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Our Sport, Our Future
National Development Plan 2016–2019



Introduction

Our Sport, Our Future sets out our vision to further the game of Camogie as part of an inclusive Gaelic Games family, delivering a positive experience for players from child to adult, and embracing our future as well as our past.

Our players, members and supporters are our sport. Games development, player welfare and wellbeing, volunteer, coaching and referee development, fixtures and games will all remain central to our work.

All those involved in Camogie give huge commitment and dedication. Given this, it is vital that we ensure that our future decision-making structures and governance are best in class to achieve the long term aims for our sport. Over the next number of years, the Association will also work to ensure that its structures provide for sustainable development of the organisation to allow Camogie to grow in a targeted way, based on population growth and existing strengths.

Honouring our past and reflecting on the tremendous strides the Association has made, since its foundation is important. But, of even more importance is the need to embrace the future. The Association will work with energy and enthusiasm to position Camogie as the vanguard of women's sports. We will achieve this through the closest possible collaboration with the Gaelic Games family and through positioning, commercial and broadcast partnerships, all whilst enabling our players to shine.

The Association is excited at the possibilities and opportunities that lie ahead. We relish the chance to work together with all of our valued members and stakeholders to bring the programmes of **Our Sport, Our Future**, to fruition.

Tús maith leath na hoibre.

Cáit Ní Náraigh
Uachtarán

Joan O'Flynn
Ard Stiúrthóir



Glossary of Terms

Annual Congress – Term used to refer to the supreme governing body of the Camogie Association.

Ard Chomhairle – Term used to refer to the supreme governing body for the Camogie Association between congresses.

Ard Stiúrthóir – Term used to refer to person acting as the Chief Executive.

An Uachtarán – Term used to refer to the President.

Camogie Association – Term used to describe the national organisation which administers, legislates and promotes the game of Camogie.

Club – Term which refers to the basic Unit of the Association; units within the 3rd level education sector are regarded as Clubs.

Competition – League or Championships officially sanctioned by County, Provincial, National Education Councils, International Boards or Ard Chomhairle. Underage blitzes and indoor Camogie activities are not considered competitions.

EU – European Union.

GAA – Refers to the The Gaelic Athletic Association.

Gaelic Games Family – Range of sports including Football, Hurling, Camogie, Ladies Gaelic Football (LGFA), Handball and Rounders.

Governance Code – Refers to The Governance Code, a code of practice for good governance as recommended by Sport Ireland. See www.governancecode.ie for further information. Sports NI works from a similar framework called The Code of Good Governance.

LGFA – refers to Ladies Gaelic Football Association.

Local Sports Partnerships – Term used to refer to entities established by Sport Ireland and whose remit is to promote participation in sport at a local level.

Match Official – Term is used to describe the following persons: a Referee, an umpire, fourth official or a linesperson.

National Education Council – Refers to the national governing bodies for Camogie in post-primary schools (Comhairle Chamógaíochta na nIarbhunscoileanna) and in the third level education sector (Comhairle Chamógaíochta um Ard-Oideachas).

Officer – Terms used to describe the following officer positions on an Executive Committee of Units: Chairperson, Vice-Chairperson, Secretary, Treasurer, Registrar, PRO, Children's Officer, Development Officer and Delegates to a higher Unit.

One Club Model – Term used to describe one clubs that equally promotes the games, ideals and aspirations of the Camogie Association, GAA and the LGFA.

Provincial Council – The Provincial Committee to which all county boards in a province must affiliate. It is responsible for the administration and development of Camogie within its province. There are four Provincial Councils: Connacht, Leinster, Munster and Ulster.

Sport Ireland – The statutory body with responsibility for Irish sport, arising from the merger of the Irish Sports Council and the National Sports Campus Development Authority, came into operation with effect from 1st October 2015.

Sport NI – The leading public body for the development of sport in Northern Ireland.

Sub-Committee – A committee operating to specific terms of reference under the Executive Committee of a particular Unit or Ard Chomhairle.

Unit – Term used to describe a Club, a County Board, a Provincial Council, an Education Council and an International Board.

WGPA – Representative body of Camogie and ladies football players who represent their counties at the highest levels.

Headline Targets

TO ACHIEVE ITS AMBITION THE CAMOGIE ASSOCIATION ARE DECLARING THE FOLLOWING HEADLINE TARGETS TO BE ACHIEVED BY 2019

- 1 The Camogie Association will have a reliable and vibrant club and fixtures scene which maximises player retention and positions Camogie at the forefront of team sport for women.
- 2 The Camogie Association will have secured at least two additional funding sources and will have at least one significant commercial partnership in place. These initiatives together with a new broadcasting agreement will translate into greater attendances at major matches and greater revenue. In addition there will be greater public awareness of Camogie players as role models, while public perception will be of an organisation with a great tradition that also embraces the future.
- 3 The Camogie Association will be fully compliant with the governance code, with a skills-based governing body with functioning sub-committees. We will have clearly defined roles and responsibilities for each club officer with appropriate training provided to support them. The Association will have a sustainable county and provincial structure, with appropriate paid administration support.
- 4 The Camogie Association will be effectively pooling resources with our partners in the GAA. This will result in significant gains in administration, promotion and development, with a successful working group and integration facilitator in place and measured by the number of clubs integrated under the 'One Club' model. The Association will have a long-term plan in place for greater integration.

Our Vision

Inspire to play, empower to stay

Our Mission

To provide opportunities to enjoy and play Camogie as a vibrant part of the Gaelic Games Family



Our Values

Innovation ◦ Leadership ◦ Voluntarism ◦ Fun
Integrity ◦ Excellence ◦ Inclusiveness

Innovation	To embrace innovation within our sport and strive to encompass the best of modern sports practice, play and development
Leadership	To lead from the top and from the front, at local, provincial and national levels. The Camogie Association knows what it wants to achieve for the future of the sport and it will be strong in delivering that future. The Association will support, nurture and develop those in leadership roles and will showcase its players as role models within Camogie and to the greater public.
Voluntarism	The Association will support our volunteers who are the unseen backbone to our sport. The Association will value their work, providing training, support and recognition.
Fun	Camogie is a skilful game to play, and we will work to ensure that it remains a participation-driven enjoyable sport, widely accessible to all who wish to play the game.
Integrity	Camogie is about a healthy lifestyle and athleticism; it is about team values and ambition. It is about fair play, honesty and respect. It remains a clean sport, free of doping.
Excellence	The Camogie community supports its members and players in their pursuit of excellence, on and off the pitch.
Inclusiveness	Camogie is a sport for all. The Association will work to attract and retain members from different social and ethnic backgrounds and players of different abilities to foster a sense of community and social inclusion.

Strategic Action Areas

THE CAMOGIE ASSOCIATION HAVE IDENTIFIED THE FOLLOWING FOUR STRATEGIC ACTION AREAS AS BEING CRITICAL TO REALISING ITS AMBITIONS

1 ON THE PITCH:
SUPPORTING PLAYERS,
COACHES, MATCH
OFFICIALS

2 IN THE PUBLIC EYE:
RAISING THE PROFILE
OF CAMOGIE

3 OFF THE PITCH:
BUILDING SUSTAINABLE
ORGANISATIONAL
STRUCTURES

4 AONTAS:
STRENGTHENING
RELATIONSHIPS

Each strategic action area will be supported by operational plans highlighting the tasks, roles and responsibilities for delivery, as well as criteria for their measurement.

Playing the Game

KEY INITIATIVES AND PROJECTS TO DELIVER:

Strategic Action Area	Programme and Initiative	Timeline
1 ON THE PITCH: SUPPORTING PLAYERS, COACHES, MATCH OFFICIALS	Supporting players	2017
	Player retention	2017
	Technical direction plan	2017
	Participation and growth plan	2017
	Fixtures planning	2016
	Referee development programme	2017
	Drop off/player lifecycle	2017
	Coach development	2019
2 IN THE PUBLIC EYE: RAISING THE PROFILE OF CAMOGIE	Broadcast programme	2017
	Market information analysis	Annual
	Commercial business development	2016-19
	Positioning programme	2016-19
	Branding initiatives	2017/18
3 OFF THE PITCH: BUILDING SUSTAINABLE ORGANISATIONAL STRUCTURES	Sustainable financial model	2016-17
	Governance best practice	2016-17
	Resourcing of Provinces and Counties	2017
	Club constitution updated	2017
	Club officer recruitment and support	2018
4 AONTAS: STRENGTHENING RELATIONSHIPS	Aontas programme	2018
	Partnerships	Ongoing

NOTE: 2016 means 2017 Congress reporting



Strategic Action Area 1

ON THE PITCH: SUPPORTING PLAYERS, COACHES AND MATCH OFFICIALS

Our Goal

To sustain and support players, coaches and match officials

Vision 2019

To have Camogie at the heart of everything we do, with excellent player welfare and an excellent coaching system with significant inroads made into having a qualified coach at each level in every club by 2019

Our Values

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KEY INITIATIVES / PROJECTS TO DELIVER

PROJECT	TIMELINE
<p>1.1 SUPPORTING PLAYERS</p> <p>Have the club and county player at the heart of everything the Association does, undertaking specific player initiatives including:</p> <p>1.1.1 Annual communication initiative for player's interests and welfare (workshop, survey, conference)</p> <p>1.1.2 Promoting the game through player/media/commercial partnerships</p> <p>1.1.3 Developing a panel of players to act as role models and mentors for the sport</p> <p>1.1.4 Player inclusion within decision making</p> <p>1.1.5 Collaboration, dialogue and shared projects with the WGPA</p> <p>1.1.6 Exploring the feasibility of an All Stars Trip</p>	2017
<p>1.2 PLAYER RETENTION</p> <p>Establish a working group on player retention and drop-off and the impact of player lifestages focusing on developing initiatives to achieve the following:</p> <p>1.2.1 Increasing the number of teenagers playing Camogie</p> <p>1.2.2 Increasing the number of women over 21 playing Camogie</p> <p>1.2.3 Development of floodlit Camogie as a participation model</p> <p>1.2.4 Development of social Camogie for past players</p>	
<p>1.3 TECHNICAL DIRECTION PLAN</p> <p>1.3.1 Review and refine the structure of the player development programme</p> <p>1.3.2 Establish an intercounty player pathway for players, particularly in Tier 2 and Tier 3 counties (see matrix of counties on page 13)</p> <p>1.3.3 Review the playing rules at the 2018 Congress</p>	2017
<p>1.4 PARTICIPATION AND GROWTH PLAN</p> <p>1.4.1 Have a targeted growth plan for Camogie, based on population growth, sustainability and existing strengths. This will best develop Counties according to their specific needs and our game's matrix, ('support the game' (Tier 1), nurture the game' (Tier 2) and grow the game' (Tier 3) illustrated on page 12) and will be aligned with the size and resources of our Association</p> <p>1.4.2 Provide a support structure for clubs with a 'planning for success tool kit' under headings such as administration, finance, legal, playing rules and social, specifically with a new club management training programme (in association with the GAA)</p> <p>1.4.3 Have a strategy for continued support and development of Camogie internationally particularly the development of underage in Britain and North America.</p> <p>1.4.4 Development and roll out of a strategy for stronger club/school Camogie links at primary/post-primary levels</p>	2017

1.5	FIXTURES PLANNING	2016
	Continue to support the Fixtures Working Group in their work to improve fixtures planning whilst also undertaking the following:	
1.5.1	Conduct a review of the Camogie Association's fixtures programme, examining in particular the competition structures	
1.5.2	Set fixtures for intercounty teams to allow for clear playing windows for clubs	
1.5.3	Explore development of club game programmes that cross county and provincial boundaries	
1.5.4	Development of protocols with our colleagues in LGFA to agree on intercounty fixtures on an annual basis, working to overcome fixtures clashes and publication of an annual joint fixtures plan	
1.5.5	Continue to support the promotion of Camogie in the third level sector	
1.6	REFEREE DEVELOPMENT PROGRAMME	2017
	Continue to support our referees and match officials through the following:	
1.6.1	Devise a programme for implementation of a referee pathway from club to national levels	
1.6.2	Continue the development of a national academy for referees	
1.6.3	Recruit and develop female referees in each county	
1.7	COACH DEVELOPMENT	2019
	Continue the emphasis on enhancing the coaching capacity and capabilities of all clubs and counties	
1.7.1	Programme to roll out accessibility to coaching courses and development resources to all club coaches particularly in 'nurture the game' (Tier 2) and 'grow the game' (Tier 3) counties	
1.7.2	Develop and implement an inter-county Camogie mentoring support system from Tier 1 counties to Tier 3 counties in 2017 for u18 and/or adult teams	
1.7.3	Progress towards having minimum coach requirements for intercounty u14/u15/u16/u18/adult coaches in place for 2019	
1.7.4	Establish coach academies for third level players	
1.7.5	Develop a programme of clear pathways for all coaches from grassroots to elite levels	
1.7.6	Establish a panel of coach tutors sufficient to sustain the coaching goals of the Association	

COUNTIES SUPPORT THE GAME (TIER 1)	COUNTIES NURTURE THE GAME (TIER 2)	COUNTIES GROW THE GAME (TIER 3)
ÁTH CLIATH	AONTROIM	AN BHREATAIN
CILL CHAINNIGH	ARD MHACHA	AN CABHÁN
AN CLÁR	CEATHARLACH	CIARRAÍ
CORCAIGH	CILL DARA	CILL MHANTÁIN
DOIRE	AN DÚN	DÚN NA NGALL
GAILLIMH	AN IARMHÍ	FEAR MANACH
LOCH GARMAN	LAOIS	LIATROIM
LUIMNEACH	AN MHÍ	AN LONGFORT
PORT LÁIRGE	ROS COMÁIN	AN LÚ
TIOBRAID ÁRANN		MAIGH EO
UÍBH FHÁILÍ		MUINEACHÁN
		SLIGEACH
		TÍR EOGHAIN

Strategic Action Area 2

IN THE PUBLIC EYE: RAISING THE PROFILE OF CAMOGIE

Our Goal

To promote the game of Camogie to a wider audience and to focus on the commercial development of the sport

Vision 2019

To have a strong commercial and sporting positioning for Camogie, through the delivery of media awareness and commercial partnerships

Our Values

Innovation ◦ Leadership
Voluntarism ◦ Fun
Integrity ◦ Excellence
Inclusiveness



KEY INITIATIVES / PROJECTS TO DELIVER

PROJECT	TIMELINE
2.1 BROADCAST PROGRAMME 2.1.1 Develop a proposition for TV/radio encompassing Championship, behind the scenes possibilities, and highlights programmes 2.1.2 Secure a broadcast deal for Camogie that positions it within the public imagination, and provides a platform for further commercial deals, whilst also serving the needs of the sport 2.1.3 Seek inclusion in feature TV/radio/other channels programmes on a more consistent basis	2016-19
2.2 MARKET INFORMATION ANALYSIS 2.2.1 Invest in data capture with a marketing research agency and use the information captured to underpin business development and broadcast deals	Annual
2.3 COMMERCIAL BUSINESS DEVELOPMENT Focus on building significant commercial partnerships and showcase the momentum, through the following initiatives 2.3.1 Invest in a commercial development resource to help secure commercial deals and activate them 2.3.2 Explore further joint partnerships with the GAA and LGFA, specifically on a women's Gaelic games initiative	2016-19
2.4 POSITIONING PROGRAMME 2.4.1 Work to achieve Camogie's inclusion on a regular basis in weekly sports discussions as well as having match specific media coverage 2.4.2 Develop and support a panel of key spokespeople including current and ex-players, and administrators to speak to the media about Camogie 2.4.3 Promote our players as role models with the media and general public 2.4.4 Examination of Camogie's current digital media profile with a view to maximising this through a digital media development programme	2016-19
2.5 BRANDING INITIATIVES Undertake branding initiatives using specific expertise to focus on: 2.5.1 Reviewing the Association's current logo and name (especially in the context of closer collaboration with the GAA) 2.5.2 Evaluating the current playing uniform of Camogie players in the context of tailoring more specifically for the female athlete 2.5.3 Engaging in continuous evolution of the Association's website so as to encompass latest online trends	2017-18

Strategic Action Area 3

OFF THE PITCH: BUILDING SUSTAINABLE ORGANISATIONAL STRUCTURES

Our Goal

To promote the game of Camogie to a wider audience and to focus on the commercial development of the sport

Vision 2019

To have a strong commercial and sporting positioning for Camogie, through the delivery of media awareness and commercial partnerships

Our Values

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KEY INITIATIVES / PROJECTS TO DELIVER

PROJECT	TIMELINE
<p>3.1 SUSTAINABLE FINANCIAL MODEL</p> <p>Focus on ways of building additional revenue streams for Camogie, specifically through the following:</p> <ul style="list-style-type: none"> 3.1.1 Agreement by Ard Chomhairle on the investment required to achieve overall longer term goals 3.1.2 Evaluate the commercial benefits to Camogie in developing common insurance/ injury fund schemes, rebates, etc. 3.1.3 Explore commercial merchandising opportunities and evaluate the associated investment costs of these 3.1.4 Evaluate EU funding sources for indigenous sports 3.1.5 Consider a strategy to maximise attendance and revenue from national semi-finals and finals 	2016-17
<p>3.2 GOVERNANCE BEST PRACTICE</p> <ul style="list-style-type: none"> 3.2.1 Implement at national level the governance code as recommended by Sport Ireland (governancecode.ie) and Sport NI 3.2.2 As part of the governance code implementation, examine the decision making roles between Ard Chomhairle, the Uachtarán and the Ard Stiúrthóir including regular management inputs and reports to Ard Chomhairle 3.2.3 Independently review the composition and skillsets of Ard Chomhairle and their appropriateness to meet high governance standards, strategic decision making and access to independent relevant expertise 3.2.4 Strengthen Ard Chomhairle with appointments of individuals with relevant technical expertise, as required 3.2.5 Examine existing Ard Chomhairle sub-committees, their relevance and their terms of reference, and delegate specific decision making responsibilities to these sub-committees, while also appointing a specific committee for Commercial Business Development and another for Planning 3.2.6 Review the governance model of third level Camogie 3.2.7 Put in place a Strategy Implementation Group for the National Development Plan. Bring a motion to Congress proposing the appointment of the chair of this group to sit on Ard Chomhairle for the duration of the Plan 	2016-17

3.3 RESOURCING OF COUNTY AND PROVINCE 2017

Undertake a review of the remit of Provincial Councils and via this process include the following:

- 3.3.1 Review and clearly define the role of the Provincial Councils, including their role around coach education, officer development, post-primary and supporting the club-school link
- 3.3.2 Put in place paid administrative support in Munster and Leinster as a priority and evaluate the feasibility of providing administrative paid support in a number of counties
- 3.3.3 Review of underage provincial fixtures, with a greater focus on adequacy of club games programmes, particularly at u16/18 levels, and across county boundaries
- 3.3.4 Propose that Provincial Officers do not hold county officerships, to avoid conflicts (rule change required)
- 3.3.5 Propose that either the County Chairperson or Secretary is the representative at Provincial Council (rule change required)
- 3.3.6 Explore where the resources can be pooled with the GAA at county and at provincial levels

3.4 CLUB CONSTITUTION UPDATE 2017

- 3.4.1 Work with the GAA and the LGFA in amending the respective Official Guides to restate the GAA Club Constitution for all clubs (integrated & stand-alone)

3.5 CLUB OFFICERS SUPPORT AND RECRUITMENT 2018

- 3.5.1 Work with the GAA in their National Officer Development Programme and their Club Leadership programme in order to utilise both these plans where feasible and share resources, including e-learning training programmes
 - 3.5.2 Explore possibilities to work with Local Sports Partnerships in providing club training programmes at a local level
 - 3.5.3 Implement best practice for club development, specifically:
 - a Matching people with skill set - treasurers, PROs, children's officers
 - b Provide mentoring and training for new recruits into specific roles
 - c Implementing succession planning in officer positions in light of the five year rule and in implementing the Governance Code
-



Strategic Action Area 4

AONTAS: STRENGTHENING RELATIONSHIPS

Our Goal

To show leadership working closely with the GAA to achieve our common goal of delivering Gaelic Games

Vision 2019

To have in operation a number of shared activities and services which help promote camogie and hurling in an efficient way, whilst working towards achieving greater integration of our organisations and protecting both codes for future generations

Our Values

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 Inclusiveness



KEY INITIATIVES / PROJECTS TO DELIVER

PROJECT	TIMELINE
<p>4.1 AONTAS PROGRAMME Develop a plan for how Camogie will strengthen its relationship with the GAA that is practical, is incremental and has the best mutual interest at its heart. Actions within that plan include:</p> <ul style="list-style-type: none"> 4.1.1 Identify what Camogie would achieve from closer integration and shared services 4.1.2 Identify the timelines to the plan and achievable staged progress 4.1.3 Identify the areas of difficulty and address those openly 4.1.4 Develop a proposal of shared activities with implementation plans (e.g. games development, club development) and review together the feasibility of those with the GAA 4.1.5 Joint appointment of a facilitator to oversee the Aontas programme 4.1.6 Development of a communications programme specifically for the GAA and Camogie communities, as well as media and general public, and highlighting vision and leadership, as well as practical working models, e.g. child protection 	2018
<p>4.2 PARTNERSHIPS</p> <ul style="list-style-type: none"> 4.2.1 Continue to participate in key stakeholder workshops with the GAA and LGFA 4.2.2 Continue to support the One Club Model where the opportunity for such exists 4.2.3 Continue to work in close collaboration with the LGFA, especially in the areas of fixtures and dual players 4.2.4 Continue to work in close collaboration relevant other national and local bodies concerned with sport, physical activity and well-being and with charitable partners including e.g. Sport Ireland, Sport NI, relevant government departments 	Ongoing

RULES OF OUR CLUB

RESPECT
INCLUDE OTHERS
PRAISE
DONT BULLY
BE KIND TO OTHERS
SHOW CARE AND COMPASSION FOR OTHERS
COOPERATE
PLAY FAIR
FORGIVE
COURTESY
FREE TO DISAGREE

RATHCOFFEY CAMOGIE CLUB



Summary of the Plan

All of the activities in this plan are only achievable with strong financial commitments, protocols, governance and a solid ongoing financial management plan underpinning them.

Succession planning for our key roles is also critical and forms part of this strategy.

Decision making is critical for driving success and it is crucial that our governance structures and committees facilitate best possible leadership and decision making within the organisation. Camogie recognises that in today's fast changing world that the Association has to be responsive to change and must be constantly seeking to have the best and most qualified people both on and advising its committees.

The next step will involve the development of an operational strategy with a costed annual action plan. Monitoring and regular evaluation of the targets under the four strategic areas is crucial to the ultimate outcome of this plan. A strategic implementation group will oversee the plan and drive its realisation. The implementation plan will also identify a designated lead responsibility for each action. The achievement of the ambitious targets of this plan will require additional resources over the next four years.

Thanks

With thanks to all those who contributed to this process, all those who answered the survey, came to meetings, spoke to our consultant at meetings or by phone. With thanks also to the Steering Group namely Paula Bruen, Claire Egan, Linda Kenny, Liz Howard, Martin Mc Avinney, Geraldine Mc Grath, Linda Mellerick, Richard Mullholland, Mary O'Connor, Sheila O'Donohoe, Joan O'Flynn and Brendan Waters, to Maeve Buckley of Line Up Sports Media & Entertainment consultancy, and the staff of the Camogie Association.

