



ANNUAL REPORT

2015-16

THE ROYAL CALEDONIAN CURLING CLUB

The National Governing Body for Curling in Scotland

CONTENTS

RCCC OFFICIALS.....	3
HEADQUARTERS STAFF.....	4
CURLING DEVELOPMENT OFFICERS.....	4
IN MEMORIAM.....	5
MEMBERSHIP.....	6
Current Membership.....	6
New Clubs.....	6
Resigned Clubs.....	6
AWARDS & MEDALS.....	6
Clubs that have completed 150 years continuous affiliation.....	6
Members who have been awarded 50 year medals.....	6
Teams who have been awarded Eight-ENDER Awards.....	7
REPORTS.....	8
Board.....	8
Club and Member Development.....	8
Coaching & Workforce.....	10
Competitions.....	12
Finance.....	14
International Relations.....	15
Marketing & Communications.....	15
Performance.....	17
Areas Standing Committee.....	18
Ladies' Standing Committee.....	19
RESULTS OF NATIONAL & RCCC COMPETITIONS 2015-16.....	21
ROLL OF HONOUR.....	25

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RCCC OFFICIALS

*A company Limited by Guarantee and not having a share capital.
Registered in Scotland under Company Number SC232571*

FOUNDED 1838

Patron

HER MAJESTY THE QUEEN

Honorary Members

HIS ROYAL HIGHNESS THE DUKE OF EDINBURGH
G ROY SINCLAIR (St Martins)

President

BILLY HOWAT (Cumnock and District)

Vice President

CLIVE THOMSON (Glasgow Academicals)

Board of Directors

BILLY HOWAT (Cumnock and District)	President
ALASTAIR MACNISH (Gourock)	Chairman
BRUCE CRAWFORD (Abbotsford Curling Society)	Chief Executive Officer
KAY GIBB (Northern Lights)	Director
TREVOR DODDS (Oxenfoord)	Director
GREIG HENDERSON (Haddo House)	Director
ROBIN NIVEN (Delvine)	Director
DAVID HARDIE (Crocketford)	Director

Past President

DAVID HENDERSON (New Abbey)

Chaplain

REV ALAN DONALDSON (Cadder)

Other Officials & Advisors

Legal Advisers

J & H Mitchell WS
Harper Macleod LLP
Brodies LLP

Independent Accountants

Thomson Cooper

HEADQUARTERS STAFF

Chief Executive Officer
BRUCE CRAWFORD

Head of Development
JUDITH MCCLEARY

Development Manager
FIONA KENNEDY

Event Manager
SUSAN MURRIN

Competition Coordinator
ALINE HARDIE

Performance Development Coach
BARBARA MCFARLANE

Coaching & Workforce Development Manager
GILES LOMAX

Welfare Officer
LINDSEY BOOTH¹

Marketing Manager
STUART MCLEAN

Marketing Assistant
KIRSTEN BROWN

Office Manager
SUZY WAKEFIELD

Administrator (Finance)
NICOLA GLENCROSS

Administrator
LAURA BARR

¹ Part-time

CURLING DEVELOPMENT OFFICERS

GRAHAM SLOAN (Dumfries)
CLAIRE MILNE (Perth/Kinross)
MARION MURDOCH (Lockerbie)
DAVID JONES (Dundee)
LAURA MUTCH (Aberdeen)
DAVID HORNE (Braehead)
JIM MORRISON (Hamilton/E Kilbride)
HAMMY MCMILLAN (Stirling)

IN MEMORIAM

In alphabetical order by Club:

Derrick Bigley (37 Club)
Malcolm Smith (Aberdeen)
George Morrison (Aberdeen & District Rotary)
Dr Graeme Giles (Airthrey Castle)
John Jardine (Applegarth and Sibbaldie)
Bill Bryce (Avondale Heather)
Dennis Johnston (Ayr St. Columba)
Helen Steel (Ayton Castle)
David Arnott (Blairdrummond)
Andy Burt (Breadalbane Kenmore)
Colin Campbell, Ian Terris (Broomhall)
Katherine Smith (Cambo Ladies)
Jack Burt (Cambusnethan)
Iain Baxter, William Newbigging (Corstorphine)
Irene Lyall, Elspeth Young (Corstorphine Ladies)
William Dunlop (Crosshill)
T Brown McMaster (Crossmyloof)
Zita Johnston (Dollar Ladies)
Dominic Muldoon, Alexander Lamb, William Plenderleith (Douglas)
John Coultart (Dun)
Ian Boreland (Dunfermline)
Una Chalmers (Dunfermline Ladies)
David Alexander, Robert L Morrie (Dunsinane)
Evelyn McDade (Duntocher Ladies)
Martin Melvin (East Linton)
John Grigor (Elgin)
Allan Paterson (Falkland)
Len Read (Fife Ice Arena Virtual)
David M Pattullo (Forfar)
David Dandie (Fothringham)
Neil McLean (Glasgow Academics)
Jim Smith (Glenfarg)
Julie Lyon (Granite City Ladies)
Sandra Lapsley (Greenock Ladies)
P McPherson (Heart of the Highlands)
Stewart Hutton (Hercules)
Lucy Fleming (Hercules Ladies)
Derek McCulloch (Kinross)
Anne Jack (Kinross Ladies)
James Henry (Kirkoswald)
James Darroch (Lanark)
David Bell (Lesmahagow)
Helen Hamilton (Lesmahagow Ladies Section)
Grace Caird, Bill Ritchie (Lundie and Auchterhouse)
Adam Stark (New Monklands)
Dan Carmichael (Panmure)
Frank Toner (Pitlessie)
Don Fergusson (Port of Menteith)
Jim Mitchell (Raith & Abbotshall)
Andrew Philip (Rubislaw)
Isobel Fyfe (Schiehallion Ladies)
William Brown (St Andrews)
Sheriff David B Smith, Hazel Smith (Symington)
Alec Tinto (Toberargan)
William Buchanan (Tulliallan)
Jean Plenderleith (Upperward Ladies)

MEMBERSHIP

Current Membership

641 Affiliated Local Clubs
12,458 Registered Members

New Clubs

Bon-Accord & Pecten
Disable Curling Scotland (DICE)
Glasgow Ptarmigan
Mardi Ladies
NHS Ayrshire & Arran
Nunholm
Perth Virtual
Ross Sutherland Farmers
St George`s School for Girls

Resigned Clubs

Arbroath
Baldovan
Bell Baxter High School
Grampian Police
Kirkcaldy Ice Rink
Queensferry High School

AWARDS & MEDALS

Clubs that have completed 150 years continuous affiliation

Perth

Members who have been awarded 50 year medals

Peter Morris Cleland (Bellshill)
James Paton (Bridge of Allan)
Colin Campbell (Broomhall)
Gavin Hepburn (Bruntsfield Curling Society, Raith & Abbotshall)
Jean Hamilton (Carrington)
Jim Stevenson (Dunfermline)
Isobel Waddell (Hamilton & Thornyhill)
James McGregor (Kilsyth)
Sheila Clark (Lothian Ladies)
D. Lindsay Hood (Monifieth)

Teams who have been awarded Eight-Ender Awards

Team (Club)	Played At	Competition
Gary McAra, Martin Gordon, Gary Warburton, Ilona Warburton (all Loch Ness)	Inverness Ice Centre	Inverness Province League Div. 1
<i>David Mundell, David Reid, Tom Reid, Douglas Reid (all Stewarton Heather)</i>	<i>Ayr Ice Rink</i>	<i>Eglington County Curling Game</i>
Sandra Thornton, Kathleen Forrest, Alistaire Gilchrist, Ken Forrest (all Nondescripts)	Braehead Curling Rink	Nondescripts Langdale
<i>Neil Hutcheon, Stuart McBain, John Penny (all Meldrum and Daviot)</i>	<i>Curl Aberdeen</i>	<i>Super League C</i>
Kathryn Hay, Margaret White, Robert White, Frank McHigh (all Dalmellington Craigengillan)	Ayr Ice Rink	Inter Club Challenge League
<i>John MacFarlane, Sheilagh MacFarlane (both Panmure)</i>	<i>Forfar Indoor Sports</i>	<i>Panmure Pairs Trophy</i>
Christine Ross (Eskdale), Valerie Davidson (Gretna & Borders), Helen Hally (Craigielands), Jean Irving (Annan)	Stranraer Ice Rink	Stranraer Ladies' Presidents Day
<i>Janet Burns, Kate McArdie, Mary Bunker, Anne MacLean (all Nairn Ladies)</i>	<i>Inverness Ice Centre</i>	<i>Nairn Ladies League 2016</i>
Sheena Boyd, Agnes Jackson, Alison Cruickshanks, Fiona Miller (all Lenzie Ladies)	The Peak, Stirling	Arnold Seftor
<i>Donnie Allan, John Penman, Alan Motion, Alastair Campbell (all Bucklyvie)</i>	<i>The Peak, Stirling</i>	<i>Area 6 Bonspiel</i>
Liz Carnie, Sheena Webster, Susan Skene, Joan Fyfe (all Dalhousie Ladies)	Forfar Indoor Sports	Dalhousie Ladies League
<i>Agnes Strang, Ann Paterson, Caroline Morrison, Catherine Morrison (all East Kilbride and Haremyres)</i>	<i>Lanarkshire Ice Rink</i>	<i>West of Scotland Ladies League</i>
Elizabeth Moffat, Jim Sandilands, Morag Sandilands, Anne Marsh, Peter Gilchrist (all Dipool)	Lanarkshire Ice Rink	League
<i>Ian Mackay (Dornoch), Julian Hunter (Strathpeffer Spa), David Munro (Caberfeidh), Valerie Mackay (Locheye and St Duthus)</i>	<i>Inverness Ice Centre</i>	<i>Ross-shire Bonspiel</i>
Sheila Sturrock, Joyce Simpson, Fiona Cowan (all Club 90)	Greenacres Curling Rink	Club 90 Spring League
<i>Archie Smellie, Graeme Rodger, Stuart Walker, Jim Pate (all Eddleston)</i>	<i>Murrayfield Curling Rink</i>	<i>Ian Preacher League Trophy</i>

REPORTS

Board

Alastair MacNish (Chair) and Bruce Crawford (CEO)

This last year has seen some considerable change for the RCCC.

The new Strategy 2015-2019 was adopted at the start of this year and this has directed the work we do. A review of the staff required to implement the new strategy led to restructure and recruitment of eight new personnel in 2015, across all departments. The staff continue to do an excellent job and the quality of our work is continually improving as we strive to meet the needs of members, the sport and our partners.

Sportscotland appointed KPMG to carry out an independent audit of the RCCC policies and procedures to ensure that the organisation is fit to receive public funds. This scrutiny of the organisation took place in January 2016 and a positive report followed with a small number of areas for improvement, which have since been addressed.

After twenty years in Cairnie House the headquarters moved from Ingliston to the modern open plan offices in Stirling. The new office is open plan with space for all the office staff and hot-desk space for visitors and there are two meeting rooms. It is fairly close to the motorway network, bus and train stations and is just a few minutes' walk from the ice rink at the Peak and the planned new National Performance Centre for curling.

New sponsorship relationships were established with Alan Steel Asset Management for the hugely successful Indoor Grand Match in October 2015 and GoCoco coconut drink for the Scottish Curling Championships and Scottish Curling Senior Championships in February 2016. The board commissioned an agency to undertake a sponsorship review and this has led to some approaches to new partners with whom we hope to develop lasting relationships for the wider benefit of curling for years to come.

The partnership with British Curling continues to deliver success for performance curling in Scotland and as part of British teams. Together the two organisations have supported the planning for creation of a new National Performance Centre, led by Stirling Council with investment from **sportscotland**.

The late David Smith, RCCC member and trustee of The Scottish Curling Trust, bequeathed to the Trust his vast collection of curling artefacts including over 400 curling stones, 100 pictures and countless other books and memorabilia, which we hope to one day feature in a national museum for curling. The Trust has also recruited new trustees and appointed Kay Gibb, Leslie Ingram Brown and Graeme Adam to further develop the sport and its culture and heritage.

Club and Member Development

Fiona Kennedy (Development Manager)

Development of Junior Curlers

Across the 2015-16 season a total of 4,716 primary 6 and 7 pupils participated in RCCC's Curling's Cool programme. In total 16 ice rinks worked in partnership with local schools to encourage and increase junior members within their clubs by delivering a taster to curling.

The Skill Awards resource is now utilised across 15 clubs to help develop the skills of their junior curlers. A total of 321 Skill Awards were achieved this season with 43 metallic awards and 278 coloured awards achieved by March 2016. In line with the coach developments many of the Junior

Coaches also attended our new skills awards workshop. Plans are also in place with two more clubs who will embed the skill awards into their junior provision in 2016-17 season.

As expected the RCCC annual junior summer camp was in high demand with 46 participants experiencing a week of curling to enhance their skills and experience. The support from the Performance Programme Curlers provided throughout the week inspires those attending to continue their curling pathway.

Junior membership as of March 2016 is 1,152 members.

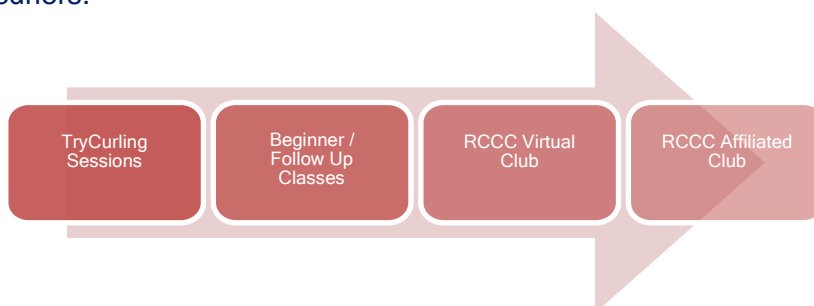
Local Partnerships

Local partnerships are in place at 17 facilities which either part fund a local Curling Development Officer or support a local Curling Development Group to meet objectives within the RCCC's Strategic Plan.

This year has witnessed many of our dedicated Voluntary Development Groups working extremely hard to achieve these objectives, resulting in increased investment from RCCC into their local programme.

Try Curling

Following the success of Try Curling over the past couple of years, a focus on retention and promotion during this season was outlined. The below diagram illustrates the pathway for new curlers.



Throughout the 2015-16 season the RCCC advertised 154 Try Curling sessions, across 17 curling facilities on www.trycurling.com. This attracted approximately 1,000 participants to these taster sessions where they are encouraged to progress through the pathway detailed above. An increase in television coverage saw an increase in interest in these sessions along with the introduction of indoor Try Curling sessions at unique facilities across Scotland.

Tracking of these participants is essential for the development of the programme, with registration forms essential to this process.

Development of Adult Curlers

To support the development of members across Scotland, the RCCC worked in partnership with local development groups, areas, provinces, ladies centres and clubs to offer coaching sessions, events and workshops. Topics are discussed and RCCC ensures aims and objectives of the workshops meet the needs of the members and appropriate coaches enhance the delivery of these. The events below were hosted in 2015-16:-

Seminar	Venue	No. of participants
Ladies Day	The Peak (Stirling)	33
Tactics & Etiquette	Kinross	40
Province Coaching Day	Kinross	9
Ladies Day	Murrayfield	32
Strategy & Tactics	Elgin	38
Ladies Day	Ayr	21
Strategy & Tactics	Ayr	50

Coaching Evening	Fife	18
Coaching Evening	Fife	26
Master Mixed Doubles	Dundee	17
Master Mixed Doubles	Dumfries	16
Adult Camp	Stranraer	33
		333

Total adult membership is: 11,306

Club Development

The number of Virtual Clubs has increased from 17 to 18 during the 2015-16 season with Virtual Clubs providing 360 new curlers with an opportunity to receive coaching and game time on a regular basis. This year has also seen approximately 20 juniors now joining virtual clubs.

The National Virtual Club Challenge this year saw 28 teams compete for the trophy donated by Kays of Scotland. This competition provides an excellent opportunity for new curlers to participate in a National RCCC Competition with representation from 16 ice rinks.

An increase in club development has been witnessed at some of our ice rinks, with clubs amalgamating, recruiting new volunteers, entering new competitions and developing their members. This is supported and encouraged by our development groups and officers across the country.

Disability

Over the season RCCC has worked closely with Scottish Wheelchair Curling Association and Scottish Disability Sport to review current wheelchair curling provision, programmes and investment across Scotland.

Projects for 2016-17 season

- Deliver Legacy projects for 2016 European Curling Championships
- Work with Ladies Branch to deliver Active Girls Day activities to inspire girls to curl
- Deliver existing programmes and new initiatives to increase RCCC membership in line with strategic targets
- Deliver National Coaching and Development Conference
- Build stronger links with facilities including the hosting of Ice Rink Management meeting

Coaching & Workforce

Giles Lomax (Coaching & Workforce Development Manager)

The 2015-16 season was the first year of the new RCCC 4 year strategic plan. A major milestone was the bringing together of coaches, umpires and volunteers into one functional area. This has been designed to ensure that we have an integrated workforce in place with the capacity to grow and develop the sport across the country.

There have been a number of key successes in order to secure the development of Coaching & Officiating in Scotland. Headline figures include:

- 12 x UKCC Level 1 courses delivered (Kinross, Stranraer, Hamilton, Murrayfield, Aberdeen, Lockerbie, Elgin, Forfar x 2, Ayr, Stirling & Braehead)
- 2 x UKCC Level 2 courses (Braehead & Aberdeen)
- 5 x Skill Award workshops (metallic & colours)
- 4 x Safeguarding & Protecting Children workshops
- 1 x Positive Coaching Scotland workshop
- 1 x Introduction to Coaching Wheelchair Curling

- 1 x Introduction to Umpiring
- 1 x Umpiring refreshers course

➤ Total of 395 people attended RCCC Education and Training courses.

- 34 x Level 2 coaches have fully accredited this year achieving their UKCC Level 2 qualification
- 10 x new tutors engaged in delivering Coach Education
- 84 x Level 1 coaches have completed their logbook paperwork and have been registered & resulted with the SQA for UKCC Level 1 certification.
- 4 x new Coach assessors trained and certified through the Assess Workplace Competence Using Direct and Indirect Methods (Assessor training) - in partnership with **sportscotland** and SQA
- 1 x Internal Verifier trained and certified through Internally Monitor and Maintain the Quality of Workplace Assessment (IV training) - in partnership with **sportscotland** and SQA
- 253 x Retrospective PVG's checks carried out on existing workforce
- Determining an accurate workforce of active coaches – 597 across Scotland (as of Feb 2016).

In addition,

- The RCCC secured £8,022 of UKCC funding to subsidise coach education courses reducing the cost of the course to the candidates by up to 70%.
- Achieved 51.34% in the **sportscotland** Coaching Scorecard. The initial target was 35% by March 2016 and 50% by March 2019. Due to the RCCC reaching this target in its first year, we must now maintain it for the next 3 years.

The RCCC celebrated success with Alan Stanfield (Nairn) who won the National 'Technical Official of the Year' award at the 2015 **sportscotland** Coaching Officiating & Volunteering Awards evening held at the City Halls, Glasgow. The award recognised Alan's commitment, drive and determination for all he has done for Umpiring within the sport.

A volunteer framework was launched to the RCCC membership on Monday 14th March 2016 for the upcoming 2016 Le Gruyère European Curling Championship at Braehead. Both the curling rink and the ice arena at Braehead will be used for the duration of the championships. There will be numerous roles helping to ensure that everyone coming to the event has a great and memorable experience.

Volunteer positions will be available in many areas across the event including; officials, timing and stats, ceremonies, legacy activities, facilities, marshalling, spectator services, transport, accommodation, accreditation, team services, media operations and helping with other volunteers. Some of these roles require specific experience; with training to be delivered by the RCCC and partners prior to the competition.

Thank you to the many people who contribute to the success of the RCCC, without the support of our existing volunteer coaching & officiating workforce it would be impossible to run our competitions, development groups, coaching programmes and club activities. Your continued help and support is very much appreciated.

Projects for 2016-17 season

- Umpire Development Programme - Strengthening programme to create a workforce that is both suitable and qualified to officiate at RCCC competitions.
- Time-clock operating workshop to be developed

- Review UKCC Level 1 & Level 2 content and structure for 2016-17 season. Introduce qualifications on digital platform moving away from paper based logbooks.
- CPD calendar for coaches to attend On Ice Technical improvements
- Creating an online 'coaches portal'
 - A 'Coach-zone' where skills and drills are stored
 - Access to video content
 - Online registration for Coach Education calendar
- Pilot and deliver integrated & inclusive Coach Education involving Wheelchair and Vision Impaired courses
- Coaching & Development conference 2016

Competitions

Aline Hardie (Competition Coordinator)

At the start of the 2015-16 season a new full time position was created for a Competition Co-ordinator to manage our 40 plus events each year as part of a recent staff restructuring. The RCCC aims to organise quality domestic and international competitions at all levels and for curlers of all abilities.

Over the 2015-16 season, RCCC delivered competitions for grass-roots curlers, clubs and national championships, providing opportunities for the whole membership. Of particular note is the Alan Steel Asset Management 2015 Indoor Grand Match which involved 2,376 curlers (approximately 20% of the RCCC membership), promoting friendship within the game.

Changes to the 2016 Scottish Curling Championships including the introduction of ticketing for the finals led to an increase in the number of non-members experiencing curling for the first time and a sell out for both finals, as well as very positive spectator and participant feedback.

Please see breakdown of entry numbers and venues for Season 2015-16.

COMPETITION	VENUE(S)	ENTRIES
ASHAM Junior Slams		
Asham Under 14 Slam	Forfar Indoor Sports	16
Asham Under 14 Slam	Dumfries Ice Bowl	23
Asham Under 14 Slam	Dewars Centre	24
Asham Under 17 Slam - The Stevenson Trophy	Lockerbie	22
Asham Under 17 Slam	Lanarkshire	24
Asham Under 17 Slam - The Baljaffray Trophy	Greenacres	24
Asham Under 17 Slam	Forfar Indoor Sports	20
Asham Under 17 Slam	Dewars Centre	24
Asham Under 21 Slam - Greenacres Junior Masters	Greenacres	9 (M) 6 (W)
Asham Under 21 Slam - Kinross Junior Classic	Kinross Curling	13 (M) 9 (W)
Asham Under 21 Slam - Inverness Junior International	Inverness	9 (M) 5 (W)
Asham Under 21 Slam - Lockerbie Junior	Lockerbie	10 (M)

Invitation		9 (W)
Development and Club		
Skill Awards Challenge	Dewars Centre (Perth)	16
Scottish Junior Curling Club Challenge Div. 1 & 2	Murrayfield	6 + 6
Scottish Junior Curling Club Challenge Div. 3	Ayr	5
Scottish Schools Curling Championship	Local Qualifiers intu Braehead	44
Funspiel Finals	intu Braehead	12 (U13) 12 (U15)
National Virtual Club Challenge	intu Braehead	28
Newcomers	Greenacres Individual entries	72
Scottish Province Championship	Greenacres	26
Double Rink Championship	Stranraer	6
Henderson Bishop Trophy	Local Qualifiers Lockerbie	113
The Rink Championship	Local Qualifiers Forfar Indoor Sports	106
The Morton Trophy	Local Qualifiers Kirkcaldy	12
The Maxwell Trophy	Local Qualifiers Lanarkshire	10
Scottish Curling Pairs Championship	Stranraer	24
Ladies One Day Bonspiel (Overs & Unders)	Kinross Curling	16
Alan Steel Asset Management Indoor Grand Match	17 ice rinks across Scotland Individual entries	2376
National Competitions		
European Playdowns	Dewars Centre (Perth)	4 (M) 3 (W)
Scottish Curling Junior Mens Championship - Qualifiers	Dewars Centre (Perth)	12
Scottish Curling Junior Men's Championship	Curl Aberdeen	8
Scottish Curling Junior Women's Championship	Curl Aberdeen	8
Scottish Curling Mixed Doubles Championship	intu Braehead	8
Scottish Curling Men's Championship - Qualifiers	intu Braehead	13
Scottish Curling Men's Championship	Dewars Centre (Perth)	10
Scottish Curling Women's Championship	Dewars Centre (Perth)	8
Scottish Curling Mixed Championship	Curl Aberdeen	7
Scottish Curling Mixed Senior Championship	Stranraer	12
National Master Men's Curling Championship - Qualifiers	Greenacres	30

Scottish Curling Senior Men's Championship - Qualifiers	Ayr & Forfar Indoor Sports	36
National Master Curling Championship	Greenacres	12 (M) 12 (W)
Scottish Curling Senior Championships	Lanarkshire	12 (M) 14 (W)

Competitions rely on the support of volunteer umpires and time clock operators and it is essential that the RCCC continues to recruit new, and develop existing umpires. Alan Stanfield and Colin Melrose delivered an extremely successful Introductory Course to 17 new recruits in November. With 61 RCCC qualified umpires attending a refresher course in September, 18 of these Umpires represented Scotland internationally during season 2015-16 at WCF Events.

It would be impossible to run these extremely successful competitions without the support of a great number of people and organisations; various committees (Competitions, Umpires, Rules and Performance), numerous Local Organising Committees, facilities and their staff, sponsors and the many volunteers who support RCCC competitions by umpiring, time-clocking, line-scoring and reporting. Thank you to those involved for their continuing support.

Projects for 2016-17 season:-

- Revision of RCCC competition bidding process & criteria
- Develop a more robust umpire education & development programme
- Introduction of Scottish Curling Junior Mixed Doubles Championship
- Addition of 4 existing wheelchair curling competitions to the RCCC calendar (previously managed by Scottish Wheelchair Curling Association)

Finance

Bruce Crawford (CEO)

This report provides commentary to the figures you will see in the RCCC's Annual Accounts for the year ending 30 April 2016.

Income for the year was up by 13.5% from the previous year while expenditure was just 11.6% more than 2014-15. Notable contributions to the profitability were sponsorship from GoCoco for the Scottish Curling Championships and Scottish Curling Senior Championships, sponsorship from Alan Steel Asset Management for the Indoor Grand Match and increased grant funding from Sportscotland for staff and programme costs. As a consequence, the accounts show a surplus for the year of £18,929 after taxation.

The figure for cash at bank is high, as it was at the same point last year and this is principally due to the receipt of grant funding from sportscotland in April for the season ahead, as a result 71% of the cash is carried forward to the next financial year.

In line with government legislation the RCCC opened an auto-enrolment pension scheme for staff, part way through the year, the employer contributions amounted to £8,878 and are projected to increase in the next year. The treatment of VAT continues to present a challenge to RCCC as member fees and activities are out-with scope so VAT cannot be reclaimed unless VAT is generated. This will continue to be reviewed and the organisation may de-register in future if the case is justified.

The amount of the company's reserves that were treated as investments during the year were reduced following maturity of one holding in government bonds. This has now been reinvested in a low risk environment, which is expected to generate returns in the future.

During the year, Curling Events Scotland was set up as a wholly owned subsidiary of RCCC and is the delivery entity for the international events commencing with the European Curling Championships in Braehead in November 2016.

Financial policies and procedures have been reviewed during the year and these demonstrate prudent standards and effective controls. This is the last year that the RCCC accounts will be presented under the FRSSE standard as the new standard FRS102 must be applied in the subsequent year, the same level of disclosure of financial information will be provided to members but it will look slightly different.

A full analysis of the income and expenditure for the year will be provided in a visual format at the AGM and then on the website.

International Relations

Bruce Crawford (CEO)

The year began with the WCF Congress in Belgrade, which saw the Scottish representatives engage in the development of the forward strategy for World Curling. Following the IOC's adoption of Mixed Doubles as an Olympic discipline, there was also some extended discussion about amendments to the rules for the coming season. The reps also attended European Championships, World Men's Championship and World Mixed Doubles Championship to engage with reps from other nations, participate in discussions and improve relations with other countries and the World Curling Federation.

No sooner than the season had started and the curling world was absorbed in debate over the design and construction of brush heads, and the effect they were having on the player's ability to control and direct their stones. Following initial research and analysis, a brush moratorium was produced by the WCF. The RCCC board agreed to adopt it for those competitions that lead to winners representing Scotland at WCF events. The topic evolved through the season as research findings emerged with the use of new technology to examine the playing surface and impacts of different brush head materials. Over the summer months of 2016 further research will be conducted and we expect the introduction of new rules regarding equipment at the next WCF Congress.

Marketing & Communications

Stuart McLean (Marketing Manager)

At a board meeting following the AGM it was noted that the marketing function for the organisation had become a mainstream part of the business, with two professional staff now working in this area. It was therefore agreed that the Marketing and Communications Committee had served its purpose and would cease to exist within the committee structures. The Marketing Manager would instead give presentations at joint meetings of the ASC/LSC/Board. Personnel changes also saw Kirsten Brown join the team as Marketing Assistant, replacing Jonathan Strandberg who moved on from the role at the end of October.

The marketing team were involved in a wide variety of projects supporting all departments of the organisation with membership services a key focus at the beginning of the season. New discount offers were secured with a number of sports retailers to add value to the membership and a leaflet campaign promoting these and core member benefits was included in the annual postal mailing and on the website. Leaflets were also used in development initiatives as a recruitment tool for attracting new members and club affiliations.

Support continued in the area of membership services and data management with considerable work done on reviewing the organisation's data collection methods and usage. This is a long term project involving external facilitators and software providers with the aim of improving the RCCC's

database systems and customer relationship management processes. This will ultimately lead to a better service experience for members and encourage retention and membership growth.

Extensive support was provided to competitions throughout the season with the Indoor Grand Match dominating the first half. The marketing team attended the organising committee meetings and were responsible for creating the event logo, producing and distributing 2,500 team packs containing programmes, pin badges, cloth badges and Grand Match prints and account managing the title sponsors. They also attended the Murrayfield event to co-ordinate the launch, overall scores throughout the day and final presentations.

Significant time and resource was invested in the Scottish Curling Championships and its new title sponsor, Go Coco coconut water (see Fundraising). Improvements were planned and implemented including ticketing of the finals and venue presentation. A successful ticketing campaign utilising member communications, social media, ice rinks, media, advertising, competitions and discount promotions ensured a sell out for both finals. New marketing collateral was produced to enhance the event including information screens, display stands, directional signage and advertising boards whilst music, lighting and regular announcements added to the occasion and atmosphere in the arena.

The Marketing Manager was appointed lead of the Marketing, Communications and Organisation group for the 2016 Le Gruyère European Curling Championships at Braehead. This has involved working with key partners to devise and disseminate awareness raising campaigns and drive volunteer recruitment and ticket sales.

Communications

Communication continues to centre on competitions with comprehensive reporting of RCCC events a primary focus. A new line scoring guide for the RCCC's online system was created to support volunteers in their delivery of this valued coverage.

Exposure was given to independent curling competitions in Scotland and abroad where Scottish teams are competing to encourage spectator engagement and support for teams. Investment in external PR assistance for World Championships ensured authoritative and timely reporting of Scotland's representatives on the international stage.

Commissioning new photography provided wider feature gallery coverage of events with images supporting other marketing collateral and promotion throughout the season.

BBC Sport Scotland continued to be broadcast partner for the Scottish Curling Championships delivering two one hour highlights programmes on BBC Two Scotland and BBC iPlayer. The RCCC also supported the City of Perth Masters in bringing live coverage of the event to television screens across the UK on BBC ALBA.

Subscription of the RCCC member ezine Your Curler grew to over 10,300 and this remains an important method of communication with eight issues a season. Exclusive pre-sale ticket offers were included this year for Scottish and European Championships adding value to this member benefit.

Fundraising

Events attracted the majority of sponsorship income this season, reflecting the amount of time dedicated to this area generating sales proposals, account managing partners and delivering commercial agreements. A number of high profile competitions were supported by title sponsors including the successful Alan Steel Asset Management (ASAM) Indoor Grand Match and Asham Slams Series.

A new headline sponsor, Go Coco coconut water, was introduced for the Scottish Curling Championships and Scottish Senior Championships which fuelled many innovations at the events

including the players' lounge stocked with complementary product, and creative venue presentation. The healthy drinks brand was a great fit for the national championships but also for some of the competing teams who benefited directly with support from the company beyond the event. Holiday Inn Express Perth continued their involvement in the Scottish Championships as Official Accommodation Providers, housing event officials and offering discounted rates to RCCC members. British Curling Supplies showed their commitment to the sport by increasing their support of the Try Curling programme to include retail positions at RCCC seminars and an events advertising package.

Your Curler continued to attract advertising revenue and new businesses including German curling suppliers Skeki and leisure and retail destination Intu Braehead, as well as maintaining long term supporters North West Castle Hotel and Curling Supplies.

To assist with revenue generation going forward the board commissioned an external agency to undertake a sponsorship review and develop effective sales resources. This has led to some approaches to new partners with whom the RCCC hopes to develop lasting relationships for the wider benefit of curling for years to come.

Performance

Barbara McFarlane (Performance Development Coach)

Performance Foundation and Academy programmes are Scottish development programmes supported by the RCCC and the British Curling performance programme. Support is provided to athletes/teams that are fully committed to a development programme with the prospect and ultimate outcome of being able to medal at world level.

Performance Foundation

9 men (1 team; Mouat and 4 individuals) and 8 women (2 teams; G. Aitken and Jackson) were supported through Performance Foundation. Delivery of the programme was through weekly on-ice individual and team training. Athletes received additional support services through sportscotland by individualised strength and conditioning programmes, nutrition, sports psychology and performance lifestyle advice.

Bruce Mouat and Sophie Jackson's Performance Foundation teams were successful at the Scottish Curling Junior Championships. Team Mouat went on to win the gold medal at the World Junior Curling Championships in Taarnby, Copenhagen.

Academy

13 men (3 teams; Bryce, Brydone and Whyte) and 8 women (2 teams; K. Aitken and Murray) were supported in the Academy programme. A successful training day was held at Intu Braehead at the start of the season and weekly on-ice sessions have been held at 5 ice rinks being delivered by local RCCC qualified coaches. All teams work with an experienced team coach or coaches for the full season who have analysed each game using the iCurl video and stats analysis program and assisted with their game debriefs.

Number of organised weekly training sessions across all 5 rinks: 119

Number of technical coaches involved in delivering sessions: 9

Number of team coaches who assisted teams during competitions: 7

Regular contact was maintained between the Performance Development Coach, Technical Coach and Team Coach. This ensured each athlete received the correct support and developed their skills on the following key elements:-

- Technical delivery and shot making
- Tactics
- Sweeping

- Team Dynamics

All Academy teams competed in the European Junior Curling Tour events in Braehead; Oslo, Norway or Thun, Switzerland. It was the first time some of the athletes had competed abroad and they gained a lot of experience and knowledge.

In February 2016, three Academy athletes; Ross Whyte, Mili Smith and Callum Kinnear made up three quarters of the British Team at the Youth Olympic Games in Lillehammer along with RCCC member Amy Bryce. The British Team finished 5th and Ross Whyte won a silver medal in the Mixed Doubles, playing with Chinese athlete Yu Han.

Opportunities for Junior Curlers

This season the Academy programme was opened up for 2 training days at the start of the season to junior curlers who were non-selected athletes but aspired to be part of the programme. 36 juniors were offered the opportunity with 23 attending in either Braehead or Forfar.

Workshops were held during Asham Under 17 events to provide juniors, parents and club coordinators with more guidance and information to help juniors who wish to progress on the performance pathway. 'Being a good teammate' was held in October by Lindsay Booth, RCCC Welfare Officer and 'The Role of a Sporting Parent' was run by sportscotland in conjunction with Alan Stanfield, RCCC Umpire.

Going Forward

A key change to the structure of Academy for the 2016-17 season is support being delivered to selected individuals who have formed their own teams. The programme aims to run various workshops to assist each team's progression and performance. All team members will be invited to attend the training, including those team members not individually selected onto the programme.

To encourage wider development, there will be incentives available to all teams competing in the Asham Under 21 Slam with entry to EJCT and CCT events provided to the top teams.

Thank You

It is important that we thank those individuals who commit so much of their time as we continuously try to improve the Scottish Curling development programmes. In particular I would like to thank all the coaches, committee members, support providers, and ice rinks; we greatly appreciate your dedication and assistance in the delivery of our programme.

Areas Standing Committee

Billy Howat (President | 2015-16)

The Area Standing Committee (ASC) met in August, September, December, January and April and additionally met jointly with the Ladies Standing Committee and the Board of Directors in November and February.

For more than twelve months, members of the ASC were involved in the planning and delivery of the fourth Indoor Grand Match (IGM). A fantastic event, in which 2,376 curlers in 594 teams representing 388 clubs played at 17 curling centres on the 24th October 2015. Thanks to sponsor Alan Steel Asset Management and the IGM committee for organising and overseeing an outstanding day.

Following the review and subsequent approval of the Remit and Responsibilities of the ASC last season, the Review Group was tasked by the Board and ASC to review the Areas' structure to determine how best to serve and retain the support of grassroots curling membership. An extensive survey was carried out of all the Areas and Provinces and the Review Group submitted their report

and recommendations to the Board which was approved in January 2016. Thanks go to Clive Thomson for leading the Review Group.

An invitation to compete for the Herries Maxwell Trophy in the USA in January 2017 has been received and accepted. Twenty male curlers have been selected and have started preparations for their tour.

Members of staff were invited to make presentations of their roles within the RCCC at the ASC meetings. These presentations were well received and made for better communication between the staff and members.

The ASC discussed at length the merits of a Junior Vice President and concluded there should either be a Junior Vice President or Past President they did not see a role for both. The Past President was thought to be more beneficial.

The ASC discussed the disbanding of the Marketing and Communication Committee and the rebranding of the Club and Member Development Committee to meet the future needs of the sport.

The ASC has been well represented on all of the RCCC's committees and those involved have reported back to the ASC to keep members up to date.

The ASC had the first of their three annual curling matches in November. The Priestfield Cup against the Ladies Standing Committee took place in Kirkcaldy, a very sociable day with the ASC victorious.

In December the match against the Royal Company of Archers was contested at Murrayfield Curling Rink. As with last year, the Archers were complemented with four past RCCC Presidents, a very enjoyable day was had by all, with the ASC winning despite the best efforts of the past Presidents.

Inverness was the venue for the Tamnavulin Trophy against Area 10 in January. As always it was a very competitive and sociable day. The ASC retained the trophy winning four of the five games.

The Welsh Curling Association ably hosted the annual Four Nations competitions at Greenacres Curling Rink in January. Scotland's only success came from the ladies winning the Connie Miller Trophy.

During this year I have enjoyed enormous support from all members of the ASC, the LSC and the Board for which I am most grateful. Vice President Clive Thomson, Ladies Branch President Marion Fraser and many others have helped me in many ways including attending curling competitions and social functions when I have been unavailable. Throughout my year as your President I have received great support from the hard working staff at Ochil House, thank you very much.

Ladies' Standing Committee

Marion Fraser (Ladies' Branch President | 2015-16)

Ladies Standing Committee (LSC) held meetings in June, September, October, December, February and April. Joint meetings with the Areas Standing Committee (ASC) and the Board were held in November and February.

In addition to meetings, LSC representatives took part in the Annual Ladies Branch Bonspiel in October; they were defeated by the ASC in the annual battle for the Priestfield Quaich, and attended a social evening after the December meeting.

Some LSC members took part in the Four Nations competition hosted by Wales at Greenacres. They, along with other RCCC lady members were successful in retaining the Connie Miller Trophy.

Having been on the organising committee for the 2015 Indoor Grand Match, which was sponsored by Alan Steel Asset Management, I was pleased to hear of the success of the day. Many lady members played in this on 24th October and reported on a good experience both on and off the ice.

The LSC has had representation on RCCC committees, reporting back to the LSC meetings when appropriate. This two way communication of information means that at least some of the work of the RCCC is relayed to members.

I have attended Board meetings as an observer and gained a valuable insight into the work of the RCCC as a business as well as a national governing body.

As a member of the Review group, ably chaired by Clive Thomson, looking into the Area/ Province structure of the RCCC it is gratifying that the recommendations are now being implemented.

As the year progressed our Outgoing Tour Group continued with serious preparation culminating in departure from Edinburgh on 6th November. Part of that preparation was a Charity Bonspiel at Hamilton in September against members of past Tour Groups. From all accounts they had a wonderful time of course a highly successful one with Scotland beating Canada by 902 shots to 752 to take home the Muriel Fage trophy.

Presently, plans are well advanced for the Incoming American Tour scheduled to arrive in Scotland on 5th November.

The Henderson Bishop Finals were held in Lockerbie in Feb/March. It was a most enjoyable four days for competitors and the many spectators.

On the 8th March Fife Ice Arena/ Kirkcaldy centre hosted the 50th Anniversary of the Morton Final. A piper, anniversary cake and commemorative plate for the winners (Ayr) made it a special day.

On 10th April the “new format” Unders and Overs Bonspiel, was held at Kinross Curling. Teams comprised a named four or made up from individual entries (two with more than 5 years curling experience and two with less than 5 years). All involved enjoyed the day and hopefully it will prove to be a very successful development event to encourage newer lady curlers to retain a long term interest in the sport. Thanks to the office staff, umpires and other volunteers who all contributed to the success of these competitions.

As President of the Ladies Branch I have been present at competitions at home and abroad supporting lady curlers and representing the RCCC. These included:

- At home: The European Playdowns, Scottish Junior Championships, National Masters, Scottish Championships, Rink Championship, Scottish Seniors, Scottish Schools final and various Asham slam events.
- Abroad: The European Championships in Esbjerg, Denmark where I had the pleasure and honour of presenting Team Muirhead with their Silver Medals. The World Women’s Curling Championship in Swift Current - this was a learning experience for me as it was my first time at a Canadian run Championship.

During this busy year I have been well supported by Ladies’ Vice President Jan Howard, Junior Vice President Margaret Pottie, Treasurer Gail Munro, RCCC President Billy Howat, HQ staff, and many others. Thank you to everybody concerned for making it a very memorable year.

RESULTS OF NATIONAL & RCCC COMPETITIONS 2015-16

SCOTTISH CURLING CHAMPIONSHIPS

Men	(Aberdeen)		(Lockerbie)
Winners:	Tom Brewster Glen Muirhead Ross Paterson Hamilton McMillan	Runners-up:	David Murdoch Greg Drummond Scott Andrews Michael Goodfellow
Women	(Perth)		(Stirling)
Winners:	Eve Muirhead Anna Sloan Vicki Adams Sarah Reid	Runners-up:	Lauren Gray Jennifer Dodds Vicky Wright Mhairi Baird

SCOTTISH CURLING JUNIOR CHAMPIONSHIPS

Men	(Murrayfield)		(Lockerbie)
Winners:	Bruce Mouat Bobby Lammie Gregor Cannon Angus Dowell	Runners-up:	Cameron McNay Finlay Campbell Ryan McCormack Angus Bryce
Women	(Dumfries)		(Stirling)
Winners:	Sophie Jackson Naomi Brown Rachael Halliday Rachel Hannen	Runners-up:	Katie Murray Rebecca Morrison Hailey Duff Mili Smith

SCOTTISH CURLING SENIOR CHAMPIONSHIPS

Men	(Perth)		(Ayr)
Winners:	Gordon Muirhead Norman Brown David Hay Hugh Aitken	Runners-up:	Robert Clark Billy Howat Dougie Templeton Alex Torrance
Women	(Aberdeen)		(Border)
Winners:	Jackie Lockhart Christine Cannon Isobel Hannen Margaret Richardson	Runners-up:	Gwen Prentice Marion Craig Helen Drummond Rhona Fleming

SCOTTISH CURLING WHEELCHAIR CHAMPIONSHIP

(Delivered by SWCA)

Winners:	Gregor Ewan Tom Killin Jim Gault Jim Sellar	Runners-up:	Ian Donaldson Dave Wightman Ted Bidgood Rosemary Letton
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SCOTTISH CURLING MIXED CHAMPIONSHIP

Winners:	(Border) Cameron Bryce Katie Murray Bobby Lammie Sophie Jackson	Runners-up:	(Hamilton) Craig Waddell Heather Morton Cameron Smith Jodie Milroy
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SCOTTISH CURLING MIXED DOUBLES CHAMPIONSHIP

Winners: (Murrayfield)
Bruce Mouat
Gina Aitken

Runners-up: (Dumfries)
Grant Hardie
Abigail Brown

SCOTTISH CURLING PAIRS CHAMPIONSHIP

Winners: (Lockerbie)
Scott Hamilton
Robert Hamilton

Runners-up: (Murrayfield)
James Baird
Cameron Bryce

SCOTTISH CURLING SENIOR MIXED CHAMPIONSHIP

Winners: (Murrayfield)
Trevor Dodds
Catherine Dodds
Robin Copland
Lois Copland

Runners-up: (Greenacres)
Ken Horton
Dot Moran
David Ramsay
Liz Horton

SCOTTISH SCHOOLS' CHAMPIONSHIP

Winners: (Perth Academy)
Callum Kinnear
Mili Smith
Angus Martin
Connor Wilkie-Milne

Runners-up: (Perth High School)
Duncan McFadzean
Leeanne McKenzie
Matthew McKenzie
Cameron Paterson

NATIONAL MASTERS CHAMPIONSHIPS

Men (Greenacres)
Winners: Graeme Adam
Lindsay Scotland
Alan Guthrie
Jean Lesperance

Runners-up: (Ayr)
Jim Stirling
David Whyte
Tony Tierney
David Hume
Peter Wilson

Women (Kinross)
Winners: Maggie Scott
Margaret White
Yvonne Aitken
Fiona Rutherford

Runners-up: (Border)
Margaret A Robertson
Venetia Scott
Gillian Smith
Liz Cullen
Glynnice Lauder

ASHAM UNDER 21 SLAM

Men
Winners: Ross Whyte
David Baird
Euan Kyle
Gavin Barr

Women
Winners: Katie Murray
Rebecca Morrison
Hailey Duff
Mili Smith

ASHAM UNDER 17 SLAM

Slam
Winners: Callum Kinnear
Ryan McCormack
Duncan McFadzean
Matthew McKenzie

Highest
Women's team: Lisa Davie
Kirsty Barr
Annabel Skuse
Emma Barr

ASHAM UNDER 14 SLAM

Slam Joint
Winners: Angus Bryce
Matthew McKenzie

Hamish Gallacher
Finnan Brown

Robbie McCormack
Ross Owen

Olivia McKeown
Mollie Marley-Milligan

HENDERSON BISHOP TROPHY

Winners: (Ayr)
Margaret Agnew
Gail Thomson
Alison Cunningham
Anne Anderson

Runners-up: (Murrayfield 2)
Kerry Barr
Maggie Barr
Annie Barr/Katie Wood
Margaret Nicol

Cherrystone Trophy

Low Road

Winners: (Inverness)
Yvonne Birnie
Linda Hoskins
Alice Holland
Phyllis Tulloch

Runners-up: (Stirling)
Janette Wilson
Norma Brown
Maggie Mauchline
Elsbeth Johnston

DOUBLE RINK CHAMPIONSHIP

Winners: Kilsyth

Runners-up: Dalry Union

MAXWELL TROPHY

Winners: Forfar

Runners-up: Murrayfield

MORTON TROPHY

Winners: Ayr

Runners-up: Kinross

RINK CHAMPIONSHIP

Winners: Aberdeen 1
(Aberdeen Petroleum)
David Edwards
Ian Grigor
Rhiann Macleod
Craig McNaughton

Runners-up: Kinross 2
(Dunfermline)
Grant Barr
Drew Thomson
Fraser Thomson
Craig Barr

SCOTTISH JUNIOR CURLING CLUB CHALLENGE

JUNIOR CHALLENGE DIVISION 1

Winners: Dumfries A

Runners-up: Forfar A

JUNIOR CHALLENGE DIVISION 2

Winner: Forfar B

Runners-up: Gogar Park

JUNIOR CHALLENGE DIVISION 3

Winners: Greenacres

Runners-up: Perth

SCOTTISH PROVINCE CHAMPIONSHIP

Winners: Loch Leven
(K2)
Ross McCleary
Gavin Baird
Alan Manuel
John Furey

Runners-up: Ayrshire
(Stewarton Heather)
David Mundell
Craig Reid
David Reid
Fiona Reid

Low Road

Winners: Renfrewshire (12th)
(Dalry Union)

Runners-up: Stirlingshire
(Kilsyth)

William Smith
Steve McNab
Drew Gemmell
Walter Miller

John Davie
Billy Johnston
Neil Murray
Les Goodfellow

SIR RICHARD WALDIE- GRIFFITH INTER-PROVINCE CUP

Winners: Ayrshire Province

NEWCOMERS TROPHY

Winners: (Waterfront)
Fraser McDonald
Robyn Mitchell
Stuart Robson
Oliver Moore

FUNSPIEL – UNDER 13

Winners: (Lockerbie)
Jake Hathaway
Robbie McCormack
Ben Crosbie
Robbie Graham

FUNSPIEL – UNDER 15

Winners: (Stranraer)
Adam Cairne
Harry Hay
Matthew McCrone
Iona Irving

NATIONAL VIRTUAL CLUB CHALLENGE

Winners: (Stirling 1)	Runners-up: (Forfar)
John Glass	Ian Brown
Norman Ainslie	Peter Fiabane
Iona Paterson	Adrian Dewar
Laura Lee	Anna Fiabane
Bob Sherrard	Pauline Cameron

SKILL AWARDS CHALLENGE

Winners: (Dundee)	Runners-up: (Ayr)
Alex MacIntosh	Logan Middleton
Caitlin Jones	Karen Shepherd
Jamie Meade	Murray McHarg
Alastair Ferguson	David Murray
	Alistair Middleton

ROLL OF HONOUR

Players who represented Scotland and GB during the 2015-16 season

WORLDS

7th

Tom Brewster
Glen Muirhead
Ross Paterson
Hamilton McMillan
Scott Andrews

5th

Eve Muirhead
Anna Sloan
Vicki Adams
Sarah Reid
Rachel Hannen

WORLD JUNIORS

GOLD

Bruce Mouat
Bobby Lammie
Gregor Cannon
Angus Dowell
Robin Brydone

9th

Sophie Jackson
Naomi Brown
Rachael Halliday
Rachel Hannen
Katie Murray

WORLD SENIORS

5th

Gordon Muirhead
Norman Brown
David Hay
Hugh Aitken

GOLD

Jackie Lockhart
Christine Cannon
Isobel Hannen
Margaret Richardson
Margaret Robertson

WORLD MIXED

9th

Cameron Bryce
Katie Murray
Bobbie Lammie
Sophie Jackson

WORLD MIXED DOUBLES

4th

Gina Aitken
Bruce Mouat

EUROPEANS

5th

Kyle Smith
Thomas Muirhead
Kyle Waddell
Cameron Smith
Glen Muirhead

SILVER

Eve Muirhead
Anna Sloan
Vicki Adams
Sarah Reid
Rachel Hannen

2nd WINTER YOUTH OLYMPIC GAMES

5th

Ross Whyte*
Amy Bryce
Callum Kinnear
Mili Smith

**Ross Whyte won the Silver medal in the Mixed Doubles with China's Yu Han*



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Registered in Scotland under company number SC232571