



# SHINTY

ONE SPORT. ONE COMMUNITY.

STRATEGIC PLAN  
2022-2026



## *Section 1*

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# OUR VISION & VALUES



*Our vision:*

To be a vibrant part of our national  
culture and recognised as Scotland's  
community sport.



***Our motto:***  
***SHINTY / SCOTLAND'S COMMUNITY SPORT***



*Our mission:*

The Camanachd Association are a member led organization responsible for improving opportunities to participate and developing volunteers and governance to administer, protect and grow shinty.

We are dedicated to ensuring that our sport, our heritage and our values enrich the lives of our members, families and the communities we serve.



*Our approach:*

We believe that whilst our vision provides our ultimate direction it is our values that guide our behaviours to help us deliver the many benefits of shinty.

We are guided by five key operating principles...





# COMMUNITY

Community is at the heart of our association. Everything we do aims to enrich the community we serve. We welcome everyone to be part of our association and take our responsibility to provide **equal** access very seriously. Creating a **diverse and inclusive** culture across Shinty will ensure a clear sense of identity and place in our sport.





# SAFETY

We will prioritise the safety and wellbeing of our community and champion the development of a welcoming environment for all.







# RESPECT

We will work with clubs and associations to enhance respect, appreciation and recognition for the people that make shinty possible.





# IMPROVEMENT

**Continuous improvement supported by data-led decision making** - We will champion insight and always strive to attain the highest standards using and sharing data to inform decisions.







# RESPONSIBILITY

**Environmentally responsible** - We will take personal and collective responsibility for all that we do and will strive to build sustainable solutions into our decision making and planning.



## Section 2

# GAME CHANGERS





### *Game changer:*

**Inclusion, safety and well-being will set the direction for establishing a welcoming culture in our sport**

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#### **Priorities for development**

- Deliver club accreditation to ensure our sport is safe, inclusive and developing strong foundations.
- Champion fair play, emotional wellbeing and lifelong participation to protect the well-being of all involved.
- Ensure the Camanachd Association continue to deliver best practice in organisational governance.

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#### **Outcomes**

1. To grow our sport
2. Protect, govern and administer our sport efficiently





### *Game changer:*

## **Deliver competitions and reinvent the shinty player pathway for youths**

### **Priorities for development**

- Competitions – provide a settled programme of fixtures whilst providing efficient membership and insurance services.
- Develop the youth pathway to ensure regular and meaningful participation locally, regionally and nationally with schools, universities and clubs.
- Grow additional opportunities in local communities through continued growth in the school of shinty programme and direct club investment.

### **Outcomes**

1. To grow our sport
2. Protect, govern and administer our sport efficiently







### *Game changer:*

## Grow girls' and women's shinty

### Priorities for development

- 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.
- Work collaboratively with clubs and associations to develop girl-only opportunities in the youth game.
- Through experiment and co-design we will explore new approaches to respond to the needs of girls and women in shinty.
- Encourage more inclusive practice through the training and development of volunteers in shinty.

### Outcomes

1. To grow our sport
2. Protect, govern and administer our sport efficiently





## *Game changer:*

# Enhance the support network for shinty

### Priorities for development

- Work strategically to develop our partnerships with clubs, associations, local authorities and leisure trusts to strengthen and aid the recovery of shinty.
- Enhance shinty's reach into communities through teacher training and collaboration with schools and active schools to maximise their contribution to shinty.
- Empower young people to develop shinty participation and awareness in their community.
- Foster corporate partnerships to further support the growth and development of shinty.

### Outcomes

1. To grow our sport
2. Protect, govern and administer our sport efficiently







### *Game changer:*

## **Build capability through education and training for coaches, officials and volunteers**

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### **Priorities for development**

- Establish a coaching philosophy appropriate to age and stage and ensure a welcoming experience for all.
- Recruit, provide support and training to our coaches and volunteers.
- Recruit, provide support and work with clubs to retain match officials.

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### **Outcomes**

1. To grow our sport
2. Protect, govern and administer our sport efficiently



*Game changer:*

## Champion the need for modern shinty facilities

### Priorities for development

- Utilise partnerships at local, regional and national levels to support the identification and development of facilities for shinty.
- Support the ongoing development of the Bught Park and Mossfield stadium as national priorities that host international fixtures, major cup finals and regular participation.
- Provide support to clubs and other providers in making a case for the development of local and regional shinty facilities across the country including support to sustain a home for shinty in Glasgow.

### Outcomes

1. To grow our sport
2. Protect, govern and administer our sport efficiently







### *Game changer:*

## **Enhance provision of Camans and safety equipment for shinty**

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### **Priorities for development**

- Work with Caman Makers to protect the endangered craft of caman making.
- Explore and profile safety equipment for shinty including the continued progression of core protective equipment for our game.

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### **Outcomes**

1. To grow our sport
2. Protect, govern and administer our sport efficiently





### **Game changer:**

## **Profile - grow advocacy and support in the promotion of shinty**

### **Priorities for development**

- Support the profile of our game and connect our community to regular news and updates.
- Launch campaign to support standards and values within the shinty community providing key information to support the wellbeing of our communities.
- Continue efforts to develop our digital presence and embrace technology to simplify policies, processes and communications.

### **Outcomes**

1. To grow our sport
2. Protect, govern and administer our sport efficiently







## Section 3

# HOW WE WILL WORK





## GOVERNANCE

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 set the strategy for the running of the sport, in addition to providing direction on key issues and long-term objectives.

The Camanachd Association Board hold regular meetings to monitor key performance indicators that chart our progress towards our goals. Clubs can make nominations for members to become Directors at our Annual General Meeting and if appointed they will lead on one of several sub committees led by association directors and made up from representatives of our community. Each portfolio group report to the main board.

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.
- Support the development and evolution of the sport whilst protecting its core values and unique skills.
- Provide a membership and insurance service to administer participation in shinty.
- Encourage and support growth in 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.







## **THE BENEFITS OF PARTICIPATION IN SHINTY AND INCREASING YOUR LEVELS OF PHYSICAL ACTIVITY HAVE BEEN SHOWN TO INCLUDE:**

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- 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.
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**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.**



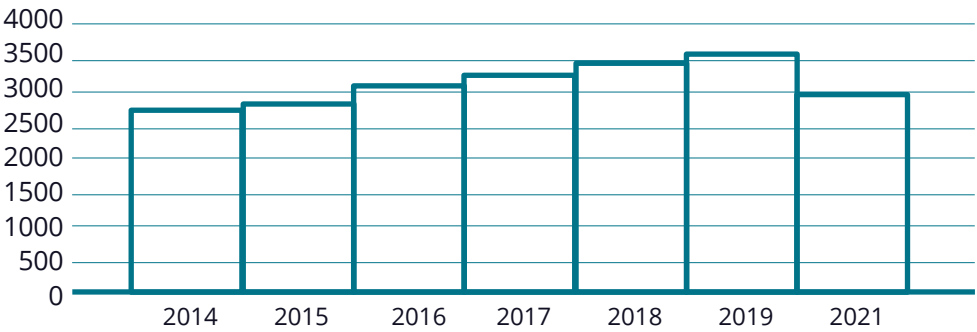


# THE CHALLENGES TO GROW SHINTY INCLUDE:

- Rural Depopulation.
- The capacity of people involved to support the development of shinty.
- Access to fit for purpose pitches and facilities (including facilities in the Central Belt).

## OUR PREVIOUS STRATEGY 2018-2022

Membership end of season 2014-2019 (start of season 2021)



Year >	2014	2015	2016	2017	2018	2019	2021
Adult Male	1300	1330	1409	1437	1306	1332	1341
Youth Male	1150	1200	1078	1157	1220	1285	1056
Adult Female	200	224	399	423	394	480	351
Youth Female	100	122	267	337	528*	540*	367
Totals	2750	2876	3152	3354	3448	3637	3115

### Full Season Data

- 3637** memberships took part in shinty in 2019
- 639** Adult fixtures were organised in the unisex game in 2019
- 9** Schools of Shinty were established up to 2022
- 241** newly trained officials (We have not been able to progress enough of these to officiate regularly and this remains an area of concern due to the low number of active officials available – Just 7 progressed to officiate). **36** registered referees in 2019 (24 officiated more than 10 games)
- 72** newly qualified coaches were trained in 2019
- 40** clubs were accredited to foundation level or above







## **CORONAVIRUS RECOVERY**

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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**

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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 prioritisation 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

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

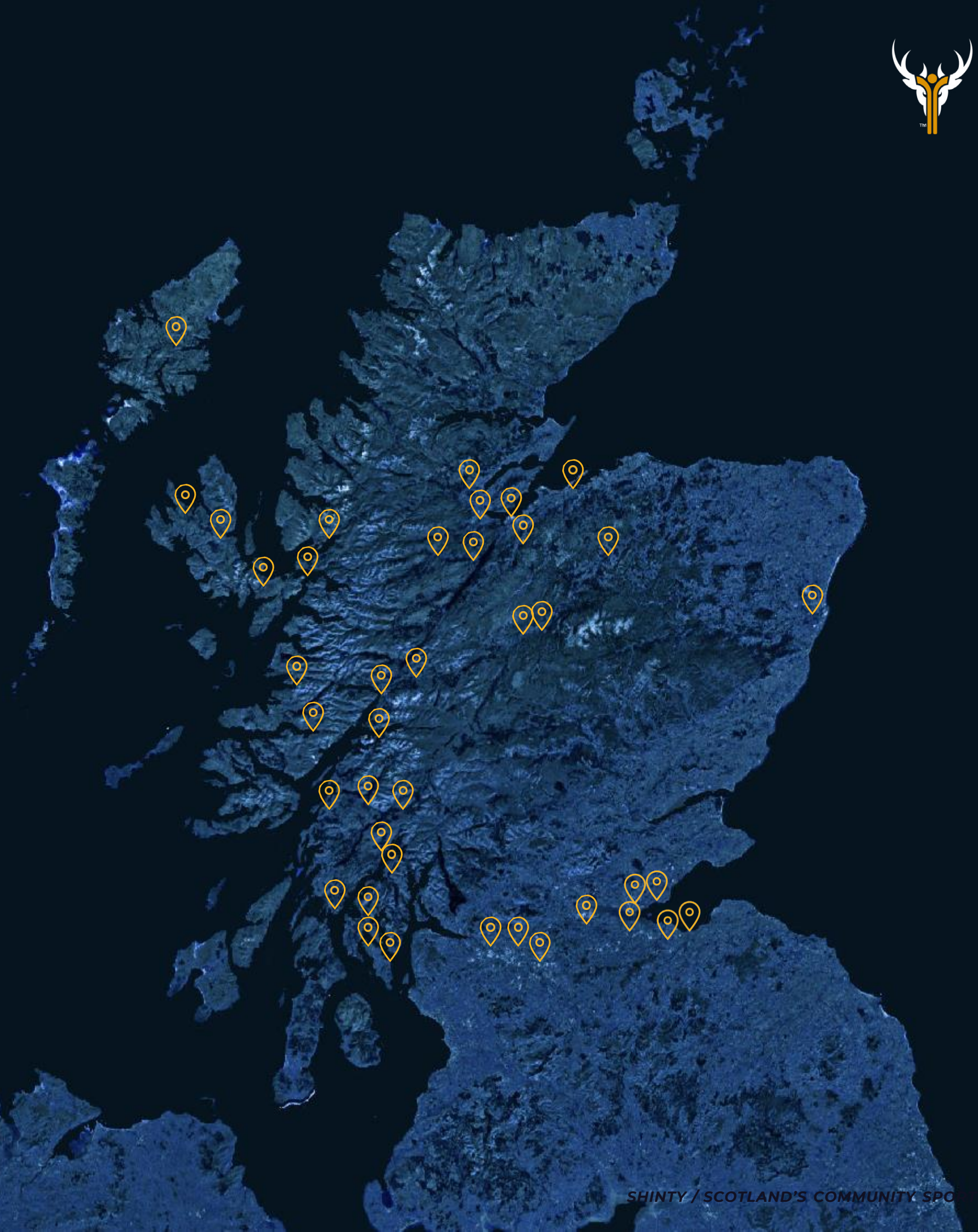
## WHO WE WILL FOCUS ON

Equality, Inclusion and Diversity will play a central role in policies and processes and we will balance national support with targeted local provision focusing 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 people with disabilities, girls, women and people living in rural communities.

The following areas of priority also help us deliver our duty for equality, diversity and inclusion:

- Mental Health – As a signatory for the Mental Health Charter for Physical Activity and Sport: we aim to connect to support and improve equality for anyone with a mental health problem.
- Rural disadvantage: We recognise people in rural areas can find it difficult to access sport because of limited public transport, or fewer opportunities than urban areas. Supporting local clubs we aim to break down the barriers of rural disadvantage and provide meaningful opportunities to participate in shinty.





## 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** is 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

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







# WHAT DOES SUCCESS LOOK LIKE?

## EFFECTIVE ORGANISATION – PROTECT, GOVERN AND ADMINISTER OUR SPORT EFFICIENTLY

- Implement safeguarding standards for sport.
- Maintain and implement standards from equality action plan including training for board, staff and key volunteers on best practice and annual equality audit.
- Continued performance in our Development Audit review in line with National targets

## LONG TERM OUTCOMES – TO GROW OUR SPORT

### Competition

- Deliver competitive shinty for adults and youth teams.
- Develop more regular opportunities to play for primary participants.
- Provide a performance pathway via shinty camps and senior level international.
- Grow participation in a minimum of 1 new club or community each year.

### Enhance the support network:

- Develop action plans for schools of shinty, active schools and leisure trusts to develop clear tangible actions to support the development of shinty by 31<sup>st</sup> March 2026
- Increase the number of Schools of Shinty from 9 – 12
- Develop partnership to enhance shinty's contribution and role in developing emotional health and mental wellbeing for communities and life long engagement with our sport to enhance wellbeing and resilience in communities.

### Developing Leadership – Building capability

- Develop and implement the new Scottish Certificate for coach and officiating education courses by 31<sup>st</sup> March 2026
- Deliver annual coach, volunteer and official education programme
- Deliver Shinty Ambassador programme to a minimum of 100 ambassadors by 31<sup>st</sup> March 2026
- Establish baseline data and track foundation training provided for newly qualified teachers in Scotland
- Recruit new officials to build depth with a target of 35 active match officials on an annual basis.

### Enhance provision of camans and safety equipment

- Develop and support Caman Makers Guild

### Profile

- Champion insight and data led decision making and provide all clubs with an annual club data report.

### Champion the need for modern Shinty facilities

- Drive and support the redevelopment of the Bught Park by 2025
- Retain the valued heritage and traditions of shinty by developing a shinty museum

### Growth

- Increase the number of girls participating in youth shinty by 10% (from 367 to 404)
- Increase the number of youths participating in shinty by 10% (from 1466 to 1612)





# PLAYER PATHWAY

## PLAY TO LEARN

**Primary 1 - 3**  
4 v 4 multi game

**Primary 4 - 5**  
6 v 6

**Primary 6 - 7**  
6 v 6 / 8 v 8 / 10 v 10

## LEARN TO COMPETE

**Under 14**  
12 v 12

**Under 17**  
12 v 12

## COMPETE TO WIN

**Adult**  
12 v 12

## WIN BY GIVING BACK

Officiating & Volunteering

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Officiating & Volunteering

**SHINTY / SCOTLAND'S COMMUNITY SPORT**



DETAILED PLAYER  
PATHWAY:

	Play to Learn			Learn to Compete		Compete to win
Year Group	PRIMARY 1-3	PRIMARY 4-5	PRIMARY 6-7	UNDER 14	UNDER 17	ADULT
Max permitted format	4 v 4	6 v 6	6 v 6/ 8 v 8 /	12 v 12	12 v 12	12 v 12
	Multi Game		10 v 10			
Advised maximum game day squad	6	8	8 / 11 / 13	15	15	15
Outdoor playing season	March to November	March to November	March to November	March to November	March to November	March to November
Ball size	FS	FS	FS (Indoor)	LB	LB	LB
FS – First Shinty Ball Diameter 8cm			LB (outdoor)			
LB – Leather Ball						
Offside	X	X	Yes	Yes	Yes	Yes
Shy	X	X	Yes	Yes	Yes	Yes
Free hits	Indirect	Indirect	Indirect	Indirect	Indirect	Indirect
Corners	Normal rules apply	Normal rules apply	Normal rules apply	Normal rules apply	Normal rules apply	Normal rules apply
Retreating line(after 5 goals) – opposing team to retreat to half way line to allow defending team to get out from their goal. After goal or a bye hit.	Yes	Yes	Yes	Normal rules apply	Normal rules apply	Normal rules apply
Substitutes	Rolling	Rolling	Rolling	Rolling	Rolling	Rolling
Max length of game	10 minutes	2 x 10 minutes	2 x 30 minutes	2 x 35 minutes	2 x 45 minutes	2 x 45 minutes
	(Recommended 4 games)	(Recommended 4 games)				
Trophy/ Results	X	X	Yes	Yes	Yes	Yes
Pitch Dimensions	14m x 24m	35m x 60m	73 x 46m (Max) 55 x 37m (Min)	91 x 64m (Max) 75 x 50m (Min)	91 x 64 (Max) 77.5 x 55m (Min)	
Goal Dimensions	5x3ft	5x3ft	3.66m wide x 2.44m high.	3.66m wide x 2.44m high.	3.66m wide x 2.44m high.	
Pitch Dimensions	X	X	The length no more than 100 metres and no less than 90 metres. The width no more than 70 metres and no less than 60 metres.	128 x 73m (Max) 100 x 55m (Min) 82m x 55m (9-a-side).	155 x 73m (Max) 128 x 64m (Min) 100 x 55m (9-a-side)	155 x 73m (Max) 128 x 64m (Min)
Goal Dimensions (12 a side)	X	X	3.66m wide x 2.44 high	3.66m wide x 2.44m high.	3.66m wide x 3.05m high	3.66m wide x 3.05m high







***SHINTY / SCOTLAND'S COMMUNITY SPORT***