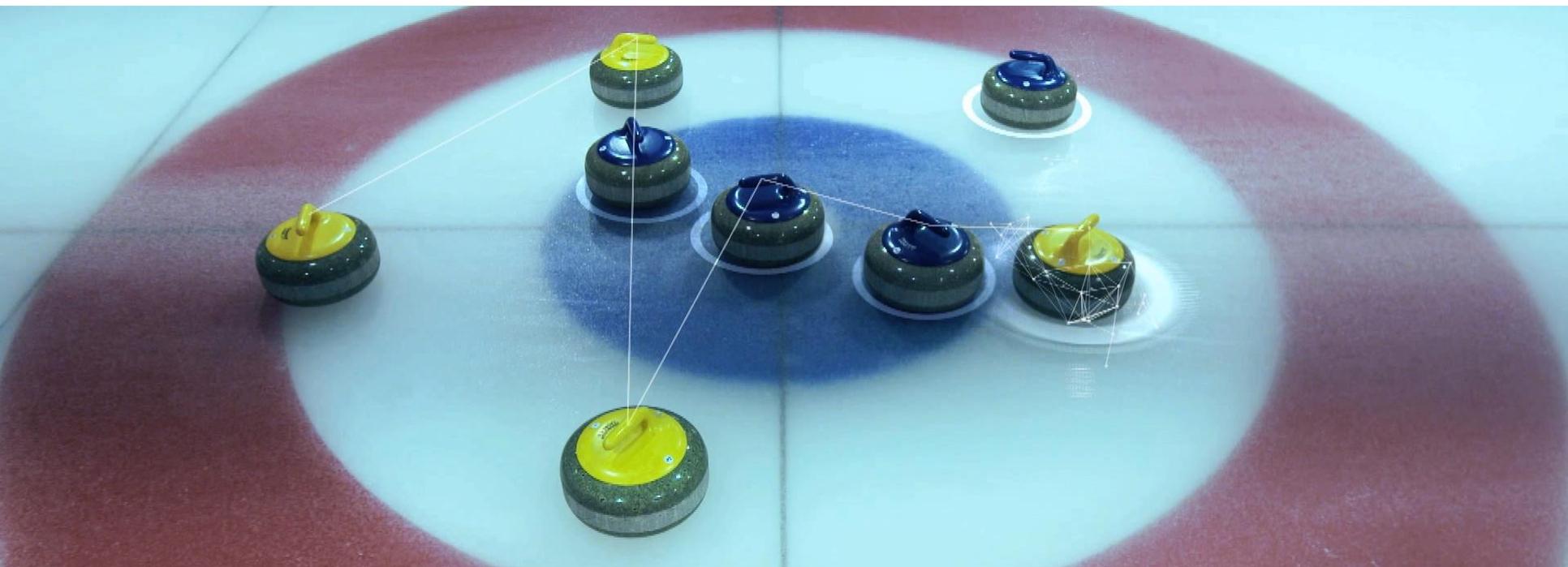


Strategic Plan 2015-2019



The Royal Caledonian Curling Club
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Introduction



The Royal Caledonian Curling Club (RCCC) was established in 1838 and is the governing body for curling in Scotland. It is one of the largest governing bodies of sport in Scotland and arguably one of the most successful.

The RCCC represents around 13,000 members in over 600 curling clubs to champion the game in Scotland and maintain Scotland's position at the forefront of the sport. The organisation is a limited company, without shareholders. Further background and context for this strategic plan can be found on the website: royalcaledoniancurlingclub.org.

The role of the RCCC has evolved significantly over the past decade to encompass a broad remit of curling's development in Scotland; ensuring it has a healthy and vibrant membership with a strong network of clubs; supporting ice rinks to provide facilities and opportunities; making the game more accessible than ever before; getting more people playing the game at all levels to producing talented players capable of performing on the world stage.

The RCCC has been hugely successful during the course of the previous Strategic Plan 2011-2015 with all three teams returning from the winter Olympics/Paralympics with medals. The success is not just for the Olympic teams of 2014, as a total of 22 teams brought medals back from World and European Championships during the four seasons 2010-2014.

The increased media attention has increased the profile of the sport with more people trying it for the first time (2000 around Vancouver to 5,000 in after Sochi) and more measures are in place to capture individuals as members of its clubs. The coaching awards have met national standards and more officials have been trained to support its events.

The RCCC is a vibrant, mature and strong organisation that provides effective governance and has quality programmes that develop players at all levels in one of Scotland's most successful sports.

Strategic Context



The RCCC plays an important role at local and national level in curling. The organisation is mindful of Scotland's national strategy for sport "Reaching Higher", which is based on a vision for Scotland where sport is more widely enjoyed and available; sporting talent is recognised and nurtured and world-class performance is achieved and sustained

To realise the government's vision, for Scottish sport, the national strategy sets out four priorities which are:

- Providing Pathways
- Strong Organisations
- Well Trained People
- Quality Facilities

By focusing on the four priorities the national strategy aims to achieve two outcomes which are to increase participation and improve performances, so everything the RCCC does contributes to these.

The RCCC provides quality programmes and experiences for increasing participation and improving performance in sport. An example of this can be seen in the delivery of the "CurlingsCool" schools programme that through local partnerships at ice rinks brings around 5,000 young people to the sport each year.

The TryCurling brand has been a story of success for the marketing and development teams since 2010 and has led to the creation of a lasting Legacy from international competitions such as the Olympics/Paralympics. The focus of the Legacy work was in the lead up to Sochi but in the new strategy there will be opportunities for raising the profile of curling and increasing participation on the back of four major international competitions (European 2016, World Juniors 2018, World Wheelchair 2019 and World Men 2020). This is an ambitious project and has £1.6m public funding behind it from UK Sport, EventScotland and local authorities. As a result there will be an emphasis on building a legacy for the sport in Scotland that will bring competition and development closer together with new marketing initiatives.



Vision, Mission, Values & Principles

Vision

The RCCC has a Vision that curling is a game that is played and enjoyed in communities across Scotland, renowned for its proud history, traditions and great friendships.

Mission

The RCCC will develop a robust infrastructure of clubs and facilities that will support the growth of the sport, increase the number of people who enjoy curling in Scotland and sustain medal success at world class levels.

Values

The RCCC understands and respects the history and culture that surround curling, while recognising the need to evolve and change. Its core values are: integrity, transparency and accountability, for it is the custodian of the great game of curling which must be nurtured for future generations.

Principles

In conducting the business of the RCCC will be guided by a set of principles:

- To communicate effectively internally and externally
- To conduct its business in line with the Equity Standard
- To operate efficiently and effectively, with prudent financial responsibility
- To respect and value the contributions made by volunteers
- To work in partnership with its members and other agencies
- To support other nations through its historic Mother Club role
- To provide good governance and leadership in all areas of the sport
- To respect and protect the environment and facilities for curling in Scotland

Strategic Priorities



A number of priorities have been identified as being key for the future success of the sport. These have all interlinked and woven into the fabric of the RCCC. Facilities has been added to this list as an explicit demonstration of our commitment to working with our ice rinks to develop the sport. The priorities are built around:

- Supporting curling ice rinks to meet growing demand and securing new head office premises.
- Strong clubs that welcome new members.
- Attracting more people into curling and developing their skills.
- Running high quality international and domestic competitions.
- A dynamic workforce of coaches, officials and volunteers.
- A strong player pathway with teams winning medals on the world stage.



Objective 1: Facilities



The RCCC aims to support the continuation of good quality curling ice rinks throughout Scotland. To practice the sport players require indoor ice facilities that are accessible, available and affordable for the whole season and some throughout the year. This makes it a high priority for the governing body. Time and resource will be allocated to supporting the implementation of this objective for the first time.

Research will be conducted in collaboration with the ice rinks to determine how best support can be provided for our valued partners. It is anticipated that this will consider how best to access funding for a number of uses including equipment purchase, staff training for ice-making, facility refurbishment, renewable energy, efficiency and environmental improvements.

In 2015 the existing National Facilities Strategy will be reviewed in collaboration with sportscotland as the national agency for sport and distributor of lottery funding for sports facilities. New priorities will be developed through research and consultation and set for the next five year period.

The RCCC has grown in scope and function over the last ten years and the number of staff employed to deliver programmes and administer the sport has reached 12 in the head office where there is a lack of storage and meeting space. Further recruitment is likely to meet new demand and deliver some of the activities set out in the new strategy. As a result the search for new head office premises has become more urgent and this may be combined with provision of a museum and storage of records and the growing collection of curling heritage (see part of the collection at www.ehive.com/account/5033 as items are added for public view).

Objective 2: Membership



The RCCC will support the development of strong clubs that welcome new members. It will support member clubs, help them be more effective in their operations and provide services for individual members.

The RCCC will build closer relationships with members and clubs, involve them in developing policy and strategy and use modern survey systems to seek feedback on what it does.

The RCCC will continue to conduct research and improve data capture from members, to gain more accurate information that will enable it to design and deliver more targeted programmes and initiatives.

The RCCC will plan and support international Tours to and from Scotland.

The RCCC will organise local cluster meetings to help clubs and provinces to use the resources it has developed.

The RCCC will continue to enhance and add value to the websites (www.royalcaledonianscurlingclub.org and www.trycurling.com), making information accessible for members and utilising the latest software and social media platforms where appropriate.

The RCCC will increase its ability to attract and retain members, particularly on the back of the major international events that will be hosted in 2016, 2018, 2019 and 2020.



Objective 3: Development

The RCCC aims to deliver programmes which introduce people to curling and develop their interest, skills and abilities thereby getting more people curling and on the player pathway. The RCCC will design and deliver initiatives that will encourage participation and improvement for players to help them enjoy their game.

The RCCC will provide children with a quality, safe and fun introduction to the sport that encourages their ongoing participation. This may be through a combination of schools, clubs, ice rinks or after school programmes. Support development of Junior curlers at local levels in the player pathway through Skill Awards and other initiatives.



The RCCC will create local partnerships at every curling facility in Scotland with a Development Officer and/or local development group to drive local development. It will also create new partnerships to develop programmes for visually impaired, deaf and wheelchair curlers. It will design attractive programmes for improvers, including camps, courses, skill development sessions, etc.

The development programme will be enhanced around major events coming to Scotland in 2016-2020.

Objective 4: Competitions



The RCCC aims to organise quality international and domestic competitions, with support from key partners, at all levels and for curlers of all abilities. It will do this from U14 to Masters Championships and many others besides. These competitions remain a focal point for the curling community.

The RCCC will work with clubs and ice rinks in the development of local competitions and linking of competitions into series. It will provide opportunities for clubs to enter outdoor Grand Match event. It will use feedback from players to inform its planning and decision making to improve future competitions. It will further develop the online searchable calendar of competitions that covers all levels, abilities and locations.

The RCCC aims to provide high class events for competitive curlers to develop national champions at all age group and ability levels, to support growing the game and developing talent.

The RCCC will stage these events 'professionally' providing an excellent showcase for the competitors, attracting good media coverage and interest from curlers all over the country. Its events portfolio has evolved, introducing new events which fit its strategy, but also dropping events which no longer attract demand or meet its objectives. The national events programme receives fantastic support from volunteers, clubs, players and sponsors.

Scotland plans to host a number of major World/European Championships for men, women, juniors and wheelchair curlers. These events provide great opportunities for Scottish players, facilities and spectators. It will use player promotions, ticket giveaways and fun activities when supporting such events, to raise the profile of the sport and players and inspire the next generation of curlers and volunteers who help develop them.



Objective 5: Workforce



The RCCC aims to develop a dynamic workforce of coaches, officials and volunteers to support the development of players and competitions for the sport. To do this it will promote training and development opportunities, to improve people's skills and understanding of the game, through courses, qualifications and professional development. It will also develop new and existing coaches and umpires.

The RCCC will develop a new recruitment process through the website, to attract and engage with members and the wider volunteering community.

The RCCC will design and deliver entry level courses across Scotland for those interested in coaching or officiating for the first time. Where appropriate, it will promote the progression for volunteers to gain skills as helpers before attending a course.

This will be followed by further training for existing coaches/officials to develop their competence, skills and knowledge so that players are enabled to progress in the player development and competition pathways.

The RCCC will ensure coaches working with curlers at Clubs, Rinks and within Teams are current members with suitable qualifications, insurance and PVG certification.

The RCCC will communicate with all coaches and officials to inform them of developments in the sport and advise them of training, resources and events as they emerge. This will include the use the e-bulletins and online resource centre.

The RCCC will develop quality assurance systems through training of tutors and assessors delivering RCCC courses.

Objective 6: Performance



The RCCC aims to develop high levels of performance among the athletes in national programmes, in partnership with British Curling and sportscotland that will lead to Scottish teams winning medals on the world stage.

The RCCC strives for Scottish curlers to succeed at all levels. Its overall goal is to have Scottish players on the podium at World and European competitions, and being selected for Great Britain's Olympic and Paralympic Teams.

The RCCC has a proven record in delivering world-class high performance programmes and initiatives through the SIS. It will work with partners to produce a plan that identifies outcomes and the activities required to achieve them in the Olympic and Paralympic Cycle to 2018 and 2022.

The RCCC will develop systems that will identify people with the skills, motivation and mind-set to fulfil their potential across all programmes. The programmes will promote best practice in performance sport including anti-doping.

The performance of the RCCC's leading curlers in major international competitions, and Olympic/Paralympic Games in particular, is the area which generates the most media coverage and interest among club members. It is important to maximise the opportunities that the media interest and spotlight bring to the sport and will disseminate key messages to members and wider audiences.

Scotland has enjoyed great success at the highest level of curling but as the sport continues to expand globally, it faces increased competition from curling's emerging nations and will invest in research and innovation to keep ahead.

Targets



The RCCC has determined two headline targets for each of the six objectives and summarises these below. Further detailed annual targets will be provided in the annual plans for the term of the strategy.

Facilities	Revise the National Curling Facilities Strategy National Performance Centre and new RCCC headquarters in operation
Membership	Increase Junior Membership to 1,300 Increase in total membership of RCCC to 16,000
Development	Deliver a programme of TryCurling to at least 2,000 people per year Deliver development seminars to at least 300 people per year
Competitions	Organise a full range of national championships for all ages and abilities Host Championships for 2016 European, 2018 World Junior, 2019 World Wheelchair
Workforce	Full range of training provided from L1-L3 for coaches and officials Scottish officials working at every world championship competition
Performance	Achieve at least three podium results at World/European Championships each season Continue successful partnership delivery of the Performance Programme

Monitoring



The RCCC recognises the need to monitor and evaluate progress towards the achievement of its strategic objectives. A multi-disciplinary team will be established to contribute to the annual review process, working with the CEO. This will provide accountability to its members, statutory authorities (including sportscotland) and other organisations that support it and the development of curling in Scotland.

The RCCC have produced targets against which its performance can be measured for its core areas of operation. By acting on the information gathered through monitoring, it will be able to strengthen its operations and procedures and improve the quality of its work.

The RCCC will monitor its own effectiveness through a straightforward rating scale across a balance of financial, quantitative and qualitative measures, that evaluates outputs across the organisation. It will use the reports to inform its ongoing planning and allocation of resources and personnel to ensure it maximises its returns.

This Strategy covers the period 2015-2019, in the final year of which the RCCC will conduct a strategic review of its operations, governance, mission and progress towards achieving its vision.

Thanks

This strategy has been produced with input from a large number of people. Particular thanks are given to the staff, directors, committees and members who have contributed to the creation of this document.