

Camogie

OUR GAME ● OUR PASSION



Cumann Camógaíochta na nGael

DEVELOPMENT PLAN
2010-2015

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Message from an tUachtarán and Ard Stiúrthóir

Our Game, Our Passion – the title of our National Development Plan reflects the sense of pride in our national game and our ambition to grow Camogie over the next six years. The plan is the product of consultation at all levels of the Association, a strategic review of the organisation and many hours of work by the National Strategic Review Implementation Committee.

This plan builds on our achievements to date. It is ambitious and viable for an Association with 106 years of history and experience, an excellent infrastructure through our volunteers in our club-county-provincial structure and a small, dedicated and talented full time team. These are some of the strengths of the Camogie Association. During this plan, we will harness these to develop further as a vibrant, progressive and forward thinking organisation.

Sports development is about creating opportunities, structures and relationships that support people to take up and participate in our game and our Association. It is also about enabling sport to contribute to the wider community. *Our Game, Our Passion* is the roadmap for the Camogie Association to do this, concentrating on the following five strategic priorities:

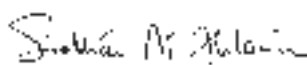
1. Growing Participation
2. Improving Performance
3. Supporting Volunteer Development and Leadership
4. Enhancing Camogie's Profile
5. Achieving Excellent Governance and Organisational Development

By working together to achieve these we can ensure that the Camogie Association maximises its potential as the most popular female sporting organisation in this country at school, club, county, provincial and national level. By empowering our volunteers we will strengthen the Association both on and off the field.

The Plan belongs to us all. Its implementation will be supported by similar plans at Provincial and County level.

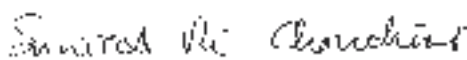
In building the future of Camogie let's take inspiration and confidence from our achievements. Let's embrace the challenge and opportunity of growing our sport. Let's work together to realise the potential, ambition and targets of the Plan. Let's work together to make the vision of this Plan a reality for this and future generations of Camogie.

We extend sincere thanks to everybody who played a part in sharing their experience and giving their views in the development of this Plan. A particular thanks to the members of the Strategic Review Implementation Committee and Ardchomhairle. Most importantly thank you in advance to each of our members all of whom have a part to play in implementing this plan from now until 2015.



Siobhán Ní Fhloinn

Uachtarán



Sinéad Ní Chonchúir

Ard Stiúrthóir

Message from Chief Executive Irish Sports Council

Cumann Camógaíochta na nGael is responsible for encouraging girls to take up and enjoy Camogie and ensuring that the sport is operated in a safe and enjoyable environment.

The last Strategic Plan completed in 2008 acted as a tool to bring Camogie into a new era and pave the way for greater development of the game. During the period of this Plan the Association conducted a review to assess its needs and to make recommendations on how it can operate in a more effective, efficient and modern manner.



While National Governing Bodies of Sport will always require state funding it is important, particularly in the current harsh economic times, governing bodies increase their capacity to be more self-financing enabling them to become less dependent on such funding.

The latest Strategic Plan sets out the aims of the organisation for the next six years. The Plan has been developed following an in-depth-consultation process which has taken place in 2008 and 2009. This process involved obtaining opinions of players, clubs and associated organisations on identifying key areas of importance in developing the Association and the steps required to reach its full potential.

Camogie is one of the most popular female sports in the country. Over the period of the new strategy the Association will make every effort to increase the opportunities for females to play Camogie in clubs, schools and colleges and to improve performance. These elements concur with those of the Irish Sports Council as it goes forward.

I look forward to continued partnership between the Irish Sports Council and Cumann Camógaíochta na nGael and I am confident that with the hard work and support of its members, the Association and its sport will go from strength to strength over the period of the strategic plan.

John Treacy

Message from Chief Executive Sport Northern Ireland

As Chief Executive of Sport Northern Ireland it is a great honour for me to endorse the Camogie Association National Development Plan for 2010-2015.

The Camogie Association has been in existence for 106 years and is one of the oldest women's sporting associations in Ireland. It is also one of the most popular female team sports throughout Ireland with over 540 clubs and it is a major objective of the plan that the number of clubs in Ireland grows to 750 by 2015. This presents a huge challenge for the Camogie Association but it is one that they can achieve with dedication and hard work. It should also be noted that the Camogie Association has made a monumental contribution to Irish culture on this island and as part of the Gaelic games family will continue to do so.

As Chief Executive of Sport NI it is my desire that the sport is developed in Ulster in line with the National Development Plan. Indeed Ulster has produced some excellent camogie players in recent years with Aishling Diamond and Grainne McGoldrick from Derry and Jane Adams of Antrim being awarded All Stars for their skill on the pitch.

Sport NI will work with both the UCC and the Camogie Association to support the delivery of the National Development Plan objectives in Ulster over the next five years. In particular we will invest in governance and organisational development at all levels to provide a solid platform for the future developments of participation and performance at club, county and provincial level.

I would like to conclude by wishing the Camogie Association all the best with the launch of the National Development Plan.

Eamonn McCartan

Chief Executive

Sport Northern Ireland

Message from Uachtarán Cumann Lúthchleas Gael

Is cúis mhór áthais dom an teachtaireacht seo a scríobh don Straitéis seo do Chumann Camógaíochta na nGael agus an cumann an pleanáil don todhcháí.

The last two years have been extremely important for the different bodies that together combine to form the wider GAA family.

In the period following the launch of our own Strategic, Vision and Action Plan 2009-2015 so many GAA units have risen to the challenge by producing their own roadmaps, plans that I believe can help oversee a massive improvement in how we organise and promote our games and activities.



To that end last year's 125 Anniversary milestone was of vital importance.

Not only did it help focus minds about how we reached a century and a quarter of existence but it also posed questions about where we go from here collectively and how we propose to achieve our goals.

Cumann Camógaíochta na nGael is to be lauded for taking on an initiative that has the potential to shape positively the future of the Association.

Every area of the Association's activities is touched upon and clearly defined and obtainable targets underpin a document that should provoke debate and provide a challenge for anyone with an interest in camogie whether at Club, County or National level.

This is a blue print to take the Association forward and the inclusion of five outlined priorities clearly illustrates the areas where work is needed to leave camogie on an even stronger footing.

I congratulate everyone who has had a role in the compilation of this plan and I wish you all every success in its implementation in the coming months and years.

I hope and believe that the deliverance of the objectives of this Strategy can bolster the future ambitions of your Association and those who play the game.

Ar aghaidh len ár gcluichí,

A handwritten signature in black ink, which appears to be 'Críostóir Ó Cuana', written over a horizontal line.

Críostóir Ó Cuana

Uachtarán Chumann Lúthchleas Gael

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Methodology

The Camogie Association completed its most recent Strategic Plan in 2008. This plan acted as a tool to bring Camogie into a new era and to pave the way for greater development of the game. At the end of that plan, in 2008/09, a review of the Association was conducted to assess the Association's needs and to make recommendations on how the Association can operate in a more effective, efficient and modern manner.

The report made recommendations that required a fundamental review of the Association's Official Guide (An Treoraí Oifigiúil) and the structure and method of operation for the Association at national level. This work has commenced and will report in 2010.

That report has framed much of the work that has gone into this National Development Plan.

However, recognising the importance of the National Development Plan as a roadmap for the future development of Camogie a widespread consultation was also undertaken in 2008 and 2009. This involved:

- Players
- Referees
- Clubs
- County Boards
- Overseas units
- Provincial Councils
- Ardchomhairle and its sub-committees
- Staff of An Cumann Camógaíochta
- Other sporting bodies including Gaelic Games bodies

Members/units were asked to identify the key areas of importance in developing the Association and the steps the Association needs to take to realise its full potential.

An Ardchomhairle sub-committee oversaw the drafting of the National Development Plan. Its members were Louise Byrne (Chair); Geraldine McGrath (Secretary); Joan O'Flynn (Uachtarán); Sinéad O'Connor (Ardstiúrthóir); Ardchomhairle members Liz Howard and Bridghidin Heenan; Eamonn Browne (Tipperary); Susan Malone (Derry) and Sarah O'Connor (Federation of Irish Sport). Ardchomhairle ratified the 2010-2015 National Development Plan in December 2009.

March 2010

Camogie 2010 - 2015

This plan presents the Camogie Association with an opportunity to inspire its members with a common vision. The plan will help Camogie to maximise its potential and to brand the Association as a confident, modern, community based organisation that offers women the opportunity to develop as players on the pitch and as leaders off the pitch. The Camogie Association is an independent voluntary organisation, established in 1904. It is one of the oldest women's sporting organisations and has a rich and wonderful history.

Nowadays, there is a growing emphasis on sport in society. There is greater recognition of the benefits of being involved in sport. These include health and fitness benefits and personal and community development.

There are also many challenges facing sport. Economic challenges are putting sporting organisations at all levels under strain. Sourcing a range of funding remains a challenge for the foreseeable future. The same is true for our units overseas in Europe, North America and Australia. In this environment, it is increasingly important that the Camogie Association increases its capacity to be more self-financing. The National Development Plan will guide units at all levels of the Camogie Association to overcome these challenges. It is a good time to remind ourselves that our greatest assets are our players and our volunteers and to recognise the potential to grow the game using these assets.

Over its 106 year history Camogie is the most popular female team sport in Ireland. The Association's Strategic Plan 2004 – 2008 was the foundation of much of the growth and development in recent years. The highlights of the achievements from this plan included:

- A review of inter-county competitions and creation of a greater fixtures programme to increase the standard and profile of inter-county camogie
- The establishment of two new county boards and a 12% increase in the number of clubs and a greater number of games being played at club, school, county and provincial level
- Putting in place a full-time development team consisting of eight people and an enhanced team at head office
- Updated coach education programme
- Commercial sponsorship for adult championships and a significant increase in Irish Sports Council funding and income from other sources

The benefits of the work from this plan were to be seen in recent research which highlighted that Camogie jointly shares the highest sporting participation rates amongst females in Ireland. With 540 clubs it reaches into communities and homes across Ireland, Britain, mainland Europe, North America and Australia. It is played at the highest level by amateur sportswomen who train to professional standards. At club, school and University/College levels, it is played by young women for both fun and for competition. This National Development Plan aims to bring Camogie to more players throughout the country.

- There are in excess of 1.25m females under the age of 40 in Ireland
- There are nearly 800,000 females aged under 20 on the island
- Nearly half of the latter (391k) are aged 5-15, the key group for underage playing activity

Over the next five years, we will reach out to these potential players and grow the opportunities to play Camogie in clubs, schools and colleges. Internationally, the development of the game requires a different approach in each region and yet the same fundamental principles will apply.

Growing the playing opportunities will be made possible through the combined work of thousands of volunteers, teachers, a full-time team and the invaluable co-operation of the GAA at all levels.

Camogie within the Gaelic Games Context

Camogie, as part of the family of Gaelic games, makes a significant contribution to Irish culture. The Camogie Association, the GAA and Ladies Gaelic Football Associations differ in origin and resources, our common ethos creates a 'bond' and an affinity between us.

The shared ethos of the three Associations includes:

- Promoting Irish culture through our games
- A commitment to the amateur status of our players
- A commitment to voluntarism
- A commitment to our community and family base

Within the Gaelic Games family, Camogie is a natural extension of the hurling community. The GAA, as the governing body for men's Gaelic Games and as the community base of Gaelic Games, is of huge importance to Camogie, from club to national level. Its ongoing support, through the generous provision of facilities, finance and other resources, is key to the well being of Camogie.

Many Camogie players also enjoy other Gaelic sports and The Camogie Association regularly liaises with their respective associations. Providing young women with the opportunity to play Camogie and other Gaelic sports is an integral part of encouraging them to stay with sport through their teenage years and later into life.

Camogie within the wider sporting context

There are many outside influences which will impact on Camogie over the period of this National Development Plan. In a European context the value placed on sport will increase:

Sport is an area of human activity that greatly interests citizens of the European Union and has enormous potential for bringing them together. (...) Approximately 60% of European citizens participate in sporting activities on a regular basis within or outside some 700, 000 clubs, which are themselves members of a plethora of associations and federations

(EU White Paper on Sport, 2007)

Recognising the potential to tackle issues such as cardiovascular diseases, diabetes and obesity the White Paper on Sport also recommends “strengthening the cooperation between the health, education and sport sectors.”

There is now widespread acceptance that sport plays an important role in the lives of people throughout Europe and this is particularly true in Ireland where 20% of the population participate in sport and 15% of the adult population volunteer for sport (Social and Economic Value of Sport, ESRI, 2005).

The value of sport in wider society is recognised by statutory funding to promote participation in sport and to increase standards of playing, refereeing and coaching. The ongoing support of the Irish Sports Council, Sport Northern Ireland, local sports partnerships, local authorities and other statutory providers is important to the development of Camogie.

The Camogie Association has also benefited from the support of the business sector in recent years. Even though these are challenging times, we will endeavour to work further with this sector to market and promote the game and enhance its profile.

Reflecting public policy’s support for gender equality in sports, funding bodies at home and abroad are increasingly seeking evidence of both male and female participation in the playing, development and governance of sport. With this in mind this plan will introduce new programmes that will support female leaders in sport both on and off the field.

5 key priorities

The Camogie Association has identified potential areas for growth and development during 2010 – 2015. An overarching priority will be to work towards providing all players with the opportunity to join a local Camogie club and pursue an interest in the game. We will do this through the following:

- i. The affinity between Camogie and hurling is strong and Camogie thrives in existing hurling sections within GAA clubs. A targeted programme will be developed to establish Camogie alongside existing Gaelic Games codes, in particular hurling where no camogie currently exists. Maintaining and strengthening existing units is also essential. Camogie must also be accessible to players of all abilities and backgrounds and at a recreational level for those players who do not wish to participate at a competitive level.
- ii. With the recent changes in population patterns and the growth of population in urban centres there are now a number of urban centres that are not serviced by Camogie clubs. There are also some population groups who are not yet afforded the opportunity to play Camogie. We will be proactive in reaching out to communities in new or growing urban and suburban areas. We will work with all Gaelic Games codes to promote Camogie to new communities and other groups from a non-Gaelic Games background.
- iii. A further priority will be the development of initiatives to retain teenage players in Camogie and to support their transition from underage to adult Camogie.

- iv. While it is important to grow new clubs it is also important to sustain existing clubs and provide them with the training and support necessary to provide Camogie for the young women in their local communities. To be in a position to grow new clubs and sustain existing ones the Camogie Association will aim to provide the following:
- An attractive sporting opportunity
 - Well organised activity at all levels
 - Competition appropriate to players' abilities
 - Guidance on how to start up and develop clubs
 - Training for all volunteers
 - Coaches
 - Referees
 - Administrators
 - Resources
 - For new clubs
 - For new county boards
 - General advice and support on running a club
 - Support for county and provincial officers
 - Leadership programme to identify leaders within our Association.
- v. Giving recognition to the sporting achievements of Camogie players is really important. Public recognition impacts on the visibility and status of women's sport. It also impacts on the extent to which Camogie players are role models for young people. It impacts on the recognition of females as sporting equals to men. All of this in turn impacts on efforts to increase women's participation in sport. Over the next period, we will endeavour to maximise the profile of our sport, our players and clubs through proactive communications and marketing.

The Camogie Association must ensure that it has the proper structures in place to effectively deliver this strategic plan. Strong governance and compliance with standards and best practice will ensure that our members are at all times acting in the best interest of the Association and its members.

These priorities are reflected in the National Development Plan's five objectives:

1. Growing Participation
2. Improving Performance
3. Volunteer Development and Leadership
4. Enhancing Camogie's Profile
5. Excellent Governance and Organisational Development

Monitoring and Progress Review

Plans are only effective if they are implemented and constantly reviewed to ensure their relevance and to take account of any changes in the wider environment. The Camogie Association commits to regular monitoring and review of the implementation of the Plan's priorities and the achievement of its targets. Key elements of our monitoring and review will include:

- Annual Business Planning at national level
- Annual work plans for volunteer structures and full-time team
- Half yearly review of implementation within full-time team and volunteer fora e.g. sub Committees of central governing structure Ardchomhairle, and its subsidiary units e.g. Provincial Councils and County Boards
- Twice yearly reporting to funding bodies
- Annual Review by Ardchomhairle
- Regular full-time team reviews and appraisal
- Mid-term review of the National Development Plan in 2012/13
- End of Plan Review in 2015

Resources

The implementation of the National Development Plan is dependent on the most efficient and effective use of resources. Our resources include:

- the important role of volunteers at all levels of the Association
- our professional team
- finances, technology and facilities
- adequate governance systems and procedures
- positive working relationships with a range of bodies including Gaelic Games, other sports bodies, statutory, commercial and community bodies, the education sector and the media

We will endeavour to maximise opportunities to generate resources equal to the ambition in this Plan. We will be prudent in our expenditure and work to comply with best practice in our resource management.



OUR VISION, MISSION AND VALUES



Central to the success of the implementation of the National Development Plan will be the recognition by all units of the Association of a common vision. Our vision reflects our ideal future. This is supported by our common purpose – our objective as an Association. Our delivery of the Plan will be guided by a shared set of values which will underpin the way we work.

Combined, our vision, mission and values will support us to develop a mutual sense of trust, ambition and application in our endeavour to realise the potential and fulfil the ambition of this National Development Plan.

Our Vision

To provide an inclusive, enjoyable and lifelong involvement in Camogie, as Ireland's leading female sport, and as a vibrant part of the Gaelic games family, at home and internationally.

Our Mission

To expand opportunities to participate in and enjoy Camogie through building a professional, dynamic and inclusive Association.

Our Values

Inclusiveness

Camogie is a sport for all. We will work to attract and retain members from different social and ethnic backgrounds and players of different abilities to foster a sense of community and social inclusion.

Voluntarism

We recognize the integral role of the volunteer in our Association. We will promote and value the expertise, experience and contribution of volunteers at all levels of Camogie.

Respect

We will actively promote mutual respect amongst our members - players, coaches, referees, administrators, supporters - and towards the wider sporting community.

Excellence

We will operate to the highest standards of excellence in the playing, coaching refereeing, governance and development of Camogie.

Co-operation

We will work with statutory and non-statutory sporting, cultural and community organisations to advance women's participation in sport through Camogie. In particular we will continue this within the Gaelic Games family.

Fair Play

We will require and instil fair play and sportsmanship in our game.



OUR FIVE NATIONAL DEVELOPMENT PLAN PRIORITIES 2010-2015

1. Growing Participation

2. Improving Performance

3. Volunteer Development and Leadership

4. Enhancing Camogie's Profile

5. Excellent Governance and Organisational Development



**NATIONAL DEVELOPMENT PLAN
PRIORITY 1:
GROWING PARTICIPATION**



National Development Plan Priority 1: Growing Participation

The Camogie Association will put in place the structures and programmes to significantly increase the number of players who will get the opportunity to play camogie either through their local club, school or third level education institution.

Key Performance Indicators

By 2015, we will know we have achieved the above National Development Plan priority by the indicators outlined below. We will have achieved these through implementing the following goals and key actions.

Goal 1A: Strengthen existing club units	
Key Actions	<ul style="list-style-type: none"> • Support a range of coaching and games development programmes • Strengthen Camogie participation in local Cúl Camps initiatives • Develop and implement programmes to retain teenagers in Camogie • County boards to review club championship and league structures and fixtures on an annual basis to ensure sufficient playing time for all clubs at all grades

Key Performance Indicators:

- By 2015 we will have retained 100 per cent of 2009 clubs
- Establish base line of players aged 14-19 in 2010. Increase by 20% by 2015
- 10% increase in female attendance at Cúl Camps year on year to 2012. Review targets in 2012
- Agree with GAA and administer incentive grants to units achieving targets in relation to Cúl Camps
- Programmes and initiatives rolled out on a needs basis. Under-age inter-county model to be rolled out as follows:
 - 2010 – promotion
 - 2011 – implement Schools of Excellence (U14)
 - 2012 – implement Schools of Excellence (U14 and U15)
 - 2013 – implement U17 Development Squads
- Each county board to have in place a competition structure that provides a regular and appropriate level of competitive Camogie for all club players

Goal 1B: Prioritise the growth of camogie in GAA clubs

Key Actions	<ul style="list-style-type: none">• Implement annual programme of club start-ups in existing hurling sections• Develop and implement programmes to support mothers, fathers and guardians, particularly those who play(ed) hurling, to support their daughters' introduction to Camogie• Implement new Camogie start-up initiatives in counties annually hosting National Féile• Create new camogie clubs in co-operation with the Gaelic games family with a particular focus on urban areas• County Boards identify areas and establish new clubs in conjunction with the county development officer
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Key Performance Indicators:

- The number of affiliated clubs will have increased from a 2009 baseline of 540 to 750 including 25 clubs internationally
- 36 new clubs established in existing hurling sections by mid 2011
- At least 15 new clubs to be established in counties hosting Féile by 2015
- In co-operation with the Gaelic games family at least 15 new clubs established by 2015
- Donegal, Mayo, Kerry and Monaghan will double the number of clubs by 2015 (14 clubs)
- Cavan, Louth, Roscommon, Carlow and Laois will have at least 10 clubs by 2015 (17 clubs)
- All other county boards (19) establish five new clubs by 2015 (95 clubs)

Goal 1C: Re-energise Camogie development in Fermanagh, Sligo, Leitrim and Longford and establish county boards

Key Actions	<ul style="list-style-type: none">• Undertake active outreach in primary schools, 2nd level schools and GAA clubs and implement a range of development programmes• Use targeted programmes including indoor camogie to promote the game in these counties throughout the year
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Key Performance Indicators:

- At least three clubs established in each of Fermanagh, Sligo and Leitrim by 2014 (12 clubs)
- County Boards will be established by 2015 in Leitrim, Fermanagh, Longford and Sligo resulting in playing and administrative structures nationwide.

Goal 1D: Grow Camogie internationally

Key Actions

- Develop an international games development strategy, linking in with existing Gaelic Games strategies
- Support the development of an underage Camogie development Plan in North America and Britain and work in co-operation with the GAA and local bodies in its implementation
- Continue to facilitate the participation of a London representative side in National League and Championships
- Continue to support the participation of a representative Irish team in Camogie/Shinty internationals v Scotland

Key Performance Indicators:

- International strategy developed and action plan in operation
- By 2012, Camogie will be firmly established as part of the Continental Youth Games in the US from a 2009 baseline of no Camogie.
- There will be at least three teams from Britain participating in the National Féile by 2015.
- London continue to participate in league and championship 2010 – 2015
- Camogie/Shinty run annual in conjunction with Scottish counter-parts and the GAA

Goal 1E: Ensure that players of all abilities and backgrounds are catered for

Key Actions

- Expand playing opportunities amongst minority ethnic children and young people in economically disadvantaged areas and people with disabilities
- Devise, implement and promote a recreational form of Camogie
- Promote the use of indoor camogie particularly for newly established clubs and for under-age structures in the winter months
- Review competition structures at club level for all players with a particular focus on those aged 14-18 with view to providing an appropriate level of competitive Camogie

Key Performance Indicators:

- By 2015, at least ten Camogie initiatives will have been completed in urban disadvantaged areas throughout the country and/or with minority ethnic groups and people with disabilities
- Recreational form of camogie developed and piloted by 2012 followed by a review
- By 2015 have in place a competition structure that provides a regular and appropriate level of competitive Camogie for all club players including those aged 14-18
- Indoor camogie utilised as part of club start up programme for new clubs targeted through existing hurling sections and the use of indoor camogie promoted through Cumann na mBunscol

Goal 1F: Increase participation in Camogie in the education sector and strengthen links between education sector and local Camogie units

Key Actions

- Implement a targeted programme of Camogie promotion and games within primary schools through Cumann na mBunscol
- Strengthen existing club/school links and establish where necessary
- Encourage the promotion of Go Games within primary schools camogie
- Review and develop action plan for promotion of camogie for 2nd level schools and third level colleges
- Continue to support 2nd Level Colleges
- Continue to support Comhairle Camógaíochta na nGael (CCAO) and the awarding of bursaries to third level students
- Provide administrative and PR support to All Ireland Colleges Council and CCAO in the running of their All Ireland Competitions

Key Performance Indicators:

- Establish baseline data on participation in all education sectors. Develop medium and long-term indicators thereafter
- Review of 2nd level schools camogie and third level colleges camogie completed
Action plan developed at both levels by end 2011
- Ongoing provision of support for 2nd level colleges and CCAO
- Annually present bursaries to third level students through CCAO
- Greater public awareness for second level colleges and CCAO competitions

**NATIONAL DEVELOPMENT PLAN
PRIORITY 2:
IMPROVING PERFORMANCE**



National Development Plan Priority 2: Improving Performance

Continuous improvement in performance is key to achieving high standards in the experience of playing, refereeing, coaching and mentoring Camogie. We will maintain and develop training and player welfare initiatives and work to develop an increase in the number of female coaches and referees.

Key Performance Indicators

By 2015, we will know we have achieved the above National Development Plan priority by the indicators outlined below. We will have achieved these through implementing the following goals and key actions.

Goal 2A: Increase the number of referees at all levels within the Association	
Key Actions	<ul style="list-style-type: none"> • Through relevant training, expand the number of available referee tutors • Implement a programme of Foundation level courses for referees at county level • Expand the implementation of the Green Card Transition Year Referee training programme • Expand awareness of Camogie playing rules amongst GAA referees • Develop and promote a code of conduct towards referees • Develop and disseminate promotional material on refereeing • Develop a referees database at all levels

Key Performance Indicators:

- 15 qualified referee tutors by 2015
- Annually deliver at least 4 Referee Foundation level courses in each Province and at least one in Britain
- Deliver at least 8 Green Card Programmes annually
- At least 250 additional **active** new club referees for juvenile activities by 2015 including 100 for adult competitions.
- Each county board will have at least 2 active female referees at adult level by 2015
- Rule differences between camogie and hurling updated as appropriate and circulated to GAA referees, coaches and teachers
- Code of Conduct for referees agreed and implemented by end 2010
- Promotional material available for refereeing by 2011
- Database of all referees developed by 2011

Goal 2B: Increase the standard and consistency of inter-county refereeing at national and Provincial levels

Key Actions

- Run an annual programme of fitness tests for inter county referees officiating at national and Provincial level
- Introduce an annual written assessment of inter county referee’s knowledge of the playing rules
- Establish and implement procedures for an annual objective assessment of inter county referees’ performances and establish and implement supportive feedback
- Develop a referee pathway to guide and support referee development from club to national level
- Develop a referees network to provide support and give technical feedback and other aspects of refereeing
- Monitor and advise Ardchomhairle on the use of appropriate technology that will benefit match referees and officials during national competitions
- Establish an annual briefing between national referees and county team managers on the application of the rules

Key Performance Indicators:

- Establish an annual panel of at least 35 inter-county referees for officiating at national and Provincial levels. By 2015, at least 10 of these will be female
- Referees assessment expanded to include written and performance assessment
- By 2015, at least 80 per cent of objective assessments will achieve an 80 per cent rating in match officiating
- Referee pathway developed by 2014
- Annual briefing for referees held

Goal 2C: Increase the availability of quality and accredited Camogie coaching at all levels within the Association

Key Actions	<ul style="list-style-type: none"> • Implement the National Tutor Training and Coach Education Programmes. • Develop coaching ladder and align with coach education programme and player pathway • To develop an assimilation process for mutual recognition of GAA hurling and Camogie coach education tutors • Develop and seek accreditation for assimilation module so there is mutual recognition of GAA hurling and Camogie Coaching Courses and tutors • Develop and implement a scheme through the President of Ireland's Gaisce Awards Scheme to support the recognition of Foundation Level Camogie Coaching
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Key Performance Indicators:

- Annually, deliver at least 25 Foundation Level Courses and 4 Level One Courses with aim of qualifying 400 coaches each year
- Develop, pilot and finalise Level 2 Coaching Course by 2014 and initiate rollout by 2015
- Coaching ladder developed and aligned with coach education programme and player pathway by mid 2011
- Agree and develop assimilation process in 2010 for use of GAA and Camogie Coaching Tutors in delivery of Coach Education Programmes (from current base of zero). Report on progress by start of 2011
- By end of 2011 pilot Gaisce Award scheme in eight counties with aim of achieving 80 new assistant qualified teenage coaches

Goal 2D: Upskill coaches in established and new clubs

Key Actions	<ul style="list-style-type: none"> • Implement a programme of skill based coach education workshops to support the needs of the club coach to progress to approved coaching courses
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Key Performance Indicators:

- Deliver at least one workshop in each county until 2012 and review

Goal 2E: Strengthen the skill levels of young players and increase teenage player retention in Camogie

Key Actions	<ul style="list-style-type: none"> • Develop and promote best practice guidelines on coaching female teenagers
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Key Performance Indicators:

- Best practice guidelines developed for coaching female teenagers by 2011 and regular dissemination thereafter through coach education programmes

Goal 2F: Improve levels of player welfare at all levels within the Association

Key Actions

- Develop and implement a player education initiative on aspects of a healthy lifestyle e.g. nutrition, injury prevention and rehabilitation
- Annually, implement a player and mentors education initiative on compliance with anti-doping requirements of the Irish Sports Council
- Review the adequacy and appropriateness of the various player insurance schemes in operation
- Monitor the nature and extent of player injury in Camogie and report on findings
- Explore joint approaches on player welfare for dual female players, including the promotion of co-operation on team training at all levels especially for underage players and the co-ordination of fixtures at all levels
- Initiate the development of common welfare standards for inter county players

Key Performance Indicators:

- A year on year increase in the number of education resources and/or seminars held and the number of players who participated in them, from a 2009 baseline.
- Annual anti-doping seminars held on a national/regional basis and resources provided to increase player and mentors' awareness of the compliance requirements
- Review of player insurance schemes complete no later than end 2011
- Initial report on player injury by mid 2011 followed by review.
- Initiate possibility of joint approaches by end of 2010.
- Initiate development of common welfare standards for inter-county players by 2012

Goal 2G: Ensure playing rules and national competitions adequately cater for players of different abilities	
Key Actions	<ul style="list-style-type: none"> • Implement annual fixtures programme • Review fixtures on an annual basis at the end of the inter-county season • Introduce an All Ireland Intermediate Club Championship in 2010 and review overall structure of club championships in advance of 2011 competitions • Player grading addressed in new rules and implemented with effect from 2011 • Undertake review of national competitions in 2012 • Review playing rules in 2012

Key Performance Indicators:

- Annually implement national fixtures programme
- All Ireland intermediate club championship implemented
- All Ireland club championships review completed in 2011 and findings implemented in 2012 season
- Rules in relation to grading of players and counties implemented with effect in 2011
- Annual consultation on fixtures held in October of each year
- Findings from national competitions review implemented in 2013 season
- Playing rules review initiated in 2011 and Annual Congress 2012 consider proposal

**NATIONAL DEVELOPMENT PLAN
PRIORITY 3:
VOLUNTEER DEVELOPMENT
AND LEADERSHIP**



National Development Plan Priority 3: Volunteer Development and Leadership

Volunteers are core to the Camogie Association. Support and development for the roles they play are vital to its continued success. We will endeavour to support the lifelong involvement of volunteers and to encourage them to take leadership roles at all levels of the Association.

Key Performance Indicators

By 2015, we will know we have achieved the above National Development Plan priority by the indicators outlined below. We will have achieved these through implementing the following goals and key actions.

Goal 3A: Support the recruitment and development of volunteers at club level	
Key Actions	<ul style="list-style-type: none"> • Establish and promote a national policy on volunteers • Establish and promote a checklist for clubs on how to recruit and retain volunteers • Establish an initiative to incentivise, support and reward teenagers and students to act as club volunteers • Establish an initiative to incentivise, support and acknowledge players who continue their Camogie involvement as club volunteers • Establish an initiative to incentivise, support and reward parents to act as club volunteers • Develop and promote information on the role of club officers and other roles at club level • Promote mutual support and exchange between Gaelic Games volunteers of all codes at club level

Key Performance Indicators:

- By 2011 have established baseline information on the nature and extent of volunteering within Camogie. By 2015 have achieved a 15 per cent increase on this
- National policy agreed by end 2010 and implementation to start in 2011
- Checklist for clubs on recruiting and retaining volunteers available by end 2010
- Explore the possibility of engaging with other youth organisations to develop club volunteers and assess viability by end 2011
- A range of resources to support volunteers available via **www.camogie.ie** including role of officers, how to run a meeting etc.

Goal 3B: Recognise and reward the commitment and expertise of volunteers

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| Key Actions | <ul style="list-style-type: none">• At county level initiate a volunteer of the year award• At national level initiate a distinguished service award |
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Key Performance Indicators:

- Both schemes to be initiated and operational annually by end of 2010

Goal 3C: Implement volunteer training programmes

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| Key Actions | <ul style="list-style-type: none">• Proactively deliver in association with GAA where possible, a range of programmes to support club, county, schools, colleges and provincial officers• Annually, each provincial council organise an induction workshop for new county board officers, education council officers, county board delegates and provincial delegates• Once every three years, each Provincial Council host an annual Club Forum to support an exchange of good practice on running clubs effectively• At national level, establish a County Chairs and Secretaries Network and convene twice yearly events immediately after Congress and at the end of the inter-county playing season |
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Key Performance Indicators:

- 16 club officer training courses delivered annually covering each county every two years
- Provincial induction workshops county officers and delegates delivered on an annual basis
- Club forum successfully held every three years
- County Chair and Secretaries (CCS) Network established and convened twice yearly beginning end 2010

Goal 3D: Support succession planning at county and provincial levels

Key Actions

- Introduce officer-elect positions for Chairperson, Secretary and Treasurers at county and provincial levels

Key Performance Indicators:

- Operational by 2011

Goal 3E: Proactively support the emergence of women leaders within the Camogie Association

Key Actions

- In 2010 with relevant other bodies, commission a feasibility study on the potential to develop an accredited women in sports leadership education programme

Key Performance Indicators:

- Study completed by 2010; subject to findings of feasibility and availability of funding and education provider, initiate and evaluate a pilot course in 2011

**NATIONAL DEVELOPMENT PLAN
PRIORITY 4:
ENHANCING CAMOGIE'S
PROFILE**



National Development Plan Priority 4: Enhancing Camogie's Profile

We will increase the profile of our sport, our players and clubs through proactive communications, marketing and merchandising activities.

Key Performance Indicators

By 2015, we will know we have achieved the above National Development Plan priority by the indicators outlined below. We will have achieved these through implementing the following goals and key actions.

Goal 4A: Enhance the profile of Camogie in Ireland	
Key Actions	<ul style="list-style-type: none"> • Develop and implement a four year internal and external communications plan for Camogie at national level • Design and promote materials and activities for teenagers that popularise and promote the stars of Camogie • Re-design www.camogie.ie as a key communications tool of the Association and expand corporate presence for Camogie on social media • Publish official Camogie magazine On the Ball at least twice a year • Develop and promote a members' ezine • Review and continue to implement Annual Media Awards • Continue to support the development of club, county and provincial PROs within the Association

Key Performance Indicators:

- Plan agreed and for presentation by 2011. Key targets identified for achievement by 2015
- A range of posters published annually mid-year
- Website re-design by Annual Congress 2011
- Magazine produced at least twice a year
- Ezine distributed at least six times annually
- Review of media awards complete by September 2010 and awards implemented annually thereafter
- Annual training event for PROs as appropriate.
- All PR events professionally organised with key personnel invited where appropriate

National outcome indicators:

- Greater name recognition of inter-county players as measured through members' survey on Camogie website in 2012 and again in 2015

Goal 4B: Enhance the profile of Camogie internationally and amongst people from non-traditional Gaelic Games backgrounds

Key Actions

- Produce and promote a range of web-enabled and hard copy introductory resources on Camogie and on its iconic players

Key Performance Indicators:

- Increased level of interest in Camogie at international level and by non-Irish nationals living in Ireland, measured by web hits from other countries

Goal 4C: Strengthen integrated marketing approaches between national, provincial and county levels

Key Actions

- Develop and implement a four year marketing plan
- Achieve strong recognition of the Camogie brand
- Oversee effective promotion of Camogie logo and other relevant trademarks
- Licensing agreement process researched, developed and implemented

Key Performance Indicators:

- Marketing plan agreed by Annual Congress 2011. Key targets identified for achievement by 2015

Goal 4D: Increase attendances at games, particularly national competitions

Key Actions

- Develop and implement promotional and financial packages to increase attendance at games by specific target groups, particularly at All-Ireland Finals

Key Performance Indicators:

- Licensing agreement process developed by end 2010 and implemented 2011.

Goal 4E: Increase revenues from commercial sponsorship, merchandising and fundraising	
Key Actions	<ul style="list-style-type: none"> • Hold at least two annual fundraising events • Manage existing commercial sponsorships • Develop new commercial sponsorships • Explore potential of commercial endorsements for Camogie players • Explore potential of camogie specific merchandise

Key Performance Indicators:

- By 2010 increase attendance at Senior and Junior Camogie All-Irelands by 10% annually to 2012 and review
- By 2015 obtain a commercial sponsor for all adult competitions and All-Stars
- Initial proposals on camogie specific merchandising and endorsements by early 2011
- Maintain relationships with existing sponsors and ensure that all launches/captains days and other sponsor related events are efficiently and professionally organised

Goal 4F: Document and promote the history and tradition of Camogie	
Key Actions	<ul style="list-style-type: none"> • Publish and promote a history of Camogie from its origin in 1904 to contemporary times • Promote greater knowledge and understanding of history and tradition of Camogie through www.camogie.ie and through relevant GAA Museum and women's cultural, social and sports history-related initiatives

Key Performance Indicators:

- History published by Congress 2012
- At least three Camogie history activities hosted by 2015

**NATIONAL DEVELOPMENT PLAN
PRIORITY 5:
EXCELLENT GOVERNANCE
AND ORGANISATIONAL
DEVELOPMENT**



National Development Plan Priority 5: **Excellent Governance and Organisational Development**

We will implement excellent governance and strong organisational management and development to create the best environment for the effective delivery of the commitments and ambition of this Plan.

Key Performance Indicators

By 2015, we will know we have achieved the above National Development Plan priority by the indicators outlined below. We will have achieved these through implementing the following goals and key actions.

Goal 5A: Ensure that the Camogie Association's Official Guide complies with excellent governance and best practice	
Key Actions	<ul style="list-style-type: none">• Revise An Treoraí Oifigiúil; undertake consultation on proposed new draft and secure its ratification by Special Congress in 2010. Once ratified, promote and disseminate new version

Key Performance Indicators:

- Ratification secured in 2010
- Promotion complete by end of 2010

Goal 5B: Provide effective financial management and ensure financial viability of the Camogie Association

Key Actions

- Develop, implement and regularly review finance, budgetary and accounting policies and practices in accordance with acknowledged best practice at all levels of the Association
- Maximise our financial base
- Explore development of financial forecasting model
- Develop and implement risk management policies and practices
- Implement value for money practices in the administration of the Association's finances

Key Performance Indicators:

- Publish Annual Audited Accounts
- Annual review of the financial practices of at least five units
- Increase internally generated funding to 50% of overall income by 2015
- Relevance of financial forecasting model agreed by mid 2011
- Risk management processes in place by mid 2011
- Undertake complete insurance audit by end 2010
- Develop "value for money" assessment tools for all areas of investment by 2011

Goal 5C: Effectively manage the Association's full-time team

Key Actions

- Review human resources policies and procedures
- Plan for future organisational staff needs
- Monitor and implement staff performance and development and provide training and support as relevant

Key Performance Indicators:

- Review completed by start 2011
- Current staff levels retained by year end 2010
- Future staff needs identified by March 2011 and reviewed annually thereafter
- Staff performance and development support system to be reviewed and implemented and annual staff training budget allocation agreed at start of each year

Goal 5D: Establish an effective membership system

Key Actions

- On a pilot basis, modify and implement a membership registration system based on similar initiative by the GAA
- Develop and promote a members charter

Key Performance Indicators:

- Pilot completed by end 2010. New system fully operational from 2012
- Members Charter put for ratification at Congress 2011

Goal 5E: Ensure effective compliance with a range of professional and other standards

Key Actions

- Roll out to all counties and clubs, Garda Vetting of Camogie volunteers working with underage members and explore potential for joint approach at local level with GAA and Ladies Football units
- Increase awareness and compliance with the Camogie Association’s Code of Ethics for Working with Young People
- With other members of the wider Gaelic Games family, implement the Joint Code of Behaviour for Working with Young People
- Explore with the GAA and Ladies Football Association, the potential for developing and implementing a joint Code of Best Practice for the Protection of Young People
- Comply with the requirements of the Irish Sports Council’s Anti-Doping procedures
- Comply with conditions of funding from all statutory and other funding bodies

Key Performance Indicators:

- All counties to have Garda Vetting process in place by 2013. Provide at least one training event annually for provincial and county childrens officers
- Annual briefing for county anti-doping officers
- Promote and practice the Association’s Code of Ethics and Joint Code of Behaviour in all events run by the Association at every level from club to national
- Potential of joint code explored by end 2010 with a view to progressing it in 2011
- Conditions of funding met on an annual basis

Goal 5F: Continue to actively support and promote enhanced relationships at all levels with the wider Gaelic Games family

Key Actions

- Consider best practice models for co-operation at club level within the Gaelic Games family
- Actively engage in information exchanges and joint initiatives with Associations within the Gaelic Games family

Key Performance Indicators:

- Best practice models developed with other Gaelic games organisations by end 2011. Agree implementation plan with other organisations by end 2011

Goal 5G: Strengthen relationships with wider sporting and other bodies

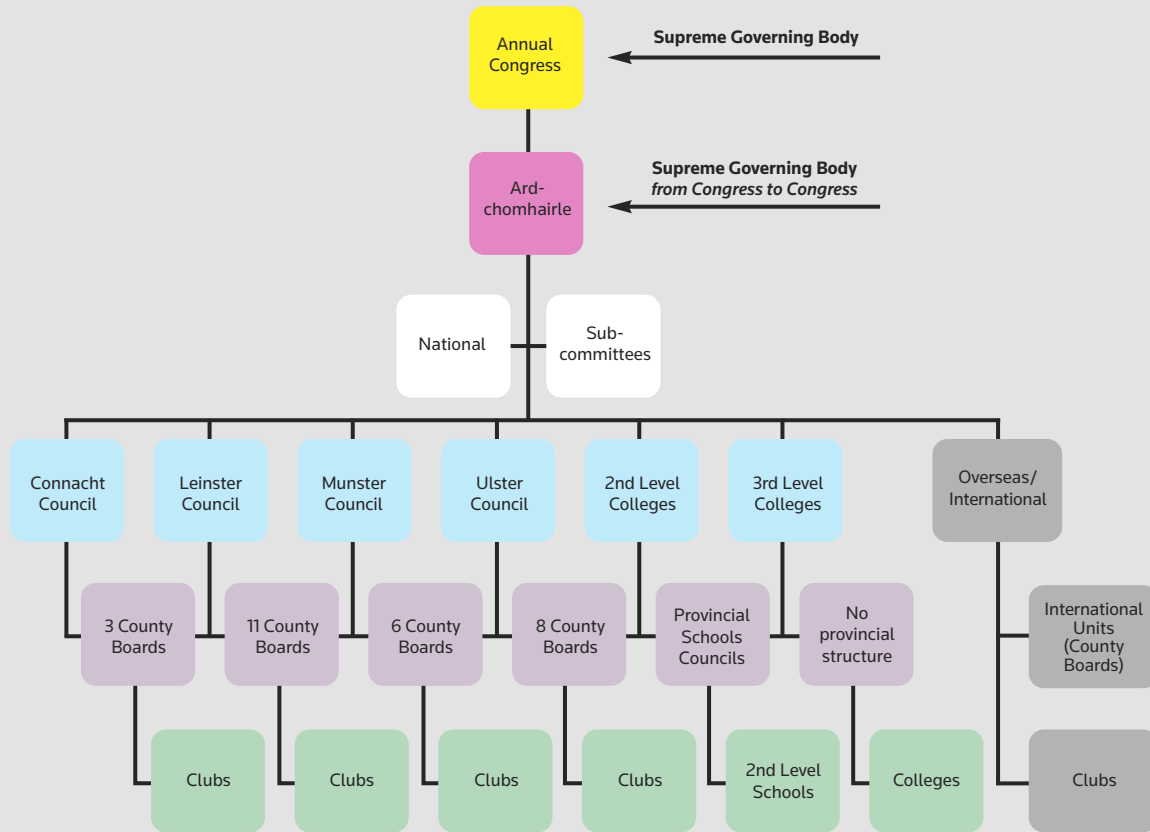
Key Actions

- Continue to expand relationships with a range of national and local sports bodies, statutory and voluntary bodies, academic and public policy groups and relevant others

Key Performance Indicators:

- Increase in the number of joint initiatives run with national and local bodies (baseline 2009)
- Increase funding sourced from statutory bodies by 10% each year
- Establish working relationships with academic and research bodies as appropriate

Cumann Camógaíochta na nGael – Structure



Photos courtesy www.Sportsfile.ie and [Martina McGilloway \(www.ilivephotos.com\)](http://MartinaMcGilloway.com)

OUR GAME ● OUR PASSION



Cumann Camógaíochta na nGael



www.camogie.ie