



# **STRATEGIC PLAN FOR SHINTY 2015-2017**



# SHINTY & THE CAMANACHD ASSOCIATION

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The sport of shinty has been played in various forms in the northern parts of the British Isles for longer than recorded history. Whilst mentioned in Celtic folklore, the earliest tangible examples of the sport are evidenced in gravestones in Donegal and Iona where carvings on the gravestones of individuals in their final resting place depict a sword to one side of the warrior and a caman to the other.

From these prehistoric roots various forms of the game started to be codified, as with many other sports, during the 19<sup>th</sup> Century, with the first club being formed at Aberdeen University in 1861. Around this time games were being played the length and breadth of Britain, however it was in Scotland that the first competitions recognisable today were formed with the inauguration of the Glasgow Celtic Society Cup in 1879.

As the sport grew in popularity and the number of clubs increased, there became a pressing need to formalise the rules of the sport to enable the many clubs across the British Isles to compete against each other under one recognised set of rules. The resultant meeting in Kingussie in 1893 saw the creation of the Camanachd Association.

The Camanachd Association maintained its initial structure for much of its first century but the 'Future of Shinty' Report published in 1981 led to a complete restructuring of the way in which shinty was organised and managed. That, in turn, led to the move away from a dependence on volunteers to govern the sport, to the Association's first salaried employees being employed. This also resulted in the other myriad associations which organised shinty coming under the Association. Other associations, which still have a strong role in organising shinty, are the Glasgow Celtic Society, the Macaulay Association, the School's Camanachd Association and the Women's Camanachd Association.

In 2005, the Camanachd Association took the decision to change its structure again and moved to being a company limited by guarantee with no share capital. The company is overseen by a board of directors, all of whom are volunteers who are chosen by the members at the AGM with the addition of one co-opted voting director invited by the board

The membership of the association consists of shinty clubs and affiliated associations, such as the Glasgow Celtic Society and the Macaulay Association.

## NOTABLE HIGHLIGHTS STRATEGY 2011-14

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Since the restructuring of the Camanachd Association to a company limited by guarantee the necessity to plan further ahead and conditions of funding from sportscotland have meant that in addition to monitoring the company's financial and operational performance on a year to year basis, the Association reviews the overall direction of the sport on a triennial basis to coincide with the term of the President of the Association.

The previous strategy for the Camanachd Association concludes in 2014 and some examples of the progress the organisation has made in this time are:

- Stabilised governance of the sport with clear focus and leadership.
- Increased Membership in line with target.
- Entire refresh of Camanachd Association Coaching Qualifications:
  - Foundation
  - UKCC Level 1
  - UKCC Level 2
- Significant growth in Camanachd Association turnover and profitability, resulting in increased spend on Coaching and Development, plus the attainment of targeted Company Reserves figure.
- Significant growth in profile and support for shinty thanks to renewed and enhanced broadcast agreements with BBC Scotland and BBC Alba, plus improved relationships and coverage within print and online media. Over 100,000 people tuned in to coverage of the 2011 Camanachd Cup Final across live tv, radio and online broadcasts. The 2014 Camanachd Cup Final attracted in excess of 5,000 spectators, the largest shinty crowd in recent years.

## DEVELOPING STRATEGY 2017

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The current vice president of the board of the Camanachd Association (the “CA”) has been confirmed as president elect for the next three year term and, should the members concur, he will be voted into office at the AGM on the 28<sup>th</sup> of November 2014. As this candidate and several of the existing Board will be charged with delivering the strategic plan for 2015-17, they have been integral to the planning and the development of this document.

In June, enquiries were made to recruit consultants with the relevant expertise to assist the CA through this process and an appointment was duly made in the Summer of 2014.

After discussions with the incoming president and the COO, Duncan Freshwater met the board on 19<sup>th</sup> August 2014 to outline a process for the strategic plan’s development and to court initial thoughts.

The team then went on the road to canvas the clubs on their thoughts, concerns and aspirations for the game and the CA in the coming years. These meetings were conducted during September 2014 in Glasgow, Inverness, Fort William, Kyle of Lochalsh and Inveraray.

The meetings were conducted in small groups around the headings of the previous strategic plan with one or more current directors of the board of the CA chairing discussions on how well the CA had delivered in their respective areas and where there was room for improvement. In total 45% of CA senior and junior clubs actively participated during these consultations and all members will be circulated the draft plan for comment and further input prior to the AGM.

Feedback was recorded both by the chair of these discussion groups and by way of individuals writing on post-it notes their opinions and concerns, which were then collated into an overall spread sheet which strongly informed some of the priorities in this document.

The CA sportscotland Partnership Manager was present at the initial board meeting and the consultations in Inverness and Fort William and his contributions have been welcomed in picking up on areas overlooked in the consultations.

The strategy will also be seen by sportscotland for comment prior to being presented to the CA AGM in late November 2014.

## VISION

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### **Shinty: Scotland's most iconic team sport. Skill, Sportsmanship & Respect**

The skill, sportsmanship and mutual respect of shinty's players, clubs and communities will inspire people across generations, from every walk of life, to make Scotland's most iconic team sport their lifelong passion

## MISSION

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The mission of the Camanachd Association as set out in its articles of association is:

**To foster, encourage, promote and develop the sport and to uphold the rules of play of shinty for the time being in force**

# STRATEGIC AIMS

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## 1. Effective organisation

- Encourage and empower the people of shinty to contribute to the governing body ensuring it is working for the sport

## 2. Clubs, people & places

- Develop and increase the skills and infrastructure of the people and places our game needs to thrive

## 3. Partnerships

- Develop our partnerships with other organisations and associations who share and support our vision

## 4. Youth pathways

- Optimise a youth calendar, promoting frequent competition, with appropriate age categories and sensitive to schooling commitments

## 5. Competition scheduling

- Prepare, administer and review an annual competitive calendar that promotes excellence at the pinnacle and inclusion at the grass roots

## 6. Sustainable business

- Pursue a business development strategy for the sport of diversifying income streams whilst seeking to add value and grow the partnership with existing sponsors and investors

# OUR PRIORITIES

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The following actions will be prioritised as a consequence of the Strategic Plan consultation process conducted in September 2014. These actions have the potential to deliver the greatest impact on the current needs and aspirations of the Shinty Community.

## 1. Effective Organisations

- Reinststate annual area members meetings
- Review CA staff structure and numbers and reorganise as required to meet the strategic plan

## 2. Clubs, People & Places

- Planned and structured annual Club visits
- All teams to have at least one appropriately qualified coach.
- Identify and reduce the hurdles to entry level participation and thus grow membership
- Recruit, Train and support match officials
- Develop initiatives to promote sustainable growth in participation within “City” environments

## 3. Partnerships

- Closer collaboration and integration with the Women’s Camanachd Association
- Provide direct support for the Schools Camanachd Association
- Optimise the international fixtures with the GAA – format & schedules.

## 4. Youth Pathways

- Continue to review and optimise youth calendar, format and age groups.

## 5. Competition Scheduling

- Organise and deliver a full and stable fixtures schedule
- Identify formats and schedules to reduce barriers for entry level participation

## 6. Sustainable Business

- Identify and secure the funds required to re-structure and re-align the CA staff to deliver the strategic plan.



# 1. EFFECTIVE ORGANISATION

Encourage & empower the people of shinty to contribute to the governing body ensuring it is working for the sport.

OBJECTIVES	TARGETS	RESPONSIBILITY		TIMEFRAME		BUDGET
		Director	Staff	Start	Finish	£
<b>1. A Listening Organisation</b> Ensure the organisation makes efforts to reach out and seek the contributions and opinion of its members	<b>1.1</b> Conduct annual group meetings to speak with and listen to the people of shinty	Pres	COO	July	July	
	<b>1.2</b> Through the social media communications channels court opinion and suggestions for change in the sport	Comm's	Admin/ Comm's	July	Onward	
	<b>1.3</b> Promote a corporate calendar that outlines the process of how clubs can work with the CA to implement change	Comm's	COO	July	July	
<b>2. A Healthy Organisation</b> Ensure the organisation is fit to govern the sport	<b>2.1</b> Action on the recommendations in the KPMG audit of the CA	Pres	COO	Apr15	Dec15	
	<b>2.2</b> Conduct a self assessment of the organisation in 2015 against the independent audit framework	Pres	COO	Dec15	Dec15	
	<b>2.3</b> Complete the equality preliminary standard & implement equality throughout shinty	AMcV	Dev Manager	Feb 15	Mar15	
<b>3. Articles of Association</b> Review the articles of association in relation to voting rights and appointment of voting members of the Board	<b>3.1</b> Review options open to the Board for the appointment of co-opted Directors to support the elected Directors	Pres	COO	July15	Sep15	
	<b>3.2</b> Review the need for devolving voting powers to areas where only clubs directly involved get a vote	Pres / WG	Op's Manager	Apr16	Sept16	
<b>4. Composition of CA Board</b> Ensure CA board is complete with the most appropriate skill set for managing the sport	<b>4.1</b> Review of director portfolios and their relationship to the committee structure in light of the strategic plan 2015-17	Pres	COO	Mar15	June15	
	<b>4.2</b> Prepare role descriptions and support for each director portfolio as required in 3.1	Pres	COO	Mar15	June15	
<b>5. Staffing Structure</b> Ensure CA staff structure is aligned to the objectives in the CA strategic plan	<b>5.1</b> Review the staffing structure within the CA to efficiently deploy staff resources in the delivering the business	Pres	COO	Jan15	June15	

## 2. CLUBS, PEOPLE & PLACES

Develop and increase the skills and infrastructure of the people and places our game needs to thrive.

OBJECTIVES	TARGETS	RESPONSIBILITY		TIMEFRAME		BUDGET
		Dir	Staff	Start	Finish	£
<b>6. Healthy Clubs</b> Establish a baseline for the health of shinty clubs and a framework for assisting clubs realise their ambitions to succeed	<b>6.1</b> Each club has a development officer link and receives a planned and structured visit at least once a year.	Club	Dev Officers	Mar15	Onward	
	<b>6.2</b> Develop and implement audit of clubs against: volunteer levels; club policies; school links; youth teams; internet presence; business plan, etc.	Club	Dev Officers	Mar15	Onward	
	<b>6.3</b> Compile a handbook for how to run a club including case studies of best practice from within shinty.	Club	Dev Officers	July15	Dec15	
	<b>6.4</b> Registered membership of the CA to grow by 20% over the period of the Plan.	Club/Pres	COO/Dev Manager	Mar15	Nov17	
<b>7. Club Officials</b> Investing in the development and support of Club Officials to enable our clubs to realise their potential	<b>7.1</b> Develop and promote a programme of training courses for all club Officials that supports the CA 'How to run a Club handbook'.	Club	Dev Manager	Nov15	Onward	
	<b>7.2</b> Target key Officials in clubs to engage with some formal training that will enable them to better understand and fulfil their role.	Club	Dev Manager	Nov15	Onward	
	<b>7.3</b> Key club Officials to be recognised and rewarded for their effort through ticket or hospitality incentives at key CA events.	Club	COO	June	Oct	
<b>8. Club Infrastructure</b> Establish baseline of facility provision and make suggestions for minimum standards to aspire to for the sport to flourish	<b>8.1</b> Audit the quality of playing surfaces and develop/introduce a minimum standard of pitch for Premier League & CA events.	Facilities / WG	Op's Manager	Jan16	Sept16	
	<b>8.2</b> Audit the quality of club house facilities & be a point of contact to support clubs improving their facilities.	Facilities / WG	Op's Manager	Jan16	Sept16	
<b>9. Players</b> Benchmark current playing standards and seek to quantifiably improve the quality of play and thus the spectator spectacle	<b>9.1</b> Develop and implement an audit of how consistent/ versatile/accurate players are in the core skills of the game	Coach / WG	Dev Manager	Jan16	Apr16	
	<b>9.2</b> Create tests that can quantify improvement in key skills and extrapolate to a Youth development programme	Coach / WG	Dev Manager	Jan16	Apr16	
<b>10. Coaches</b> Raise the profile of coaching, coach education and continual personal development among active coaches in the game	<b>10.1</b> Review Youth coaching course content to ensure 'key skills' taught are prominent enough and relevant	Coach	Dev Manager	Oct15	Dec15	
	<b>10.2</b> Delivering coach education around the country and in collaboration with Clubs	Coach	Dev Officers	Jan15	Onward	
	<b>10.3</b> Promote the register of qualified coaches to create a market for the qualification.	Coach	Dev Manager	Jan15	Onward	
	<b>10.4</b> Every team to be working with a CA qualified coach.	Coach	Dev Manager	Jan15	Nov17	
<b>11. Match Officials</b> Improving consistency in interpretations of the rules of the game and refereeing performances	<b>11.1</b> Create a working group of senior referees, players & coaches to standardise the interpretations of rules of play	Officials / WG	Dev/ Manager	Oct15	Dec15	
	<b>11.2</b> Pro-actively recruit ex-players and others into match officiating with direct involvement and support of member clubs	Officials	Dev/ Manager	Oct15	Dec15	

	<b>11.3</b> Evolve and promote feedback & grading of referees so referees can move between grades depending on criteria (up & down)	Officials	Dev/Op's Manager	Oct15	Dec15	
<b>12. Spectators</b> Improving the spectator experience & increase spectator numbers	<b>12.1</b> Increase spectator numbers at CA run events.	Comm's	Admin/Comm's	May15	Onward	
	<b>12.2</b> Work in partnership with relevant Clubs to help increase spectator numbers at Premier League fixtures.	Comm's	Dev Officers	Mar16	Onward	
<b>13. City Teams</b> Develop specific, initiatives and support which allows Shinty, a predominantly village sport, to develop and self-sustain within a city environment.	<b>13.1</b> Pilot the development of competitions such as youth street league shinty (six a sides) as a regular feature within Scotland's cities/towns	Youth	Dev Manager / Officer	July15	Onward	
	<b>13.2</b> Support existing "City" Clubs to grow, developing capacity to provide a structured pathway for youths and new entrants	Club	Dev Officers	Jan15	Onward	
	<b>13.3</b> Ensure that fledgling junior "City" clubs receive adequate support with regards to expert coaching in basic skills.	Club	Dev Officers	Jan15	Onward	

### 3. PARTNERSHIPS

Develop our partnerships with other organisations and associations who share our vision.

OBJECTIVES	TARGETS	RESPONSIBILITY		TIMEFRAME		BUDGET
		Dir	Staff	Start	Finish	£
<b>14. Women's Camanachd Association</b> Through supporting the work of the WCA, increase the number of female members and teams playing shinty.	<b>14.1</b> Establish a CA staff link to the WCA working with them in developing women's shinty	Club	Dev Manager	Mar15	Onward	
	<b>14.2</b> Collaborating with the WCA, prepare a competition calendar	Comp's	Op's Manager	Mar15	Onward	
	<b>14.3</b> Increase the number of women's teams and players by 10% over the 3 year term of the Plan from the 2014 baseline.	Club	Dev Manager	Mar15	Nov17	
<b>Scottish Student Sport</b> Working alongside SSS grow the presence of shinty played on campus.	<b>15.1</b> Establish a CA link to SSS meeting a minimum of twice a year	Club	Dev Manager	July15	Onwards	
	<b>15.2</b> Collaborating with SSS, prepare a competition calendar	Comp's	Op's/ Dev Manager	Sept15	Onward	
	<b>15.3</b> SSS run an entry level league with an emphasis on fortnightly games through October and November	Club	Dev Officers	Sept15	Onward	
	<b>15.4</b> Increase the number of student teams and players by 10% over the 3 year term of the Plan from the 2014 baseline.	Club	Dev Manager	July15	Nov17	
<b>16. School's Camanachd Association</b> Work with the SCA to increase participation in Schools shinty events.	<b>16.1</b> Establish a CA link to SCA meeting a minimum of twice a year	Youth	Dev Manager	July15	Onward	
	<b>16.2</b> Review competition rules with a view to permitting smaller teams to merge and enter combined teams.	Youth	Dev Officers	Mar15	Onward	
	<b>16.3</b> Increase the number of school teams entering competitions by 10% over the 3 year term of the Plan from the 2014 baseline.	Youth	Dev Officers	Mar15	Nov17	
<b>17. Active Schools</b> Work with the Active Schools network to ensure introduce shinty as a sport of choice to the next generation.	<b>17.1</b> Maintain a strong working link with Active Schools in Highland region area	Youth	Dev Manager / Officer	Mar15	Onward	
	<b>17.2</b> Maintain a strong working relationship with Active Schools in Argyll & Bute area	Youth	Dev Manager / Officer	Mar15	Onward	
	<b>17.3</b> Develop Active Schools links in priority central belt Council areas to benefit the strategic growth of shinty.	Youth	Dev Manager / Officer	July15	Onward	
<b>18. MacAulay Association</b> In collaboration with the MA strengthen shinty in the Oban area.	<b>18.1</b> Continue to work with the MA in promoting their flagship MacAulay Cup	Comp's	Op's Manager	Mar15	Onward	
	<b>18.2</b> Collaborate with the MA in establishing competitions and initiatives with the aim of strengthening and expanding South Shinty	Youth	Dev Manager / Officer	Mar15	Onward	
<b>19. Glasgow Celtic Society</b>	<b>19.1</b> Continue to work with the GCS in promoting their flagship Celtic Society Cup	Comp's	Op's Manager	Mar15	Onward	

In collaboration with the GSC strengthen shinty in Glasgow Area.	<b>19.2</b> Explore with GCS the options for additional entry level competitions in Glasgow area	Youth	Dev Manager	Jan16	Mar16	
<b>20. Camanachd Referees' Association</b> Seek better working relationships with the CRA.	<b>20.1</b> Review the relationship with the CRA and seek agreement over how the CA and the CRA can work together for the benefit of all shinty	Pres / Officials	COO/Op's Manager?	Mar15	Apr15	
<b>21. GAA &amp; Shinty-Hurling</b> Continue to promote the shinty/hurling fixture as a valuable fixture in shinty.	<b>21.1</b> In collaboration with the GAA maintain the annual Shinty/Hurling International match	Pres / Comp's	COO/Op's Manager?	Mar15	Onward	

## 4. YOUTH PATHWAYS

Deliver a youth calendar, promoting frequent competition, with appropriate age categories and sensitive to schooling commitments.

OBJECTIVES	TARGETS	RESPONSIBILITY		TIMEFRAME		BUDGET
		Dir	Staff	Start	Finish	£
<b>22. Youth Fixture Scheduling</b> A youth fixture calendar sympathetic to schooling demands	<b>22.1</b> Design a youth competition calendar that seeks to minimise conflict with school exam and revision timetables.	Youth	Dev Manager / Officer	Feb15	Apr15	
<b>23. Youth Shinty Format</b> Review the format for youth shinty with a focus on lowering barriers to entry and maximising play	<b>23.1</b> Review team formats for specific age group shinty.	Youth	Dev Manager / Officer	July15	Aug15	
	<b>23.2</b> Design a youth competition format that minimises team travel, making participation easier.	Youth	Dev Manager / Officer	July15	Aug15	
<b>24. Youth Age Groups</b> Review age bands & align with SCA	<b>24.1</b> Review the age bands respecting physical maturation, recognising volumes of U17yr olds already playing reserve standard shinty	Youth	Dev Manager / Officer	July15	Aug15	
<b>25. Youth Player Numbers</b> Grow youth shinty by 10%	<b>25.1</b> Increase the number of youth teams and players by 10% over the 3 year term of the plan.	Youth	Dev Manager / Officer	Mar15	Nov17	

## 5. COMPETITION SCHEDULING

Prepare, administer and review an annual competitive calendar that promotes excellence at the pinnacle and inclusion at the grass roots.

OBJECTIVES	TARGETS	RESPONSIBILITY		TIMEFRAME		BUDGET
		Dir	Staff	Start	Finish	£
<b>26. Premier Leagues “Showcasing shinty to the outside world”</b> Review the rules and structures required to elevate shinty’s top two leagues to be a greater spectacle showcasing shinty to the outside world	<b>26.1</b> Prepare and administer fixture calendar providing more regular fixtures through the main part of the season for the top divisions	Comp’s	Op’s Manager	Feb15	Nov15	
	<b>26.2</b> Consider options for League game scheduling which minimises the necessity or the impact of reversing fixtures.	Comp’s	Op’s Manager	Jan15	Onward	
<b>27. Reserve Leagues &amp; Junior shinty</b> A competition calendar that encourages new teams to flourish in the lower leagues whilst acting as a training ground for reserve players of teams in the higher leagues	<b>27.1</b> Prepare and administer a fixture calendar	Comp’s	Op’s Manager	Feb15	Mar15	
	<b>27.2</b> Establish a more accommodating policy for reserve and entry level league player transfers	Comp’s	Op’s Manager	Nov15	Feb16	
	<b>27.3</b> Consult on inclusion of “plate” formats or similar in reserve and entry level competitions to increase frequency of participation	Comp’s	Op’s Manager	Jan15	Mar15	
	<b>27.4</b> Review the geographic areas shinty is played in with a view to seeing if the Junior teams can have shorter travel time	Comp’s	Op’s Manager	Nov15	Feb16	
<b>28. Entry Level Leagues</b> Easily accessible leagues that minimise barriers to entry to facilitate the creation of new teams to shinty	<b>28.1</b> Establish and prioritise sub regions to target for growth through the entry-level leagues. E.g. Kintyre, Inverness, Glasgow	Comp’s / Club	Dev Manager / Officer	July15	Dec15	
	<b>28.2</b> Establish a series of regional competitions in March and April to permit easy entry into the sport.	Comp’s / Club	Dev Manager / Officer	Feb16	Mar16	
	<b>28.3</b> The main 12-a-side league programme for lower leagues will be fully integrated with any entry level (EL) competitions.	Comp’s / Club	Dev Manager / Officer	Feb16	Mar16	
	<b>28.4</b> Increase the number of reserve standard teams and players by 10% over the 3 year term of the plan.	Comp’s / Club	Dev Manager / Officer	Mar15	Nov17	

## 6. SUSTAINABLE BUSINESS

Pursue a business development strategy for the sport of diversifying income streams whilst seeking to add value and grow the partnership with existing sponsors and investors.

OBJECTIVES	TARGETS	RESPONSIBILITY		TIMEFRAME		BUDGET
		Dir	Staff	Start	Finish	£
<b>29. Commercial Sponsors</b> Maintain and add value to our existing commercial sponsors whilst seeking to offer attractive sponsorship opportunities to new partners	<b>29.1</b> Continue to service and maintain our portfolio of fully engaged Commercial Sponsors with the aim of matching all annual grant income received	Comm's	COO	Jan15	Onward	
	<b>29.2</b> Attract new commercial sponsors to support shinty	Comm's/All	COO	Jan15	Onward	
<b>30. SportScotland</b> Ensure the CA maintains a strong relationship with Scotland's National Agency for <b>sport</b>	<b>30.1</b> Continue to set and meet relevant performance indicators mutually agreed in conjunction with SportScotland	Pres	COO	Jan15	Onward	
	<b>30.2</b> Engage with SportScotland in restructuring & expanding the CA Development staff in order to be better placed to deliver a sustainable future for Shinty.	Pres	COO	Jan15	Sept15	
<b>31. Local Authorities</b> Strengthening our relationship with Local Authorities across Scotland and enlisting their support for shinty.	<b>31.1</b> Identify key Local Authorities and work with them to actively support and support the development of shinty in those areas.	Pres	COO	Jan15	Onward	



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