

STRATEGIC PLAN

2024-2026



**THE
GAMOGIE
ASSOCIATION**

#OurGameOurPassion

Strategy at a glance



Strategy Pillars

1

The Game



1. Membership Growth, Meaningful Playing Time, International Development, Social Camogie

2

People



2. Players, Officials, Coaches, Volunteers and Staff

3

Engagement



3. Commercial Development, Increased Attendances, Growth of Fan Base, Promotion of Camogie

4

Leadership



4. Enhanced Communication, Integration of Gaelic Games Family, Strong and Positive Leadership, Sustainability of Camogie

// Uachtarán Message

I am delighted on behalf of the Camogie Association and its Ard Chomhairle to introduce the publication of the Strategic Plan for Camogie 2024-2026 – Our Game, Our Passion.

The plan is designed to provide a clearly defined vision and strategy for the Association for the next three years. In addition, it enables our members and units to ensure that the work of the Association is focused on our core values and objectives.

The priorities of the Association between now and 2026 are:

- **The Game**
- **People**
- **Engagement**
- **Leadership**

The plan has been developed based upon consultation and extensive research, the largest research ever undertaken by the Camogie Association.

This research is published in conjunction with a Research Baseline for Camogie report and provides us with the research-based support as we move forward. I would like to acknowledge the input of our members in the process. It is important that the plan reflects our people, members and volunteers' views.

Our greatest resource is our people. It is the enjoyment and commitment of our people that drives our Association and together with our fellow Gaelic Games associations across the globe, this is centred on our people, our families and our communities.

The Camogie Association celebrates its 120th anniversary as we launch this plan. For those 120 years we have been at the centre of the advancement of women's sports, in fact at the start, often a lone voice. The responsibility of a national association is significant, and we should and must be accountable in our work. Equally the ambition must equal the vision, generations of volunteers have and continue to commit much of their lives to this vision. We must never temper our ambition or accept less than our Association requires to achieve. To this end, there are a series of recommendations within the plan which tie to key performance indicators.

These will allow throughout the life of the plan for accountability to be at the core of each decision. A cornerstone of the success of this plan will be the need to ensure this accountability.

During the period of this plan, work will continue on the recently announced plan on Integration of the Gaelic Games Associations by 2027. Integration will formalise the relationship between



the three Gaelic Games Associations that has existed for generations. It has the potential to establish a stronger, more modern and better Gaelic Athletic Association, based upon the basic and fundamental principle of equality – One Association for All. We will embark on a path of progress, merging to become one club, one county, one province, one congress, one Association.

I hope and believe that the roll-out and implementation of the Strategic Plan 2024-2026 will impact positively, hold us accountable and safeguard our game. We encourage our clubs, counties and provinces to plan in a similar way, mirroring the vision we have laid out by establishing their own Strategic Plans.

Words are easily written, plans designed, and sentences echoed – it is far harder to make the positive impact of a plan.

It will be you, those deeply engaged in Camogie who will make the greatest impact on this plan. I look forward to our future with the greatest ambition.

Hilda Breslin
Uachtarán



I am delighted to introduce this Strategic Plan for Camogie 2024-2026 – Our Game, Our Passion.

This plan clearly sets out the priorities, targets and ambitions for the Association for the next 3 years, and builds on the fantastic work of the last 4 years.

Our mission in the Camogie Association is to drive progress through a collaborative organisation that delivers excellence for our clubs and members, as well as continuing to develop the sport of Camogie.

This document provides an overall strategic vision for Camogie from now until 2026.

This strategy is informed by the largest piece of research undertaken by the Camogie Association, completed by over 5,000 members, this research provided a range of insights about our sport, our association and our membership, and how they want to see the Association move forward.

The key strategic action areas in the plan are:

- **The Game**
- **People**
- **Engagement**
- **Leadership**

// Introduction to the Camogie Association Strategic Plan 2024-2026 – Our Game, Our Passion.

The Camogie Associations last “National Development Plan 2020-2023 – Achieve Your Goals, Exceed Your Expectations” set the foundations, and delivered across 4 key areas through detailed annual workplans and buy-in from our membership, although impacted by the Covid 19 Pandemic in 2020 and 2021, managed to deliver positive results in all areas. I would like to commend the fantastic work of our volunteers at every level, our staff team past and present and our Ard Chomhairle members for their commitment and dedication to delivering on that plan.

This plan will harness that progress, and through the provision of helpful templates and resources will bring all of our clubs, counties and provinces with us on the journey of development and delivery. Each unit will be enabled to design their own annual plan, recognising how the work of each club contributes to the overall goal of the association, growing participation, increasing standards of coaches, referees and administrators, compliance with governance, awareness of risk, importance of succession planning and generally enhancing the experience of all who come in contact with Camogie.

The input from grassroots through the survey ensures that this plans focuses on priorities for our club members, as well as the national strategic ambitions. It is an exciting time for the Camogie

Association with worldwide recognition of the importance of women's sport, continued roll out of the National Sports Policy and women in sport policies, public commitments from public and private stakeholders, the development of vital strategic relationships through sponsorships and partnerships, and the progress towards an integrated Gaelic games association.

While we work to define what the future of Gaelic games looks like, it is imperative that we focus on the development of our sport – Camogie – and invest at all levels of the sport, to secure Camogie's future, cement our place as a leading female field sport, and celebrate Camogies unique place in Irish culture, heritage and history.

2024 celebrates 120 years of the Camogie Association and our wonderful sport. In an historic year we celebrate the great leaders who have grown and developed Camogie and the Association to where we are today.

I look forward to the exciting period ahead with our fantastic staff team, and the unrivalled dedication of our volunteers in Ireland and abroad as we drive Camogie forward.

#OurGameOurPassion
Is mise, Le Meas,
Sinéad McNulty
CEO/ Ard Stiurthoir

Key deliverables over the life of the Strategy



Where we are now.

Where we intend to get to by the end of this plan

OUR VISION

Camogie empowering all to reach their full potential.

OUR PURPOSE

Developing and growing the game of Camogie, through inspiring people and providing opportunities for all.

STRATEGIC PILLARS

1 The Game



1. Membership Growth/
Meaningful Playing Time/
International Development /
Social Camogie

2 People



2. Development of Coaches/
Officials / Players/
Volunteers and Staff

3 Engagement



3. Commercial Development/
Increased Attendances/
Growth of Fan Base/
Promotion of Camogie

4 Leadership



4. Enhanced Communication/
Integration of Gaelic Games Family/
Strong and Positive Leadership/
Sustainability of Camogie

WHAT WE VALUE

Respect

Respect is about always acting with integrity and holding each other, our association and our game in the highest regard.

Inclusiveness

There is a place for everyone within Camogie. We strive to provide equitable access to opportunities and resources for everyone.

Equity

We believe equity is the cornerstone of our work, and we recognise that there are many levels within our sport.

Excellence

We strive to be the best in all we do, in our leadership, communications and decisions.

Commitment

We recognise the commitment of our volunteers and all those who give their time to our sport. Community, collaboration and teamwork are at the core of Camogie's success.

Enjoyment

Enjoyment is vital for players, officials, volunteers, members and fans engaging with Camogie and should be at the heart of all we do.

Strategic Planning Process

Scope of work

The new Strategic Plan looked to consider what success would look like in three years' time, whilst also considering target groups, target areas, strategic direction and approaches, and delivery of activities/projects/campaigns to build on the progress to date. It also considered the National Sports Policy, best practice in International Sports Development and the research completed in 2023. We also sought to ensure that the reporting system is aligned to the Strategic Plan, to enable effective implementation and measurement as the strategy is rolled out.

Methodology

The methodology included:

- Project Management – managing the project in its entirety, together with the Strategic Plan Development Committee.
- Desk Review – analysis of research, policies, best practice, trends and demographics.
- Stakeholder Consultation – focus groups and one-to-one interviews with specific stakeholders, looking at specific topics and themes, as determined by the Sheffield Hallam research findings.
- Development of Insight and Review of Findings – the Strategic Plan Development Committee reviewed the insight derived from the survey, consultations and broader research.
- Development of Plan – based on the insight, the Strategic Plan Development Committee decided the strategic areas as central to the new plan, as well as vision, mission, values and key strategic targets.

Key Findings of SIRC Camogie Baseline Research Study

1	Participant retention is key to growth.
2	Volunteer recruitment is best done socially.
3	Insecurity of facility access hampers development.
4	Communication is and will be crucial.
5	Latent demand for social activities and informal participation.
6	The cultural and historical significance of Camogie is underplayed.
7	Awareness of planning processes is patchy.
8	Integration should lock economies of scale across the Gaelic Games Family.
9	Monitoring of progress will be crucial.

Key recommendations from SIRC Camogie Baseline Research Study

- **Recommendation 1:** The Camogie Association should support the delivery of positive Camogie experiences in educational institutions with well-defined links to local clubs.
- **Recommendation 2:** The Camogie Association should recruit, recognise and retain a skilled, motivated, and pro-active volunteer workforce to support the long-term sustainability of the game.
- **Recommendation 3:** The Camogie Association should explore all available options to improve access to high quality sports facilities for training and competition.
- **Recommendation 4:** The Camogie Association should improve communication channels by building skills and capacity at all levels.
- **Recommendation 5:** The Camogie Association should support clubs to diversify, offering other opportunities within communities to increase levels of physical activity and social engagement.
- **Recommendation 6:** The Camogie Association should support provinces, counties and clubs to develop long-term strategic plans with the intention of achieving recommendations 1-5.
- **Recommendation 7:** The Camogie Association should build on the opportunities that will be afforded by the integration of Gaelic Games governing bodies: efficiency, efficacy, economies of scale.
- **Recommendation 8:** The Camogie Association should commit to an ongoing programme of research which exploits existing information resources and develops new insight through targeted data collection.

Supports and Enablers for the Growth and Development of Camogie

In addition to the contributions made by our members and volunteers across all units of the Camogie Association, we also benefit from the support of a wide range of other stakeholders and partners. These include the Irish Government, Sport Ireland, Sport Northern Ireland, our sponsors, broadcast partners, and commercial partners as well as significant ongoing support from across the Gaelic Games Family of Associations.

The environmental context that Camogie operates in has seen:

- a spectacular rise in the awareness and promotion of women's sports.
- increased participation in our games, and in women's sport across the board.
- a strategic approach to driving increased participation through development of national policies for sport, physical activity, and increasing women's participation in sport.
- investment in women's sport at all levels. With this increased awareness and investment comes increased focus on governance at all levels, the National Government, and Sport Ireland in relation to what our volunteers and our sport can deliver.

The Camogie Association strives to exceed these expectations and support our volunteers to continuously deliver excellence in Camogie.

Strategic Pillars



1 The Game

Membership Growth,
Meaningful Playing Time,
International Development,
Social Camogie



The Game – Goals and Actions

Our goals are to:	Our actions to achieve those goals:
1. Ensure Camogie is a field sport of choice for girls in Ireland and deliver further playing opportunities, both competitive and recreational (social) for all ages and abilities.	Undertake a participation programme that: <ul style="list-style-type: none"> Increases the number of clubs and schools engaging in fun and innovative programmes. Increases the number of members and active players in each county. Focuses on people playing longer. Expands the roll out of teenage summer camps. Develops a range of cross-county and cross-provincial interclub competitions for non-intercounty players.
2. Expand the age profile of players and retain more girls in the sport and association for longer.	<ul style="list-style-type: none"> Expand the roll-out of Teenage Summer Camps.
3. Support the growth and development of Social Camogie.	<ul style="list-style-type: none"> Expand our Social Camogie programme, with a focus on lifelong participation.
4. Support the development of more units playing Camogie, with the goal of reaching 750 clubs by the end of 2026.	<ul style="list-style-type: none"> Collaborate with the Gaelic Games family to maximise resources for the creation of joint initiatives and plans to promote and grow the game of Camogie in non-traditional areas. Develop Camogie in urban areas and environments where it is not currently available.
5. Enable counties to enter into inter-county competition and be sustainable in the developing competitions.	<ul style="list-style-type: none"> Ensure that counties are aware of and educated about the needs and operations of county teams (e.g. understanding of multi disciplinary teams). Undertake an annual intercounty player survey with a view to improving year on year.
6. Ensure meaningful games at underage grades and appropriate playing time is provided for all playing members.	<ul style="list-style-type: none"> Implementation of the Meaningful Playing Time recommendations from 2023. Continuously assess, develop, and adapt the player pathway to align with the needs of the player.
7. Support the development of Camogie internationally through specific initiatives designed to grow the game across all levels.	<ul style="list-style-type: none"> Targeting international Camogie development initiatives to grow the home grown players, and expand domestic competitions on all 5 continents.

Strategic Pillars



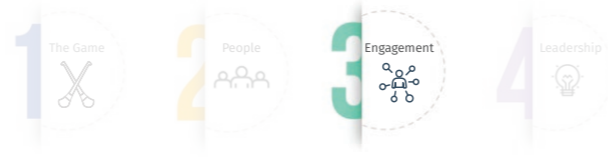
Players, Officials, Coaches, Volunteers and Staff



People – Goals and Actions

Our goals are to:	Our actions to achieve those goals:
8. Refine and align coaching pathway to player pathway and ensure that coach education offerings provide guidance on the different phases of the player pathway.	<ul style="list-style-type: none"> • Provide comprehensive in-person and online coaching courses catering for all age groups and phases of the player pathway. • Align with the LGFA/GAA coach education programme. • Provide female athlete coaching badges. • Provide and promote opportunities for players to become coaches.
9. Provide clear development mechanisms for the progression of match officials from grassroots to senior intercounty level.	<ul style="list-style-type: none"> • Provide comprehensive in-person and online training. • Introduce programmes to support former players into match officiating. • Develop more female referees through female referee academies. • Creation of additional match official courses to ensure educational opportunities at all levels of the pathway and for all levels of the game. • Increase the number of match official developers to 20. • Provide clear guidance on how a match official can start at grass roots and progress to being a national match official.
10. Increase the number of registered players, coaches, volunteers, officials and clubs and schools.	<ul style="list-style-type: none"> • Ensure supports and resources are in place to support the development of volunteers. • Annual increase of registered players, coaches and officials through education programmes and recruitment drives to support the establishment of new clubs.
11. Enhance education workshops and initiatives across all units for the benefit of all staff, players and volunteers.	<ul style="list-style-type: none"> • Develop and rollout in-person and online continuous training development programmes for staff, players and volunteers. • Offer specific player-oriented workshops and initiatives.
12. Develop the culture of excellence across our staff, where our people are recognised for their achievements.	<ul style="list-style-type: none"> • Achieve formal accreditation (Great Place to Work) as an employer of choice amongst Irish sporting organisations.
13. Provide a pathway and supports for our members to remain and excel within the game in whatever format, from player to coach, referee, or administrator and always as fans and advocates.	<ul style="list-style-type: none"> • Develop a clear mechanism that facilitates the transition of members, particularly players, through to administrator and officer roles, specifically.
14. Clearly define a player welfare programme for all Camogie players.	<ul style="list-style-type: none"> • Develop a player retention and player welfare programme that: <ul style="list-style-type: none"> • Examines and improves age restrictions on inter-county. • Focuses on player welfare and well-being and implements the actions from the Meaningful Playing Time report and the Player Charter. • Drives improvement in the standards in our game at all levels, both club and county.

Strategic Pillars



Commercial Development,
Increased Attendances,
Growth of Fan Base,
Promotion of Camogie



Engagement - Goals and Actions

Our goals are to:	Our actions to achieve those goals:
15. Create more commercial and sustainable revenue streams to expand the commercial potential of our game.	<ul style="list-style-type: none"> Explore further commercial opportunities including sponsorship, licensing, membership and media rights. Increase the availability of branded merchandise across a number of retail and other channels, including events.
16. Expand the attendance at all matches.	<ul style="list-style-type: none"> Create programmes to showcase the game, players and other Camogie activities other than on All Ireland Sunday. Invest in and leverage our own campaigns to build positive engagement on social media and to promote our players and teams throughout the country, and drive attendance.
17. Develop and activate the Camogie sports fanbase across all communities.	<ul style="list-style-type: none"> Build a fan engagement programme for Camogie, to engage existing and non-traditional audiences.
18. Improve and expand the promotion of the game at all levels through engagement with local, national and commercial broadcasters.	<ul style="list-style-type: none"> Undertake PRO workshops and use online resources to help build engagement between local media outlets and our clubs. Develop and implement a programme of online role model training for both players and administrators. Monitor workflows and processes to drive efficiency.
19. Invest in and maximise PR opportunities with media and commercial partners to increase the profile of Camogie at club level through to intercounty.	<ul style="list-style-type: none"> Enhance the promotion and information through established channels including PRO network etc. Share actions, including hosting national and provincial workshops with feedback sessions. Build an app to provide a single source of communication that is readily accessible to all our members. Ensure that our members are our biggest fans, and demonstrate vibrant and active support for Camogie.
20. Support and develop internal communication to improve relevance, consistency, regularity and clarity in communications at all levels.	<ul style="list-style-type: none"> Develop a programme of internal communications, to share communications across all levels from club to national level, and vice versa, and ensure actions are communicated internally.

Strategic Pillars



4 Leadership



Enhanced Communication, Integration of Gaelic Games Family, Strong and Positive Leadership, Sustainability of Camogie



Leadership - Goals and Actions

Our goals are to:	Our actions to achieve those goals:
21. Provide strong leadership within the association, where everyone feels that their contributions are valued and respected, and that we continue to inspire and motivate our communities.	<ul style="list-style-type: none"> Update Terms of Reference for all committees within the association. All committees to develop and implement clear annual workplans aligned to the Strategic Plan. Maintain and ensure ease of access to all our Codes of Conduct.
22. Take a leadership role in the development of a single integrated Gaelic Games Association providing equal and equitable access to our games for all.	<ul style="list-style-type: none"> Provide leadership in ensuring transparency across all the stakeholders in integration, and focus on shared values to build positive outcomes.
23. Recognise the value of players playing multiple sports.	<ul style="list-style-type: none"> Develop collaborative relationships with other sports which will enhance opportunities for girls to play multiple sports.
24. Build constructive and positive communication channels with our Camogie players.	<ul style="list-style-type: none"> Facilitate player representatives on executive committees across all units.
25. Support each county to progress, achieve, inspire and motivate young girls and women to play the game or become a volunteer.	<ul style="list-style-type: none"> Complete a Women in Sport Action Plan for the association. Build development plan templates to share with counties and provinces (and clubs) to build their own development plans aligned to the Strategic Plan. Develop an Equity, Diversity and Inclusion policy to ensure inclusion is embedded throughout the organisation at all levels.
26. Ensure access to adequate and quality facilities to play and promote our game.	<ul style="list-style-type: none"> Partner with other sporting organisations, relevant national stakeholders and local authorities, to develop a facility plan. Establish an MOU with the GPA, which ensures clear lines of communication at both county and national level, and aids increasing revenue streams to boost the support available to our county players.
27. Develop and deliver Camogie in a sustainable manner – in every sense (capacity building, financial, environmental).	<p>Put in place a sustainability policy that:</p> <ul style="list-style-type: none"> Benchmarks our current position and potential in all aspects of sustainability, Ensures financial sustainability, Focuses on capacity building (e.g. research & succession planning for volunteers, building new clubs in collaboration with existing hurling clubs etc.).

Key Deliverables

	2024	2025	2026
The Game	<ul style="list-style-type: none"> Games opportunities provided for players competing in competitions at all levels Ten teenage summer camps with 300 participants 700 Social Camogie players from 26 participating clubs across five blitzes 730 clubs 	<ul style="list-style-type: none"> Junior novice schools' competitions established in four provinces 850 Social Camogie players, from 45 participating clubs across eight blitzes 25 teenage summer camps with 750 participants 10% female representation on all match official panels and courses Referee co-ordinator in every county with structured referee panel 74 clubs 	<ul style="list-style-type: none"> 1000 Social Camogie players from 50 participating clubs across 15 blitzes 45 teenage summer camps with 1350 participants 20% female representation on all match official panels and courses 750 clubs 105,000 players
People	<ul style="list-style-type: none"> Annual programme of targeted player welfare initiatives implemented Up-to-date guide books for officer roles produced and distributed 12 match official developers 	<ul style="list-style-type: none"> Female athlete educational toolkit for players and coaches developed and available through Tobar system, with 100 clubs and 600 players completed educational engagement 16 match official developers in place 40 coach developers in place 	<ul style="list-style-type: none"> 20 match official developers in place 50 coach developers in place All intercounty development squad coaches have completed Coaching Teenage Girls Full set of baseline data on active membership categorised in all roles Achieve formal accreditation as an employer of choice amongst Irish sporting organisations
Engagement	<ul style="list-style-type: none"> New media partner 5% increase in overall attendance 	<ul style="list-style-type: none"> 7.5% increase in overall attendance 	<ul style="list-style-type: none"> 7.5% increase in overall attendance Inter county league attendance up by 200%
Leadership	<ul style="list-style-type: none"> Each county and province to have in place a development plan supported by templates 	<ul style="list-style-type: none"> ESG strategy and action plan in place Women in Sport in Policy 	<ul style="list-style-type: none"> EDI Policy in place Intercounty league attendances up by 200% All clubs to have a development plan

Implementation

Once a strategy is developed, the focus moves to implementation. At a National Level, an implementation plan will be developed annually to address the actions within each strategic pillar and deliver progress towards milestones. The Strategic Plan Implementation Committee will oversee the implementation and reporting on progress of the strategy at a national level.

Our implementation approach will be centered around five elements:

1. Adequate resources (finance and human) allocated to deliver this plan – we need to have enough staff resources to match the ambition of this plan.
2. Effective organisational communications, with clarity of roles and responsibilities and high-quality information flow internally, specifically communicating actions nationally and across units, and among staff and volunteers across all levels of the organisation.
3. A Strategy Implementation Committee managing the communication of progress, monitoring of key performance indicators (KPIs), and alignment of decision-making.
4. We are reliant on delivery of this plan by working effectively together with other stakeholder partners, including clubs, provinces and sponsors.
5. Key performance indicators for all actions to ensure they are structured from the outset to meet the objectives, and people are aligned internally on their achievement. These key performance indicators are reviewed and monitored annually in the operational plans.

There are 27 key goals in this Strategic Plan. These and their associated actions will be reviewed annually by the Strategic Plan Implementation Committee to ensure that they remain relevant and appropriate within the ever-changing environment that we operate in and within the context of the ongoing Gaelic Games Integration process.

How the Strategic Plan will be implemented at unit level:

No one person, club, county or committee can deliver the ambitious targets set out in this Strategic Plan.

This plan was informed by the insights of our members and units. The pillars, goals and actions are informed by priorities identified by our members.

In order to deliver on all of the goals, it is important that the entire association works together toward the same targets.

To support this, a suite of templates will be developed which will assist units at a club, county and provincial level to plan their annual activity, recognise and report on the contribution that their work at a unit level makes to the delivery of the Association Strategic Plan. It's vital that we recognise the work, fixtures schedules, programmes and initiatives that our volunteers deliver each year, and that our units are supported and are encouraged to try out the new initiatives/ programmes that will help them to progress.

By working together we will achieve our ambitions.

Appendix 1

Key Findings from Camogie Association Baseline Research Study, SIRC, Sheffield Hallam University

Participant retention is key to growth.

- As a governing body, the critical issue for the Camogie Association will always be the number of people playing the game.
- That girls are being introduced to the game (mainly in clubs) is not in doubt (though all educational settings have a role to play).
- There is recognition from all quarters however, that participant drop-off at key life stages interferes with player progression and reduces the overall player base.
- There are specific issues for women and girls which affect retention in different ways to male participants (kit, body image, athleticism).

Volunteer recruitment is best done socially.

- Most volunteers engage as a result of a child's participation, confirming the family ties that underpin Gaelic Games.
- Once children grow up and, in many cases, move on, the challenge is to work out how to maintain the connection with the volunteer.
- The most significant issue in volunteer terms is that women are significantly under-represented among the coaching workforce.

Insecurity of facility access hampers development

- Historically, Camogie has had to fight for equal access to training and playing facilities. This hampers player development, and has an impact on planning fixtures.

- The more significant issue, however, is with the scheduling of fixtures with respect to Ladies Gaelic Football competitions, with many recent high-profile clashes at club and county level.
- Educational facilities offer some potential to relieve pressure on club pitches.

Communication is and will be crucial.

- Views on communication are mixed, reflecting dissatisfaction with some elements of how clubs, counties and the Camogie Association approach this task.
- No question that the profile of the sport could be higher, and members clearly want Camogie to be more visible in broadcast media.
- Use of social media is critical, and needs to take a horses for courses approach – younger players are increasingly rejecting traditional media channels.
- Importance of communication takes on additional significance in light of integration.
- Latent demand for social activities and informal participation.
- Clubs are offering a wide range of social activities, despite limited access to facilities in many cases. Informal physical activity opportunities are commonplace and include other Gaelic Games codes.
- There is evidence of some latent demand for Rounders, as one example of a social sporting activity.
- The more significant issue is the high proportion of Camogie players who are also active in Gaelic Football, and how to accommodate their desire to play both codes.

The cultural and historical significance of Camogie is underplayed.

- In light of the prevailing attitude towards traditional kit rules, it is interesting to note the recognition among many stakeholders of Camogie's importance to the historical and cultural fabric of Ireland.
- Sport industry professionals highlighted the position of the Camogie Association as one of the earliest recognised national governing bodies of women's sport.
- This historical significance is thought by some in the profession to be somewhat underplayed and is one aspect which could feature in future marketing plans.

Awareness of planning processes is patchy.

- 'Market' penetration of the National Development Plan is low among those most affected by its outputs.
- This is reflected in low levels of understanding of Camogie Association's input, and low satisfaction with Camogie's profile.

Integration should unlock economies of scale across the Gaelic Games Family.

- There is significant optimism that integration will improve access to facilities, and an acknowledgement that this will take time to implement successfully.
- It is recognised that integrated ways of working are in place at a local level through the One-Club model, which offers the simplest template for future development.

- Some interviewees expressed concerns that integration would see the game dissolve into a larger Gaelic Games entity at the expense of the qualities which make the game unique.
- Others would like to see integration go further, to increase the physicality of the game and align more fully with Hurling.
- A hope expressed by many is that the integration of the administrations running Ladies Gaelic Games will resolve the majority of fixture conflicts, releasing the best players for the most significant games.

Monitoring of progress will be crucial.

- As a baseline study, this work sets the context for work on the revised NDP, and establishes the benchmark against which progress should be made.
- The breadth and depth of information presented here provides significant food for thought, but the key consideration is how progress will be measured as the new NDP is implemented.



Appendix 2

The Gaelic Games Player and Coach Pathways are designed around a set of principles that align with the core values of the Camogie Association, GAA, and LGFA, ensuring opportunities for everyone to experience Gaelic Games whilst providing the very best, most valid development experiences possible for all of our players and coaches. The Camogie Association continues to direct its efforts in support of both players and coaches, guided by the structure the Gaelic Games Player and Coach Pathways (adopted in 2021 and 2023 respectively).

GAAELIC GAMES PLAYER PATHWAY



GAAELIC GAMES COACH PATHWAY

- F1:** Nursery Coach 4-6 year olds
- F2:** Go Games Coach 7-12 year olds
- F3:** Youth Coach 13-17 year olds
Adult Coach 18 Years+
- T1, T2 & T3:** Youth Coach (2nd Level School/County) 13-19 year olds
- T4:** 3rd Level Coach Adult
- E1:** Intercountry Coach Adult



"We thank you for your ongoing support of the Camogie Association."

Acknowledgements.

The Ard Chomhairle and staff of the Camogie Association.

All those who took part in focus groups, responded to the survey, or gave their time in the consultation for this strategy.

The people – players, clubs, volunteers - who make up Camogie internationally.

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#OurGameOurPassion

STRATEGIC PLAN

2024-2026



**THE
CAMOGIE
ASSOCIATION**

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