



## Tuarascáil an Ard Stiúrthóra

### Camogie Rising

Croke Park, Sunday

15th September 2013. The final whistle is blown. Therese Maher falls to her knees. Lorraine Ryan becomes only the second Galway player ever to walk up the Hogan Stand steps to collect the O'Duffy Cup. Iconic images are captured forever.

Therese's story is remarkable and compelling for:

- Her endurance in maintaining a top flight inter-county career over 16 years;
- Overcoming the pain of five All-Ireland Final defeats to claim a first All-Ireland senior victory;
- Pride in club, county and province;
- A commitment to the highest standards of skill, athleticism, teamwork and leadership.

Therese's story is also compelling because it tells us about ourselves. It symbolises the passion we all share for our game.

That passion has brought us together as an Association for the past 110 years.

Today, that passion is shared across a growing number of clubs at home and abroad; and across countless volunteers, coaches, mentors, referees, administrators and supporters.

But passion on its own doesn't win All-Ireland medals or create a vibrant, dynamic and progressive Association.

It takes vision, planning, organisation, know-how, experience, collaboration and resources.

In an era when women's sport is progressing, and

in our 110th year, it is encouraging to report a decade of buoyancy.

The first part of my report below captures key elements of this experience of Camogie Rising from 2003-2013.

Part B provides an account of the key activities undertaken at national level of the Camogie Association during 2013.

Part C provides an overview of our performance in relation to our five year National Development Plan *Our Game Our Passion 2010-2015*.

### Significant club growth

Ten years on from our Centenary is a useful benchmark to reflect on the direction of the Association, and to do so

drawing on and analysing the data we collect each year.

Using 2003 data as a baseline, there was a 23 per cent growth in club registration within the Camogie Association over the past decade.

Leinster, with the highest national population, witnessed the highest actual growth in club numbers while the higher percentage growth was in Connacht (see Table 1 and Figure 1).

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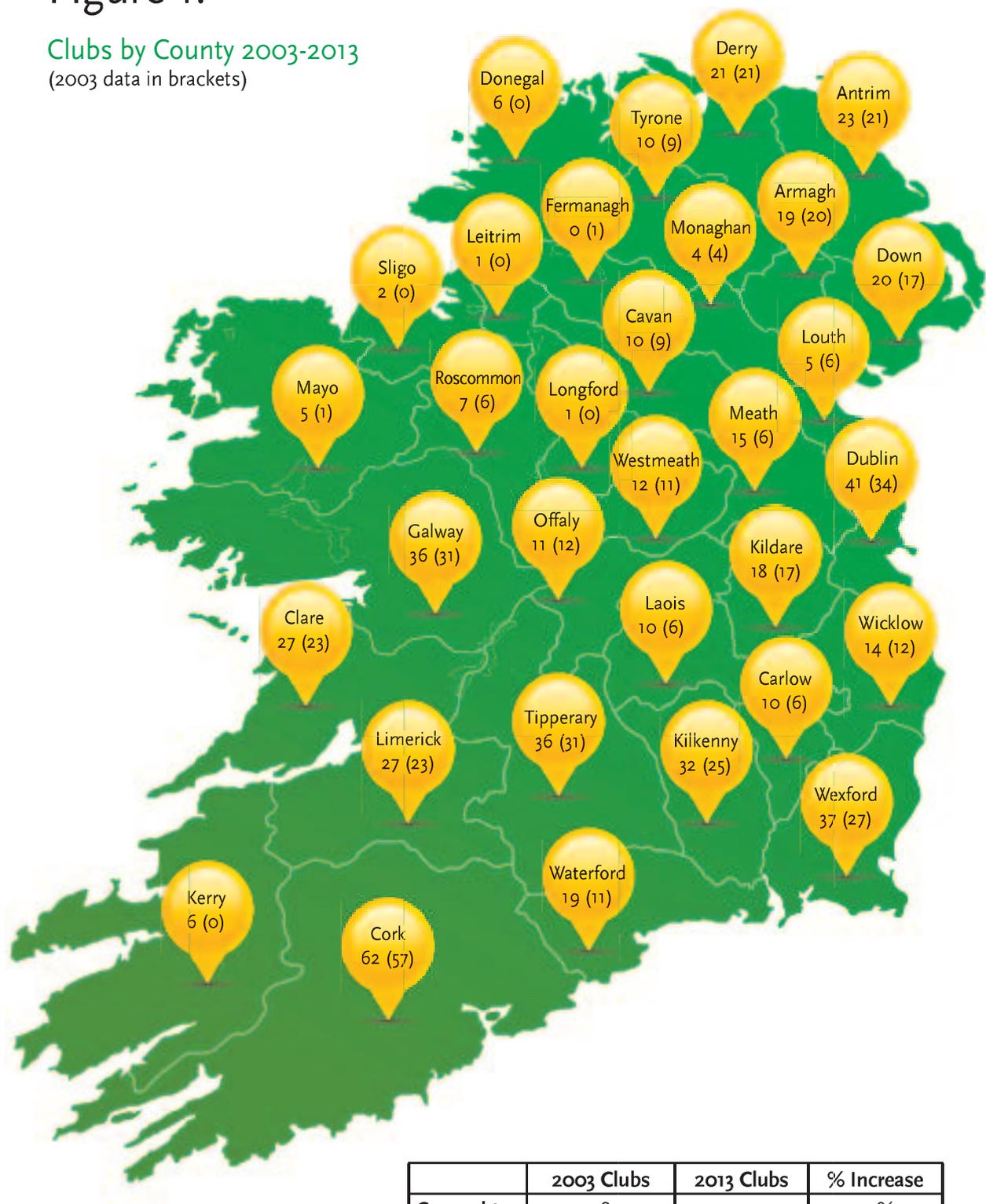
*In an era when women's sport is progressing, and in our 110th year, it is encouraging to report a decade of buoyancy*

**Table 1: Trend in club growth by Province 2003-2013**

|          | 2003 clubs | 2013 clubs | % increase |
|----------|------------|------------|------------|
| Connacht | 38         | 51         | 34%        |
| Leinster | 162        | 206        | 27%        |
| Munster  | 145        | 177        | 22%        |
| Ulster   | 102        | 113        | 11%        |
| Overall  | 447        | 547        | 23%        |

## Figure 1:

Clubs by County 2003-2013  
(2003 data in brackets)



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### Post primary schools' growth

Growth in the number of post primary schools playing camogie from 176 schools to 230 is also very encouraging. This is particularly so in the context of national concerns about teenage health and well-being. Leinster and Dublin were the strongest performers here with the highest increase in schools participation (see Table 2).

**Table 2: Trend in post primary schools growth by Province 2003-2013**

|                           | 2003<br>number of<br>schools | 2013<br>number of<br>schools |
|---------------------------|------------------------------|------------------------------|
| Connacht                  | 13                           | 17                           |
| Leinster                  | 28                           | 47<br>(excl Dublin)          |
| Dublin                    | 29*                          | 40                           |
| Munster                   | 64                           | 78                           |
| Ulster                    | 42                           | 48                           |
| Overall<br>(excl. Dublin) | 147                          | 190                          |
| Overall<br>(incl. Dublin) | 176                          | 230                          |

\*Includes number of Kildare and Meath schools

Camogie participation at primary level is managed by Cumann na mBunscoil.

Participation within the third level sector remains stable at 27 institutions. At third level, there was an increase in the number of competitions with the introduction of shield competitions and lower grade competitions. There were also changes to

the qualifying structures for the Ashbourne and Purcell Cup competitions.

### Going international

Camogie is also enjoying steady growth internationally.

New camogie activity in Europe, Australia, Asia, the introduction of competition structures in the US for American-born players, the introduction of underage camogie in North America and Britain are all green shoots that suggest, in the longer term, a sustainable international dimension to the sport (see Fig. 2).

Looking at these patterns globally, across clubs, the education sector and internationally, the level of opportunities to play Camogie has grown by almost a third.

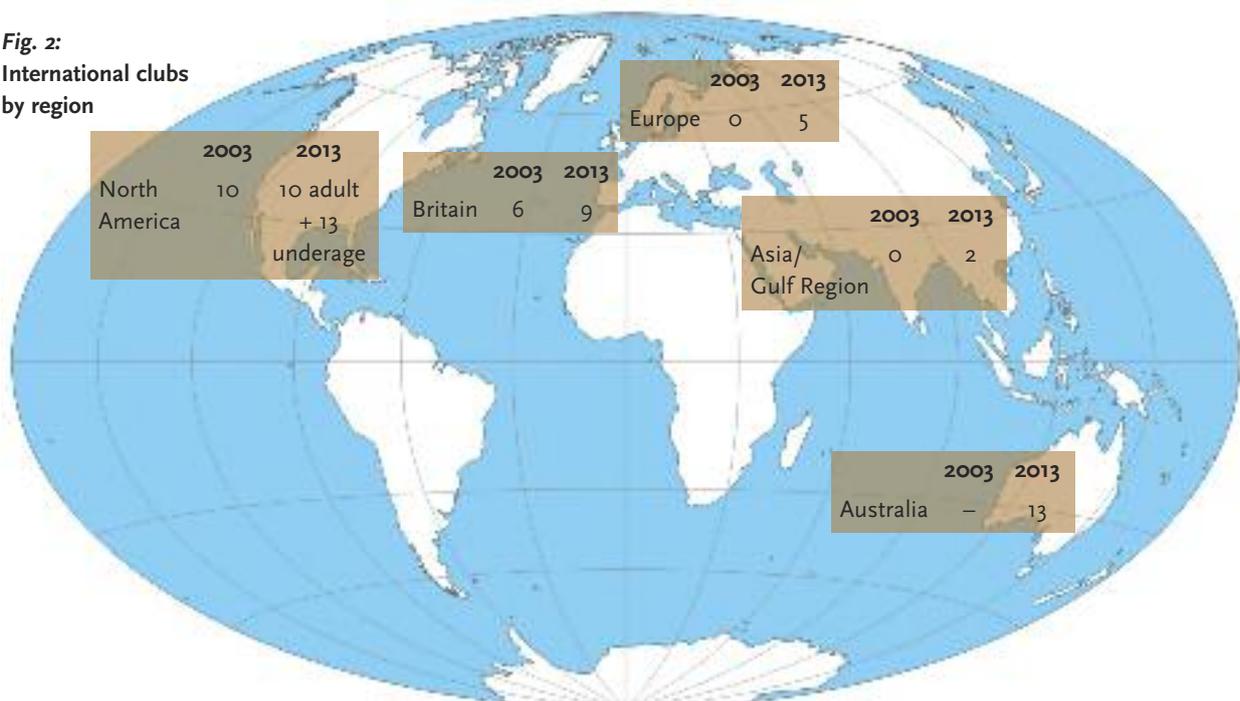
### Untapped potential

This growth is a huge affirmation of the appeal of our game and is a simple message that there is untapped potential to extend the game.

It clearly demonstrates that a strategy of waiting for people to discover the game is bettered by a strategy of creating the opportunity to play the game. The growth of Camogie shows that when people are given the chance to learn the game, backed up by appropriate coach education and other supports, new roots are established.

The game breaks out of the confinement of its so-called traditional boundaries. The rekindling of

**Fig. 2:**  
International clubs  
by region



a much earlier tradition of Camogie in Donegal, Kerry and Mayo is testament to this along with new growth in urban communities and amongst players of different abilities and social backgrounds including children with disabilities.

The right to play, leisure, education and cultural activities, enshrined in the United Nations Covenant on the Rights of the Child, is realised for thousands of young people through Camogie.

The sport's growth is also a huge affirmation of the voluntary input and of the input of the Association's staff team and their collaboration.

It is, however, not a reason to be complacent.

The international trend of more girls dropping out of sport than boys, and, of an established fall-off in team sports as females make the transition from adolescence to adulthood, are definite challenges.

We must make it easy for teenagers to stay in Camogie by putting on an attractive games programme to meet their needs and by putting their child welfare needs first.

A child's welfare need and a club's need to field a minor team or an adult team are not the same. The child's welfare need has to come first.

We need to come up with new solutions to provide a regular programme of age-appropriate games for players in their mid to late teens. By being imaginative and patient we will continue to try out new ways to keep teenagers playing until we find the best way.

There are over 2,500 affiliated GAA clubs, signifying almost four times more GAA clubs than Camogie units. So, there is undoubtedly untapped potential to grow the game within the Gaelic games family and to extend that family by reaching out to people who are unfamiliar with the Gaelic games tradition.

We now know that the Camogie Association has a proven model of creating opportunities, structures and relationships to support people to learn to take up and participate in our game.

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term ambition for Camogie to be played in every GAA club.

To support this, we need better information about the profile of our playing membership and our broader membership.

In 2014, with the support of the GAA, the Camogie Association introduces its first electronic membership registration system. This system will generate new information on the geographical spread and gender composition of our membership; its underage profile; transitions from underage Camogie to adult Camogie and the composition of the membership e.g. number of players, coaches, administrators, referees.

### The changing profile of the game

Players, teams and competitions are at the heart of the Association.

Since 2003, the higher skill and fitness levels of players and the changed profile of our national competitions have been critically positive factors in enhancing the game's profile.

The speed, strategy and playing skills of Camogie players were never better. Effective coach education initiatives, greater sports science inputs, greater professionalism of players and backroom teams, modifications to playing rules and greater finances have all contributed to making this happen.

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High standard competitive games are enjoyed by players and the public alike and the changed competition structure is an important underpinning of these.

Senior and Junior were the two primary grades for All-Ireland inter-county and club championships in 2003.

There is now a much more graduated structure that creates a

pathway for a county to enter inter-county competition at Junior B level and to progress to senior level over time.

There is a similar pathway at club level from Junior to Intermediate to Senior.

Some of the strongest images of camogie over the past 10 years came from competitive games where the skill ranged and/or from occasions when counties claimed their first All-Ireland title, often at a Junior and/or Intermediate grade.

- Four counties, Tipperary, Cork, Wexford and Galway shared the O'Duffy Cup in 2003-2013, with Wexford claiming an outstanding three in a row 2010-2012.
- Eight counties, Antrim, Galway, Cork, Limerick, Kilkenny, Offaly, Waterford and Derry shared the All-Ireland Intermediate title since 2003
- 10 counties, Galway, Cork, Dublin, Derry, Clare, Offaly, Antrim, Waterford, Meath and Kildare shared the All-Ireland Junior (now Premier Junior) title since 2003.

*County players in Croke Park at the launch of the Irish Daily Star Camogie Leagues 2013 (l-r): Division 3: Michelle McGuigan and Katie O'Brien (Armagh); Division 1: Leah Weste (Cork) and Eimear O'Connor (Wexford); Division 2: Tara Wilson (Carlow capt) and Division 4: Edel Guy (Meath capt).*  
(Photo: Caroline Quinn)

At club level in the same period 2003-2013:

- Six clubs have shared the Bill Carroll Cup and All-Ireland senior title – Granagh Ballingarry (Limerick), St. Lachtains (Kilkenny), Cashel (Tipperary), Rossa (Antrim), Killimor (Galway) and Milford (Cork).
- Two clubs have won the Agnes O'Farrelly Cup, and the All-Ireland intermediate title, introduced in 2010 – Eoghan Rua (Derry) and

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*It is wonderful and right that every county and every club playing Camogie has a reasonable expectation to progress to the final stages of an All-Ireland series with the added opportunity to play that final in Croke Park.*

Castlegar (Galway) with debutants Ballyhale Shamrocks (Kilkenny) and Lismore (Waterford) contesting the 2013/14 Final.

It is wonderful and right that every county and every club playing Camogie has a reasonable expectation to progress to the final stages of an All-Ireland series with the added opportunity to play that final in Croke Park.

- Seven clubs have won the All-Ireland Junior club championships – Crossmaglen (Armagh), Liatroim Fontenoys (Down), The Harps (Laois), Lavey (Derry), Four Roads (Roscommon), Inagh-Kilnamona (Clare) and Myshall (Carlow).

The opportunity to extend that special Croke Park experience to Junior Club Finalists is under review.

### Volunteers, staff and finances

People and money are two essential resources for growing our sport.

Since 2003 our expenditure has quadrupled from a baseline of €252,982 to €1.125m in 2013. There has been a commensurate increase in income including significant funding from the Irish Sports Council, Sports NI, the GAA, commercial



sponsorships, membership fees, our own activities and programmes and gate receipts from matches.

Statutory funding was critical in expanding the Camogie Association staff team. The impact of funding is evident from a base of a full-time Ard Stiúrthóir and part time administrative support in 2003 to an all Ireland complement of 16 posts at 1st March 2014 (see Figure 3).

This has facilitated the Association to strengthen its leadership and development capacity and expand our coaching and development expertise, communications and public relations expertise and financial management and administrative expertise.

The achievement of statutory funding raises the bar for national governing bodies. It demands more formal planning and management processes to ensure accountability for public monies. It also brings with it cultural and operational change as volunteer led governing bodies adapt to the arrival of staff and terms like strategic planning, performance indicators and management systems take hold.

The above changes also extend to the wider voluntary management of the Association at club, county and provincial levels. The Association is now well on its way on this journey of transition. However, I acknowledge that, as part of this journey, what's expected of volunteers is demanding at times.

Sometimes, these demands, which also include compliance with legislative responsibilities, can

challenge the notion of volunteering as a recreational pastime or hobby!

For the future, I believe we need to support people, in a stronger, more co-ordinated and accessible way, across the spectrum of volunteer roles such as administration, leadership, child protection and safeguarding, coaching, refereeing and mentoring. Volunteers need to be at the heart of planning this process.

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### Commercial partnerships

Our changing profile in the governance, growth and development of Camogie is also a factor in enhancing the attractiveness of our sport to commercial interests.

With the support of the GAA, last year's achievement of two national brands as commercial partners for two national Camogie competitions is hugely significant.

Liberty Insurance's innovative sponsorship and marketing of camogie and hurling reflect the long standing affinity between the codes. AIB's marketing and sponsorship of the club championships is also innovative in the context of the wider Gaelic games family. The combination of Liberty Insurance and AIB

Figure 3: Staffing structure at National Association level and Ulster Camogie Council as at 1st March 2014





Galway All-Star Lorraine Ryan (left) shares a joke on stage at the 2013 Camogie All-Stars Awards, in association with Liberty Insurance, at Citywest Hotel, Dublin.

(Photo: James Crombie/INPHO)

sponsorship and the ongoing support of other valued sponsors for other activities and events means that Camogie is now benefiting from its highest ever support from commercial partnerships.

### Supporting grassroots development

The Association's decision in 2013 to move to an individual based membership system is significant for many reasons. Not least of these is its potential impact to allow us to be better at self-financing elements of our work and development.

At national level in 2014 additional funding will be generated and this will directly assist in:

- Supporting an inaugural All-Ireland u15 Blitz competition;
- Facilitating increased public relations activity;
- Facilitating a greater focus on teenage transitions and teenage retention in Camogie;
- Facilitating a reduction in the charges for a number of coach education initiatives;
- The production of new resources for administrators and players and
- Increased resources for development supports.

It has not always been easy for the Association to financially assist club, county or provincial units from national funds.

Equipment grants, new club start up grants, development grants, capital funding grants and Provincial Council development grants were all instituted over the past decade but there is always greater need than there are resources. The move towards individual membership

registration and the associated fee structure improves our ability to re-invest and provide grant support towards grassroots development. In 2014 work will commence on the best mechanism for undertaking this.

### Profile of camogie

When I talk about profile the main issues are PR and media coverage, recognition of our stars and attendance at our games.

Over the past decade, I am pleased to acknowledge improvements in media coverage of camogie. There's greater photo coverage and reporting of games and a lot of excellent work by voluntary PROs at local level and with local media.

Things are getting better too at national level. In 2003 our only broadcast coverage was on All-Ireland Finals day. There is now greater visibility and frequency of coverage of our game on radio and TV across a number of channels and also through web based media.

That said, we are also making solid progress in gaining increased recognition for players and managers over the past decade.

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In 2003, The Lynchpins were introduced as a national award to recognise player achievement. The inaugural All-Stars followed in Centenary Year.

Today, inter-county players are nationally recognised through the All-Stars and Soaring Star Awards; managers, volunteers and media are similarly recognised by the Association and others for their contribution to Camogie.

These awards are wonderful platforms to promote the positivity and energy of our Association.

The advent of social media and Camogie's greater use of it along with the advent of Camogie ambassadors supporting our commercial partnerships are welcome public relations developments since 2003.

When it comes to media coverage of our games, there clearly is a need to improve. But, there is a bigger picture to take account of.

In this age of mass media Camogie is competing with lots of other better funded sporting organisations. The reality is we have to work much harder to package Camogie, especially for television. Venues need to be attractive and there is a better atmosphere for both players and TV audiences if we get crowds to games. We need to examine how best to do this because we can do better here.

### Attending games

Changing Camogie from being primarily a participant sport to a participant *and* spectator sport is key to improving our profile. Attendances at games are one area over the past 10 years that have not changed so much.

All-Ireland final day attendances remain circa 15-16,000 per annum and seem to attract questionable commentary each year.

If these figures are measured against other women's sports events, national and international, our figures rate highly.

If they are measured against several men's sporting events they also rate highly, even more so if the revenue promoting these events is compared to the revenue available to the sister events.

We need to strengthen our focus on expanding our base of supporters by creating an integrated promotion of our game from the grassroots to All-Ireland Finals Day. If people are following Camogie at local level there's a much better chance they'll come to inter-county games and national finals to see the stars of the game.

I am confident that, just as we are only unlocking the potential of club growth, we can also increase public interest in our games even more. We can do this by building on the experience available to us within the Gaelic games family and by learning from successful initiatives in women's sports elsewhere.

### Towards integration of Gaelic games family

The concept of greater integration of the Gaelic games family has had a number of manifestations. There is now a renewed energy to advance this.

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This will involve time and a considered process of consultation, negotiation and change to progress towards a mutually agreeable model.

On a day to day basis and at club level in particular, the Camogie Association, the GAA and LGFA share much as community and family based structures and as games' promotion and administrative structures, while also valuing the identities of our sporting codes.

At national level there is also a strong degree of exchange, co-operation and support.

Across counties and province, this is also the case though it may be a less uniform experience.

To succeed towards greater integration of the Gaelic games family, we need to build on what's common between us; in a process of mutual respect. We need to find out and take account of our members' preferences and focus on building a more equal and inclusive future for all Gaelic games and for those who play them.

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### Report of 2013 Activities

The report on 2013 Activities is now outlined in Part B of this Report.

### Reviewing Our Game Our Passion 2010-2015

The Association's National Development Plan, *Our Game Our Passion*, concludes its fourth year of implementation in 2014. In preparation for a future Development Plan, progress in meeting the key performance indicators of the five National Development Plan Priorities are reviewed in Part C of the Ard Stiúrthóir's Report.

## PART B

*Report on 2013 Activities*

*Half-time mini-games at the Liberty Insurance All-Ireland Camogie Championship Finals in Croke Park.*

*(Photo: Morgan Treacy/INPHO)*

2013 was another busy year with much to celebrate and reflect on.

The All-Ireland double success of Galway in September, Kildare's reclaiming of the All-Ireland Premier Junior title after a long lapse, Dublin securing a first Junior A All-Ireland and Meath claiming a first Junior B All-Ireland leave indelible memories.

Similarly, in the All-Ireland club competitions, Milford's (Cork) first All-Ireland senior title in March 2013; Castlegar's (Galway) first Intermediate title in March 2013 and Myshall's (Carlow) back to back at Junior level in 2012 and 2013 are all indicative of the strength of the club game.

At the time of writing, Milford are back against senior final debutants Ardrahan (Galway) while Ballyhale Shamrocks and Lismore both debut in the AIB Intermediate Club Final to be staged as a Croke Park double-header on the 2nd of March.

Behind the progress of each of the clubs and counties, there is much development work that nurtures and supports it.

Reflecting the national development priorities of the National Development Plan, this section of the report summarises:

- key national development projects and initiatives undertaken in 2013
- games administration work
- volunteering supports
- communications and promotional work and
- organisational governance and development.

## Key Development Projects and Initiatives

### Cooper All-Ireland Under-14 Camogie Championship Blitz

This year was the second year of the Cooper Under 14 All-Ireland Championship blitz competition. The blitz for teams graded Division 1 to Division 4 took place on Saturday September 14th in a range of Dublin venues. This year 30 counties entered at least one team in the competition with 48 teams taking part in total.

The parade proved very successful on All-Ireland final day in Croke Park when the teams took to the pitch at half time of the Liberty Insurance All-Ireland Senior Camogie Final.



A tool to track the extent of young players' participation in Camogie was developed and disseminated to all under 14 Development Squad managers.

### Under-15 Development Model

The under 15 development model was run for the second year in succession in 2013, encouraging all counties to run a development programme for young teenagers.

Counties participate in one of two phases of the programme. Players from all clubs are encouraged to participate in organised sessions (Schools of Excellence) over a set number of weeks. The Schools of Excellence focus on improving players' skills and encourages them to be the best they can be and to represent their county with pride.

The National Participation Blitz for Phase 1 counties took place in Tipperary in August. Eleven counties participated with 16 teams taking part in total. The aim is that all girls get the chance to play on the day and enjoy the game of Camogie while developing both their skills and confidence.

The Blitz for Phase 2 counties took place in Clonad, Co. Laois.

### A focus on participation, fun and skill development

The Association has a national policy in favour of introducing children to Camogie through games that are fun; that emphasise the opportunity for children to learn the game's skills and that ensure every young player should get as much 'game-time' as possible. This policy has been endorsed on several occasions at Congress.

There are two primary national initiatives supporting this for children under 12 – *Go Games* and *Camán to Croker*.

*Olivia Jordan, Myshall, in action against Aileen Thornton (left) and Róisín O'Brien, Scariff/Ogonnelloe in the AIB All-Ireland Junior Camogie Club Final at Kilcormac, Co Offaly.*

(Photo: Caroline Quinn)

*Go Games* is now widely established across 32 counties and also featured for the first time, at this year's North American Continental Youth Championships, for players aged under 12.

The annual *Camán to Croker* activity day took place in April 2013. Forty eight clubs comprising 720 players aged under 12, and supported by parents and families, enjoyed the occasion.

Torpey Hurleys continued its sponsorship of this very popular event.

#### **Hurl Smart Week**

The 2nd Hurl Smart Week took place from 17-23 June. This initiative is a partnership with the Nutrition and Health Foundation. The programme was a resounding success, involving people of all ages, male and female. People were supported to 'hurl smart', to increase their activity levels and become healthier. Activities included:

- Come Hurl with Me programme, an introduction to Camogie skills
- Under age blitzes
- Diet and nutrition talks,
- Camán and Run relays (soloing relay)
- Penalty Shoot out
- Long Puck
- Wheelchair Camogie.

Participating clubs included Castleknock Dublin, Young Irelands Kilkenny, Na Brídeoga Mayo, St. Anne's Louth, Edenork Tyrone and Newmarket on Fergus Clare.

#### **Eat Smart Hurl Smart Diary**

This food/exercise and nutrition diary was launched at the end of 2012.

During 2013 it was in great demand from its



*Ava Challoner (left), Mountbellew/Moylough, Galway, in action against Aoife Halpin, Tulla, Co Clare in the Camogie Association/Torpey Hurleys Camán to Croker 2013.*  
(Photo: Caroline Quinn)

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target audience of teenage players and the first edition sold out.

A second edition was just published in 2014 and work is underway to explore the production of an App based on the diary.

#### **Mum & Me Programme/Come Hurl with Me Programme**

A key element of starting up a Camogie club or strengthening a club is to support people with little or no background of the game to understand and experience its skills etc.

The *Mum and Me Programme* and the *Come Hurl with Me Programme* are designed so that young players and their parents are jointly introduced to the game over a number of weeks. Parents then gain the confidence to be involved more with the club's development.

Over fifteen of these programmes were held during the year with 250 parents and 300 girls taking part.

Six clubs that completed the programme previously were also revisited this year to provide further support and training.

The Coca-Cola Thank You Fund awarded a grant to the Association at the end of 2013 to support a similar initiative called *You and Me Play Camogie* and this will roll out further in 2014.

#### **New growth**

Creating new opportunities to play Camogie is an essential part of development. In 2013, new clubs continued to form throughout the country. These included:

- Camógaíocht na nGleannta in Leitrim, who represented Leitrim in the national Féile competition

- Crossmolina, Mayo
- Ballina Mayo
- Doon, Limerick
- Abbeyleix, Laois
- Banner, Ennis, Clare
- Lavey, Cavan
- Omagh, Tyrone
- Ballybacon-Grange, Tipperary
- Tralee Parnells, Kerry.

## Investing in Coaching

The Association continues to promote and invest in coaching development and coach education.

### Accredited coaching courses

In 2013, our Foundation Course *Camán Get a Grip* was delivered on 35 occasions. This included delivering courses to:

- club coaches;
- teenage coaches via Transition Year student courses;
- trainee primary school teachers through four teacher training colleges.

An in-service summer course was also jointly delivered by the Camogie Association and the LGFA and Camogie was incorporated into eight other teacher in-services courses around the country.

The Level 1 Course *Camán Get Hooked* is designed to support coaching of young teenagers. This course was delivered on 6 occasions resulting in 82 newly qualified coaches. The following counties hosted Level 1 courses:

- Down/Armagh – 16 coaches
- Antrim/Derry – 10 coaches
- Wexford – 11 coaches
- Clare – 17 coaches
- Dublin – 18 coaches
- Galway – 10 coaches.

Apart from Armagh, no junior graded county undertook a Level 1 Coaching Course in 2013.

An expansion in the take-up by counties of Level 1 courses is a priority for 2014 and is essential to continuously improving the standard of coaching and playing.

A Level 2 course is under development, with the support of the National Coaching and Games

Committee and Coaching Ireland. This is designed to support coaching of older teenage and adult camogie teams/players. It is hoped to conclude the initial draft of this in 2014 and prepare for a pilot.

The report in these papers from the Coaching and Games Committee Ard Chomhairle Sub-Committee gives an overview of their work during 2013.

### Skills and Fundamental Workshops

Twenty five skills and fundamental workshops took place. These aim to up skill coaches who have yet to complete a formal coaching course. Twenty six further courses took place to up skill

current qualified Foundation and Level 1 Coaches.

Workshops were delivered on the following topics:

- Nursery programme/fundamentals
- Indoor Camogie
- Wall ball
- Coaching the tackle
- Shoot to score
- Drills galore
- Principles of defence and attack
- Specialist skills e.g. goalkeeping, freetaking and sidelines
- Camogie for All

In total, 1,050 coaches attended these.

### Camp Programmes

Camogie is well established in the annual Kellogg's GAA Cúl Camps. Table 3 overleaf illustrates the growing participation of girls in these camps across the 32 counties. Over the four year period 2010-2013 participation of girls has increased from 33 per to 36 per cent of total participation.

National data shows that at primary school ages there is little difference between boys and girls participation in sport or physical activity. A medium term target could be to reflect this and move closer to a 50:50 boy/girl participation rate in Cúl Camps.

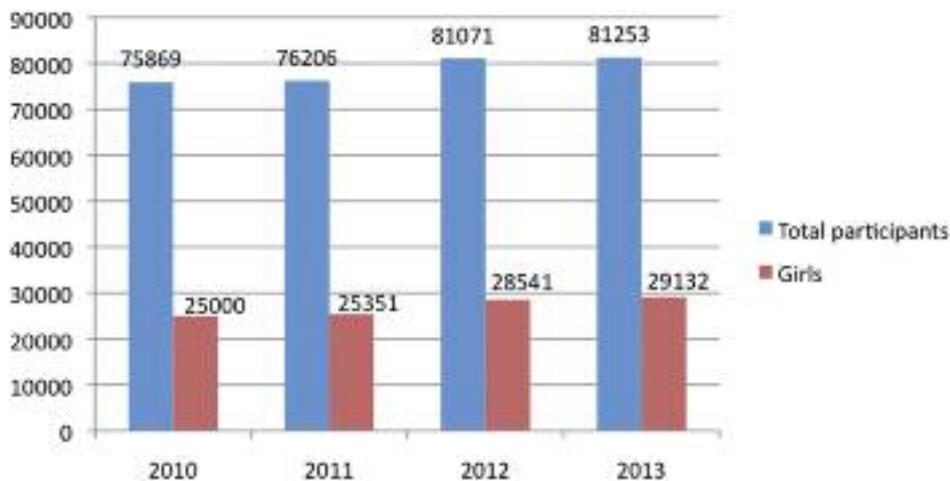
### Camogie Specific Camps

A number of camogie specific camps are organised where Cúl Camps may not be run. These took place over the summer with great success.

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Table 3: Girls participation in GAA Cúl Camps 2010-2013



There were 15 camps with over 700 girls attending. Some of the most successful camps included Laois with 51 girls, Offaly with 82 girls, Derry city with 51 girls and Roscommon with 67 girls.

In addition, fourteen Player Lifestyle Development Programmes, which involved 400 older girls aged 13-15 years, took place along with 9 Easter Camps involving 300 young players.

#### Camogie For All workshops

*Camogie for All* was designed to give coaches ideas and inspiration to adapt their Camogie sessions to include girls with a disability.

A very successful *Camogie for All* workshop took place in Athlone IT on September 27th involving a total of 52 participants.

The Association also supported the Inter-Provincial Wheelchair Hurling/Camogie Initiative which developed through the GAA Social Inclusion Committee in 2013. The first Martin Donnelly Inter-Provincial tournament was also held in Athlone.

### Supporting Camogie in the Education Sector

The support of teachers across the three education levels, primary, post-primary and third level has always been vital to the well-being of our game.

“

National data shows that at primary school ages there is little difference between boys and girls participation in sport or physical activity. A medium term target could be to reflect this and move closer to a 50:50 boy/girl participation rate in Cúl Camps.

”

#### Primary level

As highlighted in the section above, Investing in Coaching, each year the Association works to give pre- and in-service coaching opportunities to trainee and qualified primary school teachers.

Primary schools were also encouraged and supported to achieve the active School Green Flag for participation in physical activity, with camogie being one way to achieve this.



A range of other initiatives were also promoted by the Association's Development Team including *Camogie Have a Go Days*, primary school blitzes in selected areas, *Go Games* cluster blitzes and indoor Camogie. A total of 1,050 girls participated in 24 such projects.

The opportunity to create links between primary level Camogie and third level Camogie was reflected in the roll out of coaching and blitzes in girls-only primary schools by third level students on placement. With the support of the Association's Development Team, four student placements from Limerick, Waterford and Carlow Institutes of Technology worked in 30 schools with 1,730 girls.

#### Post-primary level

A number of development initiatives at post-primary level were also delivered. These included coaching programmes in all-girls schools; after schools programmes; *Come and Try It* events and 2nd level blitz days, involving 250 girls.

#### Spórt agus Spraoi

In addition, three *Spórt agus Spraoi* events were held in 2013 in Carlow Institute of Technology,

Dublin City University and St. Mary's Belfast. These colleges hosted secondary school students in their catchments. A schools' blitz was held in each college and students were given an introductory session of the college facilities. Thirty seven students attended the Carlow IT event; 100 students from 7 secondary schools attended in DCU while 250 students from 21 schools attended St. Mary's.

#### *Camogie as part of Gaisce, the President's Award*

Eleven Transition Year Camogie courses took place in 2013 that enabled students to obtain their Gaisce Award (President's Award).

Participating schools included: Lisdoonvarna and Ennis (Clare), Scoil Ursuline (Waterford); St. Mark's Warrenpoint (Down); St. Joseph's Crossmaglen (Armagh) and Loretto Coleraine (Derry).

#### *First Whistle Course*

Ten *First Whistle* courses took place in 2013 amongst post primary students. Over 180 referees obtained their *First Whistle* badge.

Six courses also took place in 2013. These took place in Roscommon, Ennis, Limerick, Cork and Dublin with 125 students attending the courses.

#### *Competitions Programme*

The championship programme was administered once again by County and Provincial Post Primary Councils and the All-Ireland Post Primary Council.

The National Association procured O'Neill's as sponsors for the All-Ireland Finals providing camogie helmets to the victorious schools. It also produced match day programmes for All-Ireland semi-finals and finals and helped the promotion of same.

During the year, Ard Chomhairle worked with the outgoing All-Ireland Post Primary Schools Council to consider how the All-Ireland stages of competitions could be administered, as the Council's AGM did not succeed in electing an incoming Council. During 2013/14 an interim Post Primary Schools Committee was appointed as a sub Committee of Ard Chomhairle.

The report in these papers from the All-Ireland Post Primary Committee records the details of competition winners, numbers of competing schools and issues relating to the administration of 2nd level camogie.

#### *Third level sector*

Comhairle Chamógaíochta Ard Oideachais (CCAO)

administered the range of third level competitions in 2013. Its report in these papers outlines the competition winners for the last season.

The National Association worked with CCAO in promoting its annual Cup finals. It also supported the awarding of bursaries to a number of students as follows:

| <i>Student name</i>  | <i>College, Club and County</i>                                     |
|----------------------|---|
| Christine O'Neill    | University of Limerick and Courcey Rovers, Cork                     |
| Aisling Egerton      | St. Patrick's Drumcondra and Clonkill, Westmeath                    |
| Maeve Connolly       | St. Mary's Belfast and Loughgiel, Antrim                            |
| Karen Kielt          | University of Ulster, Jordanstown and Peadar Pearses, Kilrea, Derry |
| Niamh Bambrick       | University College Dublin and Windgap, Kilkenny                     |
| Mairí ní Mhuineachán | Trinity College Dublin and Lucan, Co. Dublin                        |

2015 is the Ashbourne Cup Centenary. Discussions are ongoing with the CCAO Executive regarding the Association's involvement and support to mark this milestone next year.

## **International Camogie – The Gathering**

Reports in these papers from the various international units capture the extent of Camogie development in Britain, North America, Europe, Australia and Asia.

In addition, in 2013, the Association was in a position to host visiting teams to enjoy the experience of playing Camogie in Croke Park.

This initiative was part of the Irish Government's 'The Gathering' project.

Led by the Association's Gathering Committee (Sheila Wallace, Pat Martin, Rachel Hogan) and Association staff and with the support from the national Gathering project, and additional support from Dublin City Council and the GAA, teams from Toronto, North America, Croydon London, Fullen Gaels Manchester and Tara Club travelled to Dublin.

With the support of Na Fianna GAA, Croke Park Stadium, MMI and Dublin Camogie Board they played a tournament in July that also involved six Dublin based clubs.

A total of 350 players were involved; 100 from abroad and 250 locally. Despite the weather the event was memorable for its uniqueness.

### Strengthening refereeing

Developed by the National Referees' Committee, the first Referees' Academy was launched in June 2013. Six men and six women are participating in it. They are receiving concentrated training and are being monitored and assessed in their refereeing performances.

The report from the National Referees' Committee details a range of activities undertaken in 2013.

### 2013 Competitions Programme

As every year, games are at the heart of what we

do. An extensive programme of national fixtures was administered.

#### Inter-county fixtures

A total of 231 inter county games were played; 141 of these were in adult competition while 90 were in under age competition.

The introduction of Liberty Insurance as sponsors of the All-Ireland championship series added an extra and welcome profile to the season. This included the addition of Camogie to a billboard promotional campaign and the introduction of the innovative Best Banner competition on All-Ireland Finals Day.

Tables 4-7 provide a summary of the inter-county competitions programme in 2013.

**Table 4: Games in the Liberty Insurance All-Ireland championship series**

| Grade                       | No. of teams | No. of fixtures played | No. of withdrawals | No. of walkovers | Champions | Runners-up |
|-----------------------------|--------------|------------------------|--------------------|------------------|-----------|------------|
| Senior Championship         | 9            | 21                     | 0                  | 0                | Galway    | Kilkenny   |
| Intermediate Championship   | 9            | 19                     | 0                  | 0                | Galway    | Limerick   |
| Premier Junior Championship | 6            | 17                     | 0                  | 1                | Kildare   | Laois      |
| Junior A Championship       | 6            | 6                      | 0                  | 1                | Dublin    | Offaly     |
| Junior B Championship       | 5            | 8                      | 1                  | 2                | Meath     | Kerry      |
| <b>Totals</b>               | <b>35</b>    | <b>87</b>              | <b>1</b>           | <b>4</b>         |           |            |

**Table 5: Games in the Irish Daily Star National Leagues**

| Grade         | No. of teams | No. of fixtures played | No. of withdrawals | No. of walkovers | Champions | Runners-up |
|---------------|--------------|------------------------|--------------------|------------------|-----------|------------|
| Division 1    | 9            | 19                     | 0                  | 0                | Cork      | Wexford    |
| Division 2    | 11           | 27                     | 0                  | 1                | Limerick  | Kildare    |
| Division 3    | 5            | 14                     | 0                  | 0                | Laois     | Dublin     |
| Division 4    | 5            | 9                      | 1                  | 0                | Carlow    | Tyrone     |
| <b>Totals</b> | <b>30</b>    | <b>71</b>              | <b>1</b>           | <b>1</b>         |           |            |

**Table 6: Games in the All-Ireland Minor championships**

| Grade         | No. of teams | No. of fixtures played | No. of withdrawals | No. of walkovers | Champions | Runners-up |
|---------------|--------------|------------------------|--------------------|------------------|-----------|------------|
| Minor A       | 8            | 16                     | 0                  | 1                | Kilkenny  | Cork       |
| Minor B       | 6            | 10                     | 0                  | 0                | Offaly    | Wexford    |
| Minor C       | 10           | 16                     | 2                  | 1                | Kildare   | Armagh     |
| <b>Totals</b> | <b>24</b>    | <b>42</b>              | <b>2</b>           | <b>2</b>         |           |            |

**Table 7: Games in the Under-16 All-Ireland championships**

| Grade         | No. of teams | No. of fixtures played | No. of withdrawals | No. of walkovers | Champions | Runners-up |
|---------------|--------------|------------------------|--------------------|------------------|-----------|------------|
| U16A          | 8            | 15                     | 0                  | 0                | Tipperary | Galway     |
| U16B          | 10           | 22                     | 0                  | 2                | Cork      | Waterford  |
| U16C          | 10           | 11                     | 3                  | 1                | Meath     | Laois      |
| <b>Totals</b> | <b>28</b>    | <b>48</b>              | <b>3</b>           | <b>3</b>         |           |            |

Ideally, we would like to reach a stage where all teams that entered competition fielded for the full competition. While the number of withdrawals/walkovers is not any higher than in other years, it has a major impact on other teams in the competition as well as a negative financial impact for the team withdrawing.



The Annual Chairs and Secretaries Network meeting in October was consulted on the 2013 season's fixtures and their feedback was taken account of, as far as possible, in devising the 2014 schedule.

The National Competitions Committee's report in these papers details their activities. As a voluntary committee they carry an exceptional work load during the playing season and are supported in this role by the National Fixtures Administrator.

#### *AIB Club Championships*

The club championship programme was boosted by AIB coming on board for the All-Ireland Finals in March 2013.

The Senior Club Final was played in Croke Park as part of a double header with the Dublin Spring Series. The Intermediate Club Final moved to Donaghmore Ashbourne on this occasion.

The Junior Club Final was completed in November.

Interestingly, all of the 2012-13 All-Ireland winners, Milford, Castlegar and Myshall became club champions for the first time in their respective histories.

#### *National Féile na Gael*

Féile is always a memorable occasion and Limerick successfully hosted the event in 2013. For many clubs it is their first introduction to playing games against unfamiliar opposition. For many families it is their first opportunity to witness and experience Camogie at a national level.

As always the emphasis is on the enjoyment of playing the sport albeit that the competitive

aspect of the game is not denied.

The National Féile na nGael is a good example of how integrated administration of a competition can work as exemplified by the GAA/the Camogie Association/the Handball Association coming together to host the competition at club level and to plan the competition at county and national levels.

This ethos and that of young people learning and enjoying our games makes Féile different.

At national level, a review is underway, under the National Féile na nGael committee. There may be some changes for the 2014 national competition.

#### *Legends 7s Tournament 2013*

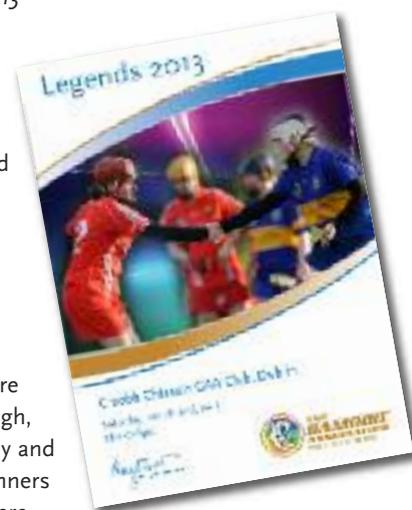
The 3rd Legends Tournament was held in 2013. It took place on March 1st, the weekend of the AIB Club All-Ireland finals. Eight teams participated and the tournament was held in Craobh Chiaráin GAA grounds, Dublin.

Participating counties were Tipperary, Kilkenny, Armagh, Galway, Clare, Cork, Offaly and Dublin. Cork were the winners of the tournament and were presented with the Biddy Phillips cup and medals at half-time of the AIB All-Ireland senior club camogie final in Croke Park.

Competition finalists and results for 2013 are listed at the back of this report.

*At the launch in Croke Park of the 2013 AIB Camogie Club All-Ireland finals were senior club players: Claire Conroy, left (Killimor, Galway), and Elaine O'Riordan (Milford, Cork).*

*(Photo: Caroline Quinn)*



## Volunteer Development and Leadership

County Volunteers of the Year were invited to Croke Park in March 2013 for the Annual Volunteer of the Year dinner and also attended the AIB Camogie Club Finals. Recipients from 26 counties received awards for Volunteer of the Year: They are as follows:

| County    |                     |
|-----------|---------------------|
| Galway    | Lorraine Larkin     |
| Roscommon | Maeve Healy         |
| Mayo      | Sinéad Muldoon      |
| Donegal   | Mary McWilliams     |
| Armagh    | Nora Vallely        |
| Tyrone    | Bríd Uí Dhonnghaile |
| Monaghan  | Brigid McKenna      |
| Antrim    | Jimmy Totten        |
| Down      | Kitty Fegan         |
| Derry     | Kathleen Diamond    |
| Clare     | Jonathan King       |
| Kerry     | Evelyn Lee          |
| Cork      | Ollie Hallahan      |
| Limerick  | Jack Dillon         |
| Waterford | Sinéad Breathnach   |
| Tipperary | Paula Ryan          |
| Westmeath | Assumpta Dolan      |
| Offaly    | Johnny Flaherty     |
| Kildare   | Fiona Farrell       |
| Dublin    | Marie O'Brien       |
| Wexford   | Sadie Howlin        |
| Kilkenny  | David Williams      |
| Wicklow   | Bridie O'Neill      |
| Meath     | Brigid Carney       |
| Louth     | Nuala Hoey          |
| Cavan     | Treena Keenaghan    |

At the photocall ahead of the 2013 Irish Daily Star National Camogie League Finals 1, 2, 3 and 4 are County captains from Division 1: Anna Geary, Cork, and Noeleen Lambert, Wexford.  
(Photo: Caroline Quinn)



The GAA President's Award for Camogie was presented to Sheila O'Donohoe (CCAO).

The Sighle Nic an Ultaigh Awards, the Camogie Association's Distinguished Service Award was

presented at the 2013 Congress in Westport to Sr. Mairéad Ní Fhearain.

The report in these papers from the Ard Chomhairle Sub Committee on Volunteer Development and Leadership details their activities in 2013.

## Enhancing Camogie's Profile

Communicating a strong positive identity and positioning our game as the number one choice for females, infuses all aspects of the Association's activities. Communications and marketing synchronises with a busy fixture list and also a programme of charity partnerships, key development initiatives, tourism events, awards ceremonies and commercial partnerships and activations.

A number of key highlights are summarised.

### Commercial Partnerships

2013 marked a fantastic breakthrough for the Association in the area of commercial partnerships. AIB who have been proud sponsors of the GAA Club Championships came on board as partners for the Camogie Club Finals weekend. This announcement was expanded later in the year as AIB confirmed their commitment with a four year deal at provincial and national level.

The benefits of having such a powerful brand supporting our national games and the close relationship with the GAA club championships will assist even further in bringing our game to a wider audience.

More good news followed in May with the announcement that Liberty Insurance were to become the sponsors of the GAA Hurling and Camogie Championships in a five year deal. It was a ground-breaking move, marking the first joint sponsorship of both games.

The strong support by Liberty Insurance for the Camogie championships was very much in evidence during championship 2013 and is a demonstration of their commitment to the Association. Plans are already underway to prepare for the 2014 All-Irelands which are of extra interest as it marks the 110th anniversary of the Association.

The enormous contribution the Irish Daily Star make to the Camogie Association Leagues continues. The profile and coverage of this national competition has grown steadily since the

Irish Daily Star took over as sponsor in 2010.

In addition, the Camán & Run programme under the sponsorship of Torpey Hurleys and the Post Primary Schools All-Ireland semi-finals and Finals programme as sponsored by O'Neills and Coopers support for the u14 Development Programme have benefitted enormously from this level of support.

### Camogie coverage

Championship TV coverage courtesy of RTÉ The Sunday Game and RTÉ Radio Saturday Sport was complemented by tv, outdoor and on-line advertising by Liberty Insurance in addition to Championship media events and PR on national print and radio. Setanta also broadcast the AIB All-Ireland Senior Club Final Milford v Killimor in March 2013.

As well as working at local, provincial and national level to increase our level of output across print, radio and tv, the Association has also invested in generating our own content and disseminating this via social media and the Association website.

During the year, the Association took care of recording games and content for our facebook, website and twitter channels and all of these avenues have proved effective. Utilising such platforms, forms an important part of the Association's communications and marketing plans.

### Social Media Stats

Facebook: 13,603  
Twitter: 5,186

### TV Coverage

- AIB Senior Camogie Club Final on Setanta
- RTÉ The Sunday Game: Each round of the Liberty Insurance Camogie Championship
- Liberty Insurance All-Ireland Senior Semi-Finals live on-line on [www.rte.ie](http://www.rte.ie)
- Liberty Insurance All-Ireland Finals live on RTÉ The Sunday Game (Intermediate & Senior), Premier Junior game live on [www.rte.ie](http://www.rte.ie)
- The Sunday Game live with highlights and analysis of the finals that night
  - Viewing figures of the Liberty Insurance All-Ireland Camogie Finals: 265, 000.

### Supporting PROs

The annual PRO Training Event took place in the Croke Park Hotel in March. There was a large

attendance from a cross section of Camogie Club PROs and County PROs.

The topics covered were PRO & Presentation; Social Media and Print & Radio.

### New Social Media Guidelines

Social media plays an important role in all organisations and in the case of voluntary sports organisations it is important that all executive officers are aware of the correct guidelines when deploying social media as a means of communication for their respective unit.

A need for Social Media Guidelines & Set Up Guide was established and following this, the Camogie Association published its own guidelines and set-up guide. This publication was launched at the Camogie PRO Training event in 2013. It is also available for download on [www.camogie.ie](http://www.camogie.ie). The Camogie Association acknowledges the assistance of GAA Director of Communications Lisa Clancy in compiling and publishing this document.

### Expanding the Licensing and Branding of the Camogie crest

The Camogie Association is particularly pleased to have a strong level of support and co-operation from major sports wear suppliers, since the inception of our licensing system for camogie skorts and jerseys in 2012.

It is vital that all units deal only with licensed suppliers when procuring playing gear in order to ensure that the Camogie Association trademark is represented correctly and that playing kit of a high standard, as supplied by approved licensees, is used.

The following companies are now fully authorised to use the registered trademark logo:

- O'Neills
- Kukri
- Masita
- Azzurri
- Intosport

All of the above are licensed to supply all units with camogie playing skorts and jerseys.

### Make-A-Wish

The Camogie Association and Make-A-Wish were delighted to

“ ”

*It is vital that all units deal only with licensed suppliers when procuring playing gear in order to ensure that the Camogie Association trademark is represented correctly and that playing kit of a high standard, as supplied by approved licensees, is used.*



Wexford Camogie player Kate Kelly – regional ambassador for 'Make-A-Wish'.

(Photo: Caroline Quinn)

announce Anna Geary (Cork) and Kate Kelly (Wexford) as regional ambassadors for the charity. Anna and Kate have been working closely with Make-A-Wish at local level promoting the work of the charity.

The Association, via strong work by the Development Team ran a very successful coffee morning, *Coffee for Wishes* on the weekend of the Liberty Insurance All-Ireland Finals with clubs throughout the country taking part, raising money not only for the charity but

also their own club. The final fund-raising event of the year, took place at the Liberty Insurance All-Stars with an envelope collection on the night contributing to the Make-A-Wish fund-raising campaign.

#### Camogie Association/RTÉ Mick Dunne Memorial Awards

The Camogie Association are proud to acknowledge the enormous contribution that our volunteers play in promoting camogie and also the vital role of print, radio, tv and online both at national and regional to the promotion of camogie. The Camogie Association and RTÉ Mick Dunne Memorial Awards ceremony took place in Croke Park on Friday March 1st attended by RTÉ, the Dunne family, recipients and invited guests. The award winners are as follows:

- The 2012 RTÉ Mick Dunne Memorial Award recipients are: *PRO of the Year*, Bríd McNamara, Clare; *Local Radio*, Clare FM; *Local Newspaper*, the Nenagh Guardian; *Match Programme*, Cork County Camogie Board.
- The 2012 Camogie Association Media Award recipients are *Photograph of the Year (Professional)* Brendan Donnelly, Dublin; *Photograph of the Year (Amateur)*, Leo McElwee, Derry; *Special Project*, St Ibar's/Shelmalier Camogie Club Look Small Pull Big; *Social Media*, Ulster Camogie Council [www.ulstercamogie.ie](http://www.ulstercamogie.ie)

#### All-Stars 2013

The tenth annual Camogie All-Stars in association with Liberty Insurance took place at Citywest on

November 2nd. The All-Stars are one of the key events on the Camogie Association calendar and are an important recognition of our elite inter-county athletes who deliver exceptional performances throughout the year. Donal Óg Cusack addressed the event as special guest.

#### 2013 All-Star Team:

Susan Earner (Galway), Mairéad Power (Kilkenny), Sarah Dervan (Galway), Lorraine Ryan (Galway), Edwina Keane (Kilkenny), Therese Maher (Galway), Chloe Morey (Clare), Niamh Kilkenny (Galway), Jennifer O'Leary (Cork), Katie Power (Kilkenny), Niamh McGrath (Galway), Kate Kelly (Wexford), Shelly Farrell (Kilkenny), Elaine Dermody (Offaly), Ailish O'Reilly (Galway).

#### 2013 Soaring Stars Team:

Laura Dunne (Laois), Karen Tinnelly (Down), Aoife Trant (Kildare), Kate Aherne (Offaly) Aishling Dunphy (Laois), Sarah Ann Fitzgerald (Laois), Angela Lyons (Kildare), Carol Anne Canning (Dublin), Orla Bambury (Kildare), Clodagh Flanagan (Kildare), Siobhán Hurley (Kildare), Louise Mahony (Laois), Denise McGrath (Westmeath), Susie O'Carroll (Kildare), Niamh Dollard (Laois)

#### 2013 Intermediate Soaring Stars:

Rebecca Hennelly (Galway), Niamh Mulcahy (Limerick), Paula Kenny (Galway)

#### 2013 Manager of the Year:

Tony Ward (Galway)

The report in these papers from Ard Chomhairle Sub Committee on PR and Communications details their activities.

## Organisational governance and development

Governance refers to how an organisation is run, directed and controlled. Good governance means that we have the policies, procedures, systems and support in place to run the Association as effectively as we can. There is now greater scrutiny of bodies in receipt of funding from the public purse. This culture of openness is prevalent within the Association as we have always been accountable to our membership and in more recent times that accountability extends to the wider public and the commercial sector.

This section of the report summarises a number of key governance developments.

### Transfers, Hearings and Disciplinary Procedures

The Official Guide and its binding codes set standards of conduct and performance for members of the Association. The mandatory procedures help ensure that standards are adhered to and also provide a method of dealing with alleged failures to observe them.

In early 2013 a national forum was held in Croke Park on the Association's mandatory procedures on transfers, hearings and disciplinary procedures.

Arising from this, work was initiated on reviewing the procedures.

A full review of these procedures is underway. It is expected the revised procedure will be presented to Ard Chomhairle for ratification in 2014, following consultation with provincial and county THDCs, and taking account of legal advice as necessary.

I appreciate the review is a slower process that we all might like. However, as fair administration is highly procedural and also needs to take account of natural justice the Association is working to clarify and improve the current procedures in this way. It is also necessary to note that is unlikely that any set of procedures and disciplinary rules can cover all circumstances that may arise.

The review is also taking account of the necessity for the Association to provide for an internal disputes resolution process, as this does not currently exist.

### Financial management

The Association's Annual Audited Accounts for 2013 are presented elsewhere in this report.

The report from Ard Chomhairle's Resource Management Committee is also separately presented.

Throughout the course of the year, there was tight budgetary control of expenditure with savings made as necessary. The procurement of new commercial sponsorships and the roll out of the licensing fee for commercial use of our crest impacted very positively on the overall end of year position.

The reduction in our national gate receipts is a particular concern with a significant part of this attributed to a small reduction in our All-Ireland Final attendance from 2012. Overturning this is an



area that will get particular focus in 2014 with a working target of 18,000 set for this year.

### Managing the Association's staff team

There were several changes to the staff team during the year.

Following ten years of service with the Association, Ard Stiúrthóir Sinéad O'Connor vacated the role in 2013. Sinéad joined as the Association's first Sponsorship and Finance Manager in 2003 and assumed the Ard Stiúrthóir role in 2008. Sinéad oversaw the Association in a fully committed and professional way and led the organisation through a period of significant growth and development.

Following 16 months as Acting Ard Stiúrthóir, Mary O'Connor returned to the Director of Camogie Development role in October 2013. I wish to sincerely thank Mary for her support in 'handing over' to me and for making the transition very easy.

I am extremely grateful to both Sinéad and Mary, for their management, leadership and outstanding stewardship of the Association.

Our National Fixtures Administrator Regina Gorman and Office Administrator, Bríd Boylan also moved on to pastures new. Regina and Bríd made these roles their own. They were wonderful ambassadors for the Association as the first point of contact in the national office. Caroline Murray also vacated the Acting Director of Camogie

*Áine O'Connor, Kerry, gets a block in against Yvonne Maguire, Meath during the Liberty Insurance All-Ireland Junior B Camogie Championship Final at Cloughjordan, Co Tipperary.*

(Photo: Caroline Quinn)

Development role in October which she filled successfully.

A new Ard Stiúrthóir was appointed and a new National Fixtures Administrator, Lizzie McGuinness and Office Administrator Caroline Fitzsimons also commenced in Autumn.

Deirdre Murphy was granted a career break and Ross Corbett commenced employment in December to fill the temporary vacancy created by this. With the support of the GAA, Paula O'Brien was assigned on part-time basis to provide maternity leave cover for Paula Bruen, Finance Manager.

The Association also decided to grant-aid a full time post to Ulster Camogie Council and Lisa McAliskey joins Ciaran Kearney and Niall Jackman on that team.

In total, there are now 16 full-time staff posts within Camogie. A full list of the Association's staff and Ulster Camogie Council staff is listed in Appendix 2.

*Claire Phelan (left) of Kilkenny and Orla Cotter of Cork in the Liberty Insurance All-Ireland Senior Camogie Championship semi-final at Semple Stadium, Thurles.*

(Photo: Lorraine O'Sullivan/INPHO)



### **Membership registration system**

In 2013, with the support of the GAA, the Camogie Association/GAA contracted with Servasport to develop an electronic membership registration system.

This is an exciting project as it will, for the first time, facilitate a better knowledge of our

membership. It will produce anonymised data reports on the extent of membership and membership type (youth, playing adult member, referees, administrator or coach).

It will also provide data on players aged under 18 and inform on transitions from teenage Camogie to adult Camogie.

Data can be generated on membership by club, county, provincial and national levels and by gender.

A SMS and email communication facility is also included in the system.

The system is a separate module within the GAA's current registration system. It will be accessed on a log-in basis by a designated Camogie person at each level of the Association (club, county, province and national). The system replaces the current system of registration by CC1 Form.

Final design and technical aspects of the system are completed. A number of training seminars were completed in February 2014. A systems user manual will be produced and on line and phone support will also be available to users.

When the system goes 'live' a key goal of the National Development Plan will be achieved (Goal 5D).

### **Child protection and safeguarding/ Our Games Our Code**

As an Association with a majority membership of players aged under 18, child protection and safeguarding remains a key priority.

*Our Games Our Code* is a key document for everybody in the Association working with underage members. It is vital that members appraise themselves of the best practice and code of behaviour in this publication available online from [www.camogie.ie/Administration](http://www.camogie.ie/Administration).

It is particularly important that each club, county and province appoints a Children's Officer as a member of its Executive. This is a requirement of the Official Guide. Under *Our Games Our Code* each club should also nominate a Designated Person.

Once appointed there are a range of annual training and information opportunities to support the Officer and Designated Person positions. In 2013, the Association's Ard Stiúrthóir was appointed as the National Designated Person,

under *Our Games Our Code*, to report allegations of abuse.

A number of the Association's members undertook specific training in 2013 on *Tackling Bullying*. Workshops on this topic can be provided on request to the national office.

During 2013, units were advised of the requirement that anybody working with underage children and young people must attend a Child Protection Training Workshop, with specially trained child welfare tutors. Children's Officers at county and club level are encouraged to ensure the widest possible compliance with this requirement.

During 2013 Ard Chomhairle re-iterated its policy that medal presentations to young players should take place in venues where alcohol is not being served.

Ard Chomhairle also requested the National Child Protection and Welfare Committee to advise on procedure when a child welfare issue is cited as the basis for a player's transfer. A motion to this effect is on this year's Congress Clár. For a number of years, the Association has administered vetting of members working with under age players. This vetting is undertaken by An Garda Síochána, who have vetted almost 10,000 members to date. Access NI undertook vetting in Derry, Antrim, Down, Armagh, Tyrone and Fermanagh.

In 2014, the Irish Government's new legislation will put vetting and disclosure procedures on a statutory basis for people working with children or vulnerable adults. The legislation will apply to the Camogie Association as a voluntary sporting body. Briefings will issue to members in 2014. For a number of years now, the Association vigilantly supports vetting. Over 10,000 members are already vetted and this is a significant step in ensuring safe environments for young people in Camogie. I acknowledge and sincerely thank Ray Quigley, the Association's Vetting Officer and Ulster Camogie/GAA for facilitating this.

*Our Games Our Code* is a shared policy position between the Camogie Association, the LGFA and the GAA, albeit that there are, in some instances, Association-specific structures for dealing with alleged breaches of the Code and/or allegations of abuse.

In the context of putting children first, I believe this shared policy position would be greatly



strengthened by integrated structures between the Associations for dealing with complaints and alleged breaches of the Code and for work promoting awareness and information on people's responsibilities under the Code. I hope that steps in this direction will be advanced in 2014. Ard Chomhairle's National Child Protection and Welfare Committee report in these papers outline their activities in 2013.

*Jane Canavan (right), Tyrone and Carlow's Katie O'Byrne tussle for possession of the sliotar during the Irish Daily Star Camogie National League Division 4 Final at Cusack Park, Mullingar.*

(Photo: Caroline Quinn)

#### Anti-doping

It is Camogie Association policy that doping is contrary to the spirit of fair play and all members have a responsibility to ensure that our sport is free of doping.

All members of county panels taking part in the Senior Championship (O'Duffy Cup) may be subject to drug testing in competition, (i.e. at any senior championship match).

Players should make themselves aware of the list of prohibited substances and the Irish Anti-Doping Rules. They should also be aware that a substantial amount of misinformation exists regarding optimal strategies for achieving peak athletic performance and health.

The Camogie Association has appointed an anti-doping officer who is the primary liaison person between the Anti-Doping Unit of the Irish Sports Council and the Camogie Association. The Anti-Doping Officer is responsible for the distribution of education materials such as the Wallet Card

and Irish Anti-Doping Rules to our members and particularly to those who will be affected by the anti-doping programme i.e. senior inter county players. This is done by facilitating information sessions for senior county panels and their support personnel, before the start of the championship season. County Boards should avail of these information sessions before the commencement of the championship season.

A link to the Irish Sports Council Anti-Doping information is published on [www.camogie.ie](http://www.camogie.ie).

### Relationships with other sporting bodies

The Association maintains links with a wide network of other sporting bodies.

There is regular operational contact with Croke Park staff in relation to e.g. fixtures planning, child protection and safeguarding, coaching and games development, communications and marketing, health and well-being and so on.

At national level there are structural links through the Association's membership of a number of GAA Committees including Féile, Social Inclusion, Hurling Development, Games Development, Póc Fada, Urban Development and Child Protection and Safeguarding.

GAA provincial councils, county boards and clubs support Camogie throughout the country and beyond, in many different ways, and this relationship is highly valued and appreciated.

The Uachtarán Aileen Lawlor and Ard Stiúrthóir

Joan O'Flynn attended Central Council meetings of the GAA and LGFA in 2013. This was on the occasion of their Central Councils' consideration of a motion to open negotiations on One Association to promote and manage all gaelic games. The Camogie Association's Ard Chomhairle passed such a motion in November 2013 and this motion is on the Congress Clár for endorsement.

The National Fixtures Administrator and Ard Stiúrthóir also met with the LGFA in advance of the finalising the competitions schedule for 2014.

I would especially like to acknowledge and thank CLG Uachtarán Liam Ó Néill, Ard Stiúrthóir Páraic Ó Dufaigh, Director of Finance Tom Ryan, Director of Games Development and Research Pat Daly, Peter McKenna Commercial and Stadium Director and Director of Communications Lisa Clancy for their interest in and support to the Association in 2013.

The Irish Sports Council and Sports NI as statutory funders of our sport are key supports. There is regular contact with both and the Association avails of the continuous professional development opportunities on offer from both bodies. The Irish Sports Council has provided initial guidance around developing a customised performance management system for the Association. It is hoped to get further guidance from them on the implementation of this in 2014.

The Association is a member of the Federation of Irish Sports and participated in a number of its consultative and promotional events during the year.

*Mascots at the Liberty Insurance Camogie Championship finals at Croke Park.*

(Photo: Morgan Treacy/INPHO)



### Appendix 1 – Ard Chomhairle membership and meetings attended during the calendar year 2013

| Name               |                                | No of meetings attended |
|--------------------|--------------------------------|-------------------------|
| Aileen Lawlor      | Uachtarán                      | 10                      |
| Sinéad O'Connor    | Ard Stiúrthóir                 | 1                       |
| Mary O'Connor      | Acting Ard Stiúrthóir          | 7                       |
| Joan O'Flynn       | Ard Stiúrthóir*                | 2                       |
| Phyllis Breslin    | Trustee                        | 9                       |
| Liz Howard         | Trustee                        | 9                       |
| Kathleen Woods     | Ulster Chairperson             | 8                       |
| Bridghidín Heenan  | Ulster Delegate                | 9                       |
| Marie O'Brien      | Connacht Chairperson           | 7                       |
| Geraldine McGrath  | Connacht Delegate              | 7                       |
| Catherine Neary    | Leinster Chairperson**         | 3                       |
| Rachel Hogan       | Leinster Chairperson           | 6                       |
| Mary Connor        | Leinster Delegate              | 8                       |
| Eamonn Browne      | Munster Chairperson            | 9                       |
| Marie Kearney      | Munster Delegate               | 8                       |
| Sheila O'Donohoe   | Coaching and Games Development | 8                       |
| Miriam O'Callaghan | PR and Communications          | 8                       |

\* From October 2013

\*\* Until Congress 2013

### Appendix 2 – Camogie Staff as at March 1st 2014

|                        |   |                     |
|------------------------|---|---------------------|
| National Association   | <i>Ard Stiúrthóir:</i>                                  | Joan O'Flynn        |
|                        | <i>Director of Camogie Development:</i>                 | Mary O'Connor       |
|                        | <i>Director of Communications and Marketing:</i>        | Claire Egan         |
|                        | <i>Finance Manager:</i>                                 | Paula Bruen         |
|                        | <i>National Fixtures Administrator:</i>                 | Lizzie McGuinness   |
|                        | <i>Office Administrator:</i>                            | Caroline Fitzsimons |
|                        | <i>Dublin and Wicklow RDO*:</i>                         | Eve Talbot          |
|                        | <i>Westmeath, Meath, Longford, Offaly RDO:</i>          | Lizzie Flynn        |
|                        | <i>Laois, Carlow, Kilkenny, Wexford, Kildare RDO:</i>   | Patrick Mullaney    |
|                        | <i>Louth, Cavan, Armagh, Down, Tyrone RDO:</i>          | Ger Gribben         |
|                        | <i>Connacht RDO:</i>                                    | Yvonne Byrne        |
|                        | <i>Munster RDO:</i>                                     | Ross Corbett        |
|                        | <i>Projects and Initiatives Co-ordinator:</i>           | Caroline Murray     |
| Ulster Camogie Council | <i>Ulster Administration Manager:</i>                   | Ciarán Kearney      |
|                        | <i>Coaching and Talent ID Officer:</i>                  | Niall Jackman       |
|                        | <i>Donegal, Fermanagh, Derry, Antrim, Monaghan RDO:</i> | Lisa McAliskey      |

\*Regional Development Officer



## PART C

*Our Game Our Passion*  
*National Development*  
*Plan 2010-2015*  
An overview of its  
implementation

*Photographed in Croke Park as AIB were announced as new partner for Camogie Club All-Ireland finals were Intermediate Club players Lizzie Lyng (left) (The Rower-Inistioge, Kilkenny), and Donna Burke (Castlegar, Galway). (Photo: Caroline Quinn)*



Each year Annual Congress considers the report on the previous year's national activities. Those activities are carried out in the wider context of the implementation of our National Development Plan *Our Game Our Passion*.

This is the first occasion that a report on the performance indicators for the whole plan is presented to Congress. The analysis is presented below in tabular form.

This table reports the extent to which the Association is meeting the targets we set ourselves in 2010 when the National Development Plan *Our Game Our Passion* was endorsed at Annual Congress in Newbridge.

Each goal of the Development Plan has a number of key indicators by which we can measure the extent to which the goal is being met. There are 88 indicators in total.

Ard Chomhairle, its sub-committees and staff and Provincial and County Units are the primary means of implementing the National Development Plan.

As we move to the final phase of the Plan's implementation it seems timely to review it. The review will inform work priorities to the end of 2015. It is also a useful starting point from which to consider the process to develop a new National Plan beyond 2015.

### National Development Priority 1: Growing Participation

| Key Performance Indicators   | Progress/Comment   |
|--|--|
| <b>Goal 1A: Strengthen existing club units</b>   |  |
| a By 2015 retain 100 per cent of 2009 clubs  | Needs further data analysis  |
| b Establish baseline of players aged 14-19 in 2010. Increase by 20% in 2015  | New membership system will provide year on year data   |
| c 10% increase in Cúl Camps year on year to 2012. Review targets in 2012   | Girls participation equalled 36% of total participation in 2013 from 33% in 2010   |
| d Agree with GAA and administer incentive grants to units achieving Cúl Camps  | Completed  |
| e Programmes and initiatives rolled out on a needs basis. Under age county model to be rolled out as follows:<br>2010 – Promotion<br>2011 – Implement u14 Schools of Excellence<br>2012 – Implement u14 and u15 Schools of Excellence<br><br>2013 – Implement u17 Development Squads | 2010 – Complete<br>2011 – 23 counties compliant with u14 Schools of Excellence<br>2012 – 32 counties compliant with u14 Schools and 16 counties compliant with u15 Schools of Excellence<br>2013 – u17 Dev Squads deferred to 2014 at request of counties                                |
| f Each County Board have in place a competition structure that provides a regular and appropriate level of competitive Camogie for all club players  | Fixtures workshops undertaken at Provincial Cub Forums x2<br>Ten counties accessed services of GAA trained fixtures administrator<br>Non-exam leagues introduced in many counties<br>Three Provinces run Summer Cup competitions for non inter-county players                            |
| <b>Goal 1B: Prioritise the growth of camogie in GAA clubs</b>  |  |
| g The number of affiliated clubs will have increased from a 2009 baseline of 540 to 750 including 25 clubs internationally   | Current registration via Provincial and International Reports to Congress indicates there are 547 registered clubs in Ireland and 39 adult clubs internationally, totalling 586 clubs<br><br>The new electronic registration system will establish accurate baseline for future planning |
| h Thirty six new clubs established in existing hurling sections by mid 2011  | Needs further consideration in sync with j and m below   |
| i At least 15 new clubs established by 2015 in counties hosting Féile  | On track:<br>2010 Clare Féile – 3 new clubs<br>2011 Galway Féile – 3 new clubs<br>2012 Dublin Féile – 1 new club<br>2013 Limerick Féile – 2 new clubs  |
| j In co-operation with Gaelic Games family, at least 15 new clubs established by 2015  | Completed  |

| Key Performance Indicators  | Progress/Comment  |
|---|---|
| k Donegal, Mayo, Kerry and Monaghan will double the number of clubs by 2015   | On track. 2013 registrations are Donegal (from 3 to 6); Mayo (2 to 4); Kerry (3 to 6). Monaghan remains at 4  |
| l Cavan, Louth, Roscommon, Carlow and Laois have at least 10 clubs by 2015  | Cavan, Carlow and Laois already reached target of 10 clubs  |
| m All other county boards establish five new clubs by 2015  | In progress. Number of counties en route to five new clubs. Some counties have yet to establish any new club.   |
| <b>Goal 1C: Re-energise Camogie developments in Fermanagh, Sligo, Leitrim and Longford and establish county boards</b>  |   |
| n At least three clubs established in Fermanagh, Sligo, Leitrim and Longford by 2014  | Incomplete; ongoing development work in schools   |
| o County Boards will be established by 2015 in above counties   | Incomplete  |
| <b>Goal 1D: Grow Camogie internationally</b>  |   |
| p International strategy developed and action plan in operation   | In operation via GAA International Committee and International Unit plans. Junior Camogie Tournament for American-born players established and participating in North American County Board Finals (NACB) annually. Referees' workshop provided at NACB Finals. Coaching also provided to European based clubs on a number of occasions.    |
| q By 2012, Camogie will be firmly established as part of the Continental Youth Championships in North America from a 2009 baseline of no Camogie                          | Since 2010 Camogie players aged u6-u16 from 13 underage centres participating in North American Continental Youth Games (CYC). Foundation Coaching Course delivered in New York in 2010 to support this.  |
| r There will be at least three teams from Britain participating in the National Féile by 2015   | Limited underage development. Revise target to focus on Camogie involvement in ABCs (All Britain Championship). This is a tournament similar to the North American CYC event for underage Gaelic games. It commenced in Britain in 2012.  |
| s London continue to participate in National Leagues and Championships 2010-2015  | London currently not entering these competitions. The London champions and Provincial champions playing London in London continue to be grant aided to participate in the AIB All-Ireland Junior Club Championship.   |
| t Camogie/Shinty run annually in conjunction with Scottish counterparts and the GAA   | No representative Irish side has participated in this since 2010 due to budget constraints. Some club and county selections provide opposition to visiting shinty sides and undertake return visits to play in Scotland.  |
| <b>Goal 1E: Ensure that players of all abilities and backgrounds are catered for</b>  |   |
| u By 2015, at least ten Camogie initiatives completed in urban disadvantaged areas and/or with minority ethnic groups and people with disabilities                        | On track – examples include participation initiative with minority ethnic groups at 2010 All-Ireland; <i>Camogie Have a Go Days</i> ; Indoor Camogie Blitzes; <i>Game Of Two Halves</i> ; Coaching in all girls primary schools; <i>Camogie for All</i> workshop on adapting Camogie for people with physical and intellectual disabilities |
| v Recreational form of Camogie developed and piloted by 2012 followed by a review   | Camogie has endorsed <i>Camán Abú</i> , a recreational game developed by the GAA. Mixed gender recreational game under development by Camogie   |
| w 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      | Leagues in place in a number of counties for non-exam players. Leagues in place in some counties for non inter-county players.  |
| x Indoor Camogie used as part of club start up programme for new clubs targeted through existing hurling sections and indoor Camogie promoted through Cumann na mBunscoil | Indoor Camogie workshops given to coaches in new clubs. Since 2010, indoor Camogie blitzes ran in every county, in conjunction with Cumann na mBunscoil.  |

| Key Performance Indicators   | Progress/Comment   |
|--|--|
| <b>Goal 1F: Increase participation in Camogie in the education sector and strengthen links between education sector and local Congress units</b> |  |
| y Establish baseline data on participation in all education sectors. Develop medium and long-term indicators thereafter                          | Exact figure on primary schools participating in Camogie not available. 230 post primary schools playing Camogie competitively (see data in 2003-2013 review of this Report). 11 counties running competitions for post primary schools. Junior and Senior Competitions, in A-D grades, run at Provincial and All-Ireland levels. 27 third level colleges/institutes competing in 3rd level competitions such as League and Cup competitions at four different grades. |
| z Review 2nd level schools Camogie and third level colleges Camogie. Action plan developed at both levels by end 2011                            | Servicing Officer administering 2nd level competitions active in three Provinces. Servicing Officer also at national level. Ard Chomhairle ratified a national sub-committee to administer 2nd level game. 2nd and 3rd level games promoted via www.camogie.ie social media and publications. Action plans to be developed.  |
| aa Annually present bursaries to third level students through CCAO   | Completed annually   |
| ab Greater public awareness for second level colleges and CCAO competitions  | Programme design and print for all 2nd level All-Ireland semi finals and finals produced via national Camogie office. Sponsorship by O'Neills of 2nd levels finals procured in 2013 and 2014. Support provided to CCAO as requested including launch of annual competitions and presentation of bursary awards.  |

### National Development Priority 2: Improving Performance

| Key Performance Indicators   | Progress/Comment  |
|--|---|
| <b>Goal 2A: Increase the number of referees at all levels of the Association</b>   |   |
| ac 15 qualified referee tutors by 2015   | Ongoing   |
| ad Annually deliver at least 4 Referee Foundation courses in each Province and at least one in Britain   | Complete except for Britain   |
| ae Deliver at least 8 Green Card Programmes annually   | Ongoing. Green Card Programme now known as the First Whistlers Programme  |
| af At least 250 additional active new club referees for juvenile activities and at least 100 for adult competitions  | Data not available as baselines not established from 2010. A new electronic membership registration system can inform on 2014 baseline of referees. There is no tracking of appointment of newly trained referees by County Boards. |
| ag Each county board will have at least two active female referees at adult level by 2015  | Incomplete, data to be established  |
| ah Rule differences between Camogie and hurling updated as appropriate and circulated to GAA referees, coaches and to teachers                                   | Briefing on rule differences in preparation   |
| ai Code of Conduct for referees agreed and implemented by 2010   | Complete  |
| aj Promotional material available for refereeing by 2011<br>Database of referees to be established by 2011   | Completed<br>Completed for national referees' panel   |
| <b>Goal 2B: Increase the standard and consistency of inter-county refereeing at national and Provincial levels</b>   |   |
| ak 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 | Panel comprises up to 60 referees of whom 10 are female in 2013   |
| al Referees' assessment expanded to include written and performance assessment   | Complete  |
| am By 2015 at least 80 per cent of objective assessments will achieve an 80 per cent rating in match officiating   | Achieved  |

| Key Performance Indicators  | Progress/Comment   |
|---|--|
| an Referee pathway to be developed by 2014  | In development   |
| ao Annual briefing for national referees held   | Completed annually   |
| <b>Goal 2C: Increase the availability of quality and accredited Camogie coaching at all levels within the Association</b>   |  |
| ap Annually deliver at least 25 Foundation Courses and 4 Level 1 Course with aim of qualifying 400 coaches each year  | 2,044 Coaches qualified since 2009. Course targets met to date   |
| aq Develop, pilot and finalise Level 2 Coaching Course by 2014 and initiate roll out in 2015  | Development underway with pilot anticipated towards end of 2014/start of 2015  |
| ar Coaching ladder developed and aligned with coach education programme and player pathway by mid 2011  | Completed. Player pathway published and available online <a href="http://www.camogie.ie">www.camogie.ie</a>  |
| as Agree and develop assimilation process in 2010 for use by Camogie and GAA Coaching Tutors. Report on process by start of 2012                                  | Completed  |
| at By end of 2011 pilot Gaisce Award scheme in eight counties with aim of achieving 80 new assistant qualified teenage coaches                                    | Completed. 80 target achieved in 2011. Total to 2013 is 215 assistant qualified teenage coaches  |
| <b>Goal 2D: Upskill coaches in established and new clubs</b>  |  |
| au Deliver at least one skill based coach education workshop in each county by 2012 and review  | Completed  |
| <b>Goal 2E: Strengthen the skill levels of young players and increase teenage player retention in Camogie</b>   |  |
| av Best practice guidelines developed for coaching female teenagers by 2011 and regular dissemination thereafter through coach education programmes               | Module developed for use in relevant workshops. Also presented at Provincial Club Forums x 3.  |
| <b>Goal 2F: Improve levels of player welfare at all levels within the Association</b>   |  |
| aw 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      | A Lifestyle Programme for teenage players developed and rolled out yearly. Two editions of a player nutrition and activity diary published. Guidelines for development squad players finalised and rolled out. |
| ax Annual anti-doping seminars held on a national/ regional basis and resources provided to increase player and mentors' awareness of the compliance requirements | Anti-doping briefings held annually  |
| ay Review of player insurance schemes completed no later than end 2011  | Completed. Annual Congress considered insurance proposals in 2012  |
| az Initial report on player injury by mid 2011 followed by review   | Preliminary work undertaken by Player Welfare Committees. Requires establishment of a process for systematic data collection of Camogie injuries   |
| ba Initiate development of common welfare standards for inter county player by 2012   | First research into Camogie Player Welfare published in 2011 as basis for identifying player welfare needs. Next steps in progress by Player Welfare Committee   |
| <b>Goal 2G: Ensure playing rules and national competitions adequately cater for players of different abilities</b>  |  |
| bb Annually implement national fixtures programme   | Completed each year  |
| bc  |  |
| bd Implement new All-Ireland intermediate club championship   | Commenced in 2010  |
| be All-Ireland club championships review completed in 2011 and findings implemented in 2012 season  | Incomplete   |
| bf Rules in relation to grading of players and counties implemented with effect in 2011   | Complete   |
| bg Annual consultation on fixtures held in October  | Undertaken each year   |
| bh Findings from national competitions review implemented in 2013 season  | Incomplete   |
| bi Playing rules review initiated in 2012 and Annual Congress 2012 consider proposal  | Complete; revised playing rules published  |

### National Development Priority 3: Volunteer Development and Leadership

| Key Performance Indicators  | Progress/Comment  |
|---|---|
| <b>Goal 3A: Support the recruitment and development of volunteers at club level</b>   |   |
| bj By 2011 have established baseline information on the nature and extent of volunteering within Camogie and by 2015 have achieved a 15 per cent increase     | Not commenced. 2014 data from our new electronic membership registration can provide baseline data. It will provide reports on volunteer members and roles by county and by gender. |
| bk National policy agreed by end 2010 and implementation to start in 2011   | Volunteering policy agreed and published  |
| bl Checklist for clubs on recruiting and retaining volunteers available by end 2010   | Included in Volunteering publication  |
| bm Explore the possibility of engaging with youth organisations to develop club volunteers and assess viability by end 2011                                   | Not commenced   |
| bn A range of resources to support volunteers available via www.camogie.ie including role of officers, how to run a meeting etc                               | Volunteering publication and PRO Handbook and a number of promotional resources on www.camogie.ie   |
| <b>Goal 3B: Recognise and reward the commitment and expertise of volunteers</b>   |   |
| bo At county level initiate a Volunteer of the Year award by end of 2010  | Inaugural awards in 2010. National presentation dinner held every year since.   |
| bp At national level initiate a distinguished service award by end of 2010  | Síghle Nic anUltaigh Award presented at Annual Congress on nomination of Provincial Councils and based on national criteria   |
| <b>Goal 3C: Implement volunteer training programmes</b>   |   |
| bq 16 club officer training courses delivered annually covering each county every two years   | Delivered on request. Data unavailable currently  |
| br Provincial induction workshops for county officers and delegates delivered on an annual basis  | Held occasionally via Club Forums or training events  |
| bs Club Forum successfully held every three years   | Forums held by Connacht, Munster and Ulster Councils. Leinster Forum scheduled for 2014.  |
| bt County Chairs and Secretaries Network established and convened twice yearly beginning 2010   | Held once a year from 2010, will convene twice in 2014  |
| <b>Goal 3D: Support succession planning at county and provincial levels</b>   |   |
| bu Introduce officer-elect positions for Chairperson, Secretary and Treasurers at county and Provincial levels  | Rule change made at Special Congress 2010 for Chairperson post  |
| <b>Goal 3E: Proactively support the emergence of women leaders within the Camogie Association</b>   |   |
| bv In 2010 with relevant other bodies, commission a feasibility study on the potential to develop an accredited women in sport leadership education programme | Study not commissioned. Accredited sports administration course held in Athlone Institute of Technology in 2010/11  |

### National Development Priority 4: Enhancing Camogie's Profile

| Key Performance Indicators   | Progress/Comment   |
|--|--|
| <b>Goal 4A: Enhances the profile of Camogie in Ireland</b>   |  |
| bw Four year internal and external communications plan agreed for presentation by 2011. Key targets identified for achievement by 2015 | Plan presented to Congress 2011 and targets incorporated into annual work plan |
| bx A range of posters published annually mid year  | Ongoing to promote activities and All-Ireland Finals                           |
| by Website re-designed by Annual Congress 2011   | Completed  |
| bz Ezine distributed at least six times annually   | Completed annually   |

| Key Performance Indicators  | Progress/Comment   |
|---|--|
| ca Review of media awards complete by September 2010 and awards implemented thereafter  | Awards adjudicated and awarded each Spring   |
| cb Annual training event for PROs as appropriate  | Completed each year in Spring  |
| cc All PR events professionally organised with key personnel invited where appropriate  | Ongoing  |
| cd National outcome indicator: Greater name recognition of inter county players as measured through members' survey on Camogie website in 2012 and 2015 | Not undertaken in 2012   |
| <b>Goal 4B: Enhance the profile of camogie internationally and amongst people from non-traditional Gaelic games backgrounds</b>                         |  |
| ce Increased level of interest in Camogie at international level and by non-Irish nationals living in Ireland measured by web hits from other countries | Greatest proportion of non-Irish web site hits come from Britain and the US  |
| <b>Goal 4C: Strengthen integrated marketing approaches between national, provincial and county levels</b>   |  |
| cf Marketing plan agreed by Annual Congress 2011. Key targets identified for achievement by 2015  | Similar to the Communications Plan and targets reflected in annual work plans  |
| <b>Goal 4D: Increase attendances at games, particularly national competitions</b>   |  |
| cg Increase attendance at All-Ireland Camogie Finals by 10%   | Not achieved. Ticket packages devised annually. Promotional work introduced e.g. local radio advertisements with counties undertaken for All-Ireland semi finals and finals, budget permitting. The 2013 All-Ireland Finals attendance was 15,000. A target of 18,000 is set for 2014. |
| <b>Goal 4E: Increase revenues from commercial sponsorship, merchandising and fundraising</b>  |  |
| ch By 2015 obtain a commercial sponsor for all adult competitions and All Stars   | Sponsors in place for All-Ireland inter-county and club championships, National League and All-Stars. Post primary schools competitions, Camán to Croker and Mum & Me also have sponsors.  |
| ci Initial proposal on Camogie specific merchandising and endorsements by early 2011  | Incomplete following decision to prioritise licensing agreement for use of Camogie crest by clothing suppliers. Small scale merchandising initiatives undertaken.  |
| cj Licensing agreement process developed by end 2010 and implemented by 2011  | Licensing scheme developed and agreed. Five major suppliers of Camogie gear are signed up to the licensing system.   |
| ck Maintain relationships with sponsors and ensure that sponsor related events are professionally organised   | Ongoing  |
| <b>Goal 4F: Document and promote the history and tradition of camogie</b>   |  |
| cl History published by Congress 2012   | Completed in November 2011, supported by a history seminar at the GAA Museum   |
| cm At least 3 Camogie history activities hosted by 2015   | Promotional work to support the naming of a new bridge after Kay Mills was undertaken in 2013. Activities to mark the 110th celebration of the Association's foundation are in development. 2015 will mark the centenary of the Ashbourne Cup.   |

### National Development Priority 5: Excellent Governance and Organisational Development

| Key Performance Indicators  | Progress/Comment   |
|---|--|
| <b>Goal 5A: Ensure that the Camogie Association's Official Guide complies with excellent governance and best practice</b> |  |
| cn Ratification of a new draft of the Association's Official Guide and promotion of same by end of 2010                   | Completed. The mandatory procedure of the Guide relating to transfers, hearings and disciplinary matters are under review since 2013. Consultation is planned on a revised edition prior to recommendation to Ard Chomhairle for ratification. |

| Key Performance Indicators   | Progress/Comment  |
|--|---|
| <b>Goal 5B: Provide effective financial management and ensure financial viability of the Camogie Association</b>   |   |
| co Publish Annual Audited Accounts   | Completed   |
| cp Annual review of the financial practices of at least five units   | Undertaken each year to 2012  |
| cq Increase internally generated funding to 50% of overall income by 2015  | In 2012 internally generated funding was approx one third of overall income. This is anticipated to increase following the introduction of new individual membership fees.  |
| cr Relevance of financial forecasting model agreed by mid 2011   | Under review  |
| cs Develop and implement risk management policies and practices  | In progress, expect to be presented for ratification in 2014  |
| ct Undertake complete insurance audit by 2010  | Completed   |
| cu Develop 'value for money' assessment tools for all areas of investment by 2011  | Under review  |
| <b>Goal 5C: Effectively manage the Association's full time team</b>  |   |
| cv Review of human resources policies and procedures completed by 2011   | Completed   |
| cx Current staff levels retained by year end 2010<br>Future staff needs identified by March 2011 and reviewed annual thereafter  | Achieved<br>Findings from 2013/14 staffing needs audit currently under discussion   |
| cy Staff performance and development system to be reviewed and implemented and annual staff training budget allocation to be agreed at the start of each year                          | Implementation of customised performance management system under consideration. Training budget allocation in situ each year.   |
| <b>Goal 5D: Establish an effective membership system</b>   |   |
| cz Pilot completed by end 2010. New system fully operational from 2012   | New 'live' system from February 2014  |
| da Members' Charter put for ratification at Congress 2011  | Not achieved  |
| <b>Goal 5E: Ensure effective compliance with a range of professional and other standards</b>   |   |
| db All counties to have Garda Vetting process in place by 2013. Provide at least one training event annually for Provincial and County Officers  | Garda/Access NI vetting ongoing. Training delivered in collaboration with annual GAA/Camogie/LGFA Information Seminar in Croke Park. Basic Awareness Workshops on Child Welfare/safeguarding delivered on request. Camogie specific information events organised each year. 10,000+ members vetted to date. |
| dc Annual briefing for County Anti-Doping Officers   | Completed each year   |
| dd Promote 'Our Games Our Code The Code of Best Practice in Youth Sport when working with underage players' in all event runs by the Association at every level from local to national | Range of promotional activities undertaken via www.camogie.ie; mailings to units; in match programmes   |
| de Potential of joint child welfare code explored by end of 2010 with a view to progressing in 2011  | Joint code <i>Our Games Our Code</i> agreed, published and launched   |
| df Conditions of funding met on an annual basis  | Reports to funders submitted as required  |
| <b>Goal 5F: Continue to actively support and promote enhanced relationship at all levels within the wider Gaelic Games family</b>  |   |
| dg Best practice models for co-operation at club level developed by end 2011   | Number of case studies produced during the One Club process in 2010-11.   |
| <b>Goal 5G: Strengthen relationships with wider sporting and other bodies</b>  |   |
| dh Increase the number of joint initiatives run with national and local bodies   | Collaborative projects undertaken with the Marie Keating Foundation, Hope Foundation; the Make a Wish Foundation; the Nutrition and Health Foundation; CARA Adapted Physical Activity Centre and new communities' associations.   |
| di Increase funding sourced from statutory bodies by 10% each year   | New monies from EU PROGRESS via the Equality Authority achieved   |
| dj Establish working relationships with academic and research bodies as appropriate  | Ongoing links with several Institutes of Technology, National Hurling and Camogie Development Centre, Trinity College and National University of Galway   |

## Appreciations

It is a privilege to present my first Ard Stiúrthóir's report to Annual Congress in the Association's 110th year. The report is a compilation of the work and inputs of people at many levels of the Association.

I am extremely grateful to members of Ard Chomhairle/Central Council and to the Resource Management Committee for their support since my appointment. I would also like to thank Ard Chomhairle's Sub Committees whose activities are documented elsewhere in this report.

As well as its central role as governing body between Congress, Ard Chomhairle and its Sub Committees play significant roles in delivering on elements of our annual work programme and in supporting our staff team to do likewise.

I am also very appreciative of Uachtarán Aileen Lawlor's time and expertise. In a busy schedule of representing and promoting the game, Aileen is always available for guidance and support to better camogie nationally and internationally.

The national office is highly dependent on the network of provinces and counties that link us all

with our clubs. Thank you to the Executives of each of these, but in particular to the Chairs and Secretaries. Your efforts to combine busy volunteering roles with work and family responsibilities are greatly appreciated.

Lastly, on a personal level, a special thank you to my work colleagues. During the first four months that I have served in the Ard Stiúrthóir's role, I am fully aware of their commitment and high standards, even more so of their commitment to the Association beyond their immediate responsibilities. I am deeply appreciative of this.

The Camogie Association is definitely the sum of its parts. It's a real pleasure to be part of such a collaborative team, full time and voluntary, where the drive to excel, plan, innovate and collaborate is so great.

Míle Buíochas.



JOAN O'FLYNN  
Ard Stiúrthóir

*Grace Walsh (Kilkenny) bursts through the challenge of Galway's Sinéad Cahalan during the Liberty Insurance All-Ireland Senior Camogie Championship Final at Croke Park.*

(Photo: Cathal Noonan/INPHO)

