

OUR STRATEGIC DIRECTION (ar stiùireadh ro-innleachdail) 2022 - 2026

OUR VISION - to be a vibrant part of our national culture and recognised as Scotland's iconic community sport.

MISSION – How we will achieve our vision – we will develop a transparent and inclusive pathway for shinty that encourages community participation, respect and responsibility

CATALYSTS FOR CHANGE	GAME CHANGERS	OUTCOMES
1. People	1. Setting a direction for a welcoming culture of inclusion, safety and well-being	Grow participation at all levels
2. Partnerships	2. Deliver competitions and reinvent the shinty player pathway for youths	
3. Profile	3. Grow girls' and women's shinty	
4. Places	4. Enhance the support network for shinty	
	5. Build capability and capacity through coach education and training for coaches, officials and volunteers	
	6. Champion the need for high quality training and modern shinty facilities	
	7. Protect the endangered craft of caman making and enhance provision of safety equipment	
	8. Grow advocacy and support in the promotion of our game	

OPERATING PRINCIPLES - We believe that in order to fully realise our vision we need to keep the following front of mind at all times:

- **A culture of inclusivity, safety and wellbeing** – We want to help develop welcoming environments where people are treated positively with respect and empathy by all.
- **Continuous improvement supported by data-led decision making.** – **(leasachadh leantainneach)** - We will always strive to attain the highest standards and use data to inform our decisions.
- **Environmentally responsible** - We aim to enhance our understanding of our carbon footprint and make plans to offset this

VALUES - While our vision provides our ultimate direction, it is our values that guide our behaviour

- **Community Participation (Choimhearsnachd)** - We are most effective working with others and aim to provide meaningful opportunities to engage and support the people in our local communities.
- **Respect (urram)**– With a people-centred approach, we will work to enhance respect across the game and build respect for the people and places that protect shinty's iconic role in Scottish culture.
- **Responsibility (uallach)** - We will take personal and collective responsibility for all that we do and respond fairly and responsibly to any queries about our work.



OUR ROLE

The Camanachd Association is the governing body for the sport of Shinty. As a champion of our sport, we work with members, clubs, associations and partners to grow, develop and protect shinty across the landscape of sport. We believe that shinty is a crucial asset to our communities that helps nurture a sense of belonging and pride.

GOVERNANCE/ ORGANISATION

Our Board of Directors are appointed by club and associate members at our Annual General meeting. The purpose of our board is to govern and administer the running of the sport, in addition to providing direction on key issues and the long term objectives as detailed below. The Camanachd Association Board monitor key performance indicators that chart our progress towards our goals. We will not and cannot develop shinty alone. Our resources mean that we are inherently reliant on collaboration with clubs, communities and partner organisations.

Our role as a governing body is to

- Organise competitions and host events.
- Protect shinty through effective governance and administration for the sport.
- Provide a membership and insurance service to administer participation in shinty.
- Encourage and grow participation.
- Provide direction and best practice to develop, influence and organise shinty
- Prepare and implement a vision and strategic plan for shinty and determine how it will be implemented nationally, regionally and locally.
- Promote shinty.
- Manage the rules and regulations of shinty, including anti-doping, child protection and equality.
- Implement an accreditation framework to ensure good governance for our communities.
- Establish and maintain links with sportscotland (the National Agency of Sport) and the Gaelic Athletic Association (GAA)
- Develop coaches, volunteers, officials and participants.
- Explore the growth of our sport in other countries

The benefits of participation in shinty and increasing your levels of physical activity have been shown to include:

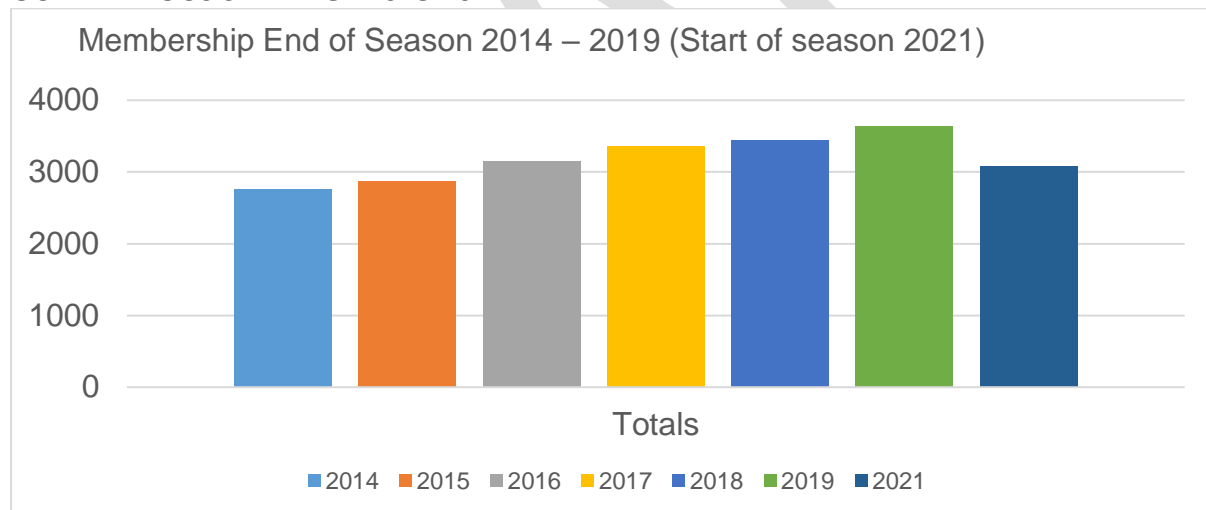
- Improved physical and mental health – physically active people feel healthier with increased confidence and self esteem
- Improved knowledge and skills with improved concentration and commitment
- Increased range of life skills such as teamwork, responsibility, leadership, communication, respect, initiative, problem solving and self discipline
- Creation of social connections
- Reflection of cultural identity

Shinty contributes to physical wellbeing through participation and games, and to social and emotional well-being through the process of bringing communities together to participate, perform, connect and inspire.

The challenges to participation

TBC

OUR PREVIOUS STRATEGY 2018-2022



Year	2014	2015	2016	2017	2018	2019	2021
Adult Male	1300	1330	1408	1437	1306	1332	1341
Youth Male	1150	1200	1078	1157	1220	1375	1056
Adult Female	200	224	399	423	394	480	351
Youth Female	100	122	267	337	528	450	367
Totals	2750	2876	3152	3354	3448	3637	3115



6 Schools of Shinty (Kingussie, Oban, Ardnamurchan, Charleston, Lochaber and Granton Grammar)
241 newly trained officials (7 progressed to officiate)
36 registered referees in 2019 24 officiated more than ten games
72 newly qualified coaches in 2019
40 clubs are accredited to foundation level or above

KEY DATES (Highlight Key Anniversaries)



CORONAVIRUS RECOVERY

The Coronavirus (Covid-19) pandemic continues to disrupt society and significantly impact shinty. As the world around shinty changes, the way we interact with our work also needs to evolve. We remain committed to supporting our clubs and associations through the Covid- 19 pandemic, while also looking to the future and continuing to collaborate and plan for the recovery of shinty, with inclusion at the heart of what we do.

OUR CONTRIBUTION TO WELLBEING

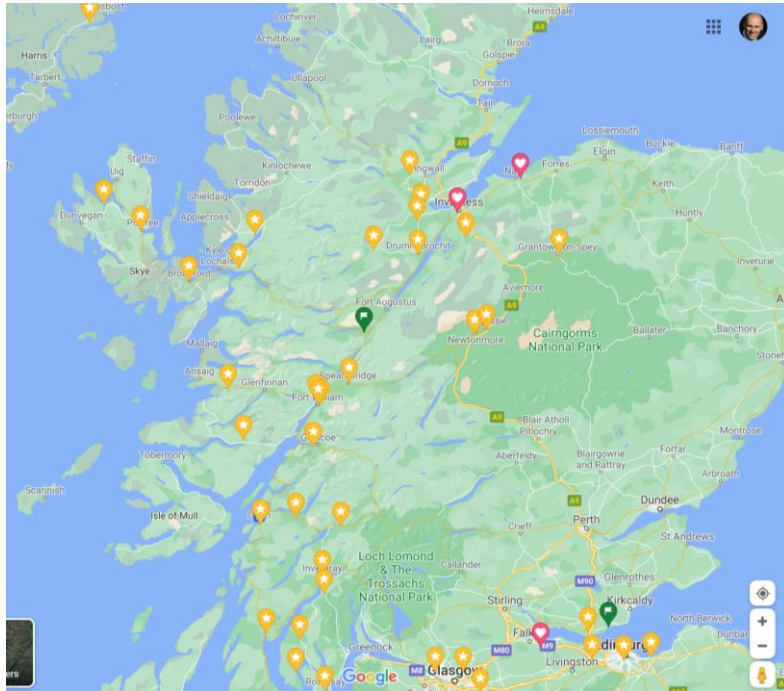
As a sports governing body the Camanachd Association is focused on contributing to the wellbeing of our communities through shinty in its fullest form. The wellbeing of our communities is crucial for the protection of our sport and therefore we will use our resources to protect and prioritise wellbeing in the following ways

- Continued prioritization of staff and volunteer wellbeing
- Focused work to enhance support for our community's emotional well-being
- Continued support for lifelong engagement in our sport through Shinty memories



WHERE WE WILL WORK (Map of UK/ Scotland)

We will provide support to existing clubs and associations across the communities identified below. In addition we will identify and work in communities that show a capacity and potential to grow including Nairn, Alness, Oban, Dunoon and Uddingston.



WHO WE WILL FOCUS ON

We will balance national support with targeted local provision and we will focus our resources on clubs and communities who demonstrate

- A capacity and potential to grow
- A need for support
- A plan to enhance opportunities for people that face barriers to participation including girls, women and people living in rural communities

The following additional areas of priority also help us deliver our duty for equality:

- Mental Health Charter for Physical Activity and Sport: As a Charter signatory, we aim to improve equality and reduce discrimination for anyone with a mental health problem
- Rural disadvantage: Working with local communities to break down the barriers of rural disadvantage and provide meaningful opportunities to participate in shinty.



GAME CHANGERS	PRIORITIES FOR DEVELOPMENT
1. Direction setting a welcoming culture of inclusion, safety and well-being	1.1 Develop a welcoming culture of inclusion 1.2 Working with clubs and associations to ensure out sport is safe, inclusive and helping to strengthen communities 1.3 Champion fair play, emotional wellbeing and lifelong participation to protect the well-being of all involved
2. Deliver competitions and reinvent the shinty player pathway for youths	2.1 Competitions – provide a settled programme of fixtures whilst providing efficient membership and insurance services 2.2 Develop the youth pathway to ensure regular and meaningful participation locally, regionally and national with school and club 2.3 Grow capacity in local communities through continued growth in school of shinty programme and direct club investment
3. Grow girls and women’s shinty	3.1 Provide leadership to influence and drive the changes needed to address inequalities and ensure that opportunities are created for women and girls to take part in shinty. 3.2 Work collaboratively with clubs and associations to develop girl-only opportunities in the youth game 3.3 Through experiment and co design we will explore new approaches to respond to the needs of girls and women in shinty 3.4 Encourage more inclusive practice through the training and development of volunteers in shinty
4. Enhance the support network for shinty	4.1 Work strategically to develop our partnerships with local authorities and local partners to strengthen and aid the recovery of shinty in clubs and associations 4.2 Transform shinty’s role in teacher training and collaborate with schools in participating communities 4.3 Empower young people to develop shinty participation and awareness in their community 4.4 Develop the partnership with Active Schools to maximise their contribution to shinty 4.5 Foster corporate partnerships to further support the growth and development of shinty
5. Build capability through coach education and training for coaches, officials and volunteers	5.1 Recruit, provide support and work to retain match officials 5.2 Establish a coaching philosophy appropriate to age and stage and ensure a welcoming experience for all 5.3 Provide support and training to our volunteers
6. Champion need for investment in	6.1 Utilise partnerships at local, regional and national levels to support the development of facilities for shinty



quality training and modern shinty facilities	<p>6.2 Support the development of the Bught and Mossfield stadium as national priorities that host international fixtures, major cup finals and regular participation</p> <p>6.3 Provide support to clubs and other providers in making a case for the development of regional and local shinty facilities</p>
7. Enhance provision of Camans and safety equipment for shinty	<p>7.1 Work with Caman Makers to protect the endangered craft of caman making</p> <p>7.2 Explore and profile safety equipment for shinty including the continued progression of core equipment for our game including faceguards, helmets and protective equipment</p>
8. Profile - grow advocacy and support in the promotion of our game	<p>8.1 Raise the profile of our game and connect our community to regular news and updates</p> <p>8.2 Launch campaign to improve parent, coach and spectator behaviour, language and support for the wellbeing of all involved</p> <p>8.3 Continue efforts to develop our digital presence and embrace technology to simplify processes and communications</p>

STRATEGIC CONTEXT

SCOTLAND PERFORMS Is the national performance framework for Scotland that aims to: create a more successful country, give opportunities to all people living in Scotland, increase the wellbeing of people living in Scotland, create sustainable and inclusive growth, reduce inequalities and give equal importance to economic, environmental and social progress. The framework aims to get everyone in Scotland to work together including the Camanachd Association working in collaboration with sportscotland and local authorities to increase the wellbeing of our communities through our work.

LET'S MAKE SCOTLAND MORE ACTIVE A strategy for Physical Activity which contains over 50 key actions designed to improve the lives of the Scottish population by having a physically active life. Let's Make Scotland More Active (LMSMA) was published in 2003. It is Scottish Governments strategy - a 20-year plan with set 'targets to achieve 50% of all adults aged over 16 and 80% of all children aged 16 and under meeting the minimum recommended levels of physical activity by 2022'.

REACHING HIGHER – The Scottish Government's strategy for Sport

A MORE ACTIVE SCOTLAND – Scotland's Physical Activity Delivery Plan has six core outcomes, We encourage and enable the inactive to be more active, We encourage and enable the active to stay active throughout life, We develop physical confidence and competence from the earliest age, We improve our active infrastructure – people and place, We support wellbeing and resilience in communities through physical activity and sport, We improve opportunities to participate, progress and achieve in sport.



SPORT FOR LIFE - sportscotland's corporate strategy to develop an active Scotland where everyone benefits from sport. To help the people of Scotland get the most from the sporting system. To help the people of Scotland get the most from the sporting system. Making an impact together. Making sport more accessible, Progressing to your level, Contributing to an active Scotland, Celebrating the benefits of sport

We will measure

- a) Frequency (number of opportunities to play)
- b) The age and gender diversity of opportunities in each club
- c) Total number of participants and attendees
- d) Total attendances at cup finals

WHAT DOES SUCCESS LOOK LIKE (Specific targets still to be finalized and agreed with sportscotland, staff and board)

Effective Organisation

Maintaining equality standard rating
Maintain Development Audit review with comments

Long Term Outcomes

Increasing participation in women and girls
Recruit and support match officials
Recovering the sport sustainably – number of clubs participating
Develop Youth Pathway - Regular participation accessible across shinty communities

Improved opportunities to participate, progress and achieve in shinty
Enhanced support for wellbeing and resilience in communities
We will work to improve our active infrastructure – people and places
We will develop provision for increasing physical confidence and competence from the earliest age through shinty

