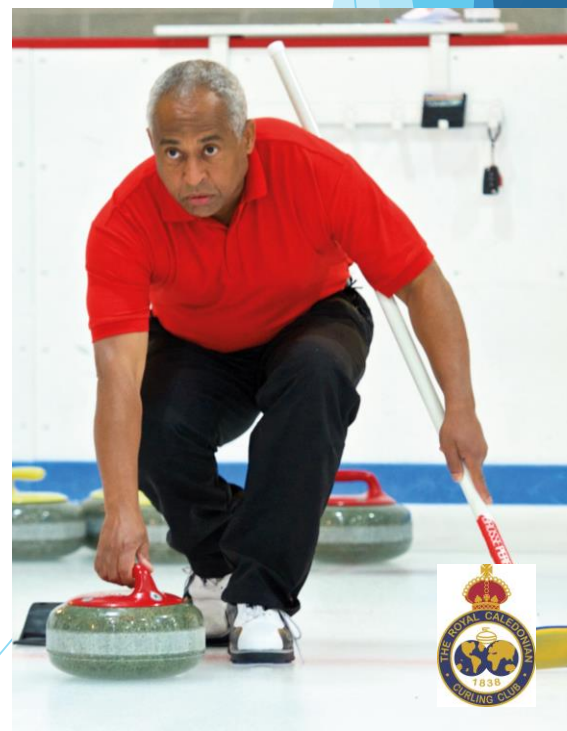




Scottish Curling Strategic Plan 2019-23



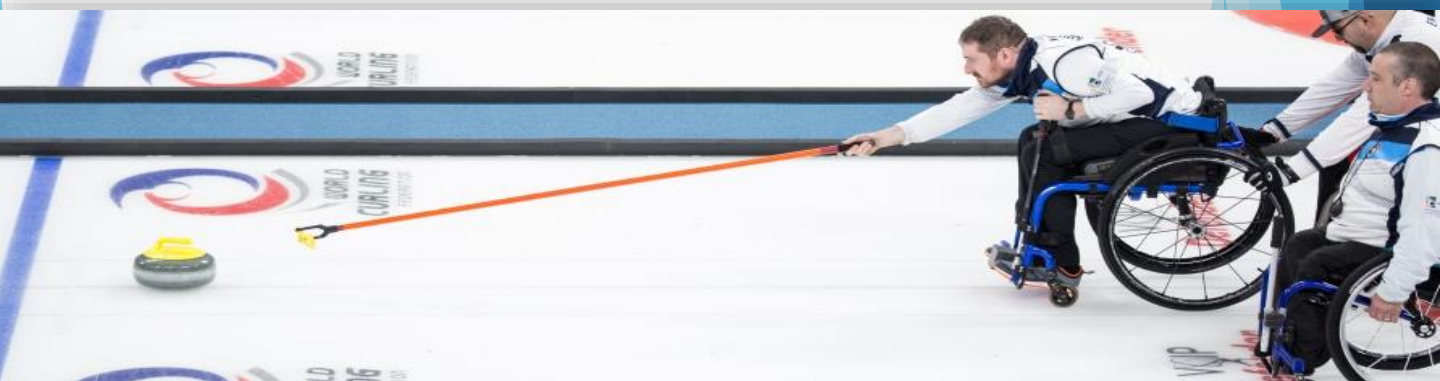
Scottish Curling Draft Strategic Plan 2019-23

Our Vision

- ▶ Scottish Curling has a vision that curling is an exciting game that is played and enjoyed by people of all ages and abilities in communities across Scotland.

Our Mission

- ▶ Scottish Curling will raise the profile of curling to grow its popularity and increase participation;
- ▶ Scottish Curling will work in partnership with clubs and facilities to develop exciting opportunities for people of all ages and abilities to realise their ambitions within the sport;
- ▶ Scottish Curling will be an effective, highly valued and respected organisation that provides high quality leadership and governance for the sport of curling;



Background

Scottish Curling is the trading name of the Royal Caledonian Curling Club. Information about the history and strategic context are provided on the website at: scottishcurling.org/about-us/strategy-and-policy

Building on great results 2015-2019

Addressing Equalities:

- New British Sign Language for curling
- Signed up to LGBT Sports Charter
- Signed up to "50:50 by 2020"
- New "Future Leaders" programme launched



Facility Support:

- 2018 Loan to Edinburgh Curling Rink £76k
- 2017 National Curling Academy Opened
- 2016 Loan to Inverness Ice Rink £50k

Events- Inspiring Legacy:

- 2019 World Wheelchair Champs - Stirling
- 2018 World Junior Championships - Aberdeen
- 2018 World Championships Playoff - Perth
- 2016 European Curling Champs - Braehead
- 2015 Indoor Grand Match: over 2,000 players



Medal Success - 16 Podium results, incl:

- 2018 European Men's Gold
- 2017 European Women's Gold
- 2017 World Mixed Gold
- 2016 World Senior Women's Gold
- 2016 World Junior Men's Gold



Positive Development:

- New Coaching and Development Conference
- TryCurling campaign continues to grow
- #CurlFest Programme



Strategic Priorities

Scottish Curling operates as an effective organisation, embracing equality and diversity at all levels. It is dynamic and forward thinking yet is recognised for its rich heritage and traditions.

The six areas of operation are inter-dependent and linked by a set of values and principles that guide members and staff in all that they do. Members and staff are committed to attending to them all to keep the sport progressing.



The work in the priority areas is underpinned by good governance, efficient administration, prudent finances, and effective marketing.

Long term outcomes....by 2023 we will:

FACILITIES

Support Ice Rinks with operational challenges (energy costs, marketing, training)

Maintain existing curling facilities with 23 ice rinks

MEMBERSHIP

Attract 600 new members per year across diversity of backgrounds

Maintain overall membership at 12,000 active curlers

Review membership categories to reflect future needs, including casual users

DEVELOPMENT / PARTICIPATION

Deliver programmes of TryCurling to at least 1,000 people every year

Improve diversity of participation in curling across protected categories

Support 20 Focus Clubs per year to develop and grow participation locally

COMPETITIONS

Offer a full range of relevant competitions catering for all ages and abilities

Host World Men's Championship 2020 in partnership with Glasgow Life and WCF

WORKFORCE

Achieve 60% on Coaching Scorecard, independently measured

Deliver a programme of workforce training and CPD to meet future needs at all levels

Develop at least 4 High Performance Coaches through bespoke coaching programme

Train 30 young volunteers in Future Leaders programme

PERFORMANCE PATHWAY

Deliver holistic athlete development in all disciplines

Maintain dominance on British performance programmes with over 80% Scots

Win at least 3 international medals each year (all ages)



Values, equalities and effectiveness

Scottish Curling is the governing body and custodian of the game of curling.

It has core values of **integrity**, **transparency** and **accountability** which are adopted at all levels of the organisation. Scottish Curling provides leadership for the sport nationally and develops policies and strategies that provide guidance for the organisation and its members.

In addition to the six priority areas, Scottish Curling is committed to equality and diversity, whilst operating an effective organisation that manages resources efficiently.

EQUALITIES

Embed equalities in all areas of business operation, to make it the new norm

Increase participation of disabled curlers by 10%

Continue to increase women's participation in leadership roles

Maintain Intermediate Equality Standard for Sport and work towards Advanced Level

Promote accessibility and opportunities for LGBT persons



EFFECTIVE ORGANISATION

Conduct structural review of the organisation, to address inequalities, by 2020

Provide leadership in setting and maintaining Safeguarding Standards for the sport

Continue satisfactory governance audit from sportscotland by 2023

Increase quality and quantity of broadcast output with partners and own footage

Increase commercial revenues annually by 5% and manage resources prudently

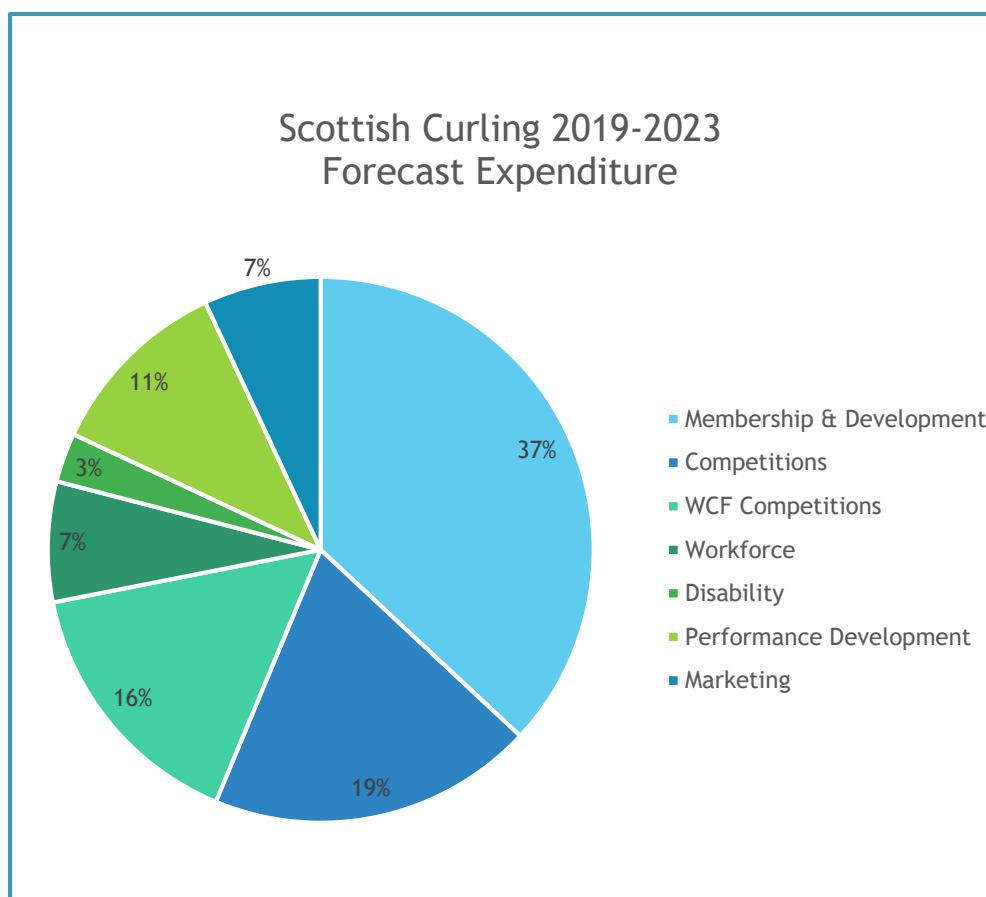
Resources

FINANCE

Scottish Curling operates an annual turnover of around £1m, generated from grants (50%), subscriptions (20%), activities (18%), sponsorship (8%) and other (4%)

The executive manages the resources with prudent financial responsibility, seeking to control costs and providing good value for members, customers and partners. The organisation is committed to increasing commercial revenues thereby reducing risk and reliance on public funding.

The graph below shows the areas in which the organisation plans to spend its money over the next four years. Progress on this will be reported to members annually.



RECOGNITION

Scottish Curling has developed this strategic plan with the greatest ever level of input from members. Four hundred members completed an online survey and 267 attended open consultation meetings around the country. Thanks to all of them, the staff and board for supporting the process and Scottish Curling will use this strategy to direct its work over the next four years.