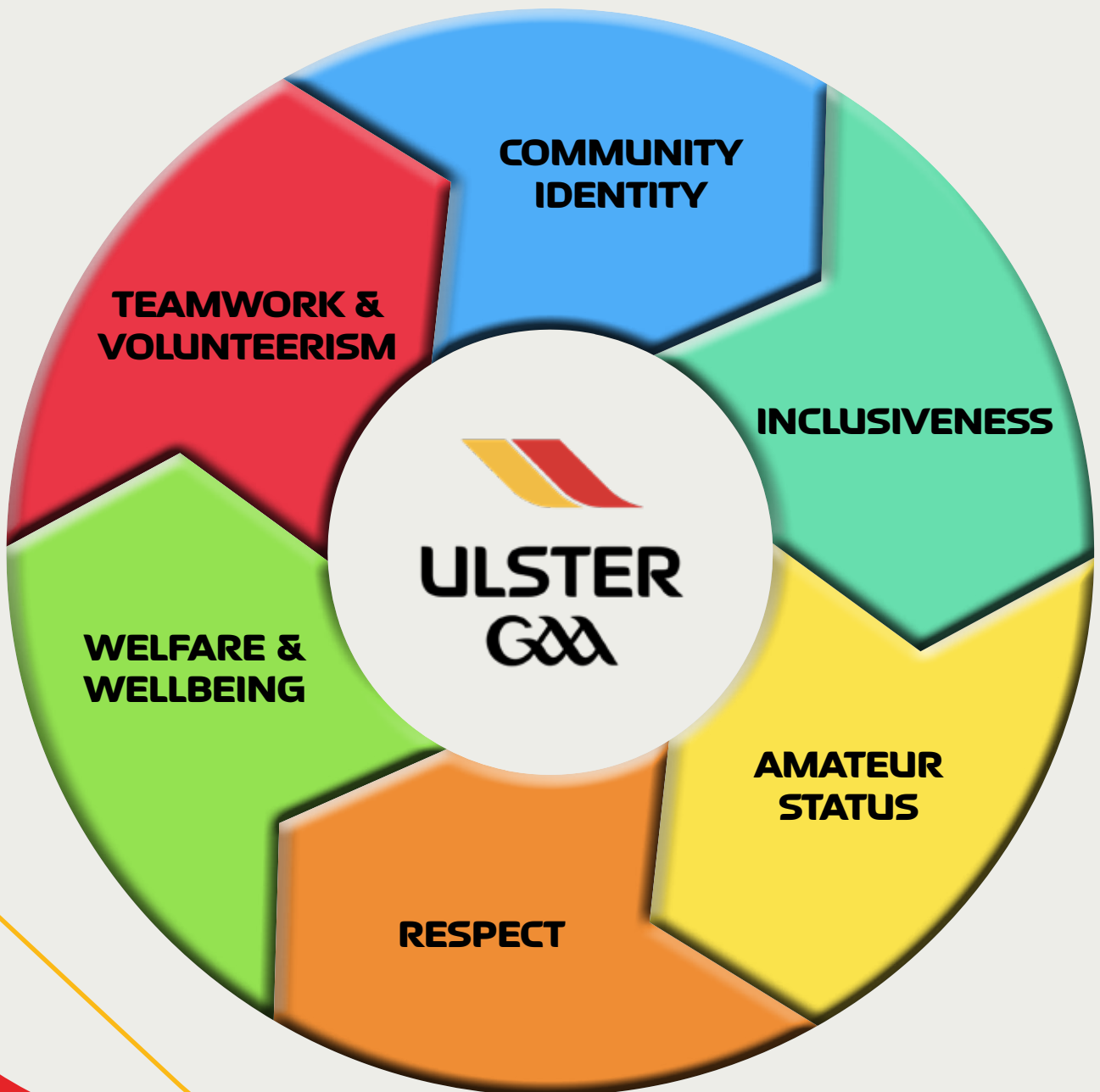




ÁR gCUID MAITHEASAÍ

OUR VALUES

We promote the values of our Association and work to embed these values in our clubs and communities, through our games, activities and practices. We continually challenge our volunteers, coaches, players, referees, and administrators to remain true to these ideals.



OVERVIEW OF THEMES AND OBJECTIVES

COACHING AND GAMES DEVELOPMENT

THEME 1

- 1.1 Develop the curriculum for pillars of performance by providing education and learning support
- 1.2 Provide flexible and bespoke programmes relevant to each stage or stages of FTEM
- 1.3 Ensure Coach Developers remain engaged through ongoing support, training and mentorship
- 1.4 Provide support and guidance to referees at club, county and provincial level in a variety of settings
- 1.5 Provide education and learning opportunities for players and coaches in all codes to enhance their preparation
- 1.6 Support individuals, smaller clubs, primary and post primary schools with opportunities to play our games across hurling, camogie, football, rounders and handball
- 1.7 Create new participation opportunities across all codes, genders and abilities
- 1.8 Establish a research framework to evaluate programmes and inform future delivery

CLUB AND COMMUNITY

THEME 2

- 2.1 Assist all our units in becoming more diverse and inclusive, by creating a positive and welcoming environment for everyone in our communities
- 2.2 Develop new partnerships and enhance existing partnerships to ensure that clubs will have a greater impact in their local communities
- 2.3 Provide necessary support and recognition to existing GAA volunteers, while increasing the volunteer base across all our units
- 2.4 Utilise the strength and position of the GAA to promote community health and contribute to a healthier society
- 2.5 Promote Scór and cultural activities and opportunities. Increase the visibility and use of Irish language across the GAA membership
- 2.6 Guide clubs towards a position of sustainability by effective planning and preparing for the future
- 2.7 Support units in adapting to demographic change

GOVERNANCE AND SAFEGUARDING

- 3.1 Review and develop safeguarding structures, policies, procedures and practice to ensure they are fit for purpose for all adults and children who interact with our Association
- 3.2 Strengthen governance structures throughout Ulster GAA and our units to provide appropriate guidance and support
- 3.3 Enhance support systems for GAA staff and volunteers to sustain and grow initiatives whilst protecting the amateur ethos of the GAA
- 3.4 In tandem with the national integration process, form One Provincial Association in Ulster to govern all Gaelic games codes: Gaelic football, hurling, ladies Gaelic football, camogie, handball and rounders
- 3.5 Achieve long-term financial sustainability for Ulster GAA and our affiliated units to enable our Association to grow and prosper
- 3.6 Ensure appropriate governance and resources are dedicated to deliver a modern GAA stadium in Belfast with a capacity of 34,578

THEME 3

COMMUNICATION AND BRANDING

- 4.1 Establish a proactive approach to communications that enhances Ulster GAA's relevance & reputation
- 4.2 Continue to be recognised as a leading organisation within the Province through the promotion of the Ulster GAA brand
- 4.3 Develop greater engagement with our range of stakeholders
- 4.4 Communicate more good news stories from Ulster GAA activities to ensure enhanced recognition of achievements
- 4.5 Explore ways that Irish language and cultural activities can be further promoted

THEME 4

INFRASTRUCTURE AND SUSTAINABILITY

- 5.1 Deliver an iconic, internationally recognised sports stadium at Casement Park for Gaelic games and other major events in Belfast
- 5.2 Deliver a new fit for purpose Ulster GAA headquarters for Ulster GAA Council, committees and staff
- 5.3 Deliver new sustainable floodlighting systems (LED) across the province
- 5.4 Ensure GAA facilities in Ulster are developed and managed in a safe and sustainable way
- 5.5 Enable all Ulster GAA units to operate in an integrated way to develop and manage facilities for all genders and codes utilising our premises
- 5.6 Educate and facilitate all Ulster GAA units to operate responsibly to mitigate the effects of climate change for our communities and our planet

THEME 5

ULSTER GAA IN NUMBERS

GAA

79,715

Players

5,163

Teams



137,320

Total Registered Members

Clubs

382

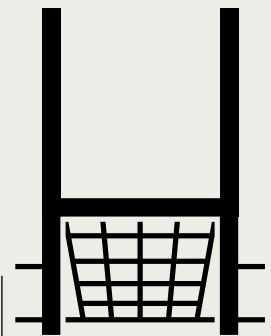
GAA Clubs

129

Camogie Clubs

293

Ladies Gaelic Clubs



33

Handball Clubs

12

Rounders Clubs



Volunteer Development

649

New club officers attended
role specific training

LGFA

43,452

Members

37,711

Players

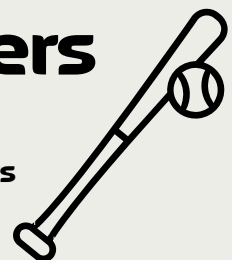
2,282

Teams

Rounders

431

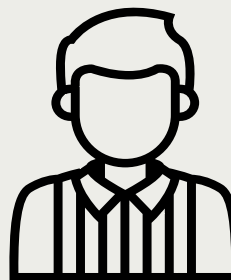
Members/Players



Handball

1,471

Members/Players



Cúl Camps

20,130

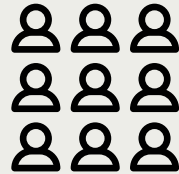
No. of Participants



Social Media

No. of Ulster GAA Followers

200,000+



Attendances

250,000

Spectators at Ulster GAA Games



Coach Education

211

Coach Education Courses



Camogie

17,706

Members

1,155

Teams

14,809

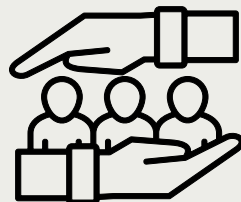
Players



Ulster GAA TV

50 games

live streamed per season



Safeguarding

367

Safeguarding workshops delivered

7641

Attendees at safeguarding training

Schools

1850+ Games

N.B. All figures as per Jan 2024

STRATEGIC CONTEXT

This plan is designed to establish objectives and related actions for the development of the GAA in Ulster 2024-2028 (inclusive). It is designed to help Comhairle Uladh adapt to the challenges presented by modern society and the changing environments across our nine counties.

The previous Ulster GAA plan for 2021-2023 “Sustaining Clubs and Building Capacity” has largely been delivered. This new strategy continues that journey to strengthen Ulster GAA as the province’s leading amateur sporting, cultural, community and volunteer led organisation.

The approach followed the GAA strategic planning template, and the Ulster GAA Leadership and Planning committee, alongside the senior management team, were tasked with the job of developing and designing this strategy.

Getting started

- Planning process ratified and appointment of steering group and personnel
- Project Plan and key focus areas developed with Planning and Leadership committee

Doing the groundwork

- Focus areas and strategic priorities discussed with Ulster GAA Management Committee
- Key stakeholders and consultation methods identified
- Consultation process conducted with stakeholders and staff
- Provincial vision agreed for each focus area

Creating the strategy

- List of ongoing and planned activities in the focus areas collated
- Decision made on objectives and actions to be prioritised in each area
- Consensus sought from steering group

Writing the plan

- GAA Mission, Vision and Values adopted
- Aims, Objectives and Outcomes defined and agreed

Many issues were taken into consideration in the development of the key focus areas and associated objectives. The world has changed in so many ways as we have emerged from the global pandemic. The way we work, the way we communicate, and the issue of climate change will have far reaching impacts for the GAA as an organisation.

GAA clubs are placed centrally in the hub of local communities, both rural and urban, and each of them have their own challenges. The increase in the cost of living is having an impact on our GAA membership and demographics are continually changing. Evolving

lifestyles and attitudes to volunteering, dropout from sport, environmental sustainability, globalisation, Brexit and increased focus of the health and wellbeing of all GAA members, influences how the Association moves forward. It was agreed from the outset that the plan would largely align with the National GAA Strategic Plan “Aontas 2026 Towards One GAA for All”, and a decision was taken to move to a five-year plan to take us up to the end of 2028.

A key priority for the GAA, the LGFA and Camogie Associations, is to form One Association, that is progressive and inclusive, to govern and promote Gaelic football, hurling, camogie, ladies Gaelic football, handball, rounders and scór.

The vision is One Association for Gaelic Games, and the Integration pathway/roadmap 2023-2027 is underway, with the plan for full integration in 2027. Integration is a cross cutting factor across all the focus areas in this plan and Ulster GAA will continue to provide leadership to our units. It is important to be mindful of the increasing costs incurred by our clubs and counties and in conjunction with National GAA policy, support will be provided to all our units in this regard. Additionally, Ulster GAA will also align with the ongoing National GAA plan to grow the game of hurling across the province.

The Leadership and Planning Committee, with remit for development of the strategy, agreed on five thematic areas to cover all aspects of discussion. These were Coaching and Games Development, Club and Community, Governance and Safeguarding, Communication and Branding, and Infrastructure and Sustainability.

A comprehensive stakeholder event was held to take feedback, comments and suggestions from a diverse range of GAA personnel. Representation included the Planning and Leadership Committee, senior staff, Ulster Council Officers, board members from all nine counties, members from provincial committees and representatives from Camogie, LGFA, Handball and Rounders. This was followed by a consultation day with staff across all departments of Ulster GAA. The strategic direction was then agreed on and each thematic area developed a series of aims, objectives and outcomes to address these. Cross cutting issues throughout this plan include integration, sustainability, inclusion, growth and demographic change.

It is important to note that this plan is not a descriptive document in that it does not seek to lay out in detail precise actions to be undertaken in every situation. Rather it sets a direction of travel. The implementation of the strategy will involve development and allocation of work plans to relevant personnel and committees and will be overseen by an implementation committee with a formal midterm review in 2026.



THEME 1 COACHING & GAMES DEVELOPMENT



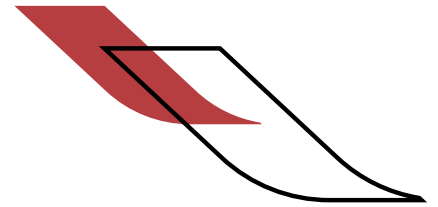
Integrate an education, training and development framework with all codes, facilitating a flexible learning experience, for players, coaches' referees and developers.

SUMMARY OF WHAT WE WILL DO:

- Develop the curriculum for pillars of performance by providing education and learning support
- Provide flexible and bespoke programmes relevant to each stage or stages of the FTEM* player development framework
- Ensure Coach Developers remain engaged through ongoing support, training and mentorship
- Provide support and guidance to referees at club, county and provincial level in a variety of settings
- Provide education and learning opportunities for players and coaches in all codes to enhance their preparation
- Support individuals, smaller clubs, primary and post primary schools with opportunities to play our games across hurling, camogie, football, rounders and handball
- Create new participation opportunities across all codes, genders, and abilities
- Establish a research framework to evaluate programmes and inform future delivery

THEME 1: COACHING AND GAMES DEVELOPMENT		
AIM	OBJECTIVE	OUTCOME
1.1 SHARED PLAYER DEVELOPMENT CURRICULUM	Develop the curriculum for pillars of performance by providing education and learning support	<ul style="list-style-type: none"> • Engage our partners who can inform curriculum and deliver pillars of performance • Train the coach developers who can deliver to coaches, teachers and players
1.2 COACH DEVELOPMENT CURRICULUM	Provide flexible and bespoke programmes relevant to each stage or stages of the FTEM* player development framework	<ul style="list-style-type: none"> • Review needs at various stages of the FTEM* model • Establish curriculum for the pillars of performance • Offer flexible coach education programmes for coaches and teachers online / face to face • Develop bespoke coach education for target groups
1.3 EXPANSION OF COACH DEVELOPER ENGAGEMENTS	Ensure Coach Developers remain engaged through ongoing support, training, and mentorship	<ul style="list-style-type: none"> • Audit coach developer data base • Train new coach developers • Provide retraining for existing coach developers • Enhance coach developers mentoring skills • Engage county personnel and support their inputs into clubs, schools and academies

*See the FTEM player development framework: www.learning.gaa.ie/GaelicGamesPlayerPathway



THEME 1: COACHING AND GAMES DEVELOPMENT

AIM	OBJECTIVE	OUTCOME
1.4 REFEREES' DEVELOPMENT CURRICULUM	Provide support and guidance to referees at club, county and provincial level in a variety of settings	<ul style="list-style-type: none"> • Provincial campaign designed and delivered around respect, recruitment, training and retention • Education opportunities for club referees, both face to face and online • Support Academy referees (and graduates), with face to face, online, on a one to one and in communities of practise
1.5 PERFORMANCE AND HIGH-PERFORMANCE	Provide education and learning opportunities for players and coaches in all codes to enhance their preparation	<ul style="list-style-type: none"> • Audit of performance and high-performance provision • Programmes of support in performance and high performance for identified audience(s) • Workshops across codes at performance or high- performance levels • Deliver research output in this area internally and in partnership with external agencies
1.6 PARTICIPATION ACROSS OUR CODES	Support individuals, smaller clubs, primary and post primary schools with opportunities to play our games across hurling, camogie, football, rounders and handball	<ul style="list-style-type: none"> • ABC education opportunities for clubs and primary schools • Youth development education opportunities for clubs and schools • Children and Youth playing opportunities. • Adult and Recreational Games playing opportunities
1.7 EXPANSION OF DIVERSITY AND INCLUSION PROGRAMME WITHIN OUR OPERATIONS	Create new participation opportunities across all codes, genders, and abilities	<ul style="list-style-type: none"> • Increase female participation through opportunities to play • GAA for ALL activity through club and regional hubs • Northern Ireland Prison Service engagement through programmes in their facilities
1.8 RESEARCH OUTPUT TO EVALUATE PROGRAMMES AND DECISIONS	Establish a research framework to evaluate programmes and inform future delivery	<ul style="list-style-type: none"> • Audit for research initiatives • Establish research framework • Create research projects • Disseminate research output

THEME 2 CLUB AND COMMUNITY

Develop and grow our clubs to be inclusive and healthy, community centred hubs.

SUMMARY OF WHAT WE WILL DO:

- Assist all our units in becoming more diverse and inclusive, by creating a positive and welcoming environment for everyone in our communities
- Clubs will have a greater impact in the local community by developing new partnerships and enhancing existing partnerships
- Provide necessary support and recognition to existing GAA volunteers, while increasing the volunteer base across all our units
- Utilise the strength and position of the GAA to promote community health and contribute to a healthier society
- Promote cultural activities and opportunities. Increase the visibility and use of Irish language across the GAA membership.
- Clubs will be guided towards a position of sustainability by effective planning and preparing for the future
- Support units in adapting to demographic change

THEME 2: CLUB AND COMMUNITY		
AIM	OBJECTIVE	OUTCOME
<p>2.1 EQUALITY DIVERSITY AND INCLUSION ACROSS ALL OUR UNITS – INCORPORATING GAA FOR ALL</p>	<p>Assist all our units in becoming more diverse and inclusive, by creating a positive and welcoming environment for everyone in our communities</p>	<ul style="list-style-type: none"> • Review and update key policies on equality and inclusion and communicate these to clubs and other units • Develop guidelines and resources for clubs on being open, welcoming, and inclusive • Establish GAA for All hubs providing coverage across the Province • Ulster GAA disability strategy • Tackling racism and sectarianism by education and best practice
<p>2.2 COMMUNITY FOCUSED CLUBS ENCOURAGING WIDER OUTREACH</p>	<p>Develop new partnerships and enhance existing partnerships to ensure that clubs will have a greater impact in their local communities</p>	<ul style="list-style-type: none"> • Expansion of Club Engagement Programme • Cross community engagement via participation opportunities and awareness talks • Partner with relevant external organisations and sports bodies to promote GAA participation opportunities and awareness • Engage with local authorities to assist clubs in playing an active role in their local council area for mutual benefit – health, facilities, sustainability, community planning



“Ulster GAA shares our values to empower as many young people as possible to reach their full potential and make a difference in their communities. We are delighted that young volunteers can choose to receive Gaisce Award certification through our Joint Award Initiative with The Duke of Edinburgh’s Award NI.”

AVRIL RYAN
CEO, GAISCE – THE PRESIDENT’S AWARD

THEME 2: CLUB AND COMMUNITY

AIM	OBJECTIVE	OUTCOME
<p>2.3 VOLUNTEERING AWARENESS AND OPPORTUNITIES</p>	<p>Provide necessary support and recognition to existing GAA volunteers, while increasing the volunteer base across all our units</p>	<ul style="list-style-type: none"> • Develop a volunteer framework for Ulster GAA incorporating all units (province, county, club) • Provide relevant education and training to support volunteers and avoid burnout • Investing in volunteers accreditation • Create opportunities for youth volunteering and youth development through Young Leaders Programme, Duke of Edinburgh/Gaisce and Sports Inspire
<p>2.4 HEALTHY CLUBS AND COMMUNITIES</p>	<p>Utilise the strength and position of the GAA to promote community health and contribute to a healthier society</p>	<ul style="list-style-type: none"> • Promote the GAA Healthy Club Programme and contribute to GAA health structures • Club focused activities (physical, recreational, and non-physical) for all age groups and abilities • Consolidate relationships with existing primary Health partners and seek to develop new partnerships • Provide Health and Wellbeing support for Ulster GAA staff, players, coaches, referees and volunteers • Promote and evaluate Ulster GAA Health initiatives
<p>2.5 CULTURE AND LANGUAGE PROMOTION OPPORTUNITIES FOR ALL</p>	<p>Promote Scór and cultural activities and opportunities</p> <p>Increase the visibility and use of Irish language</p>	<ul style="list-style-type: none"> • Non-competitive opportunities for young people to engage in cultural activities • Scór development and cultural camps for young people • Ulster GAA to lead the way in Irish Language promotion with increased visibility of Irish, classes for staff and use across all departments – Identify new role models • Club learning opportunities via Foghlaim sa chlub, Gaeilge sa chlub and promotion of Fondúireacht Sheosaimh Mhic Dhonncha



“Volunteer Now has been delighted to partner with Ulster GAA on a number of programmes, including support for young people volunteering. This recognition helps to promote a lifelong journey of volunteering which benefits the individual and the organisation. We look forward to continuing to develop our work throughout the next phase of your Strategic Plan.”

DENISE HAYWARD
VOLUNTEER NOW

THEME 2: CLUB AND COMMUNITY

AIM	OBJECTIVE	OUTCOME
<p>2.6 FUTURE PROOFING GAA CLUBS</p>	<p>Guide clubs towards a position of sustainability by effective planning and preparing for the future</p>	<ul style="list-style-type: none"> • Club Planning programme to assist clubs in planning for the future • Club Compás and Club Maith to help clubs operate effectively and efficiently • Support clubs with integration and inclusion • Provincial Club audit to gather data from our club units • Fully utilise the Foireann system
<p>2.7 PREPARING FOR DEMOGRAPHIC CHANGE</p>	<p>Support units in adapting to demographic change</p>	<ul style="list-style-type: none"> • Work with the GAA nationally and local authorities in relation to planning for future demographic changes • Encourage greater use of shared facilities, where appropriate • In association with the GAA nationally allow for greater flexibility between club and county boundaries in relation to player participation, where it is deemed in the best interests of the Association • Develop a facilities strategy across the GAA in Ulster that identifies strategic needs based on traditional and non-traditional potential growth areas for the Association



“The GAA has proven itself a leader in responding to societal issues and the enthusiasm with which clubs across the province have embraced these challenges – through initiatives such as the Irish Life GAA Healthy Clubs programme and the GAA Green Clubs programme – is a testament to Ulster GAA and their dedicated team.”

COLIN REGAN

GAA COMMUNITY AND HEALTH MANAGER

TÁ ÁIT DÚINN UILIG ANSEO
SAN ÁIT ÁIRITHE SEO

ANOIS

TÁ ÁIT DÚINN UILIG ANSEO
BEAG BEANN AR CÉ MUID FÉIN NÓ CÁ AS MUID
TÁ ÁIT DÚINN UILIG ANSEO DE BHARR GO
BHFUIL MUID ANSEO

IS IONANN ÁIT A BHEITH DÚINN UILIG ANSEO
AGUS MUID A BHEITH MAR CHUID DE PHOBAL
POBAL INA BHFUIL RÓL AGAINN UILIG ANN
ÁIT A GCOTHAÍTEAR POITEINSIUIL

AGUS TALLANN

ÁIT A NDÉANTAR FOIRNE DE DHAOINE
A THUGANN ONÓIR DO OIÐHREACTH NA
NDAOINE A D'IMIGH ROMPU
AGUS A DHÉANANN A NDÍCHEALL
OIDHREACTH DÁ GCUID FÉIN A CHRUTHÚ

IMRÍONN CUID AGAINN

D'IMRÍODH CUID EILE AGAINN
NÍOR IMIR CUID AGAINN ARIAMH

TÁ ÁIT DÚINN UILIG ANN

IS IONANN ÁIT A BHEITH DÚINN UILIG ANN AGUS GLÓR
A BHEITH AGAINN UILIG ANN
IS IONANN É AGUS CEAD A BHEITH AGAINN AN RUD A CHEAPANN

MUID

A BHEITH CEART, A RÁ ÁIT A N-ÉISTEAR LINN

IS IONANN ÁIT A BHEITH ANN DÚINN UILIG
AGUS MEAS A BHEITH AGAINN AR A CHÉILE
IS IONANN É AGUS A BHEITH ANN DÁ CHÉILE
NUAIR ATÁ MUID AR AN BPÁIRC IMEARTHA

AGUS NUAIR NACH BHFUIL MUID AR AN BPÁIRC IMEARTHA

IS IONANN ÁIT A BHEITH DÚINN UILIG ANN
AGUS ÁR GCUID MUINCHILLÍ A THRUSÁIL
AGUS CIBÉ RUD ATÁ LE DÉANAMH AGAINN A DHÉANAMH

TÁ ÁIT DÚINN UILIG ANN, IS CUMA CÉ ACU ÁR
GCÉAD LÁ É NÓ ÁR GCÉADÚ BLIAIN É

TÁ ÁIT DÚINN UILIG ANSEO MAR IS LINNE UILIG AN ÁIT SEO

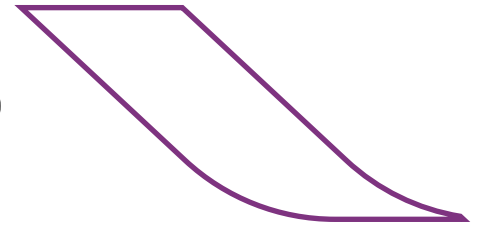
CLG

SIN AGAINNE

TÁ ÁIT DÚINN UILIG ANN

GAA

THEME 3 GOVERNANCE AND SAFEGUARDING



To do the right things even better

SUMMARY OF WHAT WE WILL DO:

- Review and develop safeguarding structures, policies, procedures, and practice to ensure they are fit for purpose for all adults and children who interact with our Association
- Strengthen governance structures throughout Ulster GAA and our units to provide appropriate guidance and support
- Enhance support systems for GAA staff and volunteers to sustain and grow initiatives whilst protecting the amateur ethos of the GAA
- In tandem with the national integration process, form One Provincial Association in Ulster to govern all Gaelic games codes: Gaelic football, hurling, ladies Gaelic football, camogie, handball and rounders
- Achieve long-term financial sustainability for Ulster GAA and our affiliated units to enable our Association to grow and prosper
- Ensure appropriate governance and resources are dedicated to deliver a modern GAA stadium in Belfast with a capacity of 34,578

THEME 3: GOVERNANCE AND SAFEGUARDING

AIM	OBJECTIVE	OUTCOME
<p>3.1 SAFEGUARDING MEMBERS</p>	<p>Review and develop safeguarding structures, policies, procedures, and practice to ensure they are fit for purpose for all adults and children who interact with our Association</p>	<ul style="list-style-type: none"> • Creation of an Adult Safeguarding Lead at provincial and county level • Create a positive safeguarding culture within the Association through comprehensive engagement with members, those with lived experiences, community, statutory and voluntary stakeholders • Update and launch the Ulster GAA Adult Safeguarding Policy & Procedures to align with the Adult Safeguarding Operational Procedures 2016 (NI) and the Adult Safeguarding Bill 2017 (ROI) to ensure adult safeguarding practices are effective, easily understood and embedded in the culture of the Association • In line with the Association at national level, create a Working Group of key stakeholders to develop a Domestic Violence & Abuse Strategy, which is aligned to the principles of White Ribbon • Ensure appropriate training is in place for all GAA staff and volunteers, so they may respond appropriately to safeguarding concerns, enhancing safeguarding practice and create a safer sporting environment for all • Achieve full vetting, safeguarding training, and Safeguarding Risk Assessment compliance across the Association in the province



THEME 3: GOVERNANCE AND SAFEGUARDING

AIM	OBJECTIVE	OUTCOME
<p>3.2 ENHANCING GOVERNANCE WITHIN ULSTER GAA</p>	<p>Strengthen governance structures throughout Ulster GAA and our units to provide appropriate guidance and support</p>	<ul style="list-style-type: none"> • Fully engage with the Audit & Risk Committee to ensure that robust procedures exist to protect the assets of Ulster GAA and all affiliate units. This will include the full implementation of any forthcoming recommendations • Regularly review the Corporate Risk Register for Ulster GAA and each County to ensure full compliance with the GAA's Risk Management Policy • Ensure that Ulster GAA achieves the highest assurance rating for governance and financial controls with all relevant funders • Fully develop a suite of resources, policies and procedures that guide clubs and units to implement enhanced governance and controls throughout all levels • Fully implement any recommendations forthcoming from audit processes to protect the assets of the Association in Ulster
<p>3.3 PEOPLE AND CULTURE</p>	<p>Enhance support systems for GAA staff and volunteers to sustain and grow initiatives whilst protecting the amateur ethos of the GAA</p>	<ul style="list-style-type: none"> • Progress recommendations from the National Human Resources (HR) Review to ensure full compliance within Ulster GAA and across Ulster counties • Review and implement appropriate HR handbooks, policies, and procedures to ensure consistency across all GAA personnel in Ulster • Dedicate sufficient resources to support employees and volunteers to manage people and programmes throughout all units in Ulster • Take account of best practice of other National Governing Bodies (NGBs), and enhance the training and development plan to further provide continuing professional development (CPD) opportunities for relevant personnel • Implement an appropriate system that will modernise the management of personnel in the Association and enable the roll out of appropriate training, workplans and appraisals • Ensure that the mission and values of Ulster GAA are represented and highlighted by personnel at all times



“White Ribbon NI is committed to maintaining a strong and collaborative partnership with Ulster GAA to effectively challenge the societal attitudes and beliefs that perpetuate violence against women and girls. We will continue to provide support to Ulster GAA in the implementation and execution of their comprehensive “Listen, Learn, Lead - Action Plan.”

TAHNEE MCCORRY
CHIEF EXECUTIVE, WHITE RIBBON NI

THEME 3: GOVERNANCE AND SAFEGUARDING

AIM	OBJECTIVE	OUTCOME
3.4 INTEGRATION OF GAELIC GAMES FAMILY	In tandem with the national integration process, form One Provincial Association in Ulster to govern all Gaelic games codes: Gaelic Football, Hurling, Ladies Gaelic Football, Camogie, Handball and Rounders	<ul style="list-style-type: none"> Review findings from the National GAA Report and expediate all relevant recommendations within the province of Ulster Review existing partnerships and build on the existing positive relationships that exist by exploring opportunities for increased collaboration and efficiencies Dedicate appropriate resource to an Integration Workgroup focussed on forming the Provincial Association
3.5 FINANCIAL SUSTAINABILITY OF UNITS	Achieve long-term financial sustainability for Ulster GAA and our affiliated units to enable our Association to grow and prosper	<ul style="list-style-type: none"> Standardise the financial systems and procedures throughout Ulster GAA and affiliated units Develop a consistent ticketing model across Ulster GAA and counties, that focuses on the end user, maximises revenue potential whilst recognising the condensed nature of our games and streamlines reporting processes Develop a five-year budget for Ulster GAA to assist with planning and funding strategic priorities Review and grow the income streams of Ulster GAA with a particular focus on our sponsorship and commercial income models Dedicate an appropriate resource to focus on increasing grant funding income to support strategic priorities Develop a strategic approach to the grant funding that Ulster GAA distributes and link funding to the fulfilment of good governance standards such as Club Maith and Compás Work with the Audit and Risk Committee of Ulster GAA and in each County to identify and mitigate financial governance risks
3.6 CASEMENT PARK STADIUM	Ensure appropriate governance and resources are dedicated to deliver a modern GAA stadium in Belfast with a capacity of 34,578	<ul style="list-style-type: none"> Ensure that appropriate governance at all levels of the Casement Park Stadium Project Dedicate sufficient resources and controls to aid the delivery of the project within the required timelines whilst protecting the assets of Ulster GAA Engage with the Ulster GAA Audit and Risk Committee and relevant stakeholders to provide updates as necessary to mitigate any potential risks



“Ulster GAA is one of our largest sport delivery partners and has been at the forefront of many important changes in sport in recent years. The growth of female participation, adapting games and clubs to include people of all ages and abilities, and their connection to the community serve as exemplars for others.”

RICHARD ARCHIBALD

INTERIM CEO, SPORT NI



THEME 4 COMMUNICATION AND BRANDING



Ulster GAA to be aware, be prominent and be proactive

SUMMARY OF WHAT WE WILL DO:

- Establish a proactive approach to communications that enhances Ulster GAA's relevance & reputation
- Continue to be recognised as a leading organisation within the province through the promotion of the Ulster GAA brand
- Develop greater engagement with our range of stakeholders
- Communicate more good news stories from Ulster GAA activities to ensure enhanced recognition of achievements
- Explore ways that Irish language and cultural activities can be further promoted

THEME 4: COMMUNICATION AND BRANDING		
AIM	OBJECTIVE	OUTCOME
<p>4.1 PROACTIVE COMMUNICATIONS</p>	<p>Establish a proactive approach to communications that enhances Ulster GAA's relevance & reputation</p>	<ul style="list-style-type: none"> • Develop an Ulster GAA communications plan to support all aspects of the strategic plan • Implement the new Ulster GAA social media policy to maintain relevance with our members, whilst continuing to promote GAA guidelines on this area • Invest in advancing digital marketing capabilities to keep pace with technological changes • Provide effective communications to all stakeholders on key matters, to maintain and enhance the reputation of the GAA in the province
<p>4.2 STRENGTHENING THE ULSTER GAA BRAND</p>	<p>Continue to be recognised as a leading organisation within the province through the promotion of the Ulster GAA brand</p>	<ul style="list-style-type: none"> • Fully implement the new Ulster GAA visual identity across all touchpoints • Develop and implement a campaign to communicate who Ulster GAA is, it's values and its range of work • Develop a refreshed visual identity for Casement Park as the new provincial stadium for the GAA in the province • Deliver an extended merchandise range for Ulster GAA to increase brand visibility • Utilise the profile strength of our games, players & volunteers in communications to amplify brand value



“The Duke of Edinburgh’s Award/Joint Award Initiative has enjoyed a very successful partnership with Ulster GAA and it has been inspiring to see so many young people given the opportunity to achieve their full potential. We look forward to building on the fantastic commitment by the staff and volunteers at Ulster GAA to give more young people the same opportunities”

KATE THOMPSON

DIRECTOR, DUKE OF EDINBURGH AWARD NI

THEME 4: COMMUNICATION AND BRANDING

AIM	OBJECTIVE	OUTCOME
4.3 ENGAGING POSITIVELY WITH STAKEHOLDERS	Develop greater engagement with our range of stakeholders	<ul style="list-style-type: none"> • Develop a club engagement plan to increase our relevance to all members • Develop a public affairs plan that keeps Ulster GAA in the focus of governments and other public bodies • Establish a partner engagement plan to further develop Ulster GAA's commercial revenue capability. • Enhance sports media relationships to maximise mutual benefits and value from our games and activities • Create mechanisms to gather the views of young people on communications and other strategic issues
4.4 TELLING OUR NEWS & STORIES	Communicate more good news stories from Ulster GAA activities to ensure enhanced recognition of achievements	<ul style="list-style-type: none"> • Ensure inputs from all internal stakeholders to facilitate a comprehensive calendar of key activities and events • Continually review and enhance all official communications platforms to ensure high standards • Target non-sports media to better showcase the full range of non-games activities • Explore ways of increasing co-operation with our sister organisations around communications
4.5 PROMOTING LANGUAGE & CULTURE	Explore ways that Irish language and cultural activities can be further promoted	<ul style="list-style-type: none"> • An Ghaeilge a chur chun cinn. Identify increased Irish language content opportunities with Coiste na Gaeilge agus na hOidhreacht • Develop Irish language marketing materials consistent with the new brand visual identity • Provide enhanced promotion of Scór events and competitors



“Ulster GAA work closely with National Coaching and Games and have been active in embedding the coaching and games framework (FTEM) and informing curriculum development. This has enabled best practice for players, coaches and referees and provided the necessary support to all our units. This will help to drive that process even further over the lifetime of the strategy.”

SHANE FLANAGAN

NATIONAL GAA DIRECTOR OF COACHING AND GAMES

THEME 5 INFRASTRUCTURE AND SUSTAINABILITY



Plan for, deliver, and ensure the success and sustainability of all Ulster GAA facilities.

SUMMARY OF WHAT WE WILL DO:

- Deliver an iconic, internationally recognised sports stadium at Casement Park for Gaelic games and other major events in Belfast
- Deliver a new fit for purpose Ulster GAA headquarters for Ulster GAA Council, committees and staff
- Deliver new sustainable floodlighting systems (LED) across the province
- Ensure GAA facilities in Ulster are developed and managed in a safe and sustainable way
- Enable all Ulster GAA units to operate in an integrated way to develop and manage facilities for all genders and codes utilising our premises
- Educate and facilitate all Ulster GAA units to operate responsibly to mitigate the effects of climate change for our communities and our planet

THEME 5: INFRASTRUCTURE AND SUSTAINABILITY		
AIM	OBJECTIVE	OUTCOME
5.1 CASEMENT PARK	Deliver an iconic, internationally recognised sports stadium at Casement Park for Gaelic games and other major events in Belfast	<ul style="list-style-type: none"> • Confirmation of funding commitments for new Casement Park in 2024 • Commence UGAA enabling works at Casement Park prior to end of May 2024 • Main Works contract for stadium to commence in Q4 2024 • Delivery UEFA compliant stadium that can host Gaelic Games in 2027 and EUROs in June 2028
5.2 NEW ULSTER GAA HEADQUARTERS	Deliver a new fit for purpose Ulster GAA headquarters for Ulster GAA Council, committees and staff	<ul style="list-style-type: none"> • Establish what facilities are now required for Ulster GAA to function as a modern and progressive Governing Body of Sport • Consider locations for new facilities including Armagh, Belfast and elsewhere in context of other major infrastructure projects including Casement Park re-development which has office accommodation planned • Deliver new premises based on strategic future and operational needs



“The Thinking Futures: Building Recognition initiative brought together representatives of the pro-Union community and the GAA to debate how to remove traditional barriers to discussion, discourse and debate. The project also testified to the GAA’s commitment to inter-community engagement. Ulster GAA will no doubt be at the forefront of continued outreach work, and we wish them well in the successful delivery of their new strategic plan.”

PROFESSOR PETER SHIRLOW

INSTITUTE OF IRISH STUDIES, LIVERPOOL UNIVERSITY

THEME 5: INFRASTRUCTURE AND SUSTAINABILITY

AIM	OBJECTIVE	OUTCOME
5.3 FLOODLIGHTING PROJECTS	Deliver new sustainable floodlighting systems (LED) across the province	<ul style="list-style-type: none"> Advocate for a re-balance of the funding levels at CLG to secure finance for strategic and sustainable infrastructure projects Identify cost and environmental benefits of investment in LED floodlighting at main/secondary county grounds Invest over three years (2023-2025) and ensure consistent approach across GAA in Ulster
5.4 INVESTMENT IN CLUB AND COUNTY GROUNDS	Ensure GAA facilities in Ulster are developed and managed in a safe and sustainable way	<ul style="list-style-type: none"> Secure funding from inside the GAA and lobby external sources to help fund planned and prioritised projects at club, county, and provincial level Engage with local, regional, and national governments to secure support, funding and facilities for the GAA in Ulster on a strategic and shared basis Develop resources and training across counties and clubs to ensure that units meet the highest standards in development, control, management, and maintenance of facilities Embed the Safe Club initiative across the GAA in Ulster and resource it effectively to encourage better practices at all levels in the Association
5.5 INTEGRATION AND GROWTH	Enable all Ulster GAA units to operate in an integrated way to develop and manage facilities for all genders and codes utilising our premises	<ul style="list-style-type: none"> Plan for the facilities required to establish and sustain the CLG One Association ambition Grow Ulster GAA's commercial and government funding income streams to support investment in integration Pilot an Ulster GAA-led handball development programme to establish a network of one wall facilities across the nine counties.
5.6 SUSTAINABILITY	Educate and facilitate all Ulster GAA units to operate responsibly to mitigate the effects of climate change for our communities and our planet	<ul style="list-style-type: none"> Promote and support the implementation of the Green Clubs Programme for the GAA in Ulster Identify how Ulster GAA can support and educate members on delivering global and national sustainable development goals Ensure the new Casement Park and all future CLG funded projects in Ulster become leaders in sustainability in sport and society

CLUB CASE STUDIES

The strength of the GAA is in its volunteers and clubs, and across Ulster there are many clubs excelling in many different areas. Our clubs and volunteers help drive programmes and initiatives that benefit their memberships and the wider community. This strategic plan focuses on areas that incorporate governance, coaching, games, volunteerism, cultural expression and community engagement. The clubs listed below are examples of best practice from across the nine Ulster counties. Each of them is efficient in many areas of club life, but in certain aspects they excel and are a benchmark for other clubs to follow.



LÁMH DHEARG (COUNTY ANTRIM) (GAA GREEN CLUB)

Lámh Dhearg has been part of the GAA Green Club Programme throughout phases one and two. Their Environmental project “Neighbours in Nature” is based upon four themes:

Learning – educating the local community, Action to Protect – litter picks and waste management, Action to Encourage – habitat creation, and Action to Communicate – through workshops and signage. Key successes include Planting & Landscaping, Adopt a spot, Recycling and Upcycling, Lighting improvement scheme and Water projects.

Lámh Dhearg are an example of best practice in making meaningful changes to address climate change at grassroots club level. Check out www.gaa.ie/my-gaa/community-and-health/green-clubs-sustainability for more information on the GAA Green Club Programme.



NAOMH PEADAR (COUNTY ARMAGH) (IRISH LANGUAGE)

Thosaigh Naomh Peadar ar thuras na forbartha i 2019 nuair a ceapadh oifigeach cultúir agus Gaeilge. Chothaigh siad caidrimh le rannóga cultúrtha eile an cheantair; Conradh na Gaeilge agus CCÉ. Chláraigh an club le Fondúireacht Sheosaimh Mhic Dhonncha, scéim a chuidigh leo plean fadtéarmach a chruthú. Le linn an dianghlasála, lean siad ar aghaidh leis na ranganna, agus réachtáladh imeachtaí le linn Sheachtain na Gaeilge ó shin: oícheanta scannáin, oícheanta ceoil, camchuartheanna, frása na seachtaine ar na meáin agus féile ina measc. Bronntar scoláireachtaí Gaeltachta agus fáinní chomh maith.

Naomh Peadar began the journey of Irish language development in 2019 when a Culture & Irish Language Officer was appointed. They fostered relationships with other cultural organisations in the area; Conradh na Gaeilge and CCÉ. As well as classes, they embraced the Joe McDonagh Foundation scheme which helped them with long term planning. Some examples of Irish language programmes include lectures, music nights, trips, festivals, phrase of the week, establishment of language sub-committee, learning Amhrán na bhFiann, and Gaeltacht scholarships.



NAOMH PÁDRAIG, DOMHNACH MÓR (COUNTY TYRONE) (GAA FOR ALL)

Over the last three years Donaghmore GAA has been involved in providing structured GAA activities for boys and girls with learning and physical disabilities. The club’s ‘All Star team’ meets up once a week (indoors and outdoors) to practice their skills and has travelled to other clubs for blitzes, as well as attending the Croke Park activity days and playing at the half-time games in the Ulster Senior Football Championship. The club hosted the inaugural Provincial GAA for ALL Festival in 2023 and their contribution in this area is going from strength to strength.



AN BHOTH (COUNTY MONAGHAN) (CLUB GOVERNANCE)

Scotstown GAA club in County Monaghan would have traditionally conducted all the club administration through an elected Executive Committee, with occasional sub committees formed for specific events. As the club has grown in recent years, both in terms of membership and the number of teams fielded at all levels, it was found that more volunteers and sub-committees were necessary to share the workload.

The club reviewed their governance system by maintaining a smaller Executive Committee and establishing twelve permanent sub-committees. Each sub-committee has specific responsibilities and a separate chairperson that reports monthly to the Executive Committee. Every club officer is a member of at least one sub-committee, which helps to maintain effective communication between committees.



SEAMR6GA AN IUIR (COUNTY DOWN) (COACHING STRUCTURES)

Newry Shamrocks coaching model is mirrored on best practice guidelines with a key focus on coach education. A key component in their coaching journey has been the establishment of strong links with local feeder primary schools and post-primary schools. In recent times they have provided the schools with volunteer Gaelic football and hurling coaches to assist with after school practice and organising school teams. They also helped coordinate external agencies to provide coaching programmes.

The club have a strong platform on social media and can share successes and ensure the club logo and key personnel have a visual link in the schools. The club actively recruit parents and former players to become involved by making the club a key part of the children's lives and promote an awareness of the club motto - Nios Fear le Ch6ile (Better Together).



B6AL NA LEICE (COUNTY FERMANAGH) (VOLUNTEER RECRUITMENT AND DEVELOPMENT)

Belnaleck Art McMurrough's is the second smallest club in Co. Fermanagh by geographical area. The off-field success in recent years has been in community development and volunteerism. The club is flourishing, and they are able to field at all levels with plenty of volunteer support. Some of the key initiatives in recent years have been the fundraising activities that engaged members and non-members. The All Ireland cycling initiative involved many non-members who simply wanted to get involved, and they all were given roles to do.

The key to getting more volunteers has been providing "bite-sized" opportunities that were manageable. A volunteer "specialist" or officer was important to do the asking. If people were asked to help the majority were only too willing. The club is a tremendous example of recruiting volunteers for small jobs, and the same people have continued to volunteer within the club environment.



AN BHEART

(COUNTY DONEGAL) (INTEGRATION AND ONE CLUB MODEL)

An Bheart is one of the oldest clubs in Donegal founded formally in 1905, with Hurling being the primary sport. Over the years Gaelic football was incorporated followed by camogie then ladies football.

The club is proud to offer all four codes and operate as 'one club', with training schedules coordinated on a first come first served basis, with no team having priority. This includes all codes and age groups. The one club model also covers administration with one club executive overseeing all codes. The makeup of the club executive is approximately 40per cent female representation.

The equipment store is accessible to all teams within the club and there is a booking app for the pitch. Just like the training schedule, pitch bookings are approved on a first come basis. All coaches and mentors are flexible around moving games/ training to facilitate any clashes. An Bheart operate quietly and efficiently, as a model of best practice, with everyone treated equally and full integration of all codes.



OIRTHEAR BHÉAL FEIRSTE

(COUNTY DOWN) (COMMUNITY OUTREACH)

East Belfast GAA has been in existence since 2020. In the short period they have become one of the largest and most recognisable clubs in Ulster, fielding adult teams in all codes. The club reaches out across all communities to attract players, coaches and volunteers, and are recognised as one of the most diverse GAA clubs.

The club logo incorporates the word "Together" in English, Irish and Ulster-Scots, as well as the cross-community symbols of the Red Hand of Ulster, the Shamrock and the Thistle. The club has regularly been involved in Ulster GAA cross-community outreach programmes and attend inclusion and diversity workshops. They regularly attend the Belfast Pride parade and have been involved in numerous initiatives promoting cultural diversity and the GAA motto "Where We All Belong".



**KILDALLAN
GFC**

CILL DALLÁIN

(COUNTY CAVAN) (HEALTH AND WELLBEING)

Kildallan GAA, Co. Cavan became an Irish Life GAA Healthy Club in 2019. The Healthy Club team developed an action plan and over the last few years has delivered numerous health-focused initiatives for the club and wider community.

Physical activities and social games for all ages, such as Dads and Lads, Gaelic for Mothers and Others, Ireland Lights up and Every Step Counts, have proved very popular. The club have upgraded their walking track which is available to the community 24 hours a day. They have embraced the Recipes for Success programme to encourage healthy eating, and has coordinated SafeTALK training for club members, adopted a Critical Incident Response Plan and participate in "Darkness into Light" each year to promote positive mental health. The club has a robust substance abuse policy and provides support to all its members. This is all complemented by strong links with Cavan GAA Health and Wellbeing Committee. In 2023 they achieved the Gold Award in the Irish Life GAA Healthy Club project.



CLANN NA hÉIREANN, AN CARRAIGÍN (COUNTY ANTRIM) (HANDBALL DEVELOPMENT)

In recent years Erin's Own Cargin introduced handball and its popularity among the members has steadily grown. The club have a one wall court and many young players now regularly play to complement their transferable skills from other codes.

The relationship between the club, Ulster GAA, and the local Moneynick primary school has really accelerated the popularity of handball. Regular handball afterschool activities are provided for the school children at the Cargin handball wall and Ulster GAA has facilitated this. Staff have also received coach education in handball, and some have even joined Erin's Own Cargin for recreational activities. This is a great example of an introduction of a new sport like handball being the catalyst for creating strong club-school links where everyone benefits.



CUMANN EIMÉID, CARRAIG MHACHAIRE ROIS (COUNTY MONAGHAN) (ROUNDERS DEVELOPMENT)

Carrickmacross Emmett's is currently thriving on the rounders field. The sport has grown considerably in recent years and has proven to be a fantastic sporting and social outlet for club members of all ages and abilities.

2023 was a fantastic year for the club collecting All Ireland successes at various categories, namely All Ireland Junior Ladies, All Ireland Senior Mens, All Ireland Intermediate Mixed, and All Ireland Junior Ladies Féile winners. The club was recognised with four All Star winners, and to cap of a magnificent year they were awarded GAA Rounders Club of the Year for 2023. The club has ambitions to develop and grow, and GAA rounders is a sporting outlet that all clubs should seriously consider.



GLEANN AN IOLAIR (COUNTY DERRY) (SCÓR PROMOTION)

John Mitchel's GAA club in Glenullin, Co. Derry holds Scór at the centre of club life. The efforts to promote Scór and to encourage participation in cultural activities within the club have been driven by a group of people within the community since Scór was established in 1969. The club is a regular participant in Scór Sinsir and Scór na nÓg, and have had many successes at county, provincial and All Ireland level.

Glenullin GAA pride themselves on entering competitors in numerous disciplines of Scór and have been recent winners of the Celtic Cross for the most entries at Scór Sinsir and Scór na nÓg. The club embraces the ethos of Scór by hosting cultural events and celebrations linked to Scór, and by inviting friends from other clubs and counties. Not only do they participate in the competition, but they have made their club facilities available for county finals and provincial semi-finals and finals. Glenullin is a model club when it comes to coordinating, promoting, participating and supporting Scór. It is much more than a competition - it is part of cultural life in Glenullin.



CUR i bhFEIDHM IMPLEMENTATION

Ulster GAA – A Future for All is the sixth Strategic Plan developed by the province. It sets out a number of objectives and outcomes that will be undertaken to deliver our overall ambition of ensuring a prosperous future for all our units, foremost amongst these being our clubs.

We also recognise the need for continued work in the five main thematic areas, incorporating integration, inclusion, sustainability and continued growth and success. This process of monitoring, evaluating and reviewing is the key to the success of all plans, and central to both the success of this new plan and the areas needed for development for the next plan.

The successful implementation of this plan is contingent on there being an ongoing, thorough monitoring policy in place. This will facilitate the systematic tracking of progress towards achieving the targets embedded within this document, deemed necessary to achieve its overall purpose. Ulster GAA's volunteer committees will be

responsible for this monitoring process and overall delivery of large sections of this plan, working in collaboration with individual counties and, where appropriate, other agencies, units and staff. Further aspects of the monitoring of this plan's implementation will ensure it remains a key priority during the next five years:

Firstly, it will be subject to a twice annual review by Ulster GAA's Management Committee and be a standing item on wider meetings of the Council throughout its lifespan.

Secondly, it will be subject to a formal, mid-term review in June 2026. when a detailed performance assessment will take place and ensure timely implementation of the plan.

Finally, the Provincial Secretary (Rúnaí) will present strategy implementation updates to the GAA National Executive Committee and the President of Ulster GAA will, similarly, offer regular status reports to both the National Management Committee and Central Council, as required.









ULSTER GAA

A FUTURE FOR ALL
CUMANN LÚTHCHLEAS GAEL ULADH - TODHCHAÍ DO CHÁCH

STRATEGIC PLAN 2024–2028

