

Ar aghaidh agus os a Chionn Fhear Manach



Fermanagh County Committee GAA



Strategic Plan
2020-2023



Supported by
Comhairle Uladh CLG





Fermanagh County Committee Strategic Plan 2019-2022

“Ar aghaidh agus os a chionn Fear Manach”

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Réamhrá An Chathaoirleach

As Chairperson of Fermanagh County Board CLG, I welcome the publication of our Strategic Plan for the next 3 years. This plan seeks to build on previous plans which have been, for the most part, successfully implemented since the turn of the century. It also seeks to complement the Provincial and National Strategic Plans recently published also to cover the next 3 years.

Our Plan goes into tremendous detail on how we aim to improve the running of the GAA in Fermanagh under 10 key Strategy Themes. Whilst all are important we particularly intend to progress on the recently renewed emphasis we have placed on Coaching and Games Development with the appointment of new coaches and the establishment of new gym facilities. With regard to Infrastructure, work has also started on improvements to our county training facilities at Lissan to make them more fit for purpose and a possible additional site is being researched. Again the Plan seeks to progress this work into the short and medium term.

Could I particularly draw your attention to the Theme 'Building a Shared Future'? In keeping with the sentiments of the Good Friday Agreement of 20 years ago it is incumbent upon us all, especially in each of Six Counties, to reach out to those not traditionally associated with the GAA. Some small steps have recently been made in this regard and the GAA in Fermanagh will continue to co-operate with other sporting organisations within the county to the benefit of the whole community. We must not forget either to seek better co-operation with branches of the GAA family such as the LGFA.

Amid the constant busy schedule that is entailed in the day to day running of any organisation it has to take time to reflect and then plan for the future in an ever-changing society. To this end I am thankful to our Strategy Committee led by Chairperson Brian Armitage, Co-ordinator Tiernach Mahon ably assisted by our County Secretary Tom Boyle. They have worked extremely hard to draw up this Plan which will be periodically monitored by an Oversight Committee to be appointed very soon.

Fermanagh is a small county in every way but this can be looked at in a positive light. Our compactness and togetherness has seen the GAA in the county often 'punch above its weight' in recent years e.g. in the fund-raising efforts of Club Éirne. We must all strive to continue this trend.



**As the old saying goes
'fail to prepare is to
prepare to fail'.**

I am confident that 'Ar Aghaidh agus os a Chionn Fhear Manach' will ensure that the GAA in Fermanagh will continue to prosper into the future.

Rath Dé ar an obair

Is mise

Gréagóir Ó Ceallaigh



**Cathaoirleach
Coiste Chontae Fermanach**



Executive Summary

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

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

The Plan is built around ten themes as follows:

- **Governance**
- **Building a shared future**
- **Infrastructure**
- **Culture, IT & Promotion**
- **Health & Well-being**
- **Coaching & Games development**
- **Adult & Youth football**
- **Adult & Youth hurling**
- **Finance & Fundraising**
- **Safeguarding**

Implementation of the Plan will be built into the County's GAA business and an Oversight Team will be set up to monitor progress and report back to the County Committee.





Fermanagh: The County

Geography

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

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

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

History and Heritage

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

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

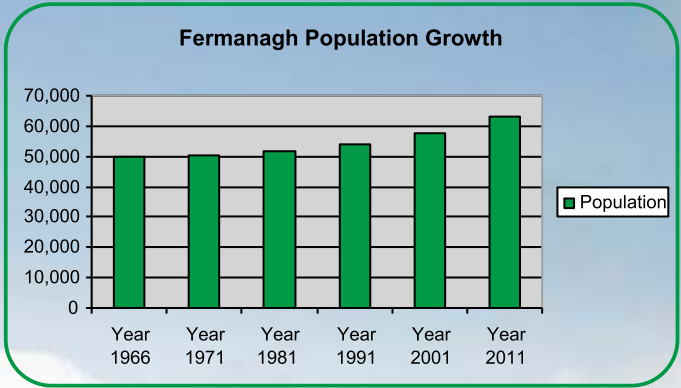
These influences, coupled with its natural heritage, have helped produce a county where tradition and culture remain important to people ... but equally one that is increasingly attractive to outsiders.





People

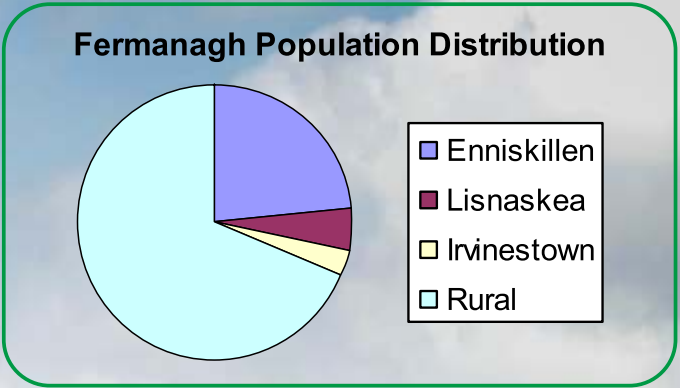
Over 61,805 people lived in Fermanagh at the time of the 2011 Census. This represented an increase of 6.3% since 2001 and it is projected to grow further, to over 63,000, by 2019. Population growth is a relatively new and welcome feature of life in Fermanagh. Just before the Great Famine almost 156,500 people lived here but the 1840s alone saw the population fall by a quarter: that decline then lasted for well over a century, culminating in a 1966 population of just under 50,000. Since then, the population has begun to grow again, and by 2011 had increased by 22%.



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

In age structure terms Fermanagh closely reflects the rest of NI. Just over 22% are aged 16 or under; 30% are aged 17 to 39 with 32% being aged 40-64. 16% are 65 or over.

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



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

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





Fermanagh: The County

Activity

In many ways Fermanagh is a self-contained county with over 88% of those in work working within the county. It is a County that is hugely dependent upon the services sector with 78% of those employed being so in this sector. Manufacturing is a diminishing sector with 12% and construction making up 7%. Agriculture, although in decline as elsewhere, still provides work for 5,500 people, though largely on a part-time basis, on the county's 3,200-plus farms.

The unemployment rate is, at 4%, one percentage point above the regional figure. Reliance on state benefits meanwhile tends to be below that found across the six counties. Fermanagh however is a low wage economy, average weekly earnings being some 13% below the regional average.

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

Education and Schools

As an organisation that focuses largely on children and young people, school populations are important for the GAA. The county has 41 primary and 11 second-level schools. The second-level schools are distributed across the county as follows:

School – 2 nd Level	Pupils
Erne Integrated College, Enniskillen	343
St Aidan's High School, Derrylin	220
St Fanchea's College, Enniskillen	318
St Joseph's College, Enniskillen	233
St Kevin's College, Lisnaskea	642
St Mary's College, Irvinestown	127
St Mary's High School, Brollagh	98
Mount Lourdes Grammar School	753
St Michael's College	669
Devenish College, Enniskillen	542
Enniskillen Royal Grammar School	933





School – Primary Level	Pupils
Holy Trinity Primary School, Enniskillen	660
Enniskillen Model Primary School	429
Enniskillen Integrated Primary School	393
St Ronan's Primary School, Lisnaskea	374
Kesh Primary School	248
St Paul's Primary School, Irvinestown	238
Lisbellaw Primary School	214
St Patrick's Primary School, Mullinaskea	197
Jones Memorial Primary School	184
St Mary's Primary School, Newtownbutler	172
Irvinestown Primary School	168
St Joseph's Primary School, Ederney	161
Ballinamallard Primary School	146
St Mary's Primary School, Mullymesker	142
St Mary's Primary School, Tempo	136
St Ninnidh's Primary School, Derrylin	133
St Patrick's Primary School, Derrygonnelly	129
Moat Primary School, Lisnaskea	127
Florencecourt Primary School	124
Maguiresbridge Primary School	121
St Macartan's Primary School, Aughadrumsee	113
St Mary's Primary School, Maguiresbridge	113
St Tierney's Primary School, Roslea	109
St Mary's Primary School, Teemore	106
St Naile's Primary School, Kinawley	102
Tempo Primary School	102
St Columban's Primary School, Belcoo	95
St Davog's Primary School, Belleek	92
St Joseph's Primary School, Donagh	90
St Martin's Primary School, Garrison	87
St Mary's Primary School, Killesher	78
Tattygar Primary School, Lisbellaw	73
Brookeborough Primary School	73
Killyhommon Primary School	71
Derrygonnelly Primary School	68
Bunscoil an Traonaigh, Lisnaskea	59
St Mary's Primary School, Brookeboro	53
St John the Baptist Primary School, Roscor	50
Lack Primary School	48
Aghadrumsee Primary School	46
Newtownbutler Primary School	41
Belleek Primary School	27

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

At third level, Enniskillen is home to the Fermanagh campus of South West College of Further and Higher Education, with some 9,000 students. (Enniskillen also hosts a campus of the College of Agriculture, Food and Rural Enterprise (CAFRE).



Fermanagh: The County

Social Trends

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

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



Fermanagh in Summary

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

The Implications Of All This For Fermanagh GAA

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



The GAA in Fermanagh

Beginnings

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

Achievements

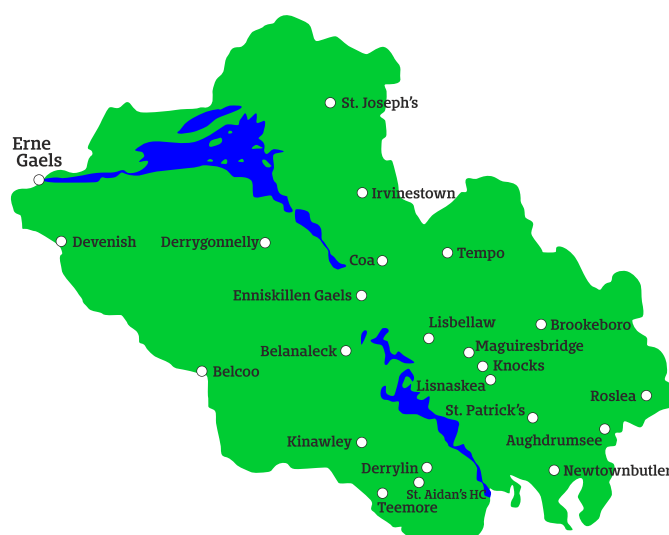
From the 1920s onward the GAA progressed in Fermanagh and in both 1930 and 1933 the Mc Kenna Cup was won. In the years since, Fermanagh continued to develop in GAA terms ... but has still to win an Ulster Senior title. Nonetheless, by the early years of the new millennium, Fermanagh had become established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

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



Organisation and Structure

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



Football is the dominant game, but hurling is played to good effect in some areas.

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

- Management Committee
- Competitions Control Committee
- Hearings Committee
- County Planning, Physical Development and Safety Committee
- Referees' Administration Committee
- Coaching and Games Development Committee
- Cultural Committee
- Public Relations/Marketing Committee
- Information Technology Committee
- Youth Committee
- County Finance Committee
- County Teams Management and Panels Sub Committee
- Health and Well-being Committee
- Strategic Implementation Workgroup



The GAA in Fermanagh

Fermanagh the Milestones

1887	Fermanagh's first club-'Newtownbutler First Fermanagh'
1896	A total 19 GAA clubs operating
1904	First meeting of Fermanagh Co Board held in Enniskillen on July 4th. Robert A Whyte . (Enniskillen O'Neill's) elected as chairman. Teemore Shamrocks become first County Football Champions whilst Enniskillen O'Neill's capture the hurling title.
1905	Fermanagh compete for the first time in the Ulster Senior Football championship
1914	Fermanagh reach the Ulster Senior Football Championship Final for the first time.
1919	Fermanagh enter teams in both the Ulster Hurling and Football Championship
1920-1921	Fermanagh County Board not operating due to the fragile state of the Country.
1923	Fermanagh County Board re-established
1930	Fermanagh win their first inter County trophy-'Dr. McKenna Cup'
1933	Fermanagh win their second-'Dr. McKenna Cup'
1935	Fermanagh reach the Ulster Senior Football Championship Final for the first time.
1942	Fermanagh County Team reach Ulster Junior and Dr. McKenna Cup Finals
1943	Tommy Durnien- first Fermanagh man to receive 'Railway Cup medal'
1943	Fermanagh win their first Ulster Junior Football Final
1945	Fermanagh reach Ulster Senior Football final
1951	First inter Club Juvenile Competitions started
1959	Fermanagh win Ulster and All Ireland Junior Football title.
1966	Fermanagh win Ulster and All Ireland Vocational Schools title
1967	Fermanagh reach Ulster Minor Final
1970	Fermanagh win Ulster Minor League title
1970	Fermanagh win Ulster U-21 Football Championship and reach the All Ireland Final
1971	Fermanagh win Ulster U-21 Football Championship and reach the All Ireland Final for the second time
1974	Malachy Mahon elected President of Ulster Council
1977	Fermanagh win 'Dr. McKenna Cup'
1982	Fermanagh reach the Ulster Senior Football Championship Final
1982	Brewster Park, Enniskillen is officially opened
1982	Peter McGinnity - first Fermanagh footballer to receive GAA All Star award
1984	Publication of 'The Gaelic Athletic Association in Fermanagh' by Gabriel Brock
1984	Peter Quinn-elected President of Ulster Council
1991	Peter Quinn-elected President of the GAA
1994	Fermanagh win Ulster U-21 Football title
1994	Fermanagh win Ulster and All Ireland Junior Hurling title
1995	John Vesey- elected President of Ulster Council
1996	Fermanagh win All Ireland Senior Football 'B Championship'
1996	Fermanagh College win All-Ireland Vocational Schools, St Comghall's win All-Ireland U-16 title
1997	Fermanagh win the Dr McKenna Cup
2000	Fermanagh win All Ireland Senior Football 'B Championship'
2003	Fermanagh reach Ulster Minor Football Final
2004	Fermanagh reach All Ireland Senior Football semi-final.
2004	Barry Owens and Martin McGrath receive GAA All-Stars. Niall Tinney is named as Young Player of the Year.
2004	Fermanagh GAA celebrates their Centenary Year.
2005	Official opening of 'Centre of Excellence' county training facility at Lissan.
2005	Publication of 'A Gaelic Graduation' by Tom Cullen, a history of 100 years of GAA in Fermanagh
2006	Barry Owens receives his second All-Star.
2007	All-Ireland Scór Sinsear triumph of the Lisnaskea Novelty Act duo of Frank McManus and Eileen Mulligan, their fourth in all.
2007	Senior hurling side won Div. 3 League Shield
2007	U-16 team hurlers won both the Ulster 'B' title and the All-Ireland 'C' title.
2008	Fermanagh reach the Ulster SFC Final
2010	Scór Sinsear, Derrygonnelly (Instrumental Music) All-Ireland Champions.
2010	U-21 Hurling Team won the Ulster Hurling Shield C.
2011	Lisnaskea Emmetts win All-Ireland Intermediate Club Final
2012	Senior Hurlers win NHL Div. 3B
2012	U21 Hurlers win Ulster Shield
2012	Lisbellaw win Ulster Intermediate Club Hurling title
2015	Senior Hurlers win the Lory Meagher Cup
2017	Fermanagh win All Ireland Junior Ladies Football Championship
2018	Fermanagh reach the Ulster SFC Final
2018	Enniskillen Gaels win Ulster Minor Club Competition
2019	St. Michael's College win All-Ireland Colleges A Championship





Strategic Themes

“Ar aghaidh agus os a chionn Fear Manach”

is built around 10 strategic themes; these cover all aspects of the GAA in the county and were developed on the foot of a widespread consultation and discussion process. That process involved all the clubs of Fermanagh as well as many other GAA stakeholders.

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





Strategic Themes

Governance

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

Objectives	Specific Actions	Outcomes Sought
Review the format and mechanism of County Committee and County Management Committee	Establish a review committee to report to County Committee	County Committee/County Management are working efficiently.
Provide induction and training for Club secretaries and ongoing support and training for Club Officers to ensure that they are compliant with communications recommendations	Introduce an induction/pathway-guide/pack for club secretaries and organise communication training annually	Provide County support for club secretaries. Enable effective communication within clubs and between clubs-county-clubs
Work with Croke Park and Ulster GAA to develop a Fermanagh GAA Volunteers Strategy	Develop a Fermanagh GAA Volunteers Strategy	Increased number of committed Fermanagh GAA Volunteers who are appropriately tasked with required skills.
Ensure that the GAA Code of Conduct is introduced to all domains of Fermanagh GAA	Provide a copy of Code of Conduct to all persons and committee in representative's roles for Fermanagh GAA.	Maintain appropriate levels of behaviour in our work across all levels.







Strategic Themes

Building a Shared Future

The first line of the GAA's Official Guide spells out how the GAA reaches into every corner of Ireland and many communities across the globe. In doing this, the GAA works as an anti-sectarian and anti-racist organisation and is fully committed to principles of inclusion and diversity at all levels. This is what the GAA believes in and expects its members to live up to; opting out of these responsibilities is not an option.

In 2020, Coiste Chontae Fhear Manach will be able to proudly say:

"We have developed positive working relationships with other civic organisations across Fermanagh to Build a Shared Future. We are seen as an organisation that is committed to developing reconciliation, tolerance, respect, mutual understanding and trust as outlined in the Good Friday Agreement. We work in partnership with other organisations to tackle sectarianism and division within our society. There is a greater understanding in the wider community about the GAA and its anti-sectarianism ethos. The GAA is seen as a welcoming and inclusive organisation for all members of our community, regardless of their background."

Objectives	Specific Actions	Outcomes Sought
<p>Good Relations Officer and Good Relations Workgroup to be appointed</p>  	<ul style="list-style-type: none"> * Change County Bye-Laws * Agree the Role Description(s) for the Good Relations Officer. * Agree remit for the Good Relations Workgroup * Appoint a Good Relations Officer and members of the Good Relations Workgroup * Hold a public engagement with Civic Society * GAA presence in the Controlled Sector to be established * Annual event hosted for the educational sector which involves Governors and Teachers from all sections of the community. * Explore opportunities for engagement in outreach projects 	<ul style="list-style-type: none"> * Oversight of all aspects of Building a Shared Future within the County and to provide strategic leadership and co-ordination for Club Good Relations Officers * Raise awareness of the wide-ranging work of the GAA and to explore opportunities for working in partnership with organisations to deliver strategic goals and targets * Increase in the number of children playing our games from communities who traditionally have had no interaction with the Association * Increase awareness among the education sector of the services the GAA can provide to schools * Challenge myths that exist about the GAA through discussions with cross-community and unionist-identity groups
Each Club will appoint a Good Relations Officer	<ul style="list-style-type: none"> * Agree the Role Description(s) for the Good Relations Officer. * Appoint a Good Relations Officer and members of the Good Relations Workgroup 	Oversight of all aspects of Building a Shared Future within the Club and to work with other Good Relations Officers within the County on larger initiatives
Work with other sporting organisations to explore the potential for a Multi-Sport Regional Centre of Excellence	<ul style="list-style-type: none"> * Campaign for Fermanagh & Omagh District Council to set aside a suitable parcel of land from this project * Seek Council support and involvement in this initiative * Seek support and involvement from other appropriate sporting bodies to advance this project * Seek public funding to finance this project 	Improve the training facilities on offer to a range of sporting organisations, maximising from economies of scale and public sources of funding and improve community relations from people of different backgrounds.
Appoint an Integration Officer to improve working relationships between Coiste Chontae Fhear Manach, Fermanagh LGFA, the Camogie Association and GAA Handball.	<ul style="list-style-type: none"> * Amend County Bye-Laws to include representation from Fermanagh LGFA and Camogie as an initial step * Set up a work group comprising members of each organisation * Agree terms of reference for and appoint members to the work group * Empower work group to bring forward proposals on the way forward 	Organise all Gaelic Games under one umbrella organisation to maximum effect





Strategic Themes

Infrastructure

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

These are vital for the ongoing well-being of Gaelic games and associated games in Fermanagh.

The Health and Safety of our volunteers and supporters is a priority and will be a key area of focus within this plan. Risk assessment audits will be completed throughout the county and clubs aided to ensure that both they themselves and their members can enjoy our games in venues that is fit for purpose.

Objectives	Specific Actions	Outcomes Sought
Continue to support Brewster Park as our Primary County Ground	County Board will work closely with Enniskillen Gaels, Ulster GAA and CLCG and set up a joint workgroup comprising of all parties to ensure ongoing development and harmonious relationships.	Brewster Park will continue to be promoted as a GAA stadium of regional significance in the northern half of Ireland.
To facilitate the continuing development of the secondary County Ground at St Molaise GAA, Irvinestown based on future funding becoming available	County Board will work closely with St.Molaise, Irvinestown, Ulster GAA and CLCG to ensure ongoing development and harmonious relationships.	An additional facility to host major GAA fixtures in Fermanagh at County and Club Level will be developed.
All Club grounds in Fermanagh will meet minimum health and safety standards	All Clubs will complete the Willis Safety Report on an annual basis. All Grounds will be inspected by members of Development Committee prior to hosting of Championship fixtures. All Club Grounds and structures will be inspected by members of development Committee biannually	Record of Safety Statements to be held in Co Office An improved level of health and safety will be developed within the County
Maintain, develop and manage Lissan Centre of Excellence for all of the GAA family	Development of timetable and usage agreement for Lissan	Shared use and ownership for all Gaelic Sports and codes.





Strategic Themes

Culture, IT and Promotion

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

Objectives	Specific Actions	Outcomes Sought
Develop a "hand-over" protocol for new 365 account holders	Develop a set of instructions to ensure smooth handover	All incoming officers can have a seamless handover of responsibility
Maximise the coverage afforded to our games/activities online	Explore additional opportunities to promote and showcase our games and activities online through the Fermanagh GAA TV platform	More people can watch/listen/follow our games anywhere in the world Increased interest in and awareness of our activities. Increase revenue generation from Pay per View or sponsorship
Appoint a County GDPR Officer	Agree role description Agree work programme	Ensure maximum GDPR compliance among Fermanagh County Board and Clubs
Strengthen & grow participation in Scór competitions both Sinsear & Scór na nÓg	Develop a larger Cultural committee with more members from different clubs	Scór County Semi-finals & a final with larger number of clubs participating
Promote more widespread use of Gaeilge where possible	Encourage members of all GAA clubs within the County to attend Irish Classes or use whatever level of the language they have	More people throughout the county using Gaeilge in their daily lives and when in social occasions.

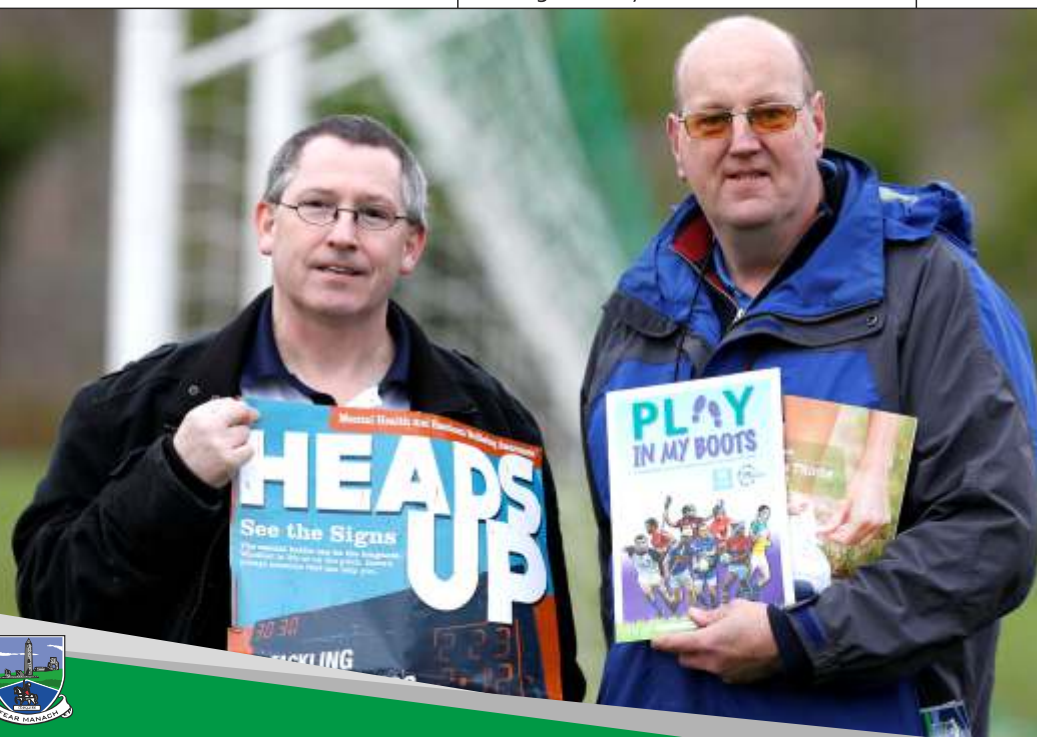


Strategic Themes

Health & Well-being

Fermanagh GAA wishes to promote an association in Fermanagh that is aware of the health and well-being needs of its communities and is proactive in ensuring that all members feel valued and are enriched as a result of their lifelong engagement with the GAA.

Objectives	Specific Actions	Outcomes Sought
Deliver and evaluate 'best practice health and well-being policies and programmes in key priority areas and groups	To offer up to date training and encourage attendance by all clubs. Utilising resources & support form Ulster GAA and Health & Communities Department in Croke Park	Best practice will developed within all areas of the GAA in Fermanagh
Integrate health and well-being into daily activities of all aspects of the Association in Fermanagh	Signposting & support and share through the County website	Uptake of health and well-being activities in Fermanagh
Carry out an annual audit to ensure that all persons working with young persons are Access NI compliant.	Ensure that every person who works with young people have been Access NI Checked.	All Officers, Coaches and Mentors are AccessNI cleared.
Continue to support the county Health and Well-being Committee to deliver information and support to clubs in respect of - <ul style="list-style-type: none"> a) Mental health issues b) Suicide awareness issues c) Alcohol and Substances Abuse prevention d) Gambling Awareness e) Work with the Ulster Council to deliver the 'Live to Play' initiative 	Co. Health and Well-being Committee deliver support to the Fermanagh GAA family.	Improved personal well-being and quality of life within Fermanagh
Each Club with a Defibrillator to be audited and support the training of Club members	All Clubs to be checked that defibrillator records are compliant and defibrillator training is offered on ongoing basis	All Defibrillators will be compliant with regulations.
Major incident support to be given to all Clubs	Ensure All clubs adopt a Club Critical Incident Response Plan and provide training annually	All Clubs will have an operational "Critical Incident Plan" in place.





Strategic Themes

Coaching & Games Development

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

In 2023, Coiste Chontae Fhear Manach will be able to proudly say:

"We provide a co-ordinated programme of meaningful games for players at all levels, appropriate to their needs and abilities. All games are regulated so that players experience fair play and can take part in well-planned and scheduled games as part of a balanced lifestyle. We have in place a locally effective and efficient, locally co-ordinated, fixtures planning system"

Objectives	Specific Actions	Outcomes Sought
Review all hurling activity in Fermanagh with particular emphasis on: a) Sustainable Co. Hurling Development Committee b) Develop more Hurling Clubs in Fermanagh c) Costs relating to all County Hurling Teams d) Sourcing funding for the employment of extra coaching hours for Hurling/Camogie e) Further development of hurling in post primary sector	a) Support Hurling Development Committee b) Work closely with schools and Clubs to ensure adequate resources and coaching time is available to them c) Work with Finance Co., Ulster Council, GAA and outside bodies to source funding	Increase in numbers playing hurling and camogie in Fermanagh
Establish a Football Development Committee to: a) Oversee the recruitment and development of Managers for Development Squads. b) Establish and oversee a Football Academy for the further development of Post Under 17 players. c) Twice yearly meet with Coaching Staff to discuss and develop initiatives. d) Review the current development squad structure to ensure that the focus is on the development of squad members and not competition focused	Set up Committee Agree Terms of Reference for Committee Appoint membership Provide ongoing support to Committee	Better strategic planning and oversight of football development activities within the County
Establish a Club Development Programme led by County Coaching Staff focusing on: - Gaelic Start, - Skill Development, - Games Based Workshops, - Flexibility & Core, - Development Programmes,	A planned programme of workshops to be undertaken	An increase in participation at all levels of the GAA
- Winter Programmes. To deliver an annual master fixture plan within Fermanagh to deliver a regular flow of games across all levels	CCC to deliver and manage a comprehension fixtures schedule on an annual basis	Provision of scheduled, regular and competitive football to the maximum number of players in Fermanagh at
Creation of a Players' Forum	* CCC and Co. Committee to agree the remit for the Players' Forum * Invite the Players Representative on each Club's Executive Committee to join this Forum * Forum to meet twice yearly	Improved involvement of players in the consultation process around fixture scheduling in the County



Strategic Themes

Finance & Fund-Raising

The GAA may be amateur but it requires very significant resources to deliver what it does within Fermanagh. Aspects of this Plan will also require further resources. The County has a tradition of effective fund-raising and the Plan proposes to build on that.

Sponsorship opportunities; corporate options; and non-traditional sources (particularly in the areas of public sector and EU grants) will all be developed and ongoing support provided to Club Éirne, Fermanagh's successful GAA fund-raising vehicle.

Objectives	Specific Actions	Outcomes Sought
Develop a three-year financial plan for the County, identifying main income and expenditure items	A Committee, under the leadership of the County Treasurer, will be set up.	There will be a clear understanding of Fermanagh's financial position and what's required to resource the County
Put in place a structured sponsorship strategy for all aspects of Fermanagh GAA, e.g. County teams; competitions; and other events	PR and Marketing Committee will develop a clear work plan to achieve full sponsorship of all competitions and events.	Integrated approach to County GAA sponsorship which maximises income from these sources
Maximise income from internal GAA competitions	County Finance Committee will be enlarged to ensure all events can be properly covered	Maximum benefit obtained from key GAA income source
Run a corporate County GAA fund-raising event at least once every two years	PR and Marketing Committee and Finance Committee will work together to deliver this event.	A high profile celebration of Fermanagh GAA will be held which will also raise funds for the County
Examine the potential of "non-traditional" government funding opportunities (e.g. rural and urban regeneration)	All areas of funding will be scoped.	Funding obtained which reflects upon the GAA's wider developmental role within communities
Examine the potential of cross-border funding opportunities	PR and Marketing Committee and Finance Committee will work together to deliver this event.	Funding obtained which reflects upon the GAA's wider developmental role within communities
Promote and support Club Éirne	PR and Marketing Committee, Finance Committee and County Committee will work together to deliver continued growth of Club Éirne	Robust collaboration between the County Committee and Club Éirne and maximising of Club Éirne's income
Provide advice and support to Clubs on sources of grant aid	Information to be provided to Clubs on ongoing basis	Maximising of grant aid to Fermanagh GAA





Strategic Themes

Safeguarding

Coiste Chontae Fhear Manach is committed to creating and maintaining the safest possible environment for all young people who wish to participate in our Gaelic Games and activities. We shall take all practicable steps to protect them from discernible forms of abuse, from harm, discrimination or degrading treatment and shall respect their rights, wishes and feelings.

Objectives	Specific Actions	Outcomes Sought
Act swiftly and appropriately to protect the welfare of children and young people who participate in our games and related activities.	Develop a robust procedure to deal with all possible scenarios.	All young people and children who play our games receive the best possible care, attention and protection while participating in our Gaelic games.
Provide parents, children, young people & vulnerable adults with the opportunity to voice any concerns they may have.	Develop a robust procedure to deal with all possible scenarios.	All young people and children who play our games receive the best possible care, attention and protection while participating in our Gaelic games.
Ensure that members, coaches, team mentors, administrators, parents/guardians and spectators sign-up to and adhere to our Code of Behaviour	Children's Officer to provide information on ongoing basis.	All young people and children who play our games receive the best possible care, attention and protection while participating in our Gaelic games.





Making It Happen - *Plan Implementation And Monitoring*

The County Committee will establish a Strategic Planning and Implementation Group to oversee the progress and monitoring of "Ar aghaidh agus os a chionn Fhear Manach".

The membership of the Group shall be appointed by the County Management Committee and will be led by an individual with the necessary skills, experience and commitment to be successful in this role.

The respective sub-committees will meet on a bi-monthly basis. They will then report to the Strategic Planning and Implementation Committee, who will provide a report to County Committee on a bi-monthly basis.

At the end of the each year of the strategy, a full evaluation will take place to ascertain the progress of the plan.

It is the intention of the Strategic Planning and Implementation Committee that this strategic plan will be a live document with continuous evaluation taking place on an ongoing basis.





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Additionally the County Executive would like to record its thanks to the Strategic Workgroup:

Images courtesy of Donnie Phair at www.donniephair.com and Martin Brady at Martin Brady LIPF

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Fermanagh County Committee GAA



Strategic Plan 2020-2023

*Supported by
Comhairle Uladh CLG*

