



AG ARDÚ NÍOS AIRDE NA LAIMHE DEIRGE

RAISING THE RED HAND HIGHER

It is by planning for those who come after us that
we honour best those who went before us



A Strategy for 'Gaelic Tyrone' 2013-2017





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AS OTHERS SEE US ...

Mar a fheiceann daoine eile a dhéanamh linn

THE RECENT SURGE OF SUCCESS ... IS A SUCCESS ROOTED IN PLANNING, COMMITMENT, DESIRE AND VISION. CRITICALLY, THOUGH, EVEN HAD TYRONE NEVER WON AN ALL-IRELAND, OR EVEN AN ULSTER TITLE, THE TRIUMPH OF THE GAA IN THE COUNTY HAS BEEN ITS CENTRAL POSITION IN THE LIVES OF SO MANY PEOPLE. ... MORE SO EVEN THAN THE ALL-IRELAND SUCCESS, THE MANNER IN WHICH THE GAA IS EMBEDDED IN THE COMMUNITY AND THE FACT THAT SOME FIFTY CLUBS ARE ENGAGED IN PLAYING FOOTBALL, HURLING, CAMOGIE, HANDBALL AND OTHER SOCIAL AND CULTURAL INITIATIVES IS PERHAPS THE GREATEST TESTAMENT TO THE SUCCESS OF THE ASSOCIATION IN THE COUNTY.

The GAA County by County' by Mike Cronin, Mark Duncan and Paul Rouse
The Collins Press, 2011: page 378



INTRODUCTION

WE ARE HONOURED TO INTRODUCE WHAT WE BELIEVE IS A UNIQUE AND PIONEERING PIECE OF WORK, THE FIRST-EVER INTEGRATED STRATEGIC PLAN FOR THE DEVELOPMENT OF GAELIC GAMES AND ASSOCIATED ACTIVITIES WITHIN A COUNTY.

Gaelic Tyrone and all that comes with it – the games; language; culture; art; literature; drama; music; crafts; song; dance; history; heritage; geography; traditions; volunteerism; and, above all, the people and communities – are important to us. That’s why we’re involved in our various Associations and why we are delighted to step forward as one to jointly work to develop and deliver things that are important for us and for Tyrone.

Thanks to the unwavering commitment of those who went before us, Gaelic Tyrone is strong. This plan is not only about keeping it that way but about making it stronger, more vibrant and even more attractive. Drawing up a plan is one thing. Making it happen is another. We have set out daunting programmes of work and ambitious targets under seven different Themes and delivering them will not be easy.

“Ag Ardú Níos Airde na Laimhe Deirge ... Raising the Red Hand Higher” brings Tyrone GAA; Camogie; Handball; Ladies Football; and Rounders together for a common purpose. We will still retain our ‘governance independence’ and work to our own internal agendas as appropriate. But through our joined-up planning we’re signing up to a bigger picture. Many people helped us develop that bigger picture, attending meetings; taking part in workshops; completing surveys; making comments; undertaking analyses. Those were people from within the Tyrone Gaelic family and beyond it. Without them we wouldn’t be here. Gaelic Tyrone is in their debt.

Ar scath a cheile a mhaireann na daoine. People do live in one another’s shelter. This plan is the proof of that.



Ciaran MacLochlainn
Tyrone GAA

Martin Conway
Tyrone LGFA

Peadar O’Tuatain
Ulster Rounders Council

Pat Darcy
Tyrone Camogie

Paul Allison
Tyrone Handball

Sarahjane Kelly
Planning Convenor

GAE LIC TYRONE ... STAIR THÍR EOGHAIN

AN CUMANN CAMOGAIOCHTA

Although the 1907 Fintona Rose Kavanaghs were Tyrone's first Camogie team, the first Camogie County Convention didn't happen until 1933 when a dramatic revival saw fifteen Clubs develop. Four decades of decline followed but by 1980 Tyrone had 12 Camogie Clubs playing and reached the All-Ireland Junior Final. Currently nine Clubs provide Camogie in Tyrone.

CUMANN LUTH-CHLEAS GAEL

Tyrone's first GAA County Board was formed in 1904, building on a strong if fluctuating tradition of Gaelic games in the County. The first half of the 20th Century was essentially about survival in what were largely unfriendly economic and political times. From the 1950s onwards, Tyrone GAA has been on an upward path in terms of the games; infrastructure; and associated culture/heritage activities. Today Tyrone stands as one of Ireland's leading GAA Counties.

Formal handball was recorded in Omagh in 1797 and in Dungannon in 1823 and was played across Tyrone up to World War I. Revivals in the 1930s and 1950s petered out but renewed effort in the 1970s and 1980s has paid dividends with Tyrone now having seven registered Clubs and 'One Wall' handball spreading rapidly, especially in schools.

Organised Rounders was introduced to Tyrone in/around Cookstown in 1972 through what is now Holy Trinity College as well as Kildress and Lissan GAA Clubs. Interest then spread to Cookstown; Donaghmore; Loughmacrory; Moortown; and Pomeroy. Both Kildress and Pomeroy have gone on to win national Rounders titles.

CUMANN PEIL GAEL NA mBAN

The first formal Tyrone Ladies Board was formed in 1991 though Ladies football had developed a strong presence in parts of Tyrone over the previous twenty years. Since then Ladies football has become firmly established throughout the County with over 40 Clubs now affiliated to the LGFA. Virtually all of these are integrated GAA/LGFA Clubs and provide structured Ladies Gaelic opportunities to girls from six years of age upwards. Tyrone County teams are strong with the adults a consistent presence in the Inter-County Senior Grade.

OIDHREACHT ... LEGACY "SOMETHING THAT'S CHERISHED WHICH IS PASSED ON TO SOMEONE WHO'S CHERISHED"

In 1929 Tyrone GAA was technically insolvent. The Ó Néills County Cup, bought two years earlier for £20.4s.0d had still not been paid for. To raise funds County Secretary Mick Coney led an effort to organise a major Sports Meeting for 29 July in Ardboe. A day-long downpour ruined the event which actually ended up costing Tyrone GAA money. Three months later the Wall Street Crash ushered in a decade of harsh depression. But those Tyrone Gaels did not falter. The work went on. The cause endured. The hope still lived. And the dream never died. They are our inspiration. Our challenge is to inspire those who come after us.



CUMANN
CAMÓGÁIOCHTA
ULADH
ULSTER CAMOGIE



SCÓR
TÍR EOGHAIN





THE TYRONE CONTEXTS

TYRONE: THE PLACE ... *Tír Eoghain: An Ait*

Tyrone is a geographically large county of some 3,155 sq km, spreading out from the flat western shores of Lough Neagh west to the Donegal border and from Monaghan's 'drumlin belt' north into the Sperrin Mountains it shares with Derry. Much of Tyrone is upland, peaking in Sawel Mountain at 678m: large parts of it are marginal in land quality terms.

Tyrone is also shaped and influenced by a number of rivers and their valleys – the Blackwater in the south and east; the Ballinderry in the east; the Strule/Mourne system in the centre and west; and the Derg and Finn in the west. Although a totally inland County, Tyrone merges into Ireland's largest lake, Lough Neagh.

TYRONE: THE STORY ... *Tír Eoghain: An Scéal*

Tyrone has been peopled since the earliest times and the impact of every epoch is still visible across its landscapes. Over a thousand standing stones and other cairns; monuments; and tombs remain in place. Beaghmore Stone Circles provide one of Europe's finest megalithic features whilst the subsequent history of the County and its people can be plotted through high crosses; monastic/church remains; castles and bawns; planted towns; farm and field patterns; and a particular industrial archaeology which ranges across canals; coal; and textiles. In Tullyhogue Fort Tyrone hosts the remnants of the crowning place of the O'Neills during the flowering of gaelic Ulster.

Always a Gaelic stronghold, Tyrone's history is entwined with that of Ireland. This was particularly the case over the past four-plus centuries where all the major national; political; and cultural conflicts were played out here. Tyrone's people, of whatever background or tradition, have always been very loyal to it: that loyalty is a decided strength as the challenges of the 21st Century are faced.

Within NI's particular community context, almost two-thirds of Tyrone's population has a Catholic/nationalist community background whilst a third holds to the Ulster-Scots/unionist tradition. The NI conflict of the late twentieth Century impacted heavily on Tyrone with some 350 people losing their lives here during it. Those legacies remain within the County.

TYRONE: THE PEOPLE ... *Tír Eoghain: Na Daoine*

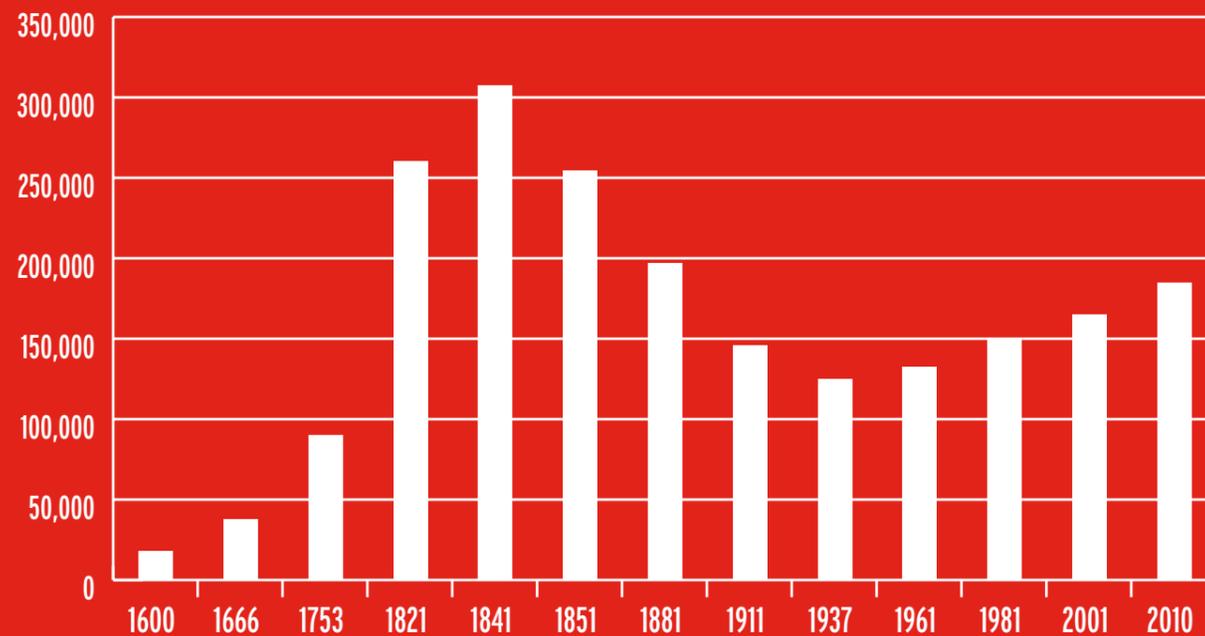
Like most of rural Ireland/Ulster, over the past four centuries Tyrone's population grew; declined; and is now growing again. Comprising a mere 20,000 around the Plantation of Ulster and heading towards a third of a million just before the Great Hunger, the County's population then fell into a century-long decline, from which it has only recently emerged. Since the 18th Century many Tyrone people have been forced into a habit of 'going away', something else which survives to this day and which has led to vibrant Tyrone-rooted communities in the USA and other parts of the world.

Modern Tyrone's population is just over 182,000 and is projected to rise over the next decade by almost 18% to some 213,000. Most of the growth will be in the east of the County with Dungannon/South Tyrone forecast to grow by almost a third and Cookstown by almost a fifth. Across Tyrone the bulk of the growth will continue to be in urban settings.

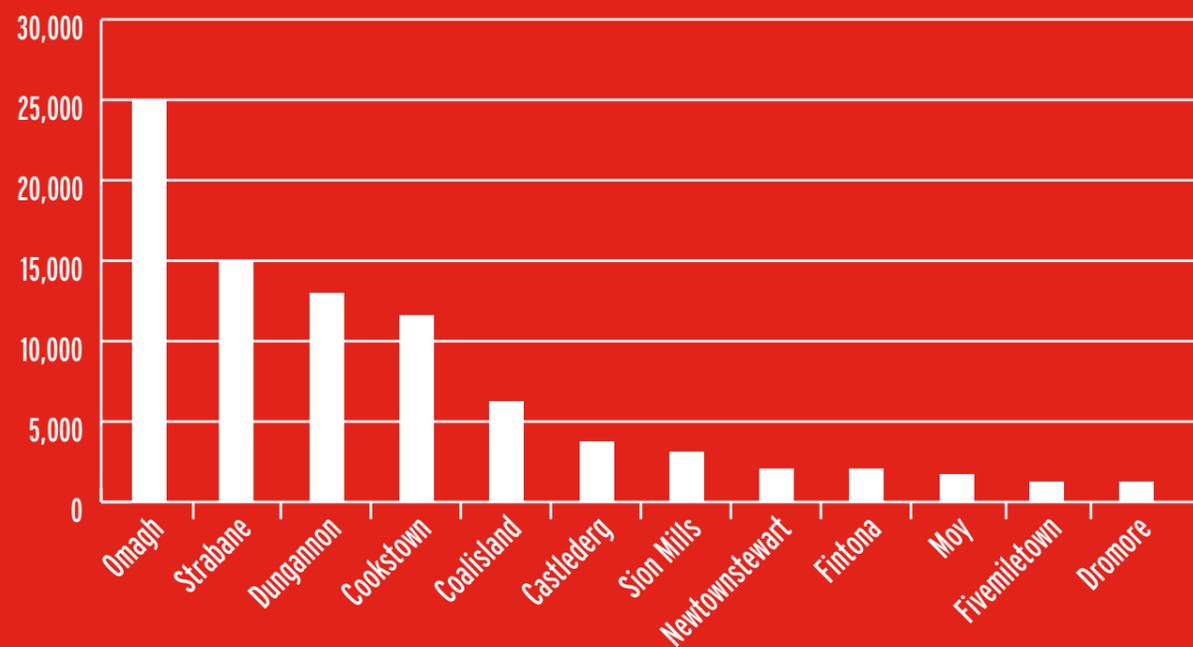
The towns of Omagh (25,000); Strabane (15,000); Dungannon (13,000); and Cookstown (12,000) are increasingly important, not just as places where growing numbers of people live but as business; shopping; education; social; and public service centres.

Tyrone's population is young with over a quarter aged 16 or under. Births currently exceed deaths by about 1,600 a year and during the past decade the County has attracted many in-migrants, mostly from Eastern Europe and Portugal. These 'New Tyrone' communities are concentrated in the east of the County and amount in total to over 12,000 people.

TYRONE: POPULATION CHANGE OVER FOUR CENTURIES



URBAN TYRONE: HOME TO NEARLY HALF OUR PEOPLE



THE TYRONE CONTEXTS

TYRONE: AT WORK ... *Tír Eoghain: Ag Obair*

Although it faces several structural disadvantages – a roads infrastructure that needs investment; low levels of educational achievement; retracting public services; a restricted ICT network; and a reliance on what are perceived by some to be ‘old economy’ industries – Tyrone persists as an entrepreneurial place. A world-leading materials-handling engineering cluster has emerged in the County and it is also home to many leading construction firms and vibrant farming/food-processing communities. Omagh is a public administration centre of regional significance and retailing and services provide large numbers of town-based jobs. For many Tyrone people however travelling to work elsewhere remains a constant fact of life.

Tourism in the County remains limited and parts of Tyrone, particularly Cookstown and Strabane, suffer from a lack of public sector jobs: this dearth of public jobs impacts on earnings levels which across most of Tyrone are well below the NI average.

Tyrone’s structural disadvantages create and are in turn maintained by levels of deprivation relating to Income; Employment; Health/Disability; and Education/Skills: Tyrone’s ‘deprivation black-spots’ are concentrated along the Lough Neagh shores; in mid-Tyrone/The Sperrins; in the far west of the County; and in parts of the main towns. The County suffers particularly badly under the ‘Access to Services’ measure although the picture is much more positive in terms of the ‘Living Environment’ and ‘Crime/Disorder’ measures.

The incidence across Tyrone of some key deprivation measures currently used are set out right (with figures ‘worse’ than the NI average in yellow):

DEPRIVATION IN TYRONE

MEASURE	C*	D&ST*	O*	S*	NI
Economically Inactive	41%	40%	39%	44%	38%
Average weekly wage for Men	£352	£412	£452	N/A	£414
Average weekly wage for Women	N/A	N/A	£238	£228	£298
People on Income Support	7%	7%	8%	11%	8%
Children in Income Support Households	14%	15%	16%	24%	20%
Post-Primary Free School Meals	20%	19%	19%	27%	18%
No/low Qualifications	65%	61%	61%	70%	59%
People with Limiting Long-Term Illness	22%	21%	20%	23%	20%
Multiple Deprivation Rank**	15th	12th	17th	2nd	-
Income Deprivation Rank**	18th	11th	13th	8th	-
Employment Deprivation Rank**	22nd	12th	10th	9th	-

* C = Cookstown; D&ST = Dungannon and South Tyrone; O = Omagh; S = Strabane
** Out of NI’s 26 Council areas, where 1st is the ‘worst’



THE TYRONE CONTEXTS

TYRONE: AT SCHOOL ... *Tír Eoghain: Ar Scoil*

As befits a county with a burgeoning youth population Tyrone is home to a large number of schools, both Primary and Second-Level. The schools infrastructure is being rationalised on an ongoing basis with a sustainability rule-of-thumb of 100 pupils for a Primary School and 600 pupils for a Second-Level school now being applied.

There are 145 Primary Schools in Tyrone (48 Controlled; 91 Maintained; 3 Integrated; and 3 Irish Medium), currently attended by some 17,806 pupils (5,609 Controlled; 11,427 Maintained – including 492 Irish Medium - ; and 770 Integrated).

Whilst the Primary Schools are spread across Tyrone in urban and rural settings, the Second-Level schools are much more centralized and reflect historic types of provision. Currently some 15,854 pupils attend 24 schools in 12 different locations. Nearly two-thirds (9,920) of the pupils attend Maintained Schools; 30% (4,784 pupils) attend Controlled Schools; whilst 7% (1,150 pupils) attend Integrated Schools.

The next decade is likely to see significant reconfigurations of Tyrone's Second-Level provision, including the possibility of a major new multi-school campus in Omagh town.

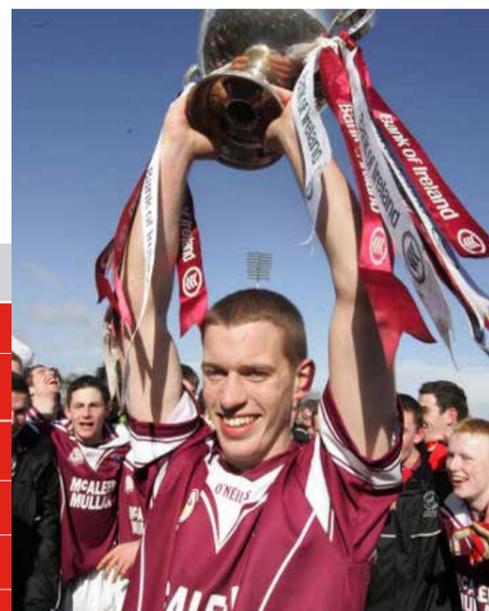
There are three Special Schools in Tyrone, Arvalee, Omagh; Knockavoe, Strabane; and Sperrinview, Dungannon with a total enrollment of some 300 spread fairly evenly across all three Schools.

Although Tyrone has no stand-alone Third level provision the South-West College has developed into one of Ireland's most vibrant and dynamic further education Colleges. It provides access to a number Third Level courses and has major new campuses in place in Omagh and Dungannon (and, to a lesser extent, in Omagh). Up to 15,000 students attend the College's Tyrone campuses.

The new Public Services College at Desertcreat outside Cookstown will add greatly to Tyrone's Third Level portfolio.

TYRONE'S SECOND-LEVEL SCHOOLS

DISTRICT	TOWN	SCHOOLS	TYPE	PUPILS
Cookstown	Cookstown	Holy Trinity College	Co-ed	852
		Cookstown High School	Co-ed	901
Dungannon	Dungannon	St Patrick's Academy	Co-ed	1,379
		St Patrick's College	Co-ed	643
		Dungannon Royal	Co-ed	665
		Drumglass High School	Co-ed	372
		Dungannon Integrated	Co-ed	492
	Coalisland	St Joseph's High School	Co-ed	630
	Donaghmore	St Joseph's Grammar School	Co-ed	579
	Ballygawley	St Ciaran's College	Co-ed	809
	Aughnacloy	Aughnacloy College	Co-ed	179
	Fivemiletown	Fivemiletown College	Co-ed	441
Omagh	Omagh	Christian Brothers Grammar	Boys	968
		Loreto Grammar	Girls	892
		Sacred Heart College	Co-ed	921
		Omagh Academy	Co-ed	657
		Omagh High School	Co-ed	430
		Drumragh College	Co-ed	658
	Carrickmore	Dean Maguirc High School	Co-ed	464
	Dromore	St John's College	Co-ed	147
Strabane	Strabane	Holy Cross College	Co-ed	1,509
		Strabane Academy	Co-ed	666
	Castledearg	St Eugene's High School	Co-ed	127
		Castledearg High School	Co-ed	473



THE TYRONE CONTEXTS

TYRONE: THE PLANS ... *Tír Eoghain: Na Pleananna*

The various reorganisations of public services over the past 40-plus years have fragmented Tyrone. It is now administered through four local government Districts; three Health Trusts; two Education and Library Boards; two Police Districts; and a number of other government/agency divisions. Only rarely do these organisations work to coterminous boundaries. The Review of Public Administration will do little to address this fragmentation although it may add to the powers that local government will have. After 2015 Tyrone will be governed by three new Councils, two of which will also cover significant parts of Derry with the third also including all of Fermanagh.

The Regional Development Strategy for NI to 2035 sets out government's spatial strategy for Tyrone and the rest of NI.

Essentially it sees:

- Cookstown; Dungannon; Omagh and Strabane acting as 'main hubs' where investment and development will be concentrated with Cookstown/ Dungannon/Magherafelt and Strabane/ Derry developing as clusters
- The Sperrins and Lough Neagh as strategic natural resources
- The A4 Belfast/Dungannon/Enniskillen/ Sligo and the A5 Dublin/Omagh/ Strabane/Derry routes being developed as Key Transport Corridors

Tyrone Gaels continue to have concerns about the Strategy's prioritisation of the Belfast Urban Area (necessarily at the expense of other areas and communities); about planners' persistent lack of empathy with rural Tyrone; and with the accelerating withdrawal of key services

from Tyrone. They understand they share these strategic concerns with Gaels and many others in neighbouring Armagh; Derry; Fermanagh; and Monaghan. During the lifetime of this plan the new Public Services College will be built at Desertcreat outside Cookstown. This is one of Ireland's largest single capital projects and will make a major contribution to the quality of life for many people in Tyrone.

Finally, "Ag Ardú Níos Airde na Laimhe Deirge ... Raising the Red Hand Higher" is Tyrone's second strategic plan for gaelic games and associated activities. Its predecessor, "Ag Ardú na Laimhe Deirge", was published in 2007 and set out a way ahead that has now been almost entirely delivered. In Tyrone we believe firmly in the value of good planning. But what we require of ourselves we are entitled to expect of others.

TYRONE: THE GAELIC STORY ... *Tír Eoghain: An Stair Ghealach*

WHEN	WHAT
1800s	Community-based Gaelic games exist but in the early days of the GAA, activity is sporadic in Tyrone
1900s: Beginnings	First County Board established; Club Championships started; and teams representing Tyrone fielded: first Camogie Club, Rose Kavanagh's, established
1910s	Decline sets in followed by a post-1916 revival
1920s: Courageous Survival	The first difficult years of the new northern state see Tyrone GAA teeter on the edge of bankruptcy but the O'Neills Cup is purchased and the courage of the few wins out
1930s: Moving	First Ulster Minor Football titles are won and a first Ulster Senior Final is reached: Camogie flourishes across Tyrone.
1940s: Breakthrough I	Tyrone wins back-to-back All-Ireland Minor titles and Tyrone players backbone St Patrick's College Armagh's Hogan Cup-winning team.
1950s: Breakthrough II	First Ulster Senior Football titles are won along with McKenna and Lagan Cups as Armagh, Derry and Down also move up to Ulster's 'top table'. First Tyrone County Handball Committee is formed in 1952.
1960s: Consolidation	A structured approach (which lasts to this day) is introduced to underage football and first All-Ireland Junior and Vocational titles are won. Tyrone GAA administration and structures are radically reorganised. Two Ulster Junior Camogie titles are won.
1970s: To Another Level	Tyrone dominate Ulster underage football and win a third Ulster SFC title ... but as with all of Ulster the conflict takes hold for the next quarter century
1980s: Further Growth	Three Ulster SFC titles are claimed and a first All-Ireland Senior Final is reached. Vocational; Under 21; and Minor titles are also won. Centenary Year sees a surge of Club-based infrastructure development. Camogs win Ulster Junior title and reach All-Ireland Final.
1990s: On the Cusp	Tyrone's presence at national level grows, winning All-Ireland Under 21; Minor; Vocational; and College football titles as well as Junior Hurling and reaching the NFL and Senior All-Ireland Finals. Ladies Football is formally established in Tyrone.
2000s: Breakthrough III	All-Ireland football titles are won at Senior; Under 21; Minor; Vocational; and College levels as well as first NFLs. Ladies reach a first All-Ireland Senior Final and Camogs win two Ulster Junior titles and the All-Ireland Junior 'B'. Healey Park is redeveloped and work on Garvaghey and a raft of Club projects begins. "Ag Ardú na Laimhe Deirge" is published.
2010s and beyond: Ensuring the Legacy	The driving challenge is to hand on Gaelic games in Tyrone in even better shape than they were handed on to us.



THE TYRONE CONTEXTS

TYRONE: THE GARVAGHEY PROJECT ... *Tír Eoghain: 'Ag Cothromú Gharbh Achaidh'*

Over the past five years Tyrone GAA/CLGTE has scoped; planned; resourced; and effectively completed its £6.7m Garvaghey Project. The 43-acre site accommodates six floodlit GAA pitches; team changing and support facilities; and County GAA administration. What makes Garvaghey unique is its ambition and inclusiveness. It has been deliberately developed to cater for all the Gaelic codes; for the GAA's culture and heritage work; for both genders; for activities at Club, school and County levels; and for people of all abilities. It is, boldly, something that's true to the spirit of the GAA in that it is for the ordinary; the less ordinary; and the extra-ordinary.

The greater part of the cost of Garvaghey has been or will be raised by the Gaels of Tyrone. Their commitment and generosity are what has made it happen. Garvaghey will act as an engine for the development and growth of the GAA at all levels in Tyrone on through the 21st Century.

GAELIC GAMES IN TYRONE: THE WORKING CAPITAL

COOKSTOWN	DUNGANNON & SOUTH TYRONE	OMAGH	STRABANE
GAA/LGFA/Camogie/Handball Clubs			
Ardboe* Brocagh* Cookstown* Kildress* Moortown** Naomh Brid (C) Pomeroy* (plus HB) Stewartstown* The Rock*	Aghaloo* Aodh Ruadh (L) Augher Brackville* Clogher Clonoe* Coalisland* Derrylaughan** Derrytresk** Donaghmore* Dungannon Edendork** Eglish** Eoghan Ruadh (H) Gaeil Padraig (Y) Galbally* Kileeshil* Killyman* Moy* Naomh Colm Cille (H) Naomh Treasa (C)	Badoney (L) Beragh* Brackey (HB) Cappagh (HB) Carrickmore* (plus HB) Dromore* Drumquin* Drumragh* Eire Og (H & C) Errigal Ciaran* Eskra Fintona* Fr Shields (H & C) Gaeil Ceapach (Y) Gortin Greencastle (plus HB) Killyclogher* Loughmacrory* (plus HB) Omagh* (plus HB) Sperrin Og (L) St Macartan's (L) Tattyreagh* Trillick*	Aghyaran* Castledearg* Clann na nGael* Dregish Glenelly* Newtownstewart* Owen Roes* Shamrocks (H) Strabane* Urney*
* Integrated GAA/LGFA Clubs; ** Integrated GAA/LGFA/Camogie Clubs; (H) Hurling; (L) LGFA; (C) Camogie; (HB) Handball; (Y) Youth			
Primary School Enrolments			
26 Schools: 3,426 pupils	43 Schools: 5,681 pupils	44 Schools: 4,821 pupils	32 Schools: 3,505 pupils
Second-Level School Enrolments			
2 Schools: 1,753 pupils	10 Schools: 6,189 pupils	8 Schools: 5,137 pupils	4 Schools: 2,775 pupils

TYRONE: THE ISSUES ... *Tír Eoghain: Na Saincheisteanna*

THE ISSUE	THE CONSEQUENCES FOR 'GAELIC TYRONE'
Tyrone is a geographically large and varied County	<ul style="list-style-type: none"> Place and community persist as the key drivers Clubs must continue as the anchors of their communities and be supported in this role
Tyrone has always been a Gaelic stronghold	<ul style="list-style-type: none"> Culture and heritage have to remain core to the Tyrone 'offer' Tyrone's non-Gaelic traditions also have to be respected
Tyrone's population is robust and growing	<ul style="list-style-type: none"> Everyone in the County should have the opportunity to enjoy Gaelic games Additional fit-for-purpose infrastructure is essential New partnerships have to be developed The games need to be rooted and expanded in urban Tyrone
Tyrone is entrepreneurial but faces economic difficulties	<ul style="list-style-type: none"> All money raised for Gaelic games and associated activities has to be managed and used to best effect Gaelic games must remain 'free-at-the-point-of-delivery'
Tyrone's school population comprises over 33,000 pupils	<ul style="list-style-type: none"> Coaching in and support to schools need to continue to be prioritised and resourced Club/School links have to be built and maintained
Tyrone is not always well-served by government plans and strategies	<ul style="list-style-type: none"> Clubs and County Committees need to continue to take ownership of the 'Tyrone cause' Government has to be lobbied as appropriate
Tyrone GAA moves into its second century vibrant and growing	<ul style="list-style-type: none"> 'Legacy' has to remain a central and driving concept Integration across all the Gaelic codes has to be progressed Garvaghey must become one (but by no means the only) engine to drive Gaelic Tyrone forward



THE TYRONE CONTEXTS

TYRONE: PROGRESS SINCE “AG ARDÚ NA LAIMHE DEIRGE”

Since “Ag Ardú na Laimhe Deirge” was developed in 2007 among the changes in and around Tyrone have been:

In Tyrone

- Population increased by 10,000 and migrant communities continuing to grow into the Tyrone fabric
- New Public Services College confirmed for Desertcreat, Cookstown
- A4/‘Ballygawley Line’ roadway completed: A5 road plans stalled
- South-West College major campus developments in Dungannon and Omagh completed
- Alley and Strule civic theaters/arts centres opened in Strabane and Omagh: ongoing development of Mid-Ulster Sports Arena, Cookstown
- Severe impact of the recession on the local construction industry
- Rural Development and urban regeneration programmes rolled out

In Tyrone GAA

- All-Ireland football titles won in 2007; 2008; and 2010
- Ulster football titles won in 2007; 2008; 2009; 2010; 2011; and 2012
- Ulster/All-Ireland Scór titles won in 2008; 2009; 2010; 2011; and 2012
- Significant progress in GAA/LGFA/Camogie integration
- Healey Park re-development completed
- £6.7m Garvaghey Project scoped; planned; resourced; and virtually completed
- Several Tyrone Clubs attain Ulster GAA ‘Club Maith’ accreditation
- Major Club infrastructure projects completed in Aghaloo; Ardboe; Carrickmore; Castlederg; Clann na nGael; Coalisland; Cookstown; Donaghmore; Dromore; Drumragh; Dungannon; Edendork; Eoghain Rua (Leckpatrick); Eoghan Ruadh (Dungannon); Eglis; Errigal Ciaran; Eskra; Fintona; Galbally; Kildress; Kileeshil; Loughmacrory; Moy; Stewartstown; Strabane; and Urney GAA Clubs.

“Ag Ardú Níos Airde na Laimhe Deirge ... RAISING THE RED HAND HIGHER”: OUR PLANS FOR GAELIC TYRONE

As already pointed out, “Ag Ardú Níos Airde na Laimhe Deirge” is a unique document in that it sets out the stalls for all parts of the Tyrone Gaelic family – the GAA; Camogie; Ladies Gaelic; Handball; and Rounders. It does not include everything that the various family members have in their own action and operational plans. But it does include the strategic elements and, particularly, those growing areas where we all work together. Our plans for the next five years are set out below under seven Themes as follows:

1. Governance

- Strategic Approach to Gaelic Games in Tyrone
- Administration
- Financial Excellence and Best Practice
- Income Maximization
- Control of Expenditure
- Club Financial Mentoring and Support
- Planning/Review and Consultation
- Marketing, Promotion and Communication
- Partnerships with Others
- The ‘Respect’ Agenda
- Emigration

2. Games Development

- County Teams and Squads
- Coaching
- Hurling
- Tyrone’s Schools
- Urban Tyrone
- Rural Tyrone
- Club Clustering
- Refereeing

3. Playing the Games

- Club Fixtures and Competitions

4. Tyrone GAA’s Infrastructure

- County Grounds
- Playing Facilities
- Supporting Facilities

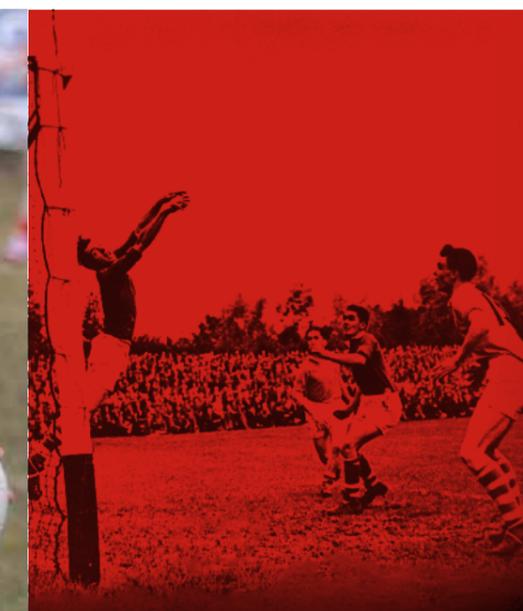
5. Managing Garvaghey

6. Tyrone’s Gaelic Culture and Heritage

- The Irish Language
- Scór
- Culture and Heritage

7. Inclusion and Well-Being in Tyrone

- Inclusion of all the Gaelic Games
- Wider Inclusion
- Health and Well-Being



THEME 1: Governance

Gaelic games in Tyrone have traditionally been well-governed, in large part because they adhere to core principles, values and practices whilst continually adding in new good practice whenever and wherever it is needed. Although the GAA; LGFA; and Camogie in the County are and will remain separate organisations, 'Ag Ardú Níos Airde na Laimhe Deirge' will ensure joint working and collaboration to mutual advantage. Current structures and practices are seen to be largely fit-for-purpose but there are needs to:

- Ensure more discussion/engagement at GAA County Committee meetings
- Make Sub-Committees work to even better effect
- Recruit; train; retain; and above all cherish Gaelic volunteers
- Continue to meticulously manage the finances, being constantly aware that this is money entrusted to us by others
- Build and maintain a strong 'Tyrone Gaelic' identity and brand through good marketing and promotion
- Address strategic issues such as emigration and 'Respect'

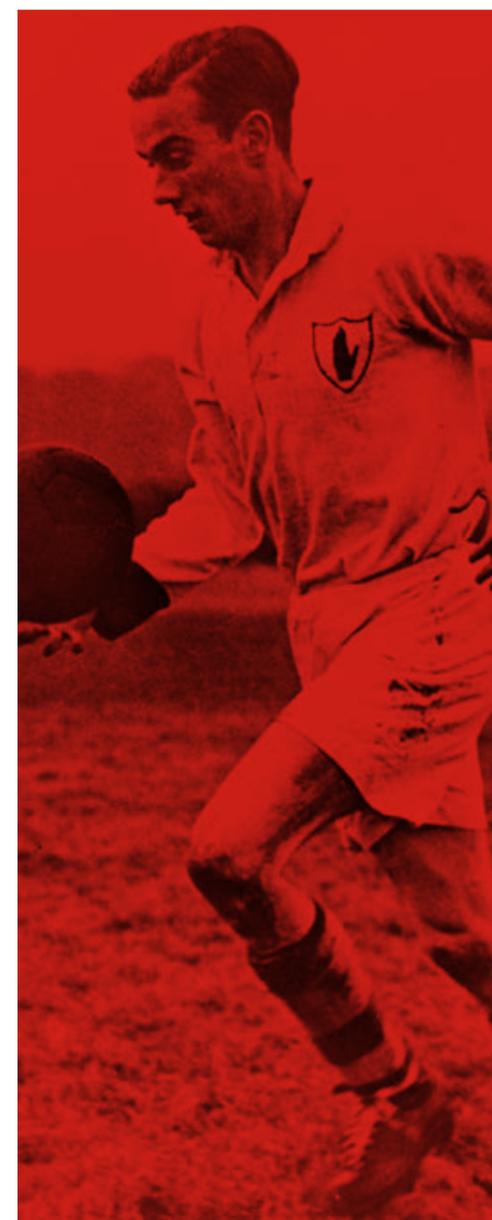
WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Strategic Approach to Gaelic Games in Tyrone			
Maintain and develop cross-Gaelic games collaboration in Tyrone via the ongoing work of the Integration Committee.	County Committees	Protocol in place and worked to from 2013 forward.	A seamless, corporate and effective Tyrone Gaelic family in place.
Work to develop and sustain the 'One Club' model in Tyrone.	County Committees, and Clubs	Every Tyrone GAA Club/ Club area delivering at least two Gaelic games by 2015.	Robust presence of all the Gaelic codes across Tyrone.
Sustain and develop joint Officer and other training as appropriate across the Tyrone Gaelic games family.	County Committees and Ulster GAA	All training in Tyrone to be provided on an integrated basis from 2013 forward.	A seamless, corporate and effective Tyrone Gaelic family in place.
Continue with and improve 'master Fixture-Planning' approach – for all codes and all levels (Club; County; schools)	County Committees and relevant Ulster Councils	Current joint-working maintained.	Increased Gaelic synergy within Tyrone.
Administration			
Ensure existing Sub-Committees (and those to be established in Camogie and for Handball): <ul style="list-style-type: none"> • Set out work-plans at the start of each year • Report back through the various County infrastructures during the year • Report on their year's work to County Conventions/AGMs. 	County Committees	Process in place and worked to from 2013 forward.	Efficiently and effectively managed Gaelic activities in Tyrone, with workloads shared and burnout avoided.
Move to full E-based communication and registration within the Tyrone Gaelic games family and provide ongoing support and training to facilitate this.	County Committees	All communication to be E-based from 2014 forward.	More effective and efficient communication in place, reducing the burden on volunteers.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Ensure all Clubs are briefed re disciplinary procedures and practices in all codes as appropriate.	County Committees	Processes in place and worked to from 2013 forward	Minimal confusion and/or misunderstanding re disciplinary issues and a strengthening of Tyrone's 'GIVE-EARN-GET Respect' ethos.
Work (including the delivery of relevant training) to ensure full compliance with independent safe-guarding and Child Protection legislation.	County Committees Children's Officers Ulster GAA	Processes in place and worked to from 2013 forward.	All Tyrone Gaelic settings and activities secured as safe places for children and vulnerable adults.
Develop a 'Grow our Tyrone Gaelic Games Volunteers' strategy based on: <ul style="list-style-type: none"> • Showcasing what Tyrone GAA/LGFA/ Camogie/Rounders are and do • Elected officers identifying and inviting specific people to fill specific roles/bring specific skills • Using time limits to avoid burn-out/tiredness • Acceptance and promotion of Officer turnover at all levels • Constant support for volunteers via training etc • Facilitating volunteers' own development eg via CVs; personal statements; etc • Public acknowledgment and celebration of volunteering • Use of programmes such as 'Have a Go'; 'Mum and Me'; 'Gaelic 4 Mums'; 'Puck Around Town'; etc 	County Committees Development Officers Clubs	Strategy developed and approved during 2013 and worked to thereafter.	Increased numbers of committed Tyrone Gaelic volunteers, who are not overloaded or inappropriately tasked.
Financial Excellence and Best Practice			
The GAA County Finance Sub-Committee will oversee those financial matters delegated to it by the County Committee and work closely with the County Committee and Management Committee.	GAA Finance Committee	Ongoing	Close supervision and best practice planning, management and control of Tyrone GAA finances
Present monthly reports to Management Committee, County Committee and County Convention showing reconciled financial position: 100% compliant year-end reports produced for auditors.	GAA Finance Committee	From 2013 forward	
Develop and implement a best practice Tyrone GAA Manual for Finance and Internal Control policies and procedures.	GAA Finance Committee	In place in 2013	
Develop and implement Central Council National Accounting System.	GAA Finance Committee	2013-14	
Develop rolling five-year Financial Plan/Budget and Cash-Flows incorporating annual Sub-Committee plans and budgets.	GAA Finance Committee	In place by 2014	

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Income Maximization			
Enhance the scheduling; promotion; and pricing of Club Championship games to sustain their core financial contribution.	County Committees GAA Finance Committee	From 2013 forward.	Well-planned programmes of well-located games in place which maximize gate receipts.
Further develop strategies and systems for 'gate management', including the collection and depositing of receipts.	GAA Finance Committee	From 2013 forward.	Safe control of a central element of Tyrone GAA's cash income.
Keep Clubs and others aware of grant opportunities, from both GAA and external sources.	GAA Finance Committee	From 2013 forward.	Grant aid for Tyrone GAA maximized.
Maximize Garvaghey's income potential whilst retaining tight control of its costs and ensuring its loan repayments.	GAA Finance Committee	From 2013 forward.	Garvaghey delivering maximum benefit at minimal cost to Tyrone GAA.
Maintain Club Tyrone as a key contributor to Tyrone GAA finances.	GAA County Committee GAA PR and Marketing Committee	Annual income targets set and achieved Annual work-plans agreed and delivered.	Ongoing underpinning of Tyrone GAA's finances and continued bolstering and development of the Tyrone Gaelic brand/identity.
Develop strategic and innovative approaches to sponsorship and commercial income for Tyrone Gaelic games, whilst: <ul style="list-style-type: none"> Ensuring there is no conflict/duplication within the Tyrone Gaelic games family Avoiding sponsorship from sources associated with 'addictive activities' 	County Committees	Sponsorship of County teams and main competitions consistently in place.	Ongoing underpinning of the Tyrone Gaelic family's finances and continued bolstering and development of the Tyrone Gaelic brand.
Control of Expenditure			
Maintain strict expenditure and tendering control procedures.	GAA Finance Committee	Ongoing	More financially-sustainable Tyrone Clubs.
Maintain strict management of Fixed Asset and Stock Control.	GAA Finance Committee	In place by 2014	All Clubs producing standardized, high quality year-end reports.
Club Financial Mentoring and Support			
Work with Ulster GAA to develop and deliver 'Management of Debt' and 'Long-Term Viability' support/advice for Clubs.	County Committees GAA Finance Committee	In place in 2013	More financially-sustainable Tyrone Clubs.
Support Clubs with financial best practice and standardise year-end reporting through a mentoring strategy.	GAA Finance Committee	From 2014 forward	All Clubs producing standardized, high quality year-end reports.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Planning/Review and Consultation			
Host a structured, facilitated Tyrone Gaelic Games planning/review and consultation event involving all parts and levels of the Tyrone Gaelic family (Club; County; schools; and Colleges).	County Committees Strategy Implementation Committee	Annually from 2013 forward.	Strategic Tyrone Gaelic issues identified, discussed and addressed.
Marketing, Promotion and Communication			
Maintain and develop use of www.tyronegaa.ie, Facebook and Twitter and integrate Tyrone LGFA, Camogie and Rounders into these vehicles as appropriate.	County Committees GAA IT and Communication Committees PROs	From 2013 forward.	More people better informed in easily accessible ways about Tyrone Gaelic business and affairs.
Maintain the production of 'Red Hand View' match programmes at County and Club levels and include items/features on Handball; Ladies Gaelic; Camogie; and Rounders.	GAA Communications Committee	Ongoing	Spectators better informed about Tyrone Gaelic business and affairs.
Develop appropriate match-related promotion and entertainment.	County Committees GAA Culture and PR & Marketing Committees	Ongoing	Building of the Tyrone Gaelic brand/identity.
Host an annual facilitated workshop involving the media and all levels of Tyrone Gaelic games.	County Committees GAA Communications Committee PROs	From 2013 forward.	Better mutual understanding of each others' views and needs.
Use major Tyrone fixtures (County and Club) to showcase the full family of Gaelic games and associated activities.	County Committees GAA Culture Committee	From 2013 forward.	Promotion of ALL the games and building of the Tyrone Gaelic brand/identity.
Partnerships with Others			
Maintain the current links with Tyrone's four Councils and work to establish new links with the post-RPA Councils.	County Committees GAA Management Committee	Ongoing	Improved mutual understanding between sectors and joint-working to improve the quality of social and economic life in Tyrone generally.
Host a 'Public/Other Bodies' planning/consultation event every two years.	County Committees	From 2014 forward.	
Liaise with education authorities regarding their development and rationalization plans.	County Committees	Ongoing	
Work with others to ensure Tyrone benefits to best economic effect from major GAA games; events; etc.	County Committees		

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
The 'Respect' Agenda			
Develop and promote a 'GIVE-EARN-GET Respect' ethos at all levels via: <ul style="list-style-type: none"> All Tyrone Gaelic fixtures; blitzes; Development Squads; etc Face-to-face meetings and events Tyrone Gaelic publications All Tyrone Gaelic communication 	County Committees Clubs	From 2013 forward.	A Tyrone Gaelic ethos where all participants' input is respected, appreciated and honoured.
Maintain a zero-tolerance approach to physical violence at all levels.	County Committees Clubs GAA CCC	Ongoing	A Tyrone Gaelic ethos wherein violence is shunned and perpetrators are ostracised.
Safeguarding and Developing Young People			
Implement (across all the Gaelic codes) the 'Our Games Our Code' Code of Best Practice re working with Underage Players.	County Committees Youth Committee GAA County Children's Officer Clubs	From 2013 forward Children's Officer appointed in every Club by 2014.	Safe settings for young people across Gaelic Tyrone.
Prioritize the welfare of children and young people within the County's Gaelic games family.			Influence policy and practice within the County.
Promote the development of leadership skills in our youth, including via the establishment of a Youth Forum/Voice initiative.	County Committees GAA Youth Committee GAA County Children's Officer	From 2013 forward.	A Gaelic Tyrone that better reflects young people's views and aspirations and the shaping of future generations of GAA volunteers, officers and administrators.
Emigration			
Identify and use GAA networks to help support Tyrone migrants pre and post-migration.	County Committees Clubs	From 2013 forward.	Improved quality of social and economic life for Tyrone emigrants.
Maintain/develop links with Tyrone-related GAA presences overseas, especially in the USA; Britain; and Australia.	County Committees Clubs	From 2013 forward.	Building of the Tyrone Gaelic brand/identity.
Consider 13-a-side games for Clubs with reduced numbers.	GAA County Committee Clubs	From 2013 forward.	Local impact of emigration on the playing of Gaelic games reduced.
Continue to lobby for more appropriate rural planning and rural schools policies.	County Committees Ulster GAA	Ongoing	More native rural people remaining in their own robust communities.



THEME 2: Games Development

Over the past decades Tyrone has invested heavily in the development of Gaelic games through the provision of ever-better facilities (see Themes 4 and 5 below) and coaching. It is now important to continue to fine-tune the coaching and roll it out across all the Gaelic codes.

The recent focus on developing Hurling needs to be maintained and expanded. Ongoing facilities development will also help develop the games. The emphasis within Development Squads needs to be on the multi-layered development of players and not on labeling them as elite/high-level achievers: Development Squads also need to complement the work put in by Clubs and schools.

Refereeing is central to the games and Tyrone wants to continue to provide referee support regimes which aid referees and build on their talents/commitment rather than overburden them via bureaucratic assessment.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
County Teams and Squads			
Continue to support and resource, in sustainable ways, all Tyrone County GAA teams.	GAA County Committee Clubs	One Ulster SFC; U21FC; or MFC per year.	Tyrone teams acting as the flagship for the GAA in the County and contributing to the Tyrone GAA brand/identity.
Continue to roll-out the Tyrone GAA Underage Development Strategy which includes: <ul style="list-style-type: none"> Player profiling Structured coaching from session to session Lifestyle management; player education; discipline; and 'Respect for the Jersey' Flexibility programme Strength-and-conditioning input Minimal conflict with Club-based activities. 	GAA County Committee GAA Coaching Committee GDM	Ongoing 10 squad sessions per player per year.	Tyrone GAA players properly prepared to take part in, enjoy and reap the full benefits from Gaelic games.
Improve the standard of Tyrone County Handball, Camogie and Rounders teams by: <ul style="list-style-type: none"> Using trials and good coaching and management to ensure the best players are 'best-prepared' to represent Tyrone at all levels Establishing development squads (and re-focusing on the Minor grade in Rounders) Putting skills development; player performance; and lifestyle coaching in place. 	LGFA and Camogie County Committees Rounders Committee Clubs	Win Camogie Senior All-Ireland National League Division 4 by 2015.	Tyrone Handball, Camogie and Rounders seen as strong and sustainable presences at inter-County levels.
Organize U13 to U16 'Super Touch' Rounders blitzes.	Rounders Committee	Three blitzes pa.	More young people playing and enjoying Rounders.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Coaching			
Produce a Tyrone Gaelic Games Coaching Framework which will: <ul style="list-style-type: none"> Incorporate the 2012 Tyrone GAA Strategic Coaching Plan Prioritize the development and well-being of the player Create synergies across the codes Avoid duplication and waste Make full use of the Garvaghey resource Capitalize on Ulster-level programmes Encourage more people to become coaches in all codes Provide recognition for coaches Act against coach burn-out Fully establish 'Go Games' Develop and roll-out player profiling (including injury history; successes; personal bests; S&C history; test results; etc) Integrate lifestyle issues Deliver at least one annual Tyrone Gaelic Games Coaching Workshop/Conference Facilitate coach tutoring and mentoring being provided in-house to Clubs. 	County Committees GAA Coaching Committee GAA Youth Committee Clubs Ulster Councils	Framework developed and agreed by 2014 Coaching Plan reviewed in 2014 120 Foundation and 60 Level 1 Handball coaches in place by 2017: formal presentations of Level 1+ certificates at County level Full recorded profile of skills of all 12 year olds available by 2016 Complete U14 pilot with Croke Park in 2013	Tyrone Gaelic games seen as attractive and enjoyable by players at all levels; spectators; coaches; volunteers; sponsors; and media via: <ul style="list-style-type: none"> Raised standards of coaching expertise in all Clubs and in all codes Motivated coaches continually updating their expertise Raised standards of playing abilities at Club and County levels Raised skills levels for underage players The use of full profiling for all development and County squads
Maintain/develop County Development opportunities across all the Gaelic codes for young people aged 13 and above.	County Committees	In place from 2014 forward.	Players developed in line with their potential and their aspirations.
Lobby Councils to increase their support for Gaelic games coaching, including funding for Games Promotion Officers.	County Committees	Ongoing from 2013.	Equitable and fair support for Gaelic games.
Work with Ulster GAA to provide Rounders coaching.	County Committee Ulster GAA	At least one Rounders coaching event delivered pa from 2013 forward.	Improved 'quantity and quality' of Rounders play in Tyrone and the game seen as part of the Gaelic mainstream.
Provide, with Provincial and national support and input, coaching courses in all codes specifically for women.	County Committees Ulster GAA	Course(s) in place from 2013 forward.	Improved equality through increased numbers of qualified women coaches in place at Club; school; and County levels.
Hurling			
Resource, implement and monitor Tyrone GAA's Five Year Strategic Plan for Hurling, 2012-2017.	GAA County Committee Hurling Workgroup	Ongoing	Hurling established as part of the Gaelic fabric at all levels across Tyrone.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Tyrone's Schools			
Maintain links and and liaison with Tyrone Cumann na mBunscol (which already promotes all the Gaelic codes).	County Committees	Ongoing	Development and maintenance of a 'full life/full family' ethos in and around Gaelic games in Tyrone and continued development of players at all levels.
Maintain support for and liaison with Tyrone's Second Level Schools and ensure the place of Gaelic is not diminished via ongoing rationalizations.	County Committees	Ongoing	
Promote the development of Club/School links.	Clubs	All Tyrone Clubs to have formal links in place by 2015.	
Establish links with the South-West College.	County Committees	Meet College management in 2013.	Robust Gaelic presence in the College's Tyrone campuses.
Support and encourage 'One Wall' Handball into Tyrone's Second Level schools.	Handball Committee	12 schools involved by 2014.	Access to Handball available to teenagers across Tyrone.
Urban Tyrone			
Bring the major urban Clubs together to 'learn/share' from each other re issues faced and models of good practice.	County Committees	Discussion held in 2013 and yearly thereafter.	A strong and sustainable Gaelic presence in Tyrone's major urban centres.
Develop specific Gaelic/Neighbourhood Renewal Area initiatives/projects in Coalisland; Dungannon; Omagh; and Strabane.	County Committees Clubs	Meet NRA groups in 2013.	Joint-working to address social and economic issues of mutual concern.
Target the development of Gaelic games within Strabane's schools network via an Action Plan which will ensure that all players engaged in the schools' programme are also being catered for in/by a Club.	County Committees Clubs	Task Force in place in 2013 Resourced programme ready to roll out by 2015.	A stronger and more sustainable Gaelic presence in one of Tyrone's major towns.
Rural Tyrone			
Provide 'practice-based' support and advice to Clubs on amalgamations; joint-working; shared facilities; and support/funding from non-traditional sources.	County Committees Ulster GAA	Ongoing from 2013.	Clubs better-equipped to deal with the consequences of depopulation in particular.
Look in detail at the potential for amalgamations at U21 level.	GAA County Committee	At least two-thirds of rural Clubs involved in U21 competition from 2013.	

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Club Clustering			
Establish Club clusters to help develop Handball; Camogie; Hurling; Rounders; and the Irish language.	County Committees Clubs	Clusters operating from 2014 forward.	Access to the full range of Gaelic games provided across all parts of Tyrone.
Refereeing			
Establish a Tyrone Referees Academy which will: <ul style="list-style-type: none"> • Address and develop generic Gaelic games refereeing and discipline issues • Identify and recruit new, young referees and encourage players, current and past, to get involved • Provide the support needed for referees who wish to progress • Encourage sharing of referees across the codes • Involve referees in coaching the Rules, via a 'Rules Programme' to be implemented with Clubs throughout Tyrone • Implement a meaningful assessment scheme • Develop a 'Give/Earn/Get Respect' theme. 	County Committees Ulster GAA GAA Referees Committee Croke Park	Academy in place from 2014.	Continued delivery of good refereeing making games more enjoyable and fulfilling to play in; to watch; and to referee.
Replace Assessor system with a Referee Coaching system within the National Guidelines for referees.	GAA Referees Committee	From 2014 forward.	



THEME 3: Playing the Games

As in many Counties, Tyrone Gaelic games Club fixtures can often become the poor relation – though this is only infrequently due to the commitments of County teams. Issues that need to be addressed (some are more important within some of the Gaelic codes than others) include:

- A meaningful Club playing year (at all levels) which starts on time in the Spring; provides regular fixtures, particularly during the Summer; and finishes in the Autumn
- Avoiding the parallel running of U18/U16; U16/U14; and U14/U12 fixtures
- Proper treatment of the U21 grade
- Recognition of the role of 'gate money' in funding Gaelic games at Club and County levels in Tyrone
- Lobbying at Ulster and national levels to tighten up the inter-County Championship seasons

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Club Fixtures and Competitions			
Continue to provide Gaelic games opportunities across Tyrone for people of all abilities and at U6; U8; U10; U12; U13; U14; U15/Og Sport; U16; U18; U21; and adult levels.	County Committees Clubs	Ongoing	Quality participation in quality Gaelic games in quality settings offered to everyone within Tyrone, regardless of location; ability; age; gender; background; or circumstances.
Continue with Master Fixtures Planning within Tyrone and aim to deliver: <ul style="list-style-type: none"> • Regular, 'secure' fixtures in all codes at all levels, centered on the Summer months • Minimal conflict between codes and grades/levels • A culture where underage players sought by different teams play at their 'own grade/level' • Proper treatment of U21 competitions • Structured social/recreational games • Involvement of all stakeholders (Clubs; schools; coaches; County managers; etc) 	County Committees GAA CCC Clubs		
Schedule, locate and promote key fixtures to ensure gate receipts are maximized.	County Committees	Ongoing	Additional resources are made available for Gaelic Tyrone.
Increase Camogie participation across Tyrone by: <ul style="list-style-type: none"> • Supporting existing Clubs to put development plans in place • Targeting schools • Developing U10 and U8 Go Games • Establishing Easter/Summer/Hallow'een Camps • Establishing at least two new Camogie clubs • Collaborating with other Gaelic codes to minimize dual players' enforced choices. 	Camogie County Committee	Ongoing from 2013 5% increase in participation per year sought.	Increased and stronger Camogie presence across Tyrone.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Club Fixtures and Competitions			
Restructure Tyrone Adult and Junior Handball Championships as weekend tournaments.	Handball Committee	Ongoing from 2013.	Increased quantity and improved quality of Handball played across Tyrone.
Introduce 'One Wall' Handball tournaments for Tyrone Clubs and schools.	Handball Committee	Ongoing from 2013 16 new Clubs involved in Handball by 2016.	



THEME 4: Tyrone's GAA Infrastructure

In 1968 Tyrone GAA took the strategic decision to focus on the development of Club playing facilities. At that time fewer than 10% of Clubs had fully fit-for-purpose Club grounds: the total is now 100%, with a majority of Clubs now having at least two pitches and almost 40% having floodlit provision. All Tyrone GAA grounds now have proper changing facilities whilst nearly half also have covered accommodation for spectators. Cookstown Council's Gaelic games provision at the Mid-Ulster Sports Arena (MUSA) is exemplary and Garvaghey will contribute hugely to the 'Tyrone Gaelic plant'. Sport NI planning norms show however that Tyrone is still 50 Gaelic pitches short of what's needed to meet current demands. Agendas that still need to be taken forward therefore include:

- Improved Council Gaelic games provision so as to begin matching what's provided for other field/pitch-based sports
- More sharing with/by schools, especially of 3G resources and sports halls
- Better access to GAA facilities for Ladies football; Camogie; and Rounders
- Increased provision in Tyrone's larger and growing urban areas (Omagh; Strabane; Dungannon; Cookstown; and Coalisland)
- Additional 3G and indoor provision to help combat what appears to be 'climate change-induced' more extreme weather

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
County Grounds			
Support and maintain Healy Park as a regional Gaelic Stadium.	County Committees Ulster Councils	Ongoing	Continued capacity to host major Gaelic games fixtures in Tyrone, including all of Tyrone's major home inter-County games and major domestic fixtures.
Continue to develop O'Neill Park Dungannon as Tyrone's 'Secondary' County Ground.	GAA County Committee Ulster GAA Dungannon Clarkes		
Playing Facilities			
Lobby as appropriate to restore government sports capital funding to (at least) pre-'London 2012' levels.	County Committees Ulster Councils	Capital funding restored from 2013 forward.	Improved Gaelic infrastructure in Tyrone with government delivering on its funding responsibilities.
Lobby Councils for provision and support (including cash development grants for Clubs), especially in urban areas where land assembly is more difficult.	County Committees Ulster Councils	Ongoing	Improved Gaelic infrastructure in Tyrone and continuation of current excellent working relationships with local government.
Improve collaboration and sharing of facilities with schools/the education sector by: <ul style="list-style-type: none"> • Offering schools and Colleges access to all Tyrone Gaelic facilities • Lobbying for schools to open up facilities out-of-hours and in holidays • Lobbying for better Gaelic provision at Primary Schools 	County Committees Ulster Councils	Ongoing	Maximum use made of the available 'Gaelic games plant' in Tyrone and avoidance of duplication and waste.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Playing Facilities			
Ensure all new Gaelic provision is 'women-friendly'.	County Committees Clubs	Ongoing All new Tyrone Gaelic facilities to be 'gender-proofed'.	A fully fit-for-purpose Gaelic infrastructure in Tyrone which delivers true and meaningful gender equality.
Carry out audit of all Handball facilities in Tyrone.	Handball Committee	Complete in 2013.	Understanding of what's in place and what's needed.
Provide additional 'ball walls' for hurling and handball (will also progress Theme 7, Inclusion and Well-Being, below).	County Committees Clubs	Ongoing Ball walls provided at 20% of Tyrone Gaelic facilities by 2015	Improved participation in 'small ball' Gaelic games across Tyrone.
Supporting Facilities			
Develop Tyrone Gaelic facilities which are fully fit-for-purpose in terms of medical/recovery provision; women; referees; volunteers; administration; and social, cultural and heritage activities.	Clubs	Ongoing	A fully fit-for-purpose Gaelic Tyrone infrastructure.
Improve the spectator experience at Club grounds by: <ul style="list-style-type: none"> • Increasing the amount of covered spectator accommodation • Providing toilets as required • Offering basic catering/refreshments • Ensuring everything/everywhere is fully 'disability friendly'. 	Clubs	Ongoing	An improved 'spectator offer' leading to improved comfort; higher attendances; greater participation; and improved revenues.
Provide better signage, including Irish language signage, to and at GAA facilities.	Clubs	Ongoing	'Way-finding' to and at Gaelic facilities grounds made easy.



THEME 5: Managing Garvaghey

Tyrone's Garvaghey project has been planned and built to act as an engine to help drive Gaelic games and culture in Tyrone through the 21st Century. Garvaghey will be open and inclusive, offering the full 'Tyrone Gaelic package' to, in its own words, "the ordinary; the less ordinary; and the extra-ordinary". The project needs to be vigorously managed and not become a drain on Club or other resources. Whilst Garvaghey will make a major additional contribution to the 'Gaelic offer' in Tyrone, other strategic resources such as MUSA; Council Leisure Centres/theatres/arts centres; Youth Sport, Omagh; and other major community and GAA facilities will still be required and will be supported by Tyrone GAA.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Establish a Garvaghey Management Group (GMG), reporting to the Tyrone GAA County Committee and County Convention and , to oversee the strategic management and development of Garvaghey.	GAA County Committee	GMG operational from 2013.	
Put in place and work to a Garvaghey: <ul style="list-style-type: none"> • Business Plan (What will happen there and How it will be Resourced) • Activities and Marketing Plan (programmes of Events and How they will be Promoted/Marketed) • Operations Manual (What needs to be done When, by Whom and How to keep Garvaghey running to best effect). 	GMG	Ongoing from 2013.	Garvaghey managed and used in business-like and focused ways for the overall betterment of Gaelic Tyrone.
Officially open the Garvaghey complex in an appropriate way(s).	GAA County Committee	Opening event on 28 September 2013.	A celebration and acknowledgement of a major contribution to the Tyrone Gaelic legacy.
Create a Garvaghey Development Strategy setting out plans for further development such as ball walls; indoor training provision; outdoor/green gyms; enhancement of the environment; etc.	GAA County Committee	Strategy scoped, costed and phased by end of 2013.	Continued responsiveness to the ongoing and developing needs of Gaelic Tyrone.
All County Sub-Committees and groups to consider how they will use Garvaghey and include that in their annual work-plans.	GAA Committees	Ongoing from 2013.	Full buy-in to and use of Garvaghey for the betterment of Gaelic Tyrone.



THEME 6: Tyrone's Gaelic Culture and Heritage

The Tyrone Gaelic family is wedded to the belief that Gaelic games, culture and heritage are inextricably linked and a weakening of any one diminishes the others. There is a recognized need to 'drive' the Irish language but equally not do duplicate what the 'language community' is already doing. Whilst Scór is strong in Tyrone there is room for additional involvement and there is also scope for complementary culture-related activities at Club level. Tyrone's heritage also needs a consistent focus. Finally, Garvaghey will provide a vehicle to take much of this work forward at the strategic level.

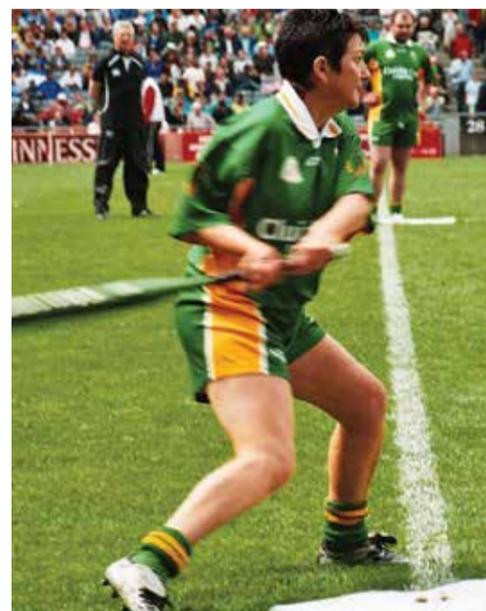
WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
The Irish Language			
Create a dedicated Irish Language Officer position on Coiste Banisti.	GAA County Committee	Ongoing from 2014.	Unified approach to promoting and developing Irish across Gaelic Tyrone.
Revitalise the Tyrone GAA 'Clubs Language Cluster' model (see also 'Club Clustering' under Theme 2 above).	County Committees GAA Culture Committee	Ongoing from 2013.	Re-running of previously successful and award-winning model.
Include language dimension in all training (officers; coaches; Summer Camps; Club Maith accreditation; etc).	County Committees Ulster GAA	Ongoing from 2013.	Irish accepted as central to Gaelic Tyrone and its activities rather than as an optional add-on.
Use basic Irish greetings in Clubs; games; etc and ensure at least some bi-lingualism at all Tyrone Gaelic events.	County Committees GAA Culture Committee Clubs	Ongoing from 2013.	
Procure and promote the use of a 'standard' Tyrone GAA Irish signage template.		Available from 2014.	
Liaise and work jointly with the 'language community': host an annual meeting of language groups within Tyrone.	County Committees GAA Culture Committee	Ongoing from 2013.	Identification of shared agendas; sharing of resources/joint-working; and avoidance of waste/duplication.
Maintain/develop links/joint-working with Comhaltas; Conradh na Gaeilge; Pobal; Dun Uladh; Glór na nGael, Foras na Gaeilge; and Councils.			
Promote TG4; Radio na Gaeltachta; and programmes such as BBC's 'Blas' via Tyrone Gaelic events and publications.	County Committees GAA PR and Marketing Committee Clubs	Ongoing from 2013.	Greater uptake within Tyrone of existing Irish language broadcasting.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Scór			
Identify a dedicated 'Scór person' in every Club.	Clubs	Ongoing from 2013.	Improved participation in Scór across Gaelic Tyrone.
Support non-participating Clubs, possibly via mentoring from participating Clubs, to take part in Scór.	County Committees GAA Culture Committee		
Maintain and develop the practice of Scór performers being showcased when and where possible in all Tyrone Gaelic events.	County Committees GAA Culture Committee	Ongoing	The quality, importance and enjoyment/feel-good of Scór showcased and promoted to wider audiences.
Host an annual 'Best of the Best' Tyrone Scór concert (possibly based in Garvaghey).	GAA Culture Committee	Ongoing from 2013.	
Culture and Heritage			
Make full use of Garvaghey resources to tell and explain 'the story of Tyrone' through events; lectures/talks; exhibitions; displays; workshops; seminars; etc.	County Committees GMG GAA Culture Committee	Ongoing from 2013.	Improved understanding of Tyrone, its people and their development.
Clubs to record; 'translate'; and use (in addresses and signage etc) town-land and other local place names.	Clubs	Ongoing	Valued part of Tyrone's heritage retained in live, day-to-day usage.
Where possible, Clubs to work with local schools on culture and heritage-related projects.	Clubs	One such project delivered in every Club area by 2017.	Gaelic Tyrone's culture and heritage sustained.
Investigate models for integrating culture/heritage dimensions into the annual Club Tyrone Summer camps and include basic Irish language elements in all summer camps.	GAA County Committee	Potential model(s) identified for 2013 Camps.	Clear sense of how Gaelic games, culture and heritage are inter-woven.
Sustain the Ulster Provincial dimension via support for Provincial competitions and events and the 'Railway Cup'.	County Committees	Ongoing	Unique Provincial identities cherished, sustained and promoted.

THEME 7: Inclusion and Well-Being in Tyrone

“Ag Ardú Níos Airde na Laimhe Deirge” is in its own right probably the most inclusive Gaelic strategic plan produced to date, bringing together as it does the entire Tyrone Gaelic family and all the codes. This is innovative and pioneering but other aspects of inclusion that Tyrone has been focusing on for the past few years need to also remain a priority. These include being relevant to all age groups; retaining a core concern with the causes and consequences of deprivation and disadvantage; welcoming the ‘new Tyrone communities’; and engaging meaningfully with those established strong and vibrant Tyrone communities that are not of the Gaelic tradition.

WHAT WE INTEND TO DO	LED BY	TARGETS SET	OUTCOMES SOUGHT
Inclusion of all the Gaelic Games			
Assess/take forward shared/joint GAA/LGFA/Camogie/Rounders initiatives such as: <ul style="list-style-type: none"> • Joint fixture-planning and joint fixtures • Programmed access of all the Gaelic codes to all GAA facilities • Shared committee memberships • Shared sponsorships • A ‘One Tyrone’ Gaelic games branding via a shared Tyrone shirt; crest; etc 	County Committees Clubs	Ongoing	An as seamless-as-possible Gaelic games package offered to the people of Tyrone and the ongoing building of a strong ‘Gaelic Tyrone’ brand.
Wider Inclusion			
Continue to roll out/develop initiatives such as ‘Have a Go’; ‘Gaelic 4 Mums’; ‘Game of Three Halves’; ‘SHe’s ACe’; and special needs-related events.	County Committees	Ongoing	Achievement and delivery of a ‘something-for-everyone’ Tyrone Gaelic games package.
Use Garvaghey (particularly its 3G, indoor and events/performance resources) to deliver new opportunities for a wide range of people.	GMG	Ongoing from 2013.	
Examine potential for joint GAA/ Ulster-Scots events and initiatives.	County Committees	Ongoing	Improved mutual understanding and appreciation of our shared Tyrone heritages.
Translate basic GAA material/ notices into most-used migrant workers’ languages.	County Committees	Ongoing from 2013.	Improved engagement with the ‘New Tyrone’ communities.
Health and Well-Being			
Continue to roll out and develop the ASAP programme across the entire Tyrone Gaelic games family.	County Committees GAA ASAP Officer Ulster GAA Clubs	Ongoing	Improved quality of life and personal well-being within Tyrone.
Continue to roll out and develop the ‘Live to Play’ initiative.			
Build links with bodies such as Neighbourhood Renewal; HPSS Trusts; Councils; etc.			
Continue to roll out and develop the GAA’s ‘Social Initiative’	County Committees Clubs	Ongoing	Improved community cohesion and improved inclusion of an ‘at risk’ group.



MAKING IT ALL HAPPEN

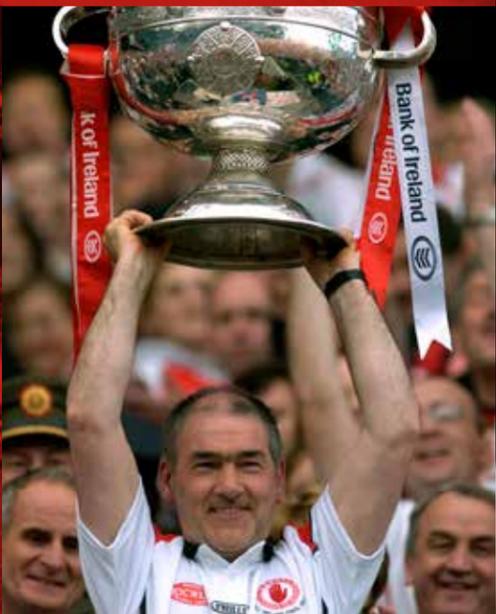
Each of the governing bodies involved in “Ag Ardú Níos Airde na Laimhe Deirge ... Raising the Red Hand Higher” will put its own arrangements in place to monitor progress. The ‘cross-code’ Integration Committee will oversee the strategic roll-out of the Plan.

Each organization will also work to its own more detailed plans.

Tyrone GAA expects that each County GAA Sub-Committee and Working Group will directly reflect appropriate actions from Ag Ardú Níos Airde na Laimhe Deirge ... Raising the Red Hand Higher” in their annual work-plans. This will be central to the Plan’s successful implementation.

Tyrone GAA has also put a Strategic Implementation Committee in place to oversee its implementation of the Plan. The Committee will:

- Monitor Tyrone GAA progress in implementing the Plan
- Liaise with Tyrone GAA Sub-Committees and Working Groups re their implementation of the Plan
- Report back to the Tyrone County GAA Committee on progress with the Plan
- Report formally to the Tyrone GAA County Convention on progress with the Plan and associated issues



AG ARDÚ NÍOS AIRDE NA LAIMHE DEIRGE

RAISING THE RED HAND HIGHER

Lairdesign



COISTE THÍR EOGHAIN

TYRONE COUNTY COMMITTEE GAA

230 RADERGAN ROAD
GARVAGHEY
DUNGANNON
CO TYRONE
BT70 2EH

TEL: 028 855 67723
EMAIL: SECRETARY.TYRONE@GAA.IE

