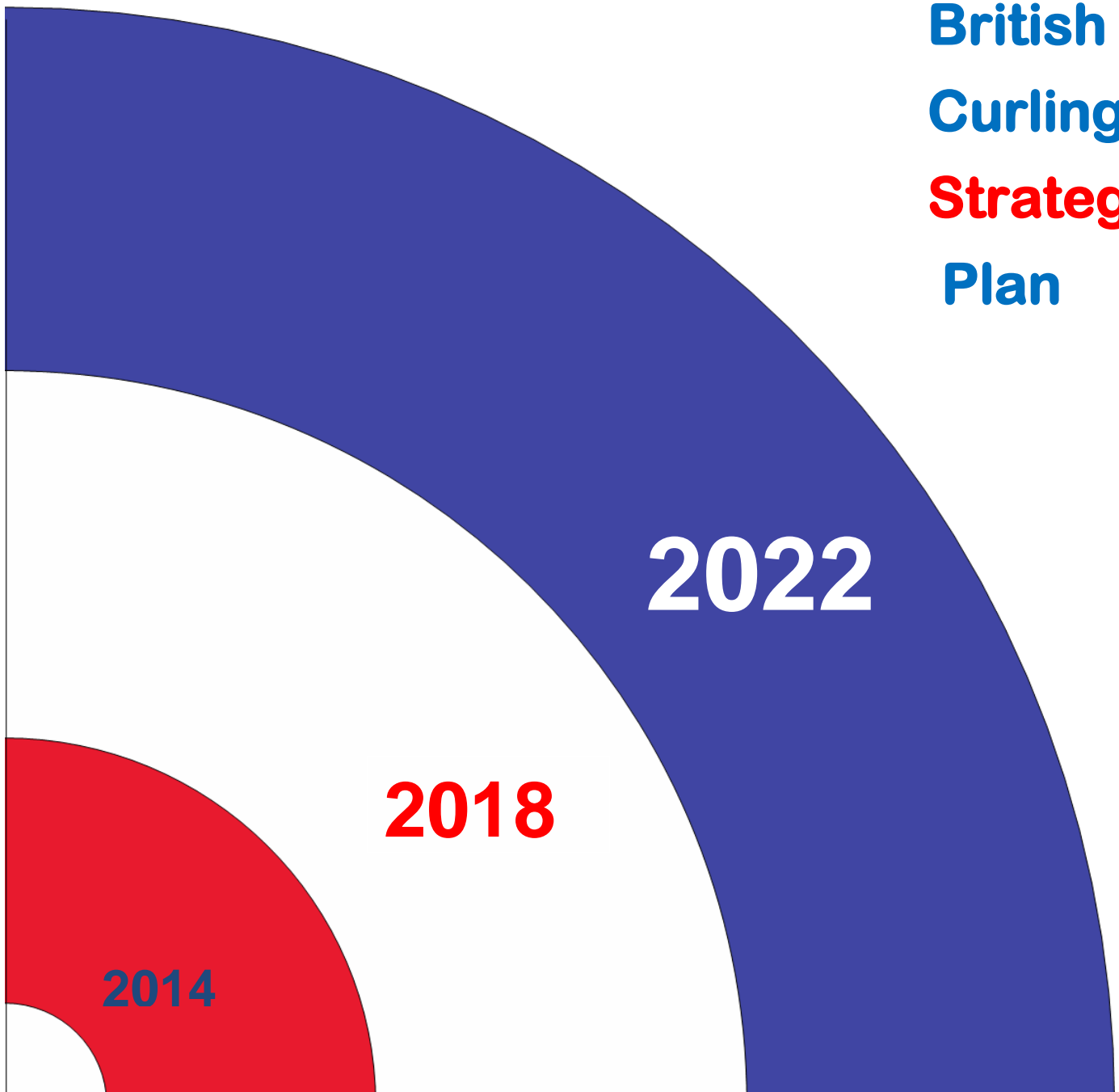


British Curling Strategic Plan



British Curling is the Governing Body for the Sport of Curling at British level. It has a responsibility, together with our partners, for ensuring that the sport of curling develops and delivers a sustainable performance programme that will result in British curlers achieving their potential and delivering medals on the world stage (the pinnacle of which is the Olympic and Paralympic Games). It is also responsible for the nomination of British athletes/teams to the BOA/BPA and BUCS.

Vision

This document sets out the vision for curling in Britain as agreed with all of the stakeholders involved in the sport:

- Curling in Great Britain will be delivered through a partnership where all organisations are working together for the overall benefit of the sport as a whole.
- British Curling's role is to deliver the specific elite portion of the overall agenda ensuring that it does this through effective partnerships with the rest of the sport.
- Equally, the member organisation's activities must have a relevance to what is required to enable British Curling deliver elite performances.

Overall Objectives

The primary objective of the sum of the parts of this curling agenda in Great Britain is:

'To grow the sport of Curling'

Aims of British Curling

To achieve this objective, the aims of British Curling will be:

1. To deliver a world class **performance** programme that achieves international success
2. To develop world class **coaching** workforce that is capable of nurturing players
3. To support the **development** of curling at all levels in the player pathway
4. To sustain accessible **facilities** for playing the sport
5. To **communicate** effectively with curlers and wider audiences and marketing the sport
6. To operate with policies and practices that provide good **governance**.
7. To operate with sound **financial** procedures and systems and account for resources

Critical Outcomes

The critical outcomes that all partners and stakeholders agree are core to our collective mission for the development of Curling in Britain, and will deliver a lasting legacy are:

- A. More people curling**
- B. More opportunities, places and times for people to curl**
- C. More high quality coaches**
- D. Sustained international success**

The Context for British Curling's Strategy

British Curling is one of the key partners that shares the overall objective to **grow the game of curling** in Britain. Through achieving its 7 aims as set out in this strategy, British Curling will contribute to achieving the overall objective for curling in Great Britain by working effectively with each of the other delivery partners.

The delivery partners are British Curling, it's Members (Royal Caledonian Curling Club, English Curling Association, Welsh Curling Association, Scottish Wheelchair Curling Association) and sportscotland. Each of the partners has a role to play on behalf of the sport and the needs of one partner are no more important than any other in the overall plan.

The philosophy to "Grow the Game" is shared by all of the partners and the cyclical diagram depicts this clearly, demonstrating the inter-dependent relationships that exist and the requirement for the partners to work together.



British Curling will lead the Performance Programme, which will be used as a tool to promote the whole of the sport and help to “Grow the Game” as part of the curling family.

Whilst other partners will have their own specific aims and objectives to deliver, they are committed to supporting the role defined and agreed for British Curling. Equally, British Curling will be committed to supporting its members to achieve their strategic goals.

In this context, the role of British Curling, is:

To have a clear responsibility to deliver on particular performance related goals that are agreed within the integrated “whole sport partnership” for the sport in Great Britain, whilst facilitating and supporting the development and growth of the sport with the Home Nation Governing Bodies.

The Strategy

This strategy document sets down a foundation of understanding and expectation, that will make it possible for the sport across Great Britain as a whole, and British Curling in particular, to achieve its critical outcomes over the course of the next ten years and beyond.

During the current Olympic cycle, British Curling has been working within a Memorandum of Understanding with sportscotland and the RCCC, and with agreement from UK Sport, has established a strategic partnership and funding arrangement that will take the sport up to 2014.

Whilst the focus has always been on what needs to be done to bring medal success in 2014, during 2012, the Board of British Curling engaged in a long term planning process that is intended to identify what the organisation needs to do – not withstanding the very real prospect of success in 2014 - to improve its standing in the world through future Olympic cycles.

The Board believes that through to the 2022 cycle, British Curling should be established as the premier curling nation, with a leading edge performance programme producing consistent and sustainable world class performances. It will do this as part of “growing the game” but will also take this opportunity to examine what needs to be in place, (and to instigate the practices that will enable any necessary change), to ensure that Great Britain achieves this extremely challenging performance goal.

In the period to 2014, British Curling will initiate a review of the practices and structures that it believes will need to be in place for it to achieve sustained world class performances in the next two Olympic cycles. In tandem with this will be the exploration of the financial requirements that will be necessary to support any new developments in the way that performance is delivered within the sport.

The results of this review, notwithstanding any possible financial constraints will be established and worked towards through the 2018 cycle.

This current strategy documents identify the key actions and outcomes for British Curling from 2012 through 2014. The strategy will be reviewed annually by the British Curling Board and its members and the action plan for 2014 to 2018 will be developed biennially.

Aims into Action for the period to 2014

The work required to achieve British Curling’s 7 aims is detailed in the following pages.

1. Performance

*British Curling aims to deliver a world class **performance** programme that achieves sustained international success.*

The World Class Performance Programmes are the structure for developing Curling athletes to succeed on the World stage and have developed a Performance Plan looking ahead. The main purpose of this Performance Plan is to highlight and record the competitive goals and performance aspirations of the World Class Performance Curling Programme, for our athletes, coaches and support staff. This plan will evolve through the 2010-14 cycle and will be the basis for future plans. The references to targets beyond 2014 are indicative of a longer term view.

Curling has consistently achieved medal success over the last two Olympic/Paralympic cycles and it is our desire to build on this medal momentum. As such, the Performance Plan also identifies the services and resources that need to be provided for the effective delivery of the plan for the sport of curling within Great Britain. Roles of the relevant partner organisations and investors are also presented in conjunction with resource investment.

The high level areas the Performance Plan identifies are;

Programme Mission Statement

Provide world class coaches and support programmes to our world class athletes, leading to a culture of consistent podium performances at a world class level.

Overall Objectives

- Selecting the best athletes
- Maximising the preparation of the athletes and teams to perform
- Developing the world's best curling coaching team
- Developing the world's best curling support programme

Primary Performance Targets: 2014

The partners in this plan are committed to achieving the following targets:

- To win at least 1 medal at the 2014 Winter Games (Olympic/Paralympic) [1.1]
- To have WC programme athletes consistently achieving a minimum top 5 performance at the World Championships (Men, Women and Wheelchair) [1.2]
- To have WC programme athletes win National Championships every year [1.3]
- To have WC Wheelchair programme athletes selected to represent the Home Nation Governing Body (HNGB) who win the Paralympic Qualification points [1.4]

Further detail on the approaches and philosophy taken can be found within the Performance Plan itself.

2. Coaching

*British Curling aims to encourage the development of a world class **coaching** workforce that is capable of nurturing the needs and aspirations of players.*

This encompasses provision of instruction for beginners, improving the abilities of players as they develop and coaching performance athletes at the peak of their sport.

There are currently 746 registered curling coaches across the UK. The coaching qualification scheme is currently developed and administered by the RCCC. The scheme has two levels in place and the third level has been under development and is due to be delivered as a pilot in 2013 [2.1].

Additional CPD provides opportunities for learning, and for the development of coaches working at the higher end or development into performance will be provided [2.2].

British Curling will support the technical and tactical development of the coaching workforce through academic study and research in partnership with relevant institutions and partners from industry. Aim to publish at least two research papers by 2018 [2.3].

3. Development

*British Curling aims to support the **development** of curling at all levels in the player pathway*

The current membership numbers for the Royal Club, English Curling, Welsh Curling and the SWCA are 13000, 136, 104 and 96 respectively. These numbers do not include the many individuals who also curl out-with the membership of the governing bodies.

The Royal Club currently has the following programmes in place for encouraging and developing participation in curling: Try Curling, Curling'sCool, Skills Awards, Adult/Junior Camps. The outcomes of these programmes will be shared with the other home nations where resources can be shared.

A mechanism should also exist to identify athletes from outside the existing talent pathways. This will involve planning talent capture initiatives to advertise assessment and development opportunities to athletes who are new to curling (e.g. athletes not already in a sporting pathway and/or 'talent transfer' opportunities for athletes currently associated with other sports). These initiatives will be focused around events where curling has high exposure on the sporting calendar (Olympics, World Championships etc) with the clear outcome to identify athletes with performance potential [3.1]. Any athletes identified through this process will be integrated into one of the following development pathways;

- **Identifying athletes with long-term potential, or may not be suitable for high performance curling, but who now exposed to the sport wish to continue in the**

sport - To be linked to appropriate curling rink/ facilities and on-going development delivered through the existing curling structures.

- **Identifying athletes with the potential to be fast-tracked into the performance programme** - The development process will be delivered through dedicated contact time with designated performance coaches and further developed through a designated squad structure.

4. **Facilities**

*British Curling aims to sustain accessible **facilities** for playing the sport*

Across the UK there are 84 ice rinks of varying sizes, uses and ownership. Of these 59 are in England, with just 1 where curling is regularly available. There are 26 rinks in Scotland with curling taking place on 22. There are 2 ice rinks in Wales with limited curling at 1 of them.

A National Curling Facilities Strategy exists for Scotland, produced by the RCCC and updated in 2011.

A priority should be for the ECA to revise the Facilities Strategy for England [4.1], where the potential exists to gain access at some of the 58 skating facilities. A more targeted approach has been proposed and an implementation plan and priorities should be developed.

The Welsh Curling Association needs to develop a Facilities Strategy [4.2] and will be supported in the process. The stages will include demographic and economic analysis, the aim being to establishment of the first dedicated curling facility for Wales.

5. **Communication & Marketing**

*British Curling aims to **communicate** effectively with curlers and wider audiences as part of the wider marketing of the sport*

To ensure the story of Curling is told effectively, we need to ensure we have a clear communication and marketing strategy for British Curling, and this must be integrated with those of our members [5.1].

Within this we will identify the consistent messages we want to send out; who we want to communicate with; when we need to communicate with the various audiences and what methods we communicate with in the various formats.

6. Governance

*British Curling aims to operate with policies and practices that provide good **governance**.*

Diligent compliance and effective management will ensure athletes and coaches can focus on their training and performances in the sport.

To be successful in the area of governance, British Curling will maintain the existing policies and practices that underpin its work. These include: Data Protection, Child Protection, Anti-Doping, Grievance, Discipline and Fraud Prevention, plus many others. Ensuring such documents are maintained and up to date, complying with best practice. Directors and staff should be familiar with documents relating to the operations of the business and recommendations from the UK Sport audit of these should be acted upon [6.1].

The Memorandum and Articles of Association will be maintained and updated as required [6.2].

Proper records will be kept, such as: minutes of meetings, risk management, annual report and annual returns [6.3].

The Members are critical to the future direction of the organisation and meaningful involvement and dialogue with Members will ensure member buy-in and nation-wide support [6.4].

Directors are appointed on a competency and skills-based selection process. The appointment process for directors is open and transparent and should be phased to create a rolling programme of elections which take place annually from 2014. The skills and attributes sought from new directors must be defined through skills mapping and gap analysis [6.5].

British Curling will review the structure in place for operational delivery of the performance programme, before the Sochi Olympics/Paralympics. A range of options will be considered in relation to determining the most effective way of realising the performance targets and overall objectives [6.6].

7. Finance

*British Curling aims to operate with sound **financial** procedures and systems and account for resources*

British Curling operates within approved policies and procedures and will continue to operate with diligence and fiscal responsibility.

The Curling Performance Programme has two significant sources of funding, which are provided by UK Sport and Sport Scotland, each comprising funds from lottery and exchequer

budgets. There is a growing pressure to create a diversified range of income streams for British Curling to avoid reliance on public sector funding.

New funding systems at UK Sport require sports that wish to access additional Sport Specific Budgets beyond their Core Athlete Budget will have to provide a percentage of match funding. Therefore it will become increasingly imperative that Curling will need to source additional income streams, principally from private/commercial sources.

British Curling will prioritise the task of securing additional sources of funding for the performance programme for the 2014-18 cycle and beyond, firstly by creating, then implementing a Fundraising Plan [7.1].

Priorities

The list below shows the actions that will help to provide direction for the future of the strategy and this is expected to evolve over time (for example when 3.1 is completed, a new set of targets relating to curling at additional facilities in England may emerge, but that should be based on research and evidence gathered in a strategic approach).

1.1	Win one medal in each Olympic/Paralympic Games	2014, 2018, 2022	
1.2	Top 5 performances at world level	Ongoing	
1.3	WCP athletes win National Champs each year	Annually	
1.4	WCD wheelchair athletes are selected to national teams for OQ points	Annually	
2.1	Create Level 3 Coach award	2014	
2.2	Deliver CPD training for coaches working with performance athletes	Ongoing	
2.3	Publish 2 curling specific research papers	2018	
3.1	Create talent transfer opportunities	2015	
4.1	Revise the Curling Facility Strategy for England	2013	
4.2	Create a Curling Facility Strategy for Wales	2014	
5.1	Create Marketing and Communications Strategy	2013-14	
6.1	Address actions from UK Sport Governance audit	Ongoing	
6.2	Update Memorandum and Articles	Ongoing	
6.3	Keep proper records	Ongoing	
6.4	Dialogue and involvement with members	Ongoing	
6.5	Establish new recruitment for directors	2014	
6.6	Review of operational structures	2014	
7.1	Create and implement a Fundraising Plan	2013-14	

Monitoring

British Curling will report on progress made against each area of the strategy on an annual basis. New priorities will be identified and changes will be recorded and reported on by the board of British Curling.