

Foreword

This Strategic Plan for shinty covers the four-year period from January 2018 - 2022

Following a robust consultation period that involved six public consultations and an online questionnaire, the strategy has been evolved from the feedback of clubs, associations and staff and presented to the Board of the Camanachd Association for approval.

The last Camanachd Association Strategic Plan, 2015-17, can be found here:

<https://www.shinty.com/mens/about-us/aims-and-objectives>

We are pleased that many of the commitments made in the 2015-2017 strategic plan have been delivered across our key areas of work including Clubs, People and Places, Competitions and Partnerships. However, many areas require further input in order to achieve a sustainable impact.

Specifically, the recruitment of officials remains an ongoing challenge however adaptations have been identified and are reflected in the new plan.

It is important to note that in a time of increasing pressures on funding and resources, we have made every effort to ensure the commitments set out in this Plan are ambitious and achievable within the broader context of each community's individual circumstances including the capacity to grow and sustain participation.

Our strategy recognises the progress made over the past three years and seeks to build on it to ensure we protect shinty's iconic status on the landscape of Scottish sport, and sustain our sport as a vibrant and integral part of Scottish life.

We will do this by putting the members and participants first, focusing on growth, progressing to appropriate levels and focusing on the continued delivery of high quality competitions at all levels.

Strategic Context

Established in 1893, the Camanachd Association is the Governing Body for Shinty; Scotland's most iconic team sport. The Camanachd Association is a not-for-profit organisation that aims to encourage, promote and develop the sport of shinty.

- *World class events – The Camanachd Association is the world governing body for shinty. Our events reach thousands of people from communities across Scotland and beyond through various media channels including national TV coverage.*
- *Amateur Athletes - Our events are made for amateur sports 'people, embedding and supporting an iconic Scottish sport in Scottish communities. Performing at the very highest level of shinty requires great skill, athleticism and commitment.*
- *Ground breaking approach – Our membership has grown by 20% in the last three years and shinty provides ever more opportunities for people and clubs in some of Scotland's most rural communities.*
- *We are passionate about Sport, we love what we do and our clubs and associations are innovative and set the highest standards in producing the most memorable experiences for our members and audiences.*

This is an exciting time for shinty, with increasing participation and a much higher profile, and this plan sets out a clear strategy for securing future growth. This plan is specific to the needs of our sport in Scotland but also highlights priorities necessary to raise and advance Scotland's most iconic sport on the international stage.

It aligns itself with Active Scotland's outcomes, and embraces a systematic approach to develop a world class sporting environment for the communities in which shinty is played.

Active Scotland Outcomes

The Camanachd Association recognises the important role that shinty plays to the broader outcomes for an Active Scotland. We make a considerable contribution to meeting the aspirations of Active Scotland, and we are committed to maximising opportunities to improve health and fitness.

There has been a continued growth in participation in shinty both in extracurricular sessions in schools as well as through our club membership.

We place particular emphasis on supporting all communities in which shinty is played to ensure we provide the opportunities for all to flourish and participate in Scotland's most iconic team sport.

We believe shinty contributes directly to the Scottish Government's vision of a Scotland where 'more people are more active more often'. We can confidently demonstrate shinty's positive impact across



Scotland, and we can prove how strongly the Camanachd Association and shinty are embedded in some of the most rural communities in Scotland.



Raising the bar

Our strategy emphasises the merits of sporting inclusion and strategies to overcome exclusion in rural and urban communities. Our commitment to equality addresses aspects of social exclusion and we are determined to widen access and address the needs of people who face barriers to participation.

We understand there are different obstacles to be overcome in town and country, and we have identified how we can work with **sportscotland** and other national agencies to overcome these barriers, and encourage greater participation in shinty in both town and country.

Our plan also recognises the complexities associated with socio-economic disadvantage. Our strategies take these factors into account as well as extending and maximising the opportunities for growth amongst teenagers and women.

These initiatives require resources to make them happen so our strategy is carefully aligned to **sportscotland** goals for developing a world class sporting system and by taking a focused approach to the development clearly sets out how shinty can contribute to the Scottish Government's ambition of developing an active Scotland.

The Scottish Government and **sportscotland** are keen to direct investment where the need and impact are greatest. We are proud we delivered the targets in the last plan and we continue to be ambitious in our efforts to grow shinty and protect it as Scotland's most iconic team sport.

Shinty's role in the community.

Shinty enriches the communities in which it is played. It helps foster a great sense of identity and pride as well as directly encouraging fitness and athleticism. It plays an important role creating community cohesion and interest both in the more fragile areas of the west coast and in Scotland's major cities.

Since shinty is an amateur sport its success is entirely dependant on sponsorship and mammoth fundraising efforts and loyal support from the friends and family of the shinty teams. Indisputably volunteers work tremendously hard to finance teams, whether buying strips, travelling to and from games and maintaining facilities but an important upside, not to be underestimated is the role volunteering plays in strengthening communities. Volunteering, wherever, it happens, contributes greatly to social inclusion.

Shinty and its connection to Gaelic

Shinty is highly valued amongst Gaelic speaking communities and is a valuable tool in the expansion of Gaelic education. The natural combination of Gaelic and shinty brings a richness of identity and culture to the language, the sport and the participants.

Shinty has been played in the areas where Gaelic has been spoken for centuries. It was the focus of great local rivalry, being played in almost every village on the west coast. However, it is more relevant than ever in building a rounded sense of identity. The commitment to shinty being an integral sport in many Gaelic schools throughout the country underpins the CA's ambitious targets for the development of junior shinty and has been also been important in the development of the woman's game.

Our game is played in some of the most beautiful parts of Scotland and reaches into rural communities to provide opportunities for thousands of participants and volunteers. This plan is therefore about sustaining and improving the strong foundation we have for shinty and maintaining our status as Scotland's most iconic team sport.

Vision - To protect and enhance shinty's iconic status in the landscape of Scottish sport, and sustain shinty as a vibrant and integral part of Scottish life

Motto - Shinty: Scotland's most iconic team sport.

Mission – Provide the greatest amateur sport experience for players, officials, coaches, volunteers and supporters. Foster, encourage, promote and develop the sport and to uphold the rules of play of shinty

Who will deliver this plan	Priorities for Improvement	Outcomes
<ul style="list-style-type: none"> - Camanachd Association - Clubs and communities - Affiliated associations 	<ol style="list-style-type: none"> 1. Well organised clubs and associations will use good decision making, effective stewardship and planned approach to continuous development 2. Growth and membership retention - Engage the largest possible audience in shinty through focused interventions that support sustained participation and planned growth. 3. Coaching, Officiating and Volunteering – Enhance our coach, official and volunteer resources and develop them from good to great 4. Club Culture – We will deliver a more vibrant, welcoming and character building environment that nurtures a values based development of the game. 5. Profile - You will see and hear about a range of opportunities in shinty and be inspired by the skill and athleticism required to be successful in Shinty. 6. Collaboration - We will develop a broad range of partnerships to expand the reach of shinty 7. Competitions – Prepare, administer and review competition calendar to provide regular opportunities to participate at all ages and stages. 8. Pitches and Facilities - Work in partnership to address the growing demand for shinty facilities 	<p>Well organised clubs and associations – Contribute to the continuous improvement of our club and association organisation & governance.</p> <p>Retention – You will have the opportunity to stay involved throughout your life.</p> <p>Grow the game – Grow the scale and diversity of our shinty membership through improved opportunities for people of all ages, abilities and backgrounds.</p>
Partners		
<ul style="list-style-type: none"> - Local Authorities - Sponsors - Sportscotland 		

Cross Cutting Themes – Engaging the whole community is at the heart of everything we do.

Values – Respect, Responsibility, Community and Continuous Improvement. While our vision provides our ultimate direction and our mission expresses how we will achieve our vision, our values guide our behavior and define how we do things in shinty.

Respect	Responsibility	Community
We will respect the game and its role in Scottish Life. We respect all those who play, coach, volunteer, officiate and support to make the game what it is.	We believe that taking personal and collective responsibility is fundamental to the development of the game and its culture to deliver a more vibrant, welcoming and responsible shinty environment	Shinty strives to provide opportunities to the people from the local community and is for the people in our local community.

Continuous Improvement - We will always strive to attain the highest standards and help others do the same and will do so using the continuous improvement cycle

Organising – Identify the leaders (Get the right local people on your steering group to lead the club or associations development)	Understanding your purpose – Establish your vision to clarify what you can offer your community and identify specific areas of need	Making it happen – Develop and own a simple plan that reflects your club and community needs	Monitor and Implement your plan – Clearly assign actions and reflect on progress	Sharing – Tell the stories to share the impact of your work
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Priorities – Well organised clubs and associations

We will aspire to do what we do even better by

Priorities for improvement by 2023	Actions to Achieve this
<p>1. Well organised clubs and associations will use good decision making, effective stewardship and planned approach to continuous development</p>	<p>1.1 Understanding the needs of members – Enhance understanding and awareness of member needs</p> <p>1.2 Right people in the right roles - good decision making and good stewardship are valued and embedded across shinty. Recruit, Support and Develop the right people in the right roles. Volunteers should have the skills required for the role and connect with the values of their club or association.</p> <p>1.3 Make a plan – Take a planned approach to the development of shinty that is proportionate to the needs of your club or association and align with the strategy for shinty</p> <p>1.4 Monitor and evaluate – Enabling and encouraging people across shinty to use information and data to help them plan more effectively.</p> <p>1.5 Succession plan – Plan for the future of your club or association.</p> <p>1.6 Sustainable business and sound financial management to live within your club or associations means and continue progressing the game.</p> <p>Cross Cutting Theme – Engaging the whole community</p> <p>1.7 Increase diversity on boards and committees and work towards enhanced representation from underrepresented groups in line with membership and national data.</p> <p>1.8 Equality impact assessment to be conducted to ensure our work is for the benefit of the whole community and welcoming to underrepresented groups.</p> <p>1.9 Ensure that we continue to meet the standards for child wellbeing and their protection in sport.</p> <p>1.10 Provide young people with a platform to inform decisions that will impact them</p>



Priorities for improvement by 2023	Actions to Achieve this
<p>2. Growth and membership retention –Engage the largest possible audience in shinty through focused interventions that support sustained participation and planned growth.</p>	<p>2.1 Increasing participation through each age and stage with a focus on</p> <ul style="list-style-type: none"> a. Teenage participation and transition into the adult game b. Female participation <p>2.2 Membership Retention - helping those who are active now to carry on being active.</p> <p>2.3 Retention of members particularly in vulnerable areas and rural communities</p> <p>2.4 Understanding and responding to local needs and demographics to implement more localized competitions that generate interest and negate the barrier of travel</p> <ul style="list-style-type: none"> a) Grow the interest and participation in shinty across the central belt b) Establish new teams in central belt to provide local competition for existing clubs <p>Cross Cutting Theme – Engaging the whole community</p> <p>2.5 Rural Inclusion - Continue to deliver opportunities that overcome the exclusion that can be experienced in some rural parts of Scotland.</p> <p>2.6 Young people from our most rurally deprived areas, girls and young women and disabled young people will have access to shinty, enabling them to participate and progress</p> <p>2.7 Ensure we understand and support people to overcome the complexities associated with socio-economic disadvantage</p> <p>2.8 Provide regular open days within clubs to engage the whole community</p> <p>2.9 Maintain and develop Disability festivals and camps</p>



Priorities for improvement by 2023	Actions to Achieve this
3. Officiating, Coaching and Volunteering – Enhance our officiating, coaching and volunteer and develop this from good to great	
3.1 Officiating – Recruit support and retain officials as part of an exciting pathway for participants to get involved in shinty.	<p>We will recruit new officials by</p> <ul style="list-style-type: none"> 3.1.1 Implementing an official’s pathway that graduates officials each year into the adult game. 3.1.2 Retain officials in the adult game by providing regular training and development opportunities 3.1.3 Develop officials that can be deployed locally to officiate. 3.1.4 Profile the opportunity to officiate 3.1.5 Enhancing communication between officials, coaches and players. (Also in club culture) <p>Cross Cutting Theme – Engaging the whole community</p> <ul style="list-style-type: none"> 3.1.6 Recruit, support and retain male and female officials on the officiating pathway
3.2 Coaching - Take our Coaching performance from good to great	<p>We will do this by</p> <ul style="list-style-type: none"> 3.2.1 Establishing a coaching philosophy that is appropriate for age and stage, the development of physical literacy and ensuring its implementation. 3.2.2 Recruiting appropriately skilled coaches to help share the workload of team managers 3.2.3 Recruit and deploy young ambassadors for shinty in schools 3.2.4 Support more coaches to become better at coaching, in order to support athletes to improve, at all stages of the pathway. 3.2.5 Retain and appreciate coaches by recognising the contribution our coaches make on a regular basis. <p>Cross Cutting Theme – Engaging the whole community</p> <ul style="list-style-type: none"> 3.2.6 Recruit more women and girls into coaching

<p>3.3 Volunteering – Working in partnership to recruit, support and retain volunteers to provide a world class sporting environment in shinty clubs and associations.</p>	<p>We will do this by</p> <p>3.3.1 Getting great at asking volunteers to help</p> <p>3.3.2 Developing an approach where all members and their extended family and friends contribute to the development of shinty in their local community.</p> <p>3.3.3 Retain volunteers by ensuring they feel involved, supported, welcomed and appreciated</p> <p>3.3.4 Recruit school ambassadors to drive interest in shinty within education</p> <p>3.3.5 Provide key education opportunities for volunteers in child protection and first aid to ensure shinty provides a safe environment to participate</p> <hr/> <p>Cross Cutting Theme – Engaging the whole community</p> <p>3.3.6 Prioritise the recruitment of volunteers from all age brackets to reflect the local community</p>
<p>4. Club Culture – Positive club culture is not achieved by chance, it is achieved through a combination of factors that start with the right people in leadership roles. We will deliver a more vibrant, welcoming and character building environment that nurtures a values based development of the game</p>	<p>4.1 Embed personal and collective responsibility as a core value for the development of shinty in the modern era.</p> <p>4.2 Board, committees, coaches, volunteers and staff feel supported and valued in their roles</p> <p>4.3 Implement values to protect the ethos and standards of behavior that reflect a family sport.</p> <p>4.4 Develop ideas and practices that encourage and enable the active to stay active throughout life.</p> <p>4.5 Enhancing communication between officials, coaches and players.</p> <p>4.6 Keep participants at the heart of what we do, responding to how people organise their lives and helping shinty be more welcoming and inclusive to those groups currently under represented in our sport</p> <p>4.7 Value the contribution of partners, sponsors and fair play</p> <p>4.8 Provide recommended time on task to master the core skills required to compete in shinty</p> <p>4.9 Lead on initiatives that promote and support member health and wellbeing</p> <hr/> <p>Cross Cutting Theme – Engaging the whole community</p> <p>4.10 Develop clubs and associations that are welcoming, safe and vibrant environments to be part of.</p>



	4.11 Develop new ways of evaluating the broader outcomes of shinty including mental wellbeing, getting the inactive – active and creating regular healthy habits
5. Profile – You will see and hear about a range of opportunities and be inspired by the skill and athleticism required to be successful in Shinty. Collectively we will raise the profile of the game to maintain our status as Scotland’s most iconic team sport.	<p>Developing our image as Scotland’s most iconic team sport will require collective effort</p> <p>5.1 Developing our digital presence and lead through innovation, technology and partnership.</p> <p>5.2 Work in partnership to profile the skill and athleticism required to take part in shinty and profile this as an attractive sport to watch, play and support.</p> <p>5.3 Maximise new technology to support the development of shinty and the viewing experience on supporters.</p> <p>5.4 Ensuring our major events are accessible and advertised online to provide greater digital efficiency and reach.</p> <p>5.5 Improve communications at all levels through training to utilize social media channels and technology</p> <p>5.6 Enhanced exposure and advertisement of shinty – Connect with local press and local tour operators to explore opportunities to raise shinty’s profile.</p>
6. Collaboration - We will develop a broad range of partnerships to expand the reach of shinty.	<p>We will do this by</p> <p>6.1 Integrated planning to enhance our work with partners who share a common goal</p> <p style="padding-left: 40px;">a. including local authorities, leisure trusts, affiliated partners such as the women’s camanachd association, active schools, community sport hubs, sport development and other partners</p> <p>6.2 Work nationally where appropriate (facilities and workforce) and encourage local collaboration to deliver a joined up experience in shinty for members and community</p> <p>6.3 Continue to work in partnership with Gaelic Athletic Association to provide pathway for our high performing shinty players</p>



	<p>Cross Cutting Theme – Engaging the whole community</p> <p>6.4 Widen access to shinty by connecting our clubs and associations to expert resources to address the needs of people who face barriers to sport</p> <p>6.5 Focus resources on tackling inactivity in shinty communities.</p>
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<p>7. Competitions and events – Prepare, administer and review competition calendar to provide regular opportunities to participate at all ages and stages.</p>	<p>We will do this by</p> <p>7.1 Youth Structure – Continue to review the youth structure in your club or association to ensure it meets the needs of your participants, providing frequent competition with appropriate age categories</p> <p>7.2 Adult Structure – Work with clubs to provide a settled programme of fixtures that reduces pressure on calendar to complete fixture schedules (This may include midweek fixtures, derby day and regionalised cup competitions)</p> <p>7.3 Continue to provide a progressive player pathway that leads to performance for your local community and further representative shinty</p> <p>7.4 Rules – Continue to review and consult with members to adapt rules of play that will enhance and improve the game.</p> <p>7.5 University shinty – Develop the structure of University shinty to provide competitive opportunities that engage more students in shinty</p> <p>7.6 School shinty – Continue to develop internal and inter school participation and competition</p> <p>7.7 Engage more participants by offering smaller sided alternatives to the 12 a side game</p>
	<p>Cross Cutting Theme – Engaging the whole community</p> <p>7.8 Provide opportunities for girls and women to continue the growth in the women’s game.</p>

<p>8. Places to play shinty: Pitch and Facilities – Target our resources where they can have the greatest impact on participation and progression.</p>	<p>We will do this by</p> <p>8.1 Establishing partnerships at local, regional and national levels to support the development of facilities for shinty at all levels.</p> <p>8.2 National Priority – Direct resources to support the development of the Bught as a venue that hosts international fixtures, major cup finals and regular participation.</p> <p>8.3 Regional Priorities - Identify and prioritise regional needs in order to support existing facility provision, steering additional resources to the areas with the greatest facility development need.</p> <p>8.4 Local - Provide support to clubs and other providers in making a case for the development of facilities with provision for shinty.</p> <p>8.5 Provide a framework for the effective and efficient distribution of any capital funding made available to shinty through grant-aid or other funding streams.</p>
<p style="text-align: center;">Cross Cutting Theme – Engaging the whole community</p>	



Camanachd Association – Draft Targets

KPI	Long Term Targets	Timeline	Primary Responsible
Organisation and governance	1. Achieve intermediate level of the equality standard by 2021 and maintain though out the life of the plan	2021	NDM and Clubs
	2. Maintain an assessment of Satisfactory (with comments) or better through an external development audit	2021	CA
	3. 40 clubs to achieve club accreditation by 2021	2021	Clubs & Associations and CA DT
Retention	4. Retain the total number of members clubs (49) and members (3300)	2021	Clubs and CA
Growth	5. Increase the total number of active members by 10% (4 years)	2021	Clubs and CA
	6. Recruit and retain a minimum of 35 active officials for the adult game to manage fixture load (a minimum of 12 new active match officials (8 male and 4 female)	2021	
Annual Targets			
Organisation and governance	1. Grow and maintain reserves to cover operating costs for 3-6 months. Maintain reserves for the duration of the strategic cycle period.		CA
	2. Prepare and administer fixtures calendar for youth game and develop capacity of local organising committees to arrange local activities.		CA
	3. Additionally, simplify and align competitions between youth and adult game with respect for history and heritage.		CA
	4. Prepare and administer fixtures calendar for adult game which minimises fixture changes through the season		CA
	5. All clubs and associations to develop annual action plan detailing values and key priorities by April each year supported by CA development staff.	April 2018	Clubs and Associations & CA DT
	6. Progress development/ access to shinty pitches in Edinburgh and start the process of development for key shinty facilities at the Bught, An Aird and Mossfield. Align new priorities to facilities strategy.		CA, NDM and Clubs
Retention	7. Track and respond to vulnerability in clubs		Clubs and CA
	8. Retain at least one active Match Official for every club in the youth game		Clubs and CA DT
Growth	9. Increase the total number of members by 3%		
	10. Establish a minimum of one new club each year		
	11. Recruit and retain a minimum of 35 active officials for the adult game to manage fixture load (a minimum of 12 new active match officials (8 male and 4 female)		
	12. More female coaches leading in the adult game. Develop working group in partnership with the WCA to develop leadership in the female game		Clubs, WCA and CA DT

