



**THE  
CAMOGIE  
ASSOCIATION**  
An Cumann Camógaíochta

**Passion  
People  
Pride  
Place**

**National  
Development  
Plan 2020-23**



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Reaching your goals,  
exceeding your expectations





# Camogie

Passion  
People  
Pride  
Place

This document sets out the plan to develop Camogie over the next four years. We have listened to and heard the views of our players, Clubs, coaches, referees, volunteers, officials, administrators, supporters, staff and stakeholders, which are reflected throughout.

The key messages coming through these engagements were that the passion we all have for the game and the pride we take in our Club; our County and the game collectively are our key assets. The game is all about its people, particularly its volunteers, and that Camogie offers us all a sense of place - it's all of us, it's our game.

Our plan outlines 12 key goals, aligned to 4 strategic action areas that demonstrate an ambition to advance all aspects of Camogie, starting from our Clubs and volunteers.



# Passion People Pride Place

## Introduction

We are pleased to present this new National Development Plan for the Camogie Association to guide us through the next four years to the end of 2023.

The last National Development Plan achieved great progress in many areas as the Association has developed greatly over the past decade and the aim of this plan is to continue that progress and to achieve even greater success.

This National Development Plan sets out our vision to continue to create a game that is at the heart of our communities and that inspires us all. It aims to develop and promote Camogie at all levels to inspire current and future generations as well as preserving and celebrating the wonderful heritage of our game.

The key messages of the plan are: **Passion, People, Price and Place.**

Camogie is at the heart of our communities and caters for us all – from players and referees, to coaches and administrators, to all volunteers and supporters who form our Association. Our membership are our sport and this plan has been designed with our membership at the centre of it at all times.

We have set out 12 key goals across four strategic areas to guide our work for the coming years that will result in real change at significant progress for our game. The values of the Association flow throughout this plan and support its actions at all times.

The process to develop this plan reached out to all areas of our membership as well as taking into account the wider environment in which we operate. The engagement around the process was extremely high which

highlights the enthusiasm which there is to continue driving our game forward. We are grateful to all who contributed to the development of this plan.

The Association is excited by the challenges and opportunities that this plan presents and eager to achieve all of those possibilities.

The objective now is to turn this plan into action and results which we can only achieve by continuing to work together. The Association's dedicated staff team will lead much of its work but they can only do so with the continued support and assistance of our membership. This is your game and your plan and it is important that we all play our part.

Ní neart go cur le chéile.

**Ard Chomhairle an Cumann Camógaíochta**





# OUR VISION

Camogie is at the heart of our communities, a game that inspires, an Association for all.

# OUR PURPOSE

To develop and promote Camogie at all levels to inspire current and future generations and preserve the heritage of our game.

Passion  
 People  
 Pride  
 Place

# Camogie

## Our Values

As we work to achieve our vision, everything we do over the next four years will align to the following set of core values:

### Aspiration

Our passion and pride for Camogie, its tradition and its heritage guide our aspirations and the development of the game

### Teamwork

We work in partnership to enhance all aspects of the game at all levels

### Leadership

We lead with integrity and transparency, we have the courage to make strong decisions for the good of the game, to be innovative and provide inspiration both on and off the pitch

### Volunteer

The foundations of the game are Clubs and volunteers; we value and recognise their role and contribution. This underpins our approach and delivery

### Community

Camogie is an inclusive game, accessible to all and built on an ethos of respect, fun and enjoyment





# Strategic Action Areas



Four strategic action areas frame our work for 2020-2023. Each aligns with Passion, People, Pride or Place and is underpinned by a series a of key goals:

- Goal 1** – To provide lifelong participation within Camogie
- Goal 2** – To increase the standard of Camogie at Club and County levels
- Goal 3** – To embrace the fixtures challenge to ensure adequate games programme for all
- Goal 4** – To promote the health, well-being and welfare of all Camogie participants
- Goal 5** – To increase the availability of skilled and qualified coaches and referees, and provide a supportive environment for volunteers
- Goal 6** – To ensure that volunteers and Clubs are valued and have the skills and support to effectively and efficiently administer our game
- Goal 7** – To revitalise the Camogie brand and identity
- Goal 8** – To develop commercially to power and drive our core business
- Goal 9** – To inspire more people to watch and engage with Camogie, locally, nationally and internationally
- Goal 10** – To work collaboratively with the GAA and LGFA as part of the Gaelic Games family
- Goal 11** – To ensure appropriate playing facilities for Camogie
- Goal 12** – To provide an innovative, dynamic and sustainable Association that demonstrates best practice in governance and partnerships





# About Us

“If Clubs are the lifeblood of our game, then players, coaches and volunteers are its heartbeat” (Consultee)

Founded in 1904, The Camogie Association is the National Governing Body for the sport of Camogie, recognised by Sport Ireland. We are responsible for administering, legislating and promoting the game of Camogie. The game is one of the fastest field sports in the world, recognised by UNESCO in 2018 on a list of protected cultural activities around the world, an acknowledgement of its unique contribution to Irish culture and Irish society.

Camogie makes a significant contribution to Irish sport as part of the family of Gaelic Games, with over 2% of the population volunteering in hurling and Camogie and more than 100,000 people participating in the game each year.

The Camogie Association operates under its Official Guides (An Treoir Oifigiúil) which set out our core objectives of:

- promoting, developing and managing Camogie in Ireland and internationally.
- promoting the active participation of women in sport.
- working in partnership with the wider Gaelic Game’s family.
- fostering an awareness of the richness of our national culture, including the Irish language.
- supporting Irish industries.
- creating a safe environment for our members and supporters.
- promoting community development and community spirit.

The Club, comprised of its members, is the basic unit of the Association. Each Club is represented at County Board level. Each County Board is represented at Provincial Council level. Each Provincial Council is represented on Ard Chomhairle – the governing body for our game.

From congress to congress, the Camogie Association delivers on its National Development Plan through annual work plans for staff, and committees, setting out appropriate objectives.

This document builds on those that have come before, with a renewed focus on connecting with our roots and on invigorating and advancing the sport from the ground up.



# Camogie in numbers

**283**  
283 National Fixtures  
across all age grades

**578** The number of  
registered Camogie  
Clubs in Ireland

**22** The number of staff employed  
by the Camogie Association to  
deliver its work

**100+**  
schools across Ireland participating  
in annual Camogie Events

**323,400+**  
viewers of Senior All-Ireland Final. Largest  
audience for a live women's sporting event in 2019.

**100,000+**  
The number of registered Camogie  
players in Ireland and Internationally

**24,730**  
The number of people attending the 2019  
All-Ireland Camogie Championships Finals





# Developing the Plan

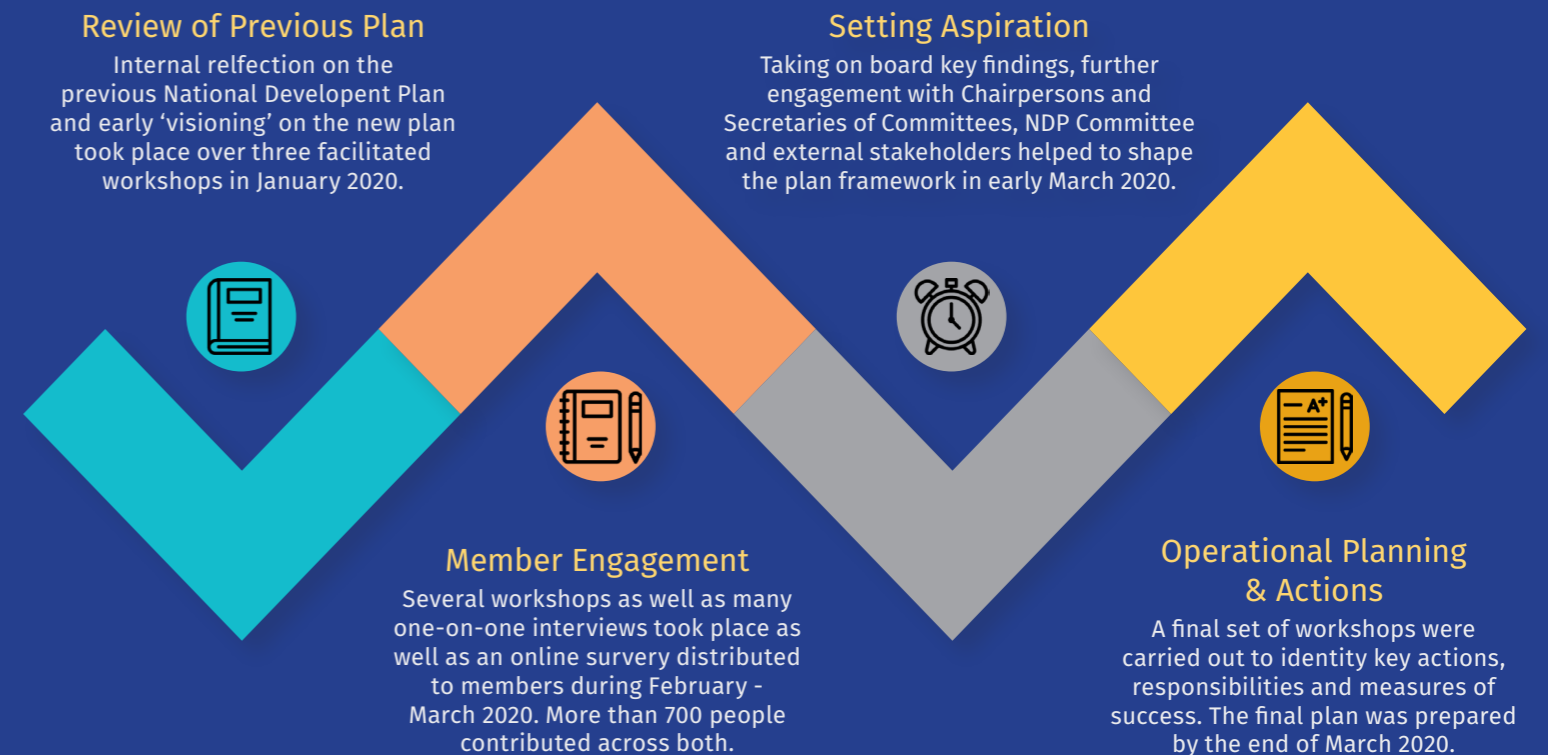
## National Development Plan Process

The planning process for the 2020-2023 National Development Plan (NDP) involved significant consultation and engagement with representatives and stakeholders over a focused three month period. The four staged process is set out below.

The consultation process was open to all stakeholders both in Ireland and Internationally. More than 800 individuals representing all 32 Counties and more than 280 Clubs engaged in the process, as well as funders, sponsors, partners and other stakeholders. They reflected on what's working well and what needs to be improved as well as enabling the Association to identify the key strategic opportunities, issues and challenges for the game over the next four years, and to identify actions and solutions that we could take forward to capitalise or address them.

### Who Contributed to the NDP?

Contributions to the plan included the following:







# Who Contributed to the NDP?

**Contributions to the plan included the following:**

**9** external stakeholder and partner organisations consulted via 1-1 interviews

**693** people responded to an online survey including 174 players, 237 coaches or referees, 125 administrators and 57 volunteers

**287** Clubs represented in consultations

**4** facilitated workshops delivered with Camogie Association staff and Ard Chomhairle

**42** representatives contributed directly through six provincial workshops

**8** facilitated workshops hosted for Sub-Committees and provincial representatives

**1300+** qualitative statements provided through surveys offering comment, ideas and priority themes

**32** Counties with representation and input across the various consultations





# What you told us?

The consultation process included passionate and forthright contributions from stakeholders about where we need to go and what we need to do to enhance the game. The following is not an exhaustive list of comments and statements; this is a thematic overview of the key issues and ideas that appeared time and again throughout our consultations:

- You consistently told us that the plan needs to connect with Clubs and volunteers at a local level, with every Club or volunteer regardless of their level or geography. They should be able to lift the plan and identify where they fit and contribute
- You told us that increasing participation and focusing on player retention should be key priorities
- We heard consistently that volunteers, including coaches, referees and officials, need to be supported with training, education and structural improvements to enhance the quality and effectiveness of the game
- We understand that a one size fits all approach is not appropriate, that some Tier 1 Counties contain Tier 3 Clubs, and thus, a needs-led approach to support Counties' planning initiatives and activities should be considered
- The need to enhance our partnership working with the LGFA and GAA are clear priorities:
  - specifically, there is a need to improve access to facilities for Camogie Clubs and County teams, as well as
  - improving the management and administration of fixtures to create a better playing experience. This is part of a process leading to parity for the sport within Gaelic Games during the lifetime of this plan.
- Whilst identifying a strong affinity and commitment to the tradition and heritage of the Association, you told us that the game requires a refreshed identity with a strong brand that we can all be proud of, playing to our strengths such as our UNESCO Intangible Cultural Heritage status and the skill and speed of the game
- A clear priority is in understanding the future direction of the Association and how its relationship with the GAA and LGFA will evolve as part of Aontas
- We heard that investment in facilities, resources and support for Provincial and County structures will enhance the effectiveness of game administration
- There's lots that Camogie is doing well, including the increased promotion of the game, increased tv and online coverage and ability to attract investment through sponsorship. You told us to build on the positive work to date
- As an Association, we could be more responsive and provide support, faster to Clubs and Counties that need us

This National Development Plan acknowledges the contributions of our stakeholders, the following section sets out our key areas of action in response to these findings.





# Our Goals, Actions & Measures of Success

The following section outlines the specific actions and initiatives to be delivered to achieve each of our 12 key goals. Some of the actions and initiatives are a continuation of business as usual – these are the things that you told us are working well. Many of the actions and initiatives are new and reflect our aspiration to enhance all aspects of the game.

Included against each are a set of indicators of success, enabling the Association to monitor our work, be accountable for our actions and report on our impact, some of these will require us to develop baseline measures.

Each of the actions will be assigned to specific individuals across the Association and various Units. The context within which the plan is implemented will change and evolve over the course of its four year lifespan, thus actions are focused primarily on years 1 and 2 with annual work planning, review and updates built into the plan.



The Game  
(Passion)



Volunteers  
(People)



Identity  
(Pride)



Leadership  
(Place)





**The Game  
(Passion)**

# Strategic Action Area 1: The Game

Goal	Success Indicator	Key Actions
Goal 1 – To provide lifelong participation within Camogie	% of people on Camogie programmes remaining active within Camogie according to the M1 measure	<ul style="list-style-type: none"> <li>• Deliver a suite of age appropriate and skill appropriate participation programmes (e.g. Camán to Croker, Hurl with Me, M.N.A Programme etc.), review and refine annually</li> <li>• Undertake a comprehensive review of participation of primary, secondary and third level education to enable and create pathways and connections with local Clubs</li> <li>• Support Units to develop and implement social Camogie programmes in each Province</li> <li>• Commission research on the player retention transitions and drop-out challenge and how to re-engage former players</li> <li>• Continue active Camogie engagement on participation initiatives delivered in partnership with the GAA and LGFA (e.g. Féile, Youth Development Forum)</li> <li>• Support the delivery of Provincial games development programmes based on needs of Provincial/County Units, providing opportunities for people to play at an appropriate level (e.g. 7's competitions for non-County players)</li> <li>• Support tutors, coaches and volunteers to implement the M1 measure across all participation programmes, enabling us to track those remaining active within Camogie</li> </ul>
Goal 2 – To increase the standard of Camogie at Club and County levels	% of representatives reporting an increase in standards year-on-year	<ul style="list-style-type: none"> <li>• Oversee the implementation of the government grant scheme in partnership with the LGFA and WGPA, and lobby for its growth and development</li> <li>• Develop the player pathway as a resource – redesigned and redistributed to enable its use and implementation across Units</li> <li>• Support the development of new Camogie Clubs</li> <li>• Develop a National Framework built on a positive coaching culture to support the delivery of minimum coaching standards at Club, County and Provincial level</li> <li>• Carry out a review of County Development squads including structures, coaching standards and processes, and develop a plan to deliver against original aims and objectives</li> </ul>
Goal 3 – To embrace the fixtures challenge to ensure adequate games programmes for all	% of representatives reporting an enhanced playing environment arising from fixture co-ordination	<ul style="list-style-type: none"> <li>• Complete fixtures review and devise a toolkit to empower Counties to organise an effective programme at all levels</li> </ul>
Goal 4 – To promote the health, well-being and welfare of all Camogie participants	% of all participants on player welfare initiatives reporting a positive impact on health and/or well-being	<ul style="list-style-type: none"> <li>• Implement an annual programme of targeted player welfare initiatives based on emerging needs</li> </ul>

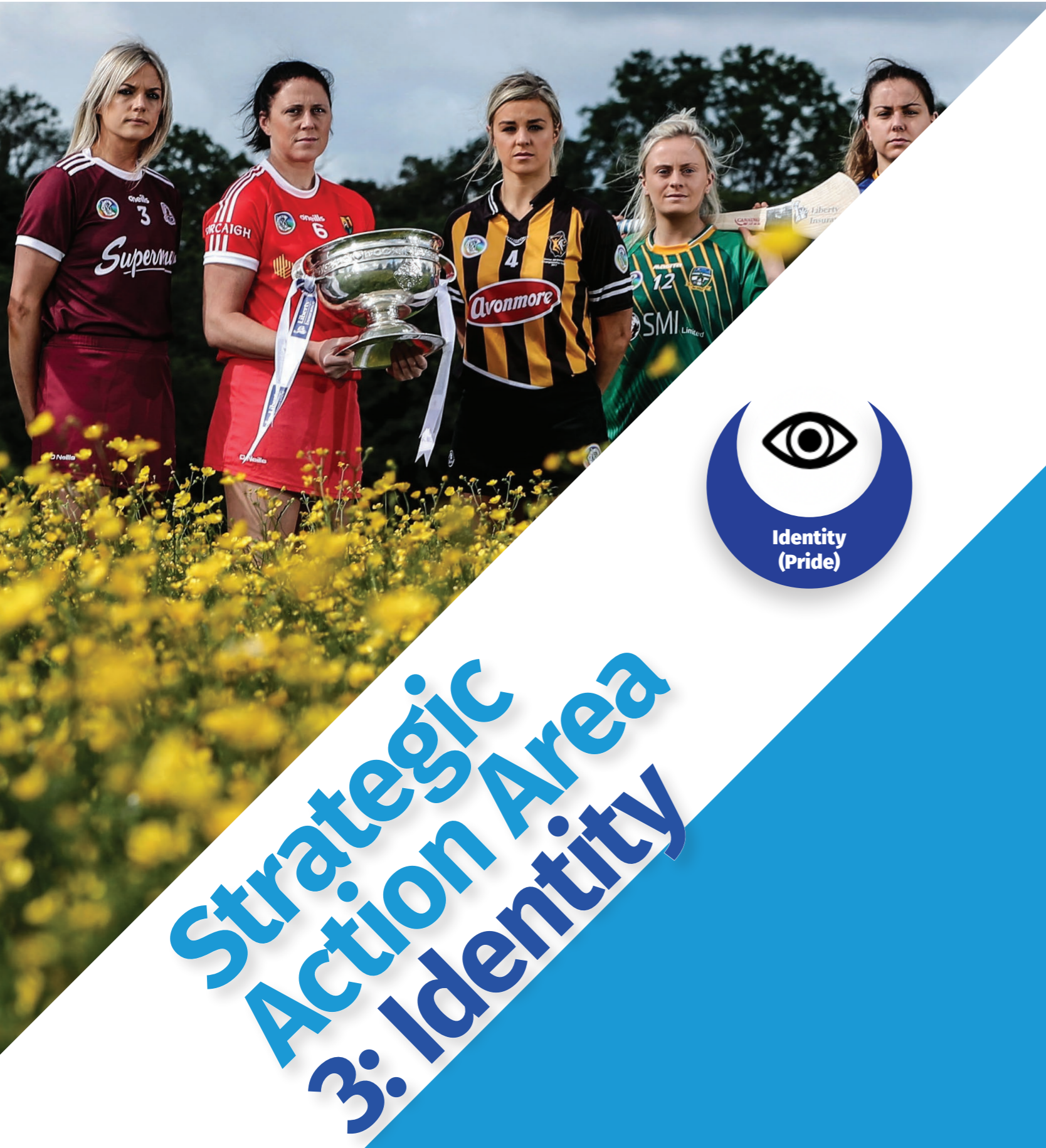




# Strategic Action Area 2: Volunteers

Goal	Success Indicator	Key Actions
<p>Goal 5 – To increase the number of skilled, qualified coaches and referees, and provide a supportive environment for volunteers</p>	<p>% increase in the total number of active referees and coaches and % progressing to higher grades/ qualifications</p>	<ul style="list-style-type: none"> <li>• Prepare and implement a referee development plan setting out the future of refereeing at Club, County and National level</li> <li>• Improve standards of refereeing through an annual programme of referee education including the Peter Downey Referee Academy</li> <li>• Support Units through Unit Development Officers to develop and implement coach education and development plans</li> <li>• Enhance learning and development in all areas by using the learning platform, webinars and podcasts, and develop an online library of resources to support volunteers</li> <li>• Improve standards of coaching through an annual programme of coach education including partnership coaching initiatives with the GAA and LGFA</li> <li>• Develop annual programme of workshops to 3rd level education students focused on understanding of a variety of ideologies and techniques used in the coaching of Camogie</li> <li>• Grow and enhance the M.N.A Programme to support and retain female coaches</li> <li>• Train and support a pool of Camogie Coach Developers to support and mentor Club coaches</li> </ul>
<p>Goal 6 – To ensure volunteers and Clubs are valued and have the skills and support to effectively and efficiently administer our game</p>	<p>No. of volunteers trained and % that report enhanced skills and capacity to effectively develop and manage the game</p>	<ul style="list-style-type: none"> <li>• Implement a programme of joint LGFA and GAA key official, coaching, officer and safeguarding training annually</li> <li>• Develop and disseminate clear role specifications for all officers with guidance on compliance and rules of Association</li> <li>• Deliver a programme of training for event controllers, stewards and ticketing at Provincial and County levels</li> <li>• Camogie Association to achieve Sport Ireland's Clubmark status</li> <li>• Support Units to achieve compliance with the voluntary Governance Code</li> <li>• Establish, in partnership with provinces, a network of administrators to support Provincial and County structures</li> <li>• Continue to recognise the contribution of volunteers through annual awards and initiatives</li> <li>• Implement a programme of training for volunteers in disability and autism inclusion and ensure that every Club adopts an appropriate inclusion policy</li> </ul>

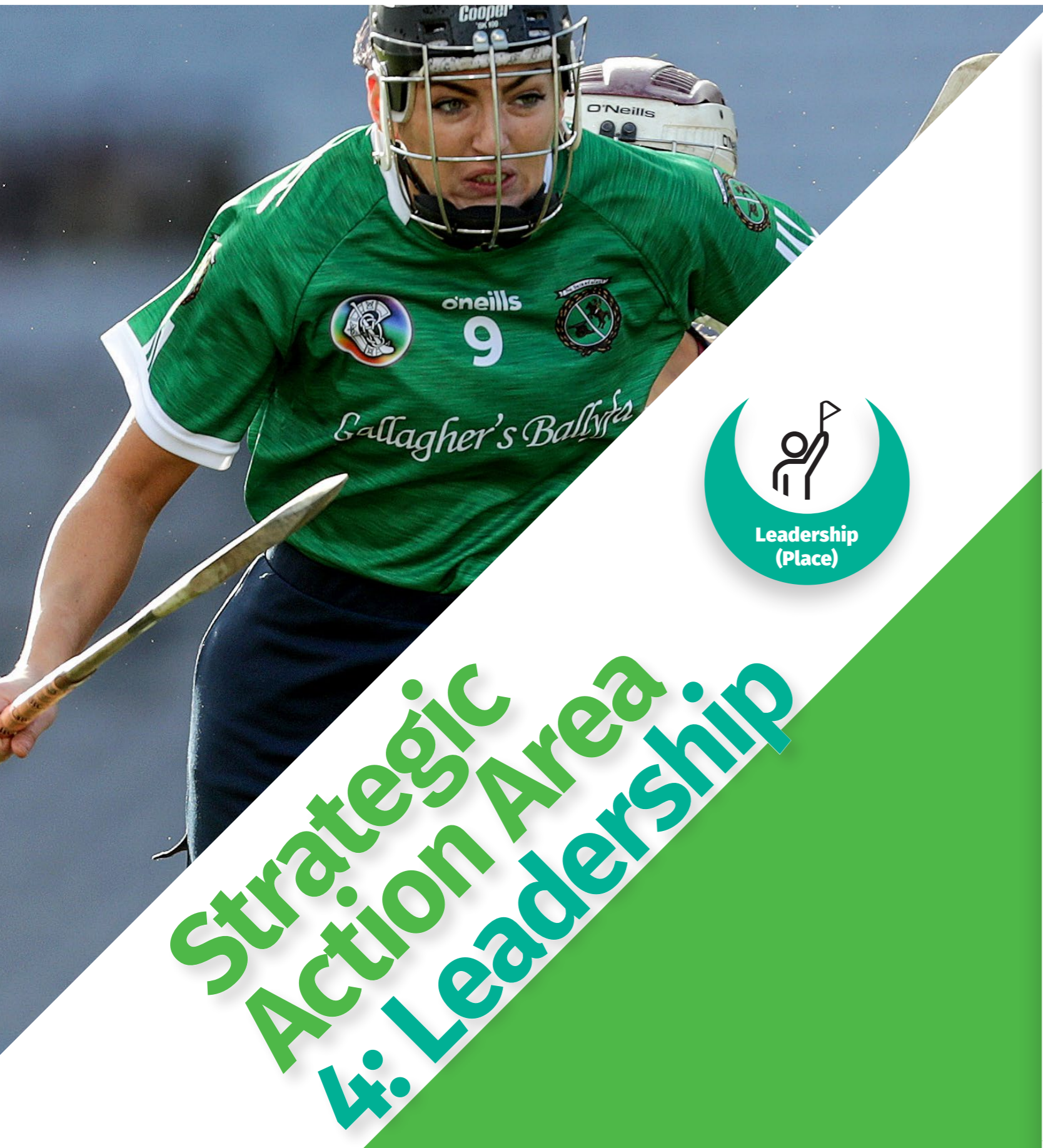




# Strategic Action Area 3: Identity

Goal	Success Indicator	Key Actions
Goal 7 – To revitalise the Camogie brand and identity	% of all members reporting positively on the Association rebrand	<ul style="list-style-type: none"> <li>Analyse the current Camogie Association brand identity through consultation with members and implement actions towards a rebrand of the Association</li> </ul>
Goal 8 - To develop commercially to power and drive our core business	Net promoter score from Sponsors reflecting their experience of the Camogie Association	<ul style="list-style-type: none"> <li>Maximise the commitments and opportunities within current sponsorship deals</li> <li>Develop new sponsorship opportunities and relationships across different components of the game</li> <li>Develop and share guidance and toolkits to support Provincial and County Units to enhance sponsorship income</li> </ul>
Goal 9 – To inspire more people to watch and engage with Camogie, locally, nationally and internationally	% increase in numbers against all agreed metrics including social media following, match attendance, OTT viewing and TV coverage	<ul style="list-style-type: none"> <li>Reinvigorate the communications strategy through revised annual work plans and identify clear measures of success</li> <li>Develop an extension or follow on to the existing communications strategy for the period 2021-2023</li> <li>Increase the volume and quality of TV, OTT viewing and highlights for Camogie games</li> <li>Establish a PRO network and implement a programme of capacity building (online and other) to ensure implementation of effective Unit communications (e.g. effective social media use and planning)</li> <li>Maximise the impact of the annual All-Stars Awards and bi-annual All-Stars Tour</li> <li>Increase engagement with Association activities through enhanced use of technology (e.g. video, webinars, online meetings)</li> <li>Create a Camogie Ambassador and Role Models programme and support its implementation across Units</li> </ul>





# Strategic Action Area 4: Leadership

Goal	Success Indicator	Key Actions
Goal 10 – To work collaboratively with the GAA and LGFA as part of the Gaelic Games family	% of members that understand the strategic direction of the Association in respect of its relationship with the GAA and LGFA increases year-on-year	<ul style="list-style-type: none"> <li>• Cement the relationship and formalise ways of working with the GAA and LGFA as part of the Gaelic Games family to play at an appropriate level (e.g. 7's competitions for non-County players)</li> <li>• Appoint a dedicated, independent resource to support the advancement of collaborative working, co-funded by the GAA and LGFA</li> <li>• Provide a platform to ensure collaborative working between County and Provincial boards in the Gaelic Games family</li> <li>• Establish Provincial integration committees to enhance the level of collaboration and co-operation across the Gaelic Games family</li> <li>• Ensure an effective membership database is developed in partnership with the GAA and LGFA</li> </ul>
Goal 11 – To ensure appropriate playing facilities for Camogie	% of members reporting that access to facilities (either Camogie specific or greater access to existing) has enhanced year-on-year	<ul style="list-style-type: none"> <li>• Develop a facility needs analysis and action plan for Camogie, catering for current and future use</li> <li>• Engage with Units, Gaelic Games family and other bodies that are developing facilities to embed Camogie as a key user</li> <li>• Identify strategic opportunities (i.e. large scale grant funding) and work in partnership to secure access to facilities for Camogie</li> </ul>
Goal 12 – To provide an innovative, dynamic and sustainable Association that demonstrates best practice in governance	Net Promoter Score on the effectiveness of the Association according to members increases year-on-year	<ul style="list-style-type: none"> <li>• Ensure compliance with the Governance Code in line with Sport Ireland requirements</li> <li>• Access available grants and funding opportunities (i.e. Erasmus, Dormant Accounts, Women in Sport, Healthy Ireland) to advance key priorities within the NDP</li> <li>• Develop partnerships to enable ongoing research and impact measurement on Association programmes and activities to ensure evidence based decision making</li> <li>• Develop resources and provide training for educators to embed Camogie (the sport and its UNESCO protected cultural heritage status) within primary and secondary school curriculums</li> <li>• Embed our players' voice in decision making processes across the Association through the establishment of a player representative working group and development of mechanisms for player consultation</li> <li>• Develop an inclusion policy and action plan for Camogie to deliver on key targets and ensure the implementation of the Public Sector Equality and Human Rights Duty</li> <li>• Ensure that the Camogie Association is a great place to work through the provision of personal and professional development opportunities for staff and volunteers</li> <li>• Support committees to enhance efficiency in developing work plans and communicating decisions</li> <li>• Enable more effective utilisation of online systems and processes for staff to enhance sharing, efficiency and co-operation across projects and facilitating new ideas</li> <li>• Establish a minimum of one Camogie community sport and physical activity hub in collaboration with a Local Sports Partnership, focused on the use of Camogie to enhance female participation in sport and physical activity</li> <li>• Develop strong links with Local Sports Partnerships to enable the joint delivery of Camogie programmes targeting female participation</li> <li>• Work collaboratively with Local Sports Partnerships on volunteer development and coach education as well as supporting the delivery of programmes through tutor networks</li> </ul>





# Implementing the National Development Plan

## Implementation Framework

We are committed to implementing the ambitions and aspirations as set out in this National Development plan. Aspiration is something that applies to every member of the Camogie family, no matter what age, role, level, or ability – we believe that this plan allows you to aspire for better.

The successful delivery of this plan is reliant on a number of dependencies, namely: retaining and adding to our staff team, securing resources and funding, the development of a games management system to track progress against key indicators and the participation of Units and members in reviewing and assessing the impact of the NDP.

In order to fulfil our commitments in the plan and achieve our goals, we will:

- Establish an NDP Implementation Committee, tasked specifically with holding us all to account, particularly the Association on our key targets and KPIs. This will be chaired by an Uachtarán
- Develop a costed annual implementation plan for each of the key goals. This will set out key steps to be taken to deliver actions and set out responsibility and accountability
- Where impact measurement and reporting rely on a games management system, commit to implementing robust systems and processes for capturing data and measuring the impact of our work in its absence
- Conduct an annual review of the plan and commit to updating or amending actions where necessary
- Support the development and delivery of cascading provincial development plans within 12 months
- Communicate progress to members via the Communications Strategy and through the development of annual impact reports
- Invest in resources to ensure that the plan can be delivered and is achievable
- Ensure that our governance structures, decision making processes and leadership are fit for purpose and empower our staff and representatives to deliver on our commitments in the plan

# CAMOGIE

Passion: People: Pride: Place