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REAMHRÁ:

An Cathaoirleach Chontae:

It is with great honour that I present to you on behalf of Monaghan GAA our first ever Strategic Plan.

The local GAA club plays an integral part in the rural and urban communities of county Monaghan. Generations of volunteers have given of their time to provide games for our youth, games for our adults and also the promotion of our culture. Although a small county in terms of geography and population, our clubs and county teams have a proud history of achievement at both provincial and national level.



However, we must continually strive to improve. Even as volunteers it is important that we take our responsibilities seriously and carry them out to the best of our ability. This Strategic Plan offers us the opportunity to review how we administer our affairs at all levels and also to plan for the years ahead.

This process began in June 2009 with consultations between all the stakeholders involved, county committee, management, sub-committees and our clubs. The result is a plan that outlines our objectives for the next five years across our entire association. These objectives are specific, achievable and, I believe, necessary if we are to progress to the next level both on the field of play and administratively, whether at club or county level. All areas of our association are covered. They include Governance, Finance, Communications, Integration, Infrastructure, Club & Community Development, Culture & Heritage, Fixtures, Hurling, Coaching, Youth and Schools.

Completion of this document required extensive input from many individuals. I thank all of those involved for their time and effort. This plan is specific in outlining what is to be done, who is responsible and when it shall be completed. I believe if we all work together going forward "ar scáth a chéile" that we as a county can reach our full potential. I also believe that with the proper leadership and with the commitment of each member, we can enjoy implementing this plan as well as enjoy the success that will result.

I look forward to working with you all towards reaching these goals.

Go raibh maith agaibh,

Pól ó Corraín
Cathaoirleach



EXECUTIVE SUMMARY

This plan has been put in place to set out a way ahead for Monaghan County Committee, Gaelic Athletic Association over the next four years. It is the ninth, and final, County Plan to be facilitated by the Ulster Council and, therefore, represents another significant milestone in the story of the GAA in the province.

The plan however belongs to Monaghan County Committee. It was developed via a process led by and involving significant numbers of Monaghan Gaels during 2010. The plan reflects the various realities and nuances of life generally, and the GAA specifically, within the county.

Among those are:

- ▼ Modern Monaghan has been shaped by the events and trends of many centuries
- ▼ It's people are proud of, and actively, cherish its Gaelic Heritage
- ▼ Relative to most other counties it is small, remains largely rural and faces ongoing issues of deprivation, disadvantage, and isolation
- ▼ In the new Post-Conflict Ireland Monaghan enjoys an increasingly central, as opposed to a peripheral, location
- ▼ Whatever the difficulties, the people of County Monaghan have always believed in, and lived up to a "can do", attitude
- ▼ The county's GAA history is robust and it's GAA clubs have delivered right across the Association's agenda

The planning process, and the consultation which underpinned it, identified ten themes which were considered to be central to the well-being and development of the GAA in the county. Those themes are:

1. Governance: Managing the GAA in the County to best effect at all levels
2. Finance and Fundraising: Providing the cash resources needed to help make the GAA happen
3. Communication: Ensuring that the GAA in the county is getting the relevant information to all of its people in the most appropriate way
4. Integration, Inclusion and Diversity: Taking forward a Monaghan county structure that is open and welcoming to all
5. Infrastructure and Facilities: Putting in place and maintaining the fit-for-purpose facilities that are needed for Monaghan County Committee to achieve its aims
6. Club and Community Development: Ensuring the real engine of the GAA, the Club, can deliver on its objectives and continue to act as a hub for the well-being and development of its host community
7. Culture and Heritage: Reflecting the fundamentally important Gaelic dimension of the Association
8. Games and Fixtures: Delivering meaningful programmes of games for player at all levels and of all abilities
9. Hurling: Fostering a game which is central to the Gaelic code
10. Coaching, Player Development, Youth and Schools: Working to ensure players at all levels and at all abilities are equipped to get maximum benefit and enjoyment out of their participation in Gaelic games and providing the support needed to those who will be the GAA adult members and players of the future

A series of actions is put forward under each theme. The actions are timed and responsibility for their implementation is clearly flagged up. In the same way the outcomes sought, as a result of all this activity, are spelled out.

Finally, arrangements for the ongoing monitoring of the plan are put forward.



GAA: MISSION, VISION, VALUES

The GAA's values are the heart and soul of our Association. In every GAA unit around the world they are what binds it together; what makes it unique; and what attracts more and more players, members, volunteers and supporters to come on board.

MISSION

"The GAA is a community based volunteer organisation promoting Gaelic games, culture and lifelong participation."

The GAA is a volunteer organisation. It develops and promotes Gaelic games as core elements of Irish identity and culture. It is dedicated to ensuring that its games and its values enrich the lives of the members, the families and the communities it serves. It is committed to active lifelong participation for all and to providing the best facilities. It reaches out to and includes all members of society. It promotes individual development and well-being and strives to enable all its members to achieve their full potential in their chosen roles.

VISION

The GAA's vision is that everybody has the opportunity to be welcomed to take part in its games and culture, to participate fully, to grow and develop and to be inspired to keep a lifelong engagement with the Association.

VALUES

Community Identity

- ▼ Community is at the heart of our Association. Everything it does helps to enrich the communities it serves
- ▼ It fosters a clear sense of identity and place

Amateur Status

- ▼ It is a volunteer led organisation
- ▼ All its members play and engage in its games as amateurs
- ▼ It provides a games programme at all levels to meet the needs of all players

Inclusiveness

- ▼ It welcomes everybody to be participate
- ▼ It is anti sectarian
- ▼ It is anti racist

Respect

- ▼ Its members respect each other on and off the playing fields
- ▼ It operates with integrity at all levels
- ▼ It listens and respects the views of all

Player Welfare

- ▼ It endeavors to provide the best playing experience for all players.
- ▼ It structures games to allow players of all abilities reach their potential

Teamwork

- ▼ Effective teamwork, on and off the field, is the cornerstone of our Association
- ▼ Ní neart go cur le chéile (There is no strength without working together)

Monaghan County Committee is proudly part of Ulster and it subscribes to the mission and values of the Ulster Council.



MONAGHAN THE COUNTY

GEOGRAPHY

Monaghan is a land-locked county of largely rolling drumlin topography, covering some 1,300 sq km. It is Ireland's sixth smallest county and the second smallest in Ulster. Its land is of mixed quality, interspersed with some 50 large and 200 small lakes. It is dissected by the national N2 route linking Dublin with Derry

HISTORY

The archaeology of Monaghan shows it to have a long history and to have been inhabited from the earliest times.

Modern Monaghan first emerged in the late 1500s when Sir John Perrot oversaw the creation of the five Baronies which exist to this day. Over the following centuries Monaghan was as affected as any other part of Ireland by the great pivotal events and shifts of history. For a century and a half after the Great Hunger its population haemorrhaged as the County continued to rely heavily on its agricultural base. Partition was a major blow to Monaghan, putting a barrier between it and its natural neighbours in Armagh; Fermanagh and Tyrone. In the same way, as the conflict in the Six Counties erupted in the latter half of the 20th century, Monaghan was heavily affected, both directly and indirectly.

PEOPLE

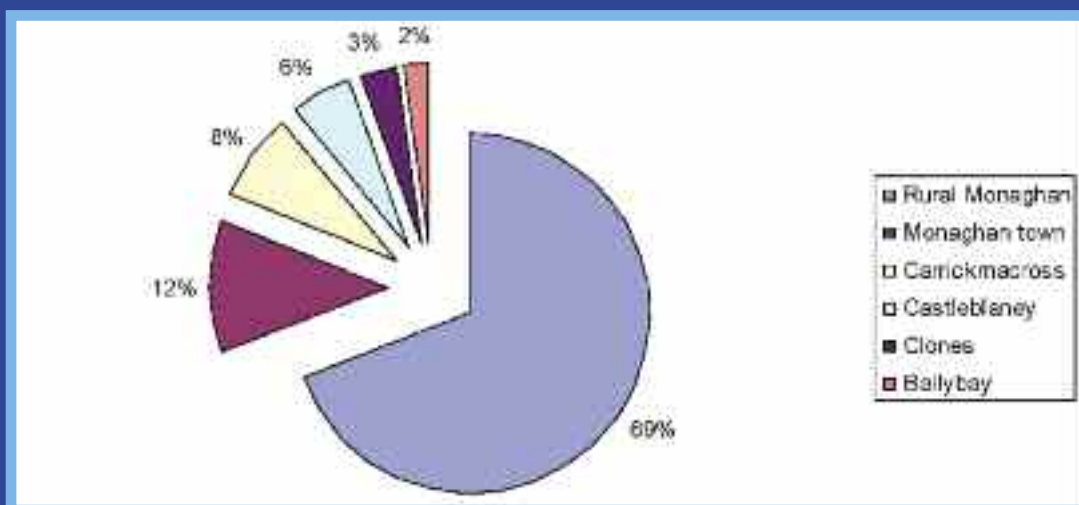
In 2006 its population was 55,800. Monaghan is (after Leitrim; Longford; and Carlow) the fourth least populated county in Ireland and the smallest in Ulster. The county is now enjoying a growth in population having experienced a drastic decline of 77% from its pre-Famine peak of over 200,000 to its 1966 nadir of 45,732. During the 1980s and the 1990s Monaghan's population effectively stagnated and the county still lags behind key national demographic trends. The county's age profile closely matches the national pattern with 21% aged under 14; 63% aged 15 to 59 and 16% aged 60 or over.

Although it remains a largely rural county, Monaghan, in common with the rest of Ireland, is becoming increasingly urbanised. Nearly one person in three in the county, some 16,000 people or 29% of the total, lives in towns of more than 1,500 people. The main towns are Monaghan (10,000); Carrickmacross (6,000); Castleblaney (3,125); Clones (2,000); and Ballybay (1,500). Broadly speaking, and again in common with the rest of Ireland, Monaghan's towns are growing and its more marginal rural areas are declining.

MONAGHAN: POPULATION DISTRIBUTION

In terms of the County's social structures, over 4,900 people in Monaghan have a disability. Some 2,700 Monaghan people (6%) are involved in helping with voluntary sporting activity, against a national average of 5%; 36,500 people meanwhile are not involved in any voluntary activity.

The 2006 Census showed that 5,640 people in the County (one-person-in-ten) were non-Irish. Some 3,000 of these were people from the new EU accession states, i.e. essentially from Eastern Europe.



ECONOMY

Monaghan remains what could be termed an "old economy" county with significant numbers of people employed in traditional industries such as agriculture (2,630); manufacturing (4,130); and construction (3,545); and wholesaling/retailing (3,490). The public services sector is also important, particularly health and social work (2,555 workers) and education (1,480).

SCHOOLS

Monaghan is home to twelve second level schools with a total pupil complement of almost 5,500 (2,937 girls and 2,492 boys). There are meanwhile 64 Primary Schools across the County with a pupil population of 6701. Monaghan does not however have any Third Level provision, i.e colleges that can accredit to degree status. MIFET, in Monaghan town, does however fulfil an important role in terms of Third Level access and provision.

FUTURE PATTERNS AND TRENDS

The National Spatial Strategy (2002 – 2020) predicts that Monaghan Town will develop as an urban hub within the region. There will also be a focus on sustaining rural areas, at least partially through tourism development. The county's border location opens up considerable potential for cooperation with the north whilst to the east and south the influences of Dundalk/Drogheda and Dublin will grow.





THE GAA IN MONAGHAN

"Somebody has said that no man can adequately describe Irish life who ignores the Gaelic Athletic Association, which is true in a way, for football runs women a hard race as a topic for conversation."

Patrick Kavanagh "Gut Yer Man"

The GAA in Monaghan dates from 1887 when the first County Board was established. That early momentum was maintained as the county (represented by Inniskeen), went on to win the first-ever Ulster Senior Football Championship in 1888. Although the number of GAA Clubs had quickly grown to 32, the malign influence of the "Parnell Split" and other issues saw that number just as quickly plummet to two by 1891. Monaghan's GAA resurgence took nearly a decade-and-a-half to come about but in 1906 a first-ever Ulster SFC Final (albeit the 1904 one) was played in Clones and a year later Monaghan had regained the Ulster SFC title (the 1906 one which had been delayed until 1907). By 1917 four more Ulster titles were added, followed by another five in the 1920s. Monaghan vied first with Antrim and then with Cavan for overall Ulster supremacy and strengthened their position by winning the first two Dr. McKenna Cup competitions in 1927 and 1928.

Thereafter Monaghan's power at County level waned although it remained a consistent football presence. The Ulster SFC title was regained after a 41-year absence in 1979 and won again in 1985 and 1988. In many ways the Monaghan team of the 1980s contributed hugely to an Ulster renaissance, particularly via its winning of a first National Football League title in 1985. Hurling, meanwhile, was not neglected and Monaghan won the All-Ireland Junior Hurling Championship in 1997. The county also played a leading role in the development of ladies football in Ulster and remains the Province's only county to win Senior All-Ireland titles (two, in 1996 and 1997).

GAA club affairs in Monaghan have always been vibrant and at the end of the 1970s Scotstown emerged to win three Ulster Club titles in a row, adding another in 1989. Castleblayney also won titles in 1986 and 1991. The County currently has 33 GAA Clubs, one for roughly every 2,000 people.

Beyond the games Monaghan has been a consistent presence in Scór and has, in common with other Ulster Counties, put in place an extensive and high quality infrastructure for Gaelic Games and associated activities. St Tiarnach's Park Clones has effectively become the home of the Ulster Final and was significantly improved and upgraded in the early 1990s.



MONAGHAN: A GAA TIMELINE

WHEN WHAT

- 1887 First Monaghan GAA County Board established
- 1888 Monaghan win the first-ever Ulster SFC
- 1906 Clones hosts its first Ulster SFC Final (the 1904 competition)
- 1908 Patrick Whelan (Killeevan) elected as Uachtarán Comhairle Uladh CLG
- 1909 Camogie is introduced to Monaghan
- 1913 Eoin O'Duffy is appointed Secretary of Comhairle Uladh
- 1917 County wins third Ulster SFC in four years
- 1925 St Macartan's College wins a first MacRory Cup
- 1927 Monaghan win the first Dr McKenna Cup competition and retain it a year later
- 1930 Monaghan reach the All-Ireland Senior Football Final.
The Owen Ward Cup is launched
- 1932 Monaghan start a run of six McKenna Cup Finals in-a-row
- 1934 St Macartan's complete a MacRory Cup three-in-a-row
- 1938 Monaghan wins an eleventh Ulster SFC
- 1939 The County Minor team wins a first Ulster MFC, regaining the title in 1940 and 1945
- 1944 St Tiarnach's Park, Clones is opened
- 1956 Monaghan wins the All-Ireland JFC and St Macartan's College wins an eighth MacRory Cup. Emyvale won the 1st ever All Ireland Scor title.
- 1972 Castleblaney Faughs (Nuachleas) win a first Ulster Scór title
- 1979 Monaghan regain the Ulster SFC after 41 years: Nudie Hughes becomes the County's first All-Star
- 1980 Scotstown complete three-in-a-row Ulster SFC titles
- 1981 Monaghan win their first Ulster Under 21 Football title
- 1983 Emyvale (Ballad Group) win Monaghan's 1st All Ireland Senior Scor title
- 1985 Monaghan complete an historic NFL and Ulster SFC double:
Defeated by Kerry in All Ireland semi final after a re-play. Mary Lynch is elected Uachtarán Camógaíochta na nGael
- 1986 Monaghan reach NFL final, defeated by Laois
- 1988 Monaghan win a fourteenth Ulster SFC and the hurlers complete an Ulster JHC three-in-a-row
- 1991 First Monaghan Ladies County Board is established.
Castleblaney Faughs win a second Ulster SFC title
- 1994 The redevelopment of St Tiarnach's Park is completed
- 1996 Monaghan win a first All-Ireland Ladies SFC and retain the title the following year
- 1997 The County's hurlers win a first All-Ireland Junior title
- 1998 Castleblaney (Ballad Group) win Monaghan's first Scor na nOg All Ireland title
- 2000 Sean McCague is elected Uachtarán CLG
- 2001 Monaghan win a first Ulster Vocational Schools Football title
- 2003 Monaghan Senior footballers win a record fourteenth Dr Mc Kenna Cup
- 2004 Pat McEnaney referees his third All-Ireland SFC Final
- 2006 Inniskeen win All-Ireland Club Intermediate Football title
- 2007 The GAA Training & Development Centre at Cloghan opened
- 2008 Paraic Duffy is appointed Ard-Stiúrthoir of the GAA
- 2009 Monaghan win All Ireland Vocational Schools football title.

MONAGHAN ROLL OF HONOUR

FOOTBALL.

All Ireland JFC:
1956

Ulster SFC. (15)
1887, 1906, 1907, 1914, 1916, 1917, 1921, 1922,
1927, 1929, 1930, 1938, 1979, 1985, 1988.

Ulster JFC: (2)
1956, 1961,

Dr. McKenna Cup: (14)
1927, 1928, 1932, 1934, 1935, 1937, 1948,
1952, 1976, 1979, 1980, 1983, 1995, 2003.

Lagan Cup. (1)
1951

Ulster MFC: (3)
1939, 1940, 1945.

Ulster U21 FC: (2)
1981, 1999

NFL (1)
1985

NFL Div 2:
2005

NFL Div 3:
1975

All Ireland Club Intermediate Football Championship
Inniskeen 2005

Ulster Club Championships:
Senior (6):
Scotstown (4): 1978, 1979, 1980, 1989
Castleblayney (2): 1986, 1991.

Intermediate: (1)
Inniskeen 2005.

Junior (3)
Monaghan 2005
Drumhowan: 2008
Emyvale: 2009

HURLING.

All Ireland JHC:
1997

Ulster SHC: (2)
1914, 1915,

Ulster JHC: (6)
1971, 1986, 1987, 1988, 1997, 1998.

Ulster U21 Hurling "Shield": (3)
1998, 2005, 2009

Ulster MHL Div 2.
2004

NHL: (Divisional Titles): (2)
1989, 2008.

Ulster Junior Club Championships: (1)
Castleblayney HC 2005.

Ulster Division 2 League: (1)
Castleblayney HC 2006

Ulster U16 "C" Championship (1):
2002

Ulster Minor "C" Championship (1):
2004

All Ireland U16 "C" Championship: 2002

All Ireland Minor "C" Championship: 2004

CLUBS OF MONAGHAN 2010 (33)



- | | | | |
|-----------------------|---------------------|------------------------|----------------------|
| 1. Aghabog | 8. Clontibret (F&H) | 17. Fergal O'Hanlons | 25. Rockcorry |
| 2. Aughnamullen | 9. Corduff | 18. Inniskeen (F&H) | 26. Scotstown |
| 3. Ballybay | 10. Cremartin | 19. Killanny | 27. Sean Mc Dermotts |
| 4. Blackhill | 11. Currin | 20. Killeevan | 28. Toome |
| 5. Carrickmacross (F) | 12. Donaghmoyne | 21. Latton | 29. Truagh (F&H) |
| 5. Carrickmacross (H) | 13. Doohamlet | 22. Magheraclone | 30. Tyholland |
| 6. Castleblayney (F) | 14. Drumhowan | 23. Monaghan Harps (F) | |
| 6. Castleblayney (H) | 15. Eire Óg | 23. Monaghan Harps (H) | |
| 7. Clones | 16. Emyvale | 24. Oram | |



MONAGHAN COUNTY COMMITTEE STRUCTURES

COUNTY COMMITTEE (AN COISTE CHONTAE) (52 MEMBERS) *MEET ON MONTHLY BASIS.*

- ▼ Management Committee (15)
- ▼ Delegate from each Affiliated Club (33)
- ▼ Handball Board Delegate (1)
- ▼ Post Primary Schools Delegate (1)
- ▼ Referee Administrator (1)
- ▼ Cumann na mBunscoil (1)

MONAGHAN MANAGEMENT COMMITTEE (AN COISTE BAINISTÍ) (15 MEMBERS)

- | | |
|------------------------------|--------------------------------|
| ▼ Chairperson | ▼ Vice Chairperson |
| ▼ Secretary | ▼ Assistant Secretary |
| ▼ Treasurer | ▼ Assistant Treasurer |
| ▼ Central Council Delegate | ▼ Ulster Council Delegates x 2 |
| ▼ Public Relations Officer | ▼ Youth Officer |
| ▼ Culture & Language Officer | ▼ Development Officer |
| ▼ Coaching Officer | ▼ Hurling Officer |



SUB COMMITTEES (FÓ CHOISTE)

- ▼ **MANAGEMENT COMMITTEE:** Responsible for managing affairs of Association between County Committee meetings.
- ▼ **COMPETITIONS CONTROL COMMITTEE (CCC):** Responsible for organisation and disciplinary matters of all competitions (Hurling & Football)
- ▼ **COUNTY HEARINGS COMMITTEE (CHC):** Responsible for adjudication on all disciplinary matters and enforcement of rules where hearing is requested.
- ▼ **FINANCE COMMITTEE:** Responsible for matters relating to finance such as budgeting, fundraising, sponsorship and implementation of best practice at County and Club level.
- ▼ **PUBLIC RELATIONS & MARKETING COMMITTEE:** Responsible for all publicity and marketing such as liaising with local media outlets, media nights and launches as well as the oversight and production of all publications i.e. Fixtures booklet, adult & juvenile programmes and maintenance of county web-site.
- ▼ **PLANNING & PHYSICAL DEVELOPMENT COMMITTEE:** Responsible for grounds and physical development, club development, grounds safety and planning.
- ▼ **COACHING & GAMES DEVELOPMENT COMMITTEE:** Responsible for implementation of coaching programmes, training and monitoring coaching personnel and implementation of games development activities at club and schools levels.
- ▼ **HURLING DEVELOPMENT COMMITTEE:** Hurling representative body responsible for implementation of Hurling Strategic & Development Plans.
- ▼ **REFEREES ADMINISTRATION COMMITTEE:** Responsible for administration and development of referees, including recruitment, training, assessment and classification of referees.
- ▼ **CULTURAL COMMITTEE:** Responsible for promotion of Irish language, Scór and other activities.
- ▼ **REGRADING & TRANSFER COMMITTEE:** Responsible for grading of players and processing transfers.
- ▼ **PROCEDURES COMMITTEE:** Responsible for advising County Chairman on matters referred to them. (Made up of former County Chairmen).
- ▼ **COUNTY PANELS SUB COMMITTEE:** Responsible for liaising with and enhancing relationships between County Committee, Team Managements and Team Panels.
- ▼ **PRIMARY SCHOOLS COMMITTEE (CUMANN NA MBUNSCOIL):** Responsible organisation and promotion of games at primary schools level.
- ▼ **TRAINING & DEVELOPMENT CENTRE COMMITTEE (CLOGHAN COMMITTEE):** Responsible for day to day running of Training & Development Centre, Cloghan.
- ▼ **TROPHIES COMMITTEE:** Responsible for maintenance and repair of County Committee Cups and Trophies.
- ▼ **INFORMATION TECHNOLOGY COMMITTEE:** Responsible for training and development of IT requirements at County and Club level.
- ▼ **STRATEGIC PLAN REVIEW COMMITTEE:** Responsible for review and development of Strategic Plan for County.
- ▼ **YOUTH COMMITTEE:** Responsible for the management and organisation of juvenile competitions (Hurling and Football).

COMPETITION STRUCTURES 2010

Senior Football Championship – 10 Teams

Intermediate Football Championship – 10 Teams

Junior Football Championship – 10 Teams

Senior Hurling Championship – 6 Teams.

Senior Football League – 10 Teams – Double League

Intermediate Football League – 10 Teams – Double League

Junior Football League – 9 Teams – Double League

Senior Hurling League – 6 Teams – Double League

Reserve Football League Division 1 – 8 Teams – Double League

Reserve Football League Division 2 – 8 Teams – Double League

Reserve Football League Division 3 – 10 Teams – Single League

Reserve Football League Division 4 – 10 Teams – Single League

Reserve Hurling League – 6 Teams – Single League.

Under 21 Football League Division 1 & 2 – 8 Teams Single League

Under 21 Football League Division 3 – 8 Teams Single League

Minor Football Championship Division 1 – 6 Teams

Minor Football Championship Division 2 – 11 Teams

Minor Football Championship Division 3 – 6 Teams

Minor Football League Division 1 – 6 Teams – Double League

Minor Football League Division 2 – 11 Teams – Single League

Minor Football League Division 3 – 6 Teams – Double League

Minor Hurling Championship – 4 Teams

Minor Hurling League – 4 Teams – Double League

Under 16 Football Championship Division 1 – 6 Teams

Under 16 Football Championship Division 2 – 14 Teams

Under 16 Football Championship Division 3 – 6 Teams

Under 16 Football League Division 1 – 6 Teams – Double League

Under 16 Football League Division 2 – 14 Teams – Single League

Under 16 Football League Division 3 – 6 Teams – Double League

Under 16 Hurling Championship – 6 Teams

Under 16 Hurling League – 7 Teams *

Under 14 Football Division 1 Championship – 7 Teams

Under 14 Football Division 2 Championship – 7 Teams

Under 14 Football Division 3 Championship – 8 Teams

Under 14 Football Division 4 Championship – 9 Teams

Under 14 Football League Division 1 – 7 Teams

Under 14 Football League Division 2 – 7 Teams

Under 14 Football League Division 3 – 8 Teams

Under 14 Football League Division 4 – 9 Teams

Under 14 Hurling Championship – 6 Teams

Under 14 Hurling League – 7 Teams *

Under 12 Football League Division 1 – 7 Teams

Under 12 Football League Division 2 – 8 Teams

Under 12 Football League Division 3 – 8 Teams

Under 12 Football League Division 4 – 8 Teams

Under 12 Football League Division 5 – 8 Teams

Under 12 Hurling League – 7 Teams

Under 8 & 10 Go Games Blitz's (Hurling & Football)

* Cootehill Celtic participated in this competition





THEME 1

GOVERNANCE

Governance, in the context of Monaghan County Committee, refers to the way that it administers its business and carries out its responsibilities at the various levels Management Committee and each Sub-committee. The Association was founded on, and to this day, still depends on the time and effort of dedicated and enthusiastic volunteers who are passionate about Gaelic Games and Culture. However, even as volunteer-led association, it has accepted a responsibility and must endeavour to carry out its responsibilities in a professional and effective manner, always seeking to do better, and in so doing, to progress and develop the Association in Monaghan. This Strategic Plan offers the opportunity to review, and change where appropriate, the conduct of its business and bring about change, if required. This constant focus on improvement will ultimately achieve better results, both in the meeting room and on the field of play.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
1.1 COUNTY COMMITTEE <ul style="list-style-type: none"> • Hold meetings of the County Committee monthly • Hold meetings at different club facilities throughout the county • Invite members of the committees of the host clubs to attend and observe meetings • Ensure that Clubs will nominate active club members preferably Chairperson or Secretary as delegates to the County Committee • Ensure that all meeting are "time-specific" i.e. begin and end on time • Forward County Committee minutes & agenda to clubs one week after meetings • Schedule club meetings during the week prior to County Committee Meetings • Expand the County Committee to include representatives of Ladies Football, Camogie, Post-Primary Schools 	Chairman Secretary County Committee Clubs	2010 2010 2010 2011 2011 2011 2012 2012	Provision of a regular forum for discussion, debate and decision-making between clubs and Management Committee Provision of easy access to club volunteers to view the workings of County Committee Contribution of club officers to debate and decision-making at County Committee level

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
1.2 MANAGEMENT COMMITTEE			
<ul style="list-style-type: none"> Establish a Review Committee to review the structure of County Management Committee 	Management Review Committee	2011	Establishment of a Management Committee which will be efficient and effective
<ul style="list-style-type: none"> Establish a portfolio for each officer in line with National Guidelines 	Management Committee Chairman	2011	Establishment of a system of clarification and review of the portfolios of County Committee Officers
<ul style="list-style-type: none"> Appoint a Full-Time County Secretary who will act as day to day Chief Administrative Officer for the County 	Ulster Council	2011	Fulltime administrative structures in place
<ul style="list-style-type: none"> Define the role of the Administrative Officer post to support the County Secretary in daily administration and ensure the sustainability of this role 		2011	Administrative support for County Committee Officers in place



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>1.3 SUB-COMMITTEES</p> <ul style="list-style-type: none"> Review regularly the role, remit and membership of all sub-committees Review the purpose and key functions of all sub committees Establish a Youth Committee and clarify its remit and make-up Establish Integration & Diversity Committee Merge the roles of Children's officer and Alcohol and Substance Abuse Officer with the County Youth Officer who will become the designated person for child protection and ASAP in the County, with another member of the County Board assuming the role of deputy designated person Design and implement a County Wide Child Protection programme as per the national plan/guidelines 	<p>Chairperson</p> <p>Management Review Committee</p> <p>County Committee</p> <p>Management Committee</p> <p>Youth Officer</p>	<p>2011</p> <p>2011</p> <p>2011</p> <p>2011</p> <p>2011</p> <p>2011</p>	<p>All Sub - Committees consisting of people who take responsibilities seriously and carry it out in an enthusiastic and efficient manner</p> <p>All portfolios are in to line with National Guidelines</p> <p>A Youth Committee advising, and supporting the work of, the Youth Officer</p> <p>Establishment of an Integration & Diversity Committee promoting the Association's relationship with other codes, communities and faiths</p> <p>A clear system of designated personnel for all child protection issues</p> <p>A clear child protection policy setting out the role and responsibility of the GAA in Monaghan Youth Committee in the area Child Protection</p>



THEME 2.

FINANCE AND FUNDRAISING

While the GAA in Monaghan is an amateur organisation, it has developed to a point where it is responsible for a large annual budget and significant financial transactions on a daily basis. Therefore professionalism is required with regard to all aspects of financial management procedures. Monaghan County Committee has been prudent with respect to our expenditure and therefore has acquired a solid foundation on which to plan for the future. However, given the present economic context, it is imperative that it applies the best practice in managing all aspects of expenditure and that it be imaginative in our fund-raising initiatives. It must also provide leadership and support to the clubs to ensure that they adopt best practice with regard to all financial activity.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
2.1 FINANCIAL GOVERNANCE			
<ul style="list-style-type: none"> Establish an active Finance Committee 	Treasurer Management Committee Finance Committee	2010	Best practice in place with regard to all financial management as advocated by Ard Comhairle
<ul style="list-style-type: none"> Ensure that best-practice structures are in place with respect to expenditure and income 	Finance Committee	2011	
<ul style="list-style-type: none"> Avail of National Accounting Package 		2011	
<ul style="list-style-type: none"> Develop a Five-Year Financial Plan that outlines our planned activities/projects, the costs involved and how these costs will be met 		2011	Five Year Budgets Plans in place
<ul style="list-style-type: none"> Provide all members of the County Committee with a hard copy of the monthly Financial Report including: Budget, Income and Expenditure, Year to Date position and Risk factors 		2010	Transparency in all financial matters

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
2.2 EXPENDITURE CONTROL			
<ul style="list-style-type: none"> • Ensure that the Finance Committee applies strict expenditure controls 	Treasurer	2010	A proactive Finance Committee in place
<ul style="list-style-type: none"> • Ensure that the Finance Committee is proactive in the area of maximising potential income 	Chairman Finance Committee	2010	System in place to identify problems and promote solutions
<ul style="list-style-type: none"> • Review and appoint a Finance Committee with clear roles, remit & membership 	Management Committee	2010	Budgets for each team and sub committee
<ul style="list-style-type: none"> • Carry out a review of current Financial Controls 		2010	Clear financial decision making procedures.
<ul style="list-style-type: none"> • Set and oversee annual budgets for the various county teams and committees and define each budget management process and identify persons responsible for implementation 		2010	Fully audited set of accounts presented to clubs at convention
<ul style="list-style-type: none"> • Put strict procedures in place governing Authorisation, Sourcing, Tendering and Expenditure 		2011	System of promoting financial responsibility in clubs
<ul style="list-style-type: none"> • Conform to the accepted auditing and accounting principles and standards as laid down by Ard Comhairle 		2011	
<ul style="list-style-type: none"> • Ensure that each club provides the county board with a set of its annual audited accounts 		2011	



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
2.3 MAXIMISING OUR MEANS OF INCOME			
<ul style="list-style-type: none"> • Adopt a more robust and proactive approach to raising income and fundraising • Maximise the County's income from external sources by being aware of, and disseminating information, on grant aid opportunities, both GAA and other • Carry out a review of previous championship venues, dates and income so as establish how we can maximise future income from gate receipts • Investigate how income can be maximised at all championship games through improved marketing, ticket-selling, admission management, programme sales etc. • Refresh Cloghan Supporters Direct Debit Scheme 	Treasurer	2011	Maximum Income from non-traditional forms of income
	Chairman		
	Finance Committee	2010	
	Management Committee		
			2011
		2011	Additional income
		2011	

2.4 SPONSORSHIP				
<ul style="list-style-type: none"> • Improve our relationship with our sponsors at all levels and so encourage them to strengthen their commitment to support our teams and games in the years ahead • Establish a Sponsorship Working Group which will work with and report to the Finance Committee. This Group will work to improve relationships with current sponsors and attract new sponsorship • Establish a financial plan for the ongoing maintenance of Cloghan including investigating the possibility of sponsorship of the facility at Cloghan 	Treasurer	2010	Expectations of sponsors under review	
	Chairman			
	Finance Committee			
	Management Committee	2011	Increased sponsorship future	
				Additional Income
			2011	

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>2.5 MONAGHAN SUPPORTERS CLUB / CLUB MONAGHAN</p> <ul style="list-style-type: none"> • Establish "Club Monaghan" which will take on the role as the designated group to undertake, and co-ordinate, fundraising activity on behalf of Monaghan County Committee • Establish a sub-group of the County Committee to manage the day to day operations and brand of Club Monaghan • Ensure that Club Monaghan will organise at least one major fundraising event every two years • Ensure that Club Monaghan will operate under the control and direction of the County Management Committee • Review the operation and remit of the current direct debt scheme • Investigate possibility of running a corporate fund-raising event at least once every two years • Investigate and organise other fund-raising activities within the county or elsewhere, if possible 	<p>Treasurer</p> <p>Chairman</p> <p>Finance Committee</p> <p>Management Committee</p>	<p>2011</p> <p>2012</p> <p>2012</p> <p>2012</p> <p>2011</p> <p>2012</p> <p>2012</p>	<p>Ongoing, regular and value-driven funding in place</p> <p>Maximum Funding</p> <p>Increased Membership and Revenue</p> <p>Additional Income</p>



THEME 3.

COMMUNICATIONS

Effective communication is of fundamental importance to the day-to-day operational management of the GAA in Monaghan and to the development of the organisation locally. Full advantage of local media and up-to-date communication technology will be used to maximise profile and marketing opportunities as well as increased efficiency. Awareness of our County Training Grounds and Club Grounds will be encouraged by improved signage throughout the county.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>3.1 COUNTY WEBSITE</p> <ul style="list-style-type: none"> • Seek advice so as to enhance layout and improve website visually • Source material for Webmaster and provide links with club and sponsor websites • Work towards continuous updating • Initiate the production of monthly Newsletter on Website 	<p>PRO</p> <p>Public Relations and Marketing Committee</p> <p>Information Technology Committee</p>	<p>2011</p> <p>2011</p> <p>2011</p> <p>2011</p>	<p>Rapid, modern and consistent communication across Monaghan GAA</p>



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
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3.2 CLUB WEBSITES			
<ul style="list-style-type: none"> Encourage and support GAA Clubs to establish a website 	PRO	2011	Rapid, modern and consistent communication within club and across Monaghan GAA
<ul style="list-style-type: none"> Disseminate best practice information to clubs maintaining a website and having these regularly updated 	Public Relations and Marketing Committee	2012	
<ul style="list-style-type: none"> Provide training and ongoing support to all units 	Information Technology Committee	2012	

3.3 COMMUNICATIONS STRATEGY			
<ul style="list-style-type: none"> Ensure that all Clubs and County officials are using GAA e-mail system 	PRO	2010	A system of electronic communication established for all units and officers of the association within the county
	Public Relations and Marketing Committee		
<ul style="list-style-type: none"> Initiate a county-wide text messaging and text results service for all officials and supporters 	Information Technology Committee	2011	Increased coverage and maximum media exposure in the local community
<ul style="list-style-type: none"> Incorporate Schools, Ladies Football, Camogie and Handball Associations into a central information system 		2012	
<ul style="list-style-type: none"> Strengthen relationships and provide required material to local media 		2010	Expanded and improved role of the Club Public Relations Officers
<ul style="list-style-type: none"> Clarify the role of the Club PRO and providing appropriate training 		2011	

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>3.4 COMMUNICATION THROUGH PUBLICATIONS</p> <ul style="list-style-type: none"> • Implement improvements to structures and layout of all match programmes • Undertake feasibility review regarding the Publication of Monaghan GAA Year Book 	<p>PRO</p> <p>Public Relations and Marketing Committee</p>	<p>2010</p> <p>2013</p>	<p>System which provides information of interest to both player & supporter</p> <p>Decision of Publication of GAA Year Book</p>
<p>3.5 COMMUNICATE THE IMAGE.</p> <ul style="list-style-type: none"> • Improve signage to County Training Grounds at Cloghan • Encourage clubs to improve signage to their grounds • Improve signage at both County Training Grounds and Club Grounds in accordance with GAA Branding Guidelines 	<p>PRO</p> <p>Public Relations and Marketing Committee</p>	<p>2013</p> <p>2013</p> <p>2013</p>	<p>Increased profile and awareness of location of GAA Facilities</p>





THEME 4.

INTEGRATION, INCLUSION AND DIVERSITY

The GAA is rooted in communities and is therefore unequivocally of and for all members of those communities. There is ground to be made up in terms of bringing Ladies gaelic games to the heart of things and Monaghan County Committee also wants to be open and welcoming to the significant numbers of foreign nationals who now live in the county.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
4.1 INTEGRATION OFFICER <ul style="list-style-type: none"> Consider and define the role of Integration Officer and establish a link to Management Committee Establish an Integration Committee with designated membership, aims, roles & responsibilities Consider merging the role of Integration Officer with one of the Provincial Council delegates 	Management Committee Integration Officer	2011 2011 2011	A new management level officer post with responsibility for the integration of the "sister" organisations and the promotion of the inclusion and diversity agenda

4.2 OTHER GAELIC SPORTS <ul style="list-style-type: none"> Establish Ladies Gaelic and Camogie delegates on the County Committee Seek to enhance co-operation with Ladies Football Camogie county committees Establish links between the Fixtures Secretaries of County, Ladies Football & Camogie Committees to synchronise fixtures and avoid clashes 	County Committee Management Committee	2012 2011 2012	Improved communication between all organisations promoting Gaelic Games and activities
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ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>4.2 PROTESTANT TRADITION</p> <ul style="list-style-type: none"> Organise at least two "Have a Go" sessions annually aimed at members of our community from traditionally non-GAA backgrounds Encourage Clubs to reach out to everyone within the club's area to participate in GAA activities Conduct a written survey to assess the extent of involvement in Gaelic Games and other aspects of the GAA, e.g. SCÓR by the children of Protestant families and to ascertain if there are any perceived barriers to participation Encourage children in Protestant schools to become involved in all GAA activities including games and SCÓR, building on the fact that a small number are already participating 	<p>Management Committee</p> <p>Integration Officer</p> <p>Coaching Officer</p> <p>GDM</p>	<p>2011</p> <p>2011</p> <p>2012</p> <p>2012</p>	<p>Improved participation in Gaelic Games by all the diverse groups and cultures within our community</p> <p>Increased participation of Gaelic Games in all schools</p>



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>4.3 NATIONAL AND PROVINCIAL INITIATIVES</p> <ul style="list-style-type: none"> Support the Ulster Council's Diversity Programme, Respect and NFL Campaign (No Foul Language) Support Central Council initiatives on Respect and Inclusion initiatives through supporting the activities of the National Integration and Inclusion Committee 	<p>Secretary</p> <p>Integration Officer</p> <p>GDM</p>	<p>2011</p> <p>2011</p>	<p>Improved tolerance and respect at all GAA events</p> <p>Mutual recognition and sharing of experiences across the main traditions in Monaghan</p>
<p>4.4 NEW IRISH</p> <ul style="list-style-type: none"> Support Referees and other officials in the strict application of Rule 1.12, adopting a zero tolerance approach to racism and sectarianism at activities organised by the association. Host one annual event organised in conjunction with the relevant local authorities/sports partnerships aimed at introducing New Irish to the GAA To co-operate with the Sports Partnership and with Monaghan County Council to develop further inclusion initiatives 	<p>CCC</p> <p>Coaching Officer</p> <p>GDM</p>	<p>2012</p> <p>2012</p> <p>2012</p>	<p>Improved tolerance and respect at all GAA events</p> <p>Greater participation in all GAA activities</p>
<p>4.5 SPECIAL NEEDS</p> <ul style="list-style-type: none"> Establish "Have a Go" concept specifically designed for children and adults with special needs Liaise with local Disability Awareness Groups to agree a plan for appropriate involvement for people with a disability in all aspects of our Association in Monaghan Ensure that every GAA facility in the county is fully accessible and welcoming to all people with different needs 	<p>Integration Officer</p> <p>Coaching Officer</p> <p>Development Committee</p> <p>GDM</p>	<p>2011</p> <p>2011</p> <p>2012</p>	<p>Creation of a space within our games where people with special needs have an opportunity to participate</p> <p>Improved access to facilities for all people</p>



THEME 5.

INFRASTRUCTURE AND FACILITIES

Clubs grounds throughout Monaghan are already of a high standard with respect to player and supporter facilities. The Centre of Excellence at Cloghan has proved a tremendous asset with respect to the development of our games. Monaghan County Committee will endeavour to improve existing facilities by accessing available funding.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
5.1 CLUB DEVELOPMENT			
<ul style="list-style-type: none"> • Conduct an audit of all Club Grounds and other club facilities with emphasis on Health & Safety Guidelines 	Management Committee	2011	Club Grounds provide safe environments to view and support Gaelic Games
<ul style="list-style-type: none"> • Assist clubs in progressing their Infrastructural Development Projects 	Development Officer	2010	Access to Clubs of all available funding
<ul style="list-style-type: none"> • Provide information on Funding & Grants 	Development Committee	2010	
<ul style="list-style-type: none"> • Liaise with Ulster Council 		2011	Clubs aware of all information needed to assist them in their development
<ul style="list-style-type: none"> • Organise Information Seminars on: Health & Safety, Funding & Grants, Pitch Maintenance, First Aid, FAS Scheme 		2012	



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>5.2 MONAGHAN GAA CENTRE OF EXCELLENCE AT CLOGHAN</p> <ul style="list-style-type: none"> • Consult with all current 2013 users of the facilities at Cloghan in order to identify development priorities • Agree with Ulster Council the outstanding issues regarding Funding for 3G pitch at Cloghan • Commence work on phase one/3G pitch 	<p>Management Committee</p> <p>Development Committee</p> <p>Ulster Council</p> <p>National Infrastructural Committee</p>	<p>Plan in place by 2011, project completed by 2013</p>	<p>Plan of future phases of development at Cloghan</p> <p>Research funding availability completed</p> <p>Year-round surface for GAA activities</p>



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>5.3 COUNTY AND PROVINCIAL GROUND IN CLONES</p> <ul style="list-style-type: none"> Continue to promote Clones as a Primary Provincial Ground in Ulster Support the development of the facility in Clones Improve the playing surface Improve the seating in Gerry Arthur's Stand Install Floodlighting Improve the Catering facilities Improve the Press facilities 	<p>Management Committee</p> <p>Development Officer</p> <p>National Infrastructure Committee</p> <p>Ulster Council</p> <p>St Tiernach's Park Management Committee</p>	<p>2010</p> <p>Ongoing</p> <p>2010</p> <p>2011</p> <p>2012</p> <p>2012</p> <p>2012</p>	<p>St Tiernagh's Park and Clones town seen as the venue of choice by GAA members and supporters</p>

<p>5.4 SECONDARY COUNTY GROUND AT CASTLEBLAYNEY</p> <ul style="list-style-type: none"> Upgrade the Main Secondary County Ground at Castleblayney Upgrade Playing Surface Build appropriate Spectator facilities including a covered stand Install new Media and Event Control Facilities Improve the floodlighting 	<p>County Committee</p> <p>Ulster Council</p> <p>Central Council</p> <p>Castleblayney Faughs Club Executive</p>	<p>Plan in place by 2011, project complete by 2013</p>	<p>County-wide infrastructure capable of hosting major GAA games</p>
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THEME 6.

CLUB AND COMMUNITY DEVELOPMENT

The Club not only persists as the core driver of the GAA but also acts in most cases as a vital anchor within its host community. Again it is crucial that all Monaghan's GAA Clubs are fit-for-purpose and that they match best practice standards: only then can they be fully effective in carrying out their core work. Volunteers need to be cherished and Clubs have an increasingly important role in contributing to the improved health and well-being of their members and local communities.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
6.1 DEVELOPING CLUB OFFICERS			
<ul style="list-style-type: none"> • Ensure 100% participation of Clubs in the Club Maith Officer Training Programme 	Clubs	2011	Fully trained and accredited club officials
<ul style="list-style-type: none"> • Encourage clubs to hold Annual General Meetings prior to end of November so that officer training, if necessary, can be provided 	Development Committee	2011	Programme of regular workshops for all club officers
<ul style="list-style-type: none"> • To put in place clear and specific support mechanisms for all officers in our Clubs 	Management Committee	2012	Clubs have a clear vision and plan for their future
<ul style="list-style-type: none"> • Encourage clubs to produce their own Club Development Plan 		2012	



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
6.2 VOLUNTEER DEVELOPMENT			
<ul style="list-style-type: none"> Support the further development of Club Maith programme to train volunteers and equip them with the necessary skills required to administrate their club 	Secretary	2010	A support mechanism in place to support and train club officials with the skills required to enhance the development of their club
<ul style="list-style-type: none"> Organise county wide training days for club officers which will offer the workshops on: Governance, Rules and General Administration, Finance and Fundraising, PR and Marketing, Community Outreach and Volunteer Development, Child Protection, Insurance 	Development Officer	2011	All Clubs participating in Club Maith programme
<ul style="list-style-type: none"> Establish a Youth Volunteer Scheme, which will encourage young people under the age of 21 to volunteer to contribute to their club for a specified period. This scheme would have small incentives and clubs would be asked to nominate young volunteers for awards 	Development Committee	2012	Ulster Council A programme in place to encourage volunteerism amongst the youth members of the association
	Ulster Council		
	National Club and Community Committee		



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>6.3 CLUB MAITH</p> <ul style="list-style-type: none"> • Enrol all Clubs in Club Maith programme with at least 40% of Clubs achieving accreditation by the end of 2011 • Encourage use of the Ulster Council Club Maith web-site as a vehicle for clubs to share ideas and best practice 	<p>Development Officer</p> <p>Ulster Council</p> <p>Office Administrator</p>	<p>2011</p> <p>2011</p>	<p>All Clubs meeting all minimum standards and applying best practice in governance, child protection and coaching and games development</p>
<p>6.4 CLUB COMMUNICATIONS</p> <ul style="list-style-type: none"> • Ensure that the implementation of the County Communication Strategy reflects the needs of Clubs, moving all appropriate communication to the electronic format and making use of the new GAA e-mail system 	<p>PRO</p> <p>Secretary</p>	<p>2011</p>	<p>A sustainable and fit for purpose County Communications Network</p>
<p>6.5 HEALTH AND WELLBEING</p> <ul style="list-style-type: none"> • Support the Ulster Council's Health and Wellbeing programme • Merge the role of County ASAP (Alcohol and Substance Abuse Programme) Officer with the County Youth Officer • Organise three regional alcohol and drug awareness nights on an annual basis in the county • Establish an Alcohol and Substance abuse coordinator in each club trained by the Ulster Council • Develop a County "role-models" scheme where county players attend events to promote the GAA alcohol and substance abuse programme • Ensure that each club has a Defibrillator and support the training of club members in its use 	<p>Management Committee</p> <p>Youth Officer</p> <p>Coaching Officer</p> <p>GDM</p> <p>Comhairle Uladh</p> <p>ASAP Office</p> <p>Development Officer</p>	<p>2011</p> <p>2011</p> <p>2012</p> <p>2012</p> <p>2012</p> <p>2012</p>	<p>A strategic approach to promoting an anti drug and sensible alcohol use message to young GAA members</p> <p>Each club and surrounding community area equipped with a Defibrillator and personnel trained in its use</p>



THEME 7.

CULTURE AND HERITAGE

The GAA is actively involved in the promotion of Gaelic culture and heritage as well as Gaelic games. The GAA at every level is now in the responsible position where it is itself central to Ireland's culture and heritage. While respectful of our responsibility to promote integration, it is important that the Association uses its facilities and premises to promote the Irish language and other aspects of Irish culture through language use, branding; signage; and Gaelic art. Due to the number of Irish language enthusiasts in the area, Co. Monaghan is in a position to help facilitate the promotion of the Irish language at Club and County level. At the same time Monaghan's strong presence in Scór must be sustained and developed.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>7.1 ROLES OF LANGUAGE AND CULTURAL OFFICERS</p> <ul style="list-style-type: none"> Define the role of the Cultural Officer at County level and define how this role will connect with and liaise with all Club Cultural Officers Ensure that each club appoints a Cultural Officer to lead a Cultural Committee within the club 	<p>Management Committee</p> <p>Cultural Officer</p> <p>County Committee</p>	<p>2011</p> <p>2012</p>	<p>Clearly defined roles for those charged with the promotion of cultural activities in the GAA</p>



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>7.2 SCOR</p> <ul style="list-style-type: none"> • Encourage all Clubs to take part in Scór Sinsir and Scór na nÓg • Improve participation in Spraoi Scór • Assist schools by promoting the concept of Spraoi Scór • Brand and promote Scór as an integral part of GAA activities • Seek sponsors for Scór and profiling them • Organise efficient Scór programmes in suitable quality venues • Reward Clubs which promote and participate in Scór through a marking scheme for the Club of the year award • Showcase Scór champions at County GAA venues • Include a Scór section on the County web-site • Include all Scór dates in the County calendar • Encourage all Scór participants to perform at club social events 	<p>Cultural, Committee Clubs</p> <p>Cumann Na mBunscoil</p> <p>Finance Committee</p>	<p>2011</p> <p>2011</p> <p>2011</p> <p>2012</p> <p>2012</p> <p>2012</p> <p>2011</p> <p>2011</p> <p>2012</p> <p>2012</p>	<p>75% of Monaghan Clubs taking part in Scór, at some level year-on-year</p> <p>Scor participants performing at finals and functions</p> <p>Improved Publicity</p> <p>Increased financial support</p> <p>Presentation improved</p> <p>Incentive to promote culture linked to all club activities</p> <p>Clubs participating in at least one Scór category</p> <p>Improved recognition of Scór competition winners in the wider GAA Community</p>

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
7.3 HERITAGE			
<ul style="list-style-type: none"> Prepare an advice note and tutorials on how to structure; research; and produce a Club history 	Public Relations and Marketing Committee	2012	Clear sense of Irishness in/around GAA activities
<ul style="list-style-type: none"> Facilitate clubs with ICT training and if needed ICT equipment to prepare an archive of club photographs. Club archives to be made available online 	Cultural and Heritage Committee	2012	Club Histories completed/updated
<ul style="list-style-type: none"> Plan and identify a suitable venue for the housing of County Treasury of Trophies along with GAA archives 	Management Committee Clubs	2013	GAA-branded support for Irish among Monaghan's school population
<ul style="list-style-type: none"> Gather and maintain a collection of DVD's of all Championship matches, County games and Scór finals 		2013	
<ul style="list-style-type: none"> Host a biennial workshop on developing Club history publications 		2012	
<ul style="list-style-type: none"> Seek a suitable venue for a Monaghan GAA archive to store copies of all Monaghan GAA and other heritage-related publications relating to the County 		2013	

7.4 LANGUAGE			
<ul style="list-style-type: none"> Promote Seachtain na Gaeilge as an integral part of Club social events 	Cultural, Heritage and History Committee	2011	Increased knowledge of Irish within the Monaghan GAA community
<ul style="list-style-type: none"> Promote a "Tráth na gCeist idir Clubanna" competition 	Management Committee	2012	
<ul style="list-style-type: none"> Ensure that new GAA capital developments across the County include a Gaelic/celtic art component 	Clubs	2012	Improved promotion of the Irish language and art.
<ul style="list-style-type: none"> That the Irish Language is used where possible during Management Committee and County Committee meetings 		2012	Leadership with regard to the use of the language



THEME 8.

GAMES SCHEDULE AND FIXTURES

As the games we play are the focal point of the Association in Monaghan, the manner in which we schedule them is critical to player, coach, referee, official and supporter alike. We must strive for a balance that ensures all players have a sufficient number of games while at the same time ensuring that player burnout is avoided. The GAA in Monaghan is determined to develop a fixture plan that is integrated and inclusive, keeping both the player and the family central. Finally we must ensure that our club championship matches are played at a variety of venues around the county ensuring that the fine facilities available in many of our clubs are utilised.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
8.1 FIXTURES SCHEDULE			
<ul style="list-style-type: none"> Provide an adult fixtures programme that will allow players the opportunity to participate in a minimum of 20 matches per year 	CCC Clubs	2011	Club players have an opportunity to play at least 20 competitive matches per year
<ul style="list-style-type: none"> With the introduction of floodlights and improved facilities more games can be scheduled for mid-week, Friday, and Saturday nights, and will place less reliance 	Fixtures Secretary Fixtures Planners	2011	New schedule of games to reflect the changing lifestyle of society in general.
<ul style="list-style-type: none"> To provide a specific games season and a defined closed season for GAA activity in Monaghan on Sunday fixtures 		2011	A defined open and closed season for all Games
<ul style="list-style-type: none"> Co-ordinate with schools/colleges when scheduling games 		2011	A coordinated fixtures schedule that allows the promotion of school and third level games
<ul style="list-style-type: none"> Arrange a meeting with representatives of all clubs in November each year to agree the annual games schedule 		2011	A clear and planned Monaghan GAA fixtures and games schedule with agreed procedures that ensure games are played and that player burnout is prevented
<ul style="list-style-type: none"> Design a clear and agreed postponement criteria for games 		2011	
<ul style="list-style-type: none"> Publish the games schedule 1st February each year 		2011	

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
8.2 REFEREEING			
<ul style="list-style-type: none"> Develop a Referees' Recruitment Strategy 	County Referee Administrator	2012	Increased number of match officials
<ul style="list-style-type: none"> Calculate the number of referees needed for Club fixtures programmes 	Management Committee	2011	Improved standard of refereeing
<ul style="list-style-type: none"> Roll out an new and innovate approach to referee recruitment, including young people and women 	GDM Coaching Officer	2011	Good, disciplined and well-controlled Gaelic Games in Monaghan
<ul style="list-style-type: none"> Retain, recruit and train referees, linesmen and umpires 		2012	
<ul style="list-style-type: none"> Provide initial and ongoing training, capitalising on current best practice and incorporating referee assessment 		2012	
<ul style="list-style-type: none"> Include a module which updates club personnel on the playing rules 		2012	
<ul style="list-style-type: none"> Acknowledge and rewards referees for their pivotal role in the GAA 		2012	
<ul style="list-style-type: none"> Promote Young Whistlers and encourages youth players to "peer referee" Go Games 		2012	



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>8.3 PLAYER BURN-OUT</p> <ul style="list-style-type: none"> Develop a standard advice paper in conjunction with national policy for circulation to clubs to highlight important points to prevent player burnout Seek to have the key issues re burn out discussed again at national level 	<p>Coaching Committee</p> <p>GDM</p>	<p>2012</p> <p>2012</p>	<p>A culture of good player welfare at all levels and in all codes in Monaghan</p>
<p>8.4 LIAISON</p> <ul style="list-style-type: none"> Establish links with the Ladies Gaelic and Camogie Board to explore joint fixtures (Double Headers) and to coordinate an overall county fixture schedules 	<p>CCC</p> <p>Ladies Gaelic Board</p> <p>Camogie Board</p> <p>Integration Officer</p>	<p>2013</p>	<p>More double headers with Ladies' Codes</p> <p>Increased profile for the Ladies Codes</p> <p>An overall master fixture schedule</p>
<p>8.5 CHARTERS</p> <ul style="list-style-type: none"> Agree and implement a charter, based on central GAA guidance, which specifies Clubs' access to players involved with Monaghan County panels 	<p>County Committee</p> <p>CCC</p> <p>Clubs</p> <p>County Managers</p>	<p>2012</p>	<p>A working and mutually beneficial Club/County relationship</p>
<p>8.6 FIXTURE PLANNING</p> <ul style="list-style-type: none"> Provide feedback and associated data to Fixture Planers that will facilitate an examination/overhaul of the current national fixture schedule (National Leagues & Championships dates) 	<p>County Committee</p> <p>CCC</p> <p>Clubs</p> <p>County Managers</p>	<p>2012</p>	<p>A working and mutually beneficial Club/County relationship</p>



THEME 9.

HURLING

Hurling in Monaghan is being kept alive by the work of a small number of clubs and a limited supply of volunteers. We will provide the support necessary to develop the grassroots of hurling in Monaghan by strengthening the existing clubs and encouraging the affiliation of new clubs. In taking this approach we will be taking advantage of the work being done in our primary and secondary schools.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>9.1 GOVERNANCE</p> <ul style="list-style-type: none"> Carry out a full review of hurling in Co. Monaghan in order to make specific informed decisions with regard to the development of the game Endeavour to create efficient, cohesive and inclusive ways to ensure the necessary sustenance and growth of hurling within the county Appoint a Hurling Committee consisting of Chairperson (Vice-chairperson County Committee), Secretary (Hurling Officer), one representative of each hurling club, one representative from Cumann na mBunscol and one representative of the Post Primary schools 	<p>Management Committee</p> <p>Hurling Development Committee</p>	<p>2012</p> <p>2012</p> <p>2012</p>	<p>A clear plan for the development of Hurling in Monaghan and funding targeting to achieve the best outcomes</p> <p>An efficient decision-making body that will dictate the development of hurling in the county and oversee the implementation of the hurling strategic plan</p>



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
9.2 ADMINISTRATION			
<ul style="list-style-type: none"> Encourage all hurling clubs to improve in the area of Governance i.e. Administration, Communication, Attendance at meetings etc. Encourage stronger Club-School links at both Primary and Secondary level Ensure that all schools and clubs get appropriate opportunities to play games Discuss Adult & Juvenile Hurling fixtures and bringing forth recommendations to CCC Improve Hurling Referee development 	<p>Hurling Development Committee</p> <p>Clubs</p> <p>GDM</p> <p>Youth Officer</p> <p>CCC</p>	<p>2012</p> <p>2012</p> <p>2012</p> <p>2012</p> <p>2012</p>	<p>Outline projected achievable targets with respect to Coaching & Games in Primary Schools, Secondary Schools, Development Squads and Coach Education</p> <p>Reports to Each County Commtee meeting</p> <p>Improved Discussion of all hurling issues</p>
9.3 COACHING			
<ul style="list-style-type: none"> Create a Hurling Development Plan. which will outline projected achievable targets with respect to Coaching Ensure that he GDM attends monthly meetings and present reports Organise Foundation & Level 1 Coaching Courses & Workshops Form a structured development squad programme initially at Under 14 and Under 16 levels Ensure that all Development Squads compete in all Ulster/National GAA blitz competitions 	<p>Management Committee</p> <p>Hurling Development Committee</p> <p>Coaching Committee</p> <p>GDM</p>	<p>2012</p> <p>2012</p> <p>2012</p> <p>2012</p> <p>2012</p>	<p>Hurling Development Plan operational</p>

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
9.4 FIXTURES			
<ul style="list-style-type: none"> Schedule football and hurling fixtures apart to ensure maximum participation in both codes 	Management Committee	2011	Provide a program of organised games at all adult levels.
<ul style="list-style-type: none"> Organise league and championship competitions at Senior level as well as Reserve competitions 	Hurling Development Committee	2011	Maximum participation in both codes
<ul style="list-style-type: none"> Develop a programme of games for Juvenile Hurling which is player centred and incorporates the strategic vision & Go Games policy 	CCC Youth Officer	2012	

9.5 CLUBS			
<ul style="list-style-type: none"> Make every effort to keep present hurling clubs in existence 	Hurling Development Committee	2011	
<ul style="list-style-type: none"> Encourage new clubs to affiliate 	Clubs	2012	
<ul style="list-style-type: none"> Ensure that all Hurling Clubs have a Club Development Plan in place covering: Governance, Communication, Administration 		2013	Provide a wider and longer program of organised games that encourage both a fun and inclusive approach to hurling at youth level
<ul style="list-style-type: none"> Attract volunteers/new members 		2013	
<ul style="list-style-type: none"> Improve Fund Raising 		2013	Ensure existence and future development of existing clubs
<ul style="list-style-type: none"> Establish Nursery Programmes 		2013	
<ul style="list-style-type: none"> Establish links with local Schools 		2013	

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>9.6 PRIMARY & POST-PRIMARY SCHOOLS</p> <ul style="list-style-type: none"> • Endeavour to increase on the number of Primary Schools receiving Hurling coaching • Organise and coordinate additional Indoor & Outdoor Go Games blitz tournaments for 3rd, 4th, 5th and 6th year classes • Develop Hurling Coaching Programmes within all post-primary schools • Encourage schools to participate in 3 Super Touch Blitzes • Develop a post primary schools competition within Monaghan and encourage Monaghan representatives to participate at Ulster regional level • Investigate the possibility of entering a County V.E.C Schools team in Ulster competitions • Provide and organise Foundation & level 1 courses for teachers 	<p>Coaching Committee</p> <p>GDM</p> <p>Clubs</p> <p>Hurling Development Committee</p>	<p>2012</p> <p>2012</p> <p>2013</p> <p>2013</p> <p>2013</p> <p>2013</p> <p>2013</p>	<p>Increased numbers of Primary Schools receiving Hurling Coaching</p> <p>Increase number of hurling clubs presently affiliated (6)</p> <p>Increase number of Secondary Schools (3) Presently receiving Hurling Coaching</p> <p>More teachers involved in the promotion of hurling</p>



THEME 10.

COACHING, PLAYER DEVELOPMENT, YOUTH AND SCHOOLS

In Monaghan the GAA is committed to the development of all our members who take part in our games. Every player, referee and coach must have the opportunity and the encouragement to develop their full potential. While most focus will be on the development of the younger members, development must be a lifelong process. It must be as committed to developing our adults, whether, players, referee's or coaches. Likewise it is focused on the development of all aspects of the player, not simply the technical skills. Demographics demand that every avenue is used to develop all of those who participate in our games, if we are to achieve the success we year.

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>10.1 ADMINISTRATION</p> <ul style="list-style-type: none"> Maintain, Develop and Modify the Go Games Programme at under 8 and under 10 for Football & Hurling Roll out Code of Ethics and Good Practice for Children's Sport Ensure that the County Monaghan Coaching & Youth Development Strategic themes address these issues: Club / School Links, Advice on Youth Structures in Clubs, Best practice in youth coaching and games development Apply a winter programme of player development Set targets to increase participation Put in place activities & policies to prevent drop out 	<ul style="list-style-type: none"> Coaching Committee GDM Coaching Staff Clubs Youth Officer 	<ul style="list-style-type: none"> 2010 2011 2011 2011 2012 2012 	<ul style="list-style-type: none"> All clubs & players participate in at least 5 Go Games Blitz events per annum All volunteers and staff at club & county level have completed the required child protection training Improved contact between the club and the school at both levels Increased participation

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
10.2 COACH EDUCATION			
<ul style="list-style-type: none"> Plan and deliver 3 coaching workshops per annum 	Coaching Committee GDM Coaching Staff	2011	Raised awareness on various coaching / training developments
<ul style="list-style-type: none"> Plan and present a bi-annual coaching conference 	Clubs Youth Officer	2012 / 2014	Improved reflective practice
<ul style="list-style-type: none"> Roll out every year 3 Foundation Level Courses (Football) and 2 Level 1 Award Courses (Football) and 1 Foundation Level Course (Hurling) and 1 Level 1 Award Course (Hurling) 		2012	Improved knowledge and practice, skill and programme planning
<ul style="list-style-type: none"> Organise a Young Whistlers Course annually 		2011	Increased ongoing number of young referees
<ul style="list-style-type: none"> Organise a Teachers Coaching Course annually (Primary Level 1) 		2011	More qualified teachers with the skills needed to run a GAA coaching programme
<ul style="list-style-type: none"> Maintain, develop & modify current coaching programmes for clubs, schools (primary & secondary) and development squads 		2011	Application of Player Pathway Model in place
<ul style="list-style-type: none"> Host three workshops for club coaching officers 		2011	Improved Club Coaching Structures

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
10.3 PRIMARY SCHOOLS			
<ul style="list-style-type: none"> • Provide a minimum of 10 coaching sessions per class / pupil per annum 	Coaching Committee	2011	Improve pupil generic movement skills and GAA playing skills. Play & learn through FUN Blitz events Support Cumann na mBunscoil in planning and games delivery Bring handball into the schoolyard Greater participation and player improvement across the schools in Football, Hurling and Handball
<ul style="list-style-type: none"> • Coach Fundamentals for 1st – 3rd class 	GDM	2011	
<ul style="list-style-type: none"> • Coach Learn to Train for 4th – 6th class 	Coaching Staff	2011	
<ul style="list-style-type: none"> • Organise an Inter school Blitz in Hurling & Football (Go Games) 	Clubs	2012	
<ul style="list-style-type: none"> • Organise Indoor blitz games Hurling & Football (Fun 5's) 	Youth Officer	2012	
<ul style="list-style-type: none"> • Support Cumann na mBunscoil towards modifying their competitive calendar 	Cumann na mBunscoil	2012	
<ul style="list-style-type: none"> • Encourage the maintenance of club / school links 		2011	
<ul style="list-style-type: none"> • Introduce Handball to the sport curriculum 		2013	



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
10.4 POST PRIMARY			
<ul style="list-style-type: none"> • Provide coaching to all 1st, 2nd & 3rd year classes (H & F) • Provide support to school team preparation (H & F) • Co-ordinate inter school Super Touch Blitzes • Co-ordinate inter school 2nd team Blitz League • Hold coaching workshop for teachers • Support annual meeting between Youth Officer and Principals • Promote Handball at this level • Encourage school / county board links • Co-ordinate a fixtures plan that facilitates Club and school while protecting our players and promoting our games 	<ul style="list-style-type: none"> Coaching Committee GDM Coaching Staff Teachers Youth Officer 	<ul style="list-style-type: none"> 2011 2011 2012 2013 2012 2011 2012 2012 2011 	<ul style="list-style-type: none"> Less congestion in club/school fixtures calendar Improved player Development



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
10.5 YOUTH COMPETITIONS			
<ul style="list-style-type: none"> Produce the Annual Youth Fixture Plan Booklet before the March County Committee Board Meeting 	Youth Officer GDM	2011	County fixture plan in place for each year
<ul style="list-style-type: none"> Improve the profile of our Underage Competitions – local press, website etc. 	Youth Committee	2011	Greater coverage of all games
<ul style="list-style-type: none"> Introduce a "Respect our Ref" initiative into our Go Games, and then Under 12 and onwards 		2011	Improved respect for all games officials
<ul style="list-style-type: none"> Support and Maintain current non-competitive 'Go Games' focus at under 8, 10, 12 and evolve as appropriate 		2011	Improved playing skills
<ul style="list-style-type: none"> Incorporate all Game playing conditions and rules in the Fixture Plan Booklet 		2011	Maximum number of volunteers completing all coaching course
<ul style="list-style-type: none"> Roll out Code of Ethics & Good Practice for Children's Sport 		2012	



ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
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10.6 HANDBALL			
<ul style="list-style-type: none"> Establish Handball Development Squads 	Coaching Officer GDM	2012	Handball Development squad structure in place
<ul style="list-style-type: none"> Initiate a Coach Education programme 	Handball Secretary	2012	Improved Coach education
<ul style="list-style-type: none"> Include Handball in School and Summer Camp programmes 		2011	Increased participation, awareness and skill

10.7 LIFESTYLE			
<ul style="list-style-type: none"> Communicate with ASAP Committee 	Coaching Committee ASAP Committee	2011	Present and provide information to all volunteers and players
<ul style="list-style-type: none"> Monitor Burn-Out and establish ongoing education for club executives and coaches 	Coaching Officer GDM Youth Officer	2012	Raised awareness of ASAP programme Raised awareness of Burn-Out issues
<ul style="list-style-type: none"> Initiate a policy review about the overplaying of young players at Minor, Under 21 and Senior club level 	Coaching Officer GDM Youth Officer Chairman	2013	Players participating in a standard number of games each year

10.8 CODE OF CONDUCT			
<ul style="list-style-type: none"> Establish a county wide code of conduct for youth mentors, parents, club officials and all players which the County Committee will include in the its Discipline bye-laws and Discipline Code 	Youth Officer Coaching Officer GDM	2013	A clear understanding of the importance of respect and good behaviour and conduct by all GAA members

ACTION	INVOLVES	COMPLETE BY	OUTCOME SOUGHT
<p>10.9 DEVELOPMENT SQUADS AND SCHOOLS OF EXCELLENCE</p> <ul style="list-style-type: none"> • Adopt National and Provincial Guidelines • Review Management structure of Development Squads • Examine and adapt the Coaching Content • Discuss and agree Frequency of sessions / Games v All Fixtures • Research new approaches from study of other counties and other sports • Define the place of Strength & Conditioning in the programmes • Define the role of protecting the talented player Talent • Review the Schools of Excellence under the headings: Management, Size of Squads, Number of Squads, Session Content Field & Gym and Selection Criteria 	<p>Coaching Officer</p> <p>GDM</p> <p>Youth Officer</p> <p>Coaching Committee</p>	<p>2012</p> <p>2011</p> <p>2011</p> <p>2011</p> <p>2012</p> <p>2012</p> <p>2013</p> <p>2013</p>	<p>Improved player and coaching standards</p> <p>Increased engagement in Personal Improvement Goals</p> <p>Policy of identifying exceptional talent and managing its development</p> <p>Implemented all review findings</p> <p>Consulted with Ulster and National studies and implement recommendation</p>
<p>10.10 SUMMER CAMPS</p> <ul style="list-style-type: none"> • Conduct a Review of the organisation of the County Summer Camps with a view to improving Organisation, Increasing Cul Camp venues, Improving Participation Rates, and Assessing Coaching Standards, Coaching Qualifications, Programme delivery, Publicity / Advertising / Promotion, Cost, Value for money, Potential Sponsorship 	<p>Coaching Officer & Committee</p> <p>Treasurer</p> <p>PRO</p>	<p>2012</p>	<p>Greater participation, more club involvement, increasing content, and where possible reduce cost per child</p> <p>Increase number of Easter Camps</p>



WHAT GETS MEASURED GETS DONE

The success of the Monaghan GAA strategic plan depends on its effective implementation.

To ensure that such implementation occurs, it is vital that a robust management and monitoring strategy is devised. This will allow regular monitoring and evaluation of progress regarding meeting the agreed targets contained within the plan.

The Strategic Planning group proposed in this plan will be appointed and ratified by County Committee. This body will be established at convention 2010. The committee will present an annual work programme setting out objectives, targets and outcomes as per the plan to the County Committee in January each year. The committee will provide a report to the County Executive/County Committee twice a year and an overall report at each County convention. This will ensure transparency and accountability. The annual work-plans presented by County sub-committees will also focus on how those groups will bring life to what is in this strategy.

The Strategic Planning Committee will consist of the following personnel;
Independent Chair (Not a member of the County Committee)
County Chairperson, County Secretary, County Treasurer
Two additional members of the County Committee (Not Members of the County Management Committee). Two additional members (Not members of the County Committee)

The Strategic planning committee will meet with representatives of Comhairle Uladh twice annually for a progress report on the implementation of the strategy.

ACKNOWLEDGEMENTS

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The County Committee would also like to thank the members of the Strategic Plan Steering Groups namely:

2009 GROUP

Seamus Coyle (chairman)	Eamonn O'Hara,
John P Graham (secretary)	Noel McGuigan,
John Connolly	Francie McGuigan
Ailish McEntee	Michael Treanor
Marion Donnelly	Padraig McNally.
Liam Stirrat	
Paul Curran	

2010 GROUP

Paul Curran
Padraig Sherry
Sean McKenna (Secretary)
Raymond McHugh
Donald McDonald
Colm Gormley
Cathal Hand (Facilitator)

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