



Major Events Legacy Framework

Braehead and Beyond

2016 to 2020





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SECTION 1: Foreword

Scottish Curling has chosen to use a series of major international curling competitions as a catalyst that will stimulate future growth across the country. Experts from within the curling community and some from other sports have lent their expertise to the shaping and development of this framework that is underpinned by the RCCC Strategic Plan 2015-19.

The number of people curling in Scotland and the number of curling rinks in the country have reduced over the last twenty years. This Legacy Framework is the first time someone has put down on paper a plan for how to grow the sport and increase the numbers enjoying curling and safeguarding the facilities for the future. It is based on a systematic approach to planning, organising and delivering activities with well-trained people and ensuring there is a warm welcome and positive experiences that make people want to come back and do more.

In addition to the established programmes like Try Curling and Curling's Cool, new approaches are being deployed to reach new audiences and bring them into the curling family in the ice rinks across the country.

The future of the sport is in the hands of the clubs, volunteers and facilities where the games are played, relationships are made and experiences shared. Having created this Framework, the RCCC has provided some leadership but it sees its role as being a member of the team of individuals and organisations that can achieve more by collaborating and working together to grow the game of curling in Scotland in 2016 to 2020 and beyond.

Bruce Crawford
Chief Executive Officer
Royal Caledonian Curling Club
November 2016

SECTION 2: Introduction – Braehead and beyond

18th November 2016 will see the first major check point along a journey that began back in 2014 with the monumental announcement that Scotland will host four major international curling championships between 2016 and 2020. The opening ceremony for the first of these events, Le Gruyere European Curling Championships, will mark the start of this exciting period for the traditionally Scottish sport of curling.

No other sport in Scotland will experience such a bright period in their history; this really is an opportunity unparalleled in Scottish sport in the modern era. For each of the next four years, curling in Scotland will be able to leverage the huge potential offered by hosting such an event, which in turn will greatly contribute to the positive promotion of the sport of curling throughout every community in the country.

2016
European Curling
Championships
Braehead

European Championships
Braehead Arena and Curling Rink, Glasgow

2018
World Junior Curling
Championships
Aberdeen

World Junior Curling Championships
Curl Aberdeen

2019
World Wheelchair
Curling Championship
Stirling

World Wheelchair Curling Championship
The Peak, Stirling

2020
World Men's Curling
Championship
Glasgow

World Men's Curling Championship
SSE Hydro, Glasgow

This ambitious and unique multi-event package presents a long term commitment to the sport by the national governing body for curling in Scotland, The Royal Caledonian Curling Club, and its bidding partners EventScotland and UK Sport, and key Local Authorities of the City of Glasgow, Renfrewshire, Aberdeen and Stirling.

The events will form part of EventScotland's International Events Programme and UK Sport's Gold Event Series. Significant partner funding has been secured across all four championships and this collaborative approach aims to take the sport to the next level in Scotland by delivering a series of events to the highest possible standard and promoting wide spread public participation and engagement.

The purpose of this legacy framework is to articulate how the curling community throughout Scotland intends to work together to ensure that the full impact of this unique opportunity is understood and developed to its' true potential. This is truly an ambitious project which will amplify the enthusiasm, excitement and passion of the current curling community into the wider communities across Scotland.

"Hosting these events will raise the profile of the sport and give our curlers a huge opportunity to compete in front of their enthusiastic and patriotic fans here in Scotland, the home of curling, which I hope will encourage more people try their hand at this wonderful sport."

Jamie Hepburn MSP, Scottish Government Sports Minister



SECTION 3: A Curling Legacy for Scotland

The ambition for all those involved in curling across Scotland is that the European Curling Championships in Braehead in November 2016 will mark the start of a meaningful legacy that will go way beyond the four major events considered in this framework. From novice curlers to elite athletes; from club volunteers to qualified coaches; from those who have been involved in curling for a lifetime, to those who have not yet discovered the joys of the sport...this legacy is about creating an inclusive and inspiring infrastructure that will support the development of the sport throughout the traditional home of the sport.

What is legacy?

Defining the word 'legacy' as relates to a major sporting event is, in itself, somewhat of a challenge. Individuals will have their own interpretation of what 'legacy' should be, and on many occasions there is an expectation that the mere presence of a major event will somehow magically deliver a sense of lasting legacy.

The Concise Oxford Dictionary defines legacy as:

1. A gift left in a will
2. Something handed down by a predecessor

The Glasgow 2014 Legacy Framework considered legacy for the 2014 Commonwealth Games to be as follows:

"Legacy is the set of benefits left behind well after a major event, like Glasgow 2014, has ended. Lasting benefits will be both tangible (e.g. job opportunities; business opportunities; new infrastructure investment), and less tangible (e.g. enhanced image; civic pride; improved health; improved community engagement)."

Legacy research into the 2012 London Olympic Games by the Centre for Sport, Physical Education and Activity Research at Canterbury Christ Church University identified two clear areas of impact resulting from major sporting events:

1. Demonstration Effect – the notion that individuals will see a new activity at a major event and subsequently want to 'have a go'.
2. Festival Effect – the general 'feel good' impact created through a major event

Both effects are relatively short-term and therefore action must be swift to maximise the opportunity of building on the excitement created by a major event – be that in terms of participation or development. For curling in Scotland this means being ready to act from the first event in 2016.

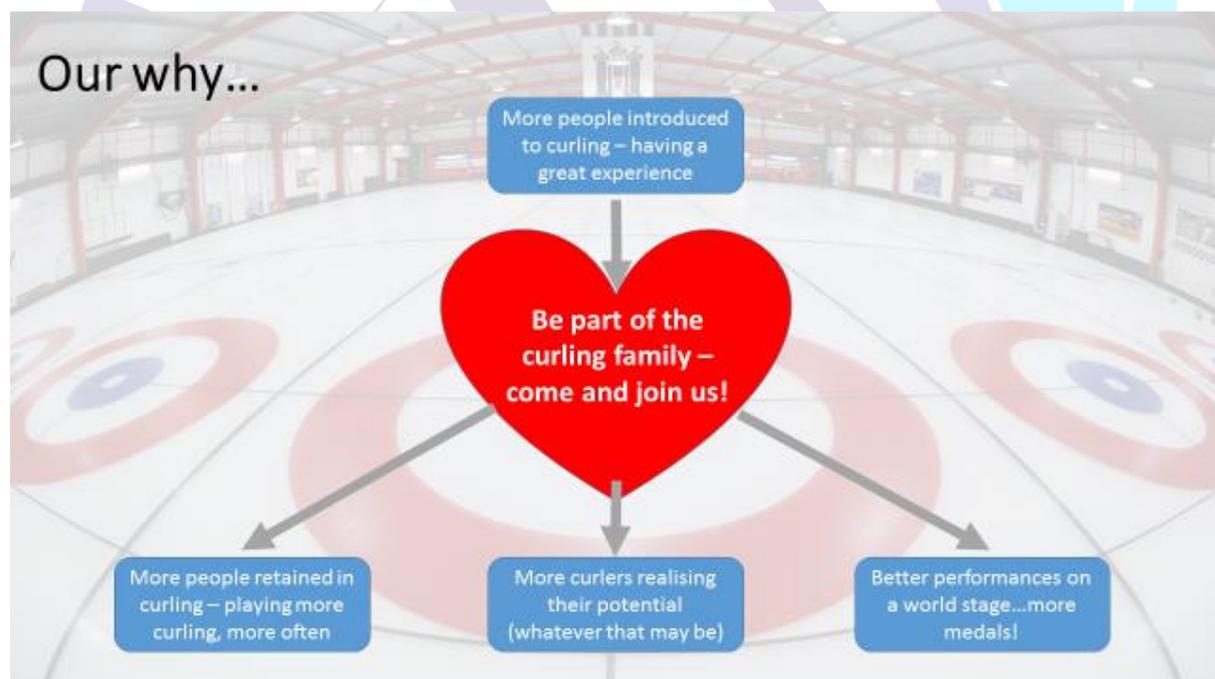
In simple terms for Scottish Curling, the real legacy of the European Curling Championships at Braehead in November 2016, and the subsequent events in 2018, 2019 and 2020, is the opportunity to enhance and build upon the existing passion, programmes and projects. Our legacy will be the development of stronger partnerships, more strategic collaborations, more innovative ways of working and more consistent communication throughout the curling community in Scotland. The events themselves will not deliver legacy; it is the motivated people and vibrant communities around the ice rinks of Scotland who will come together to deliver a long-lasting and successful legacy. We collectively believe that the focus on each of the four major events in Scotland over the coming years will allow us to:

- Accelerate the progress of development to help us achieve our dreams more quickly
- Motivate more people to become part of the curling community of Scotland
- Raise the profile of curling across Scotland to showcase the very best of the sport

SECTION 4: A Shared Purpose

Our shared purpose within the curling community is simple. We want more people to join us and discover all that involvement in curling has to offer. Curling is not just a sport; for many it is a way of life and for others the heart of their personal and social lives. Curling offers the opportunity to be physically active and socially engaged. It provides individuals with the chance to test themselves mentally as they work out the tactics and techniques that are unique to our sport. It enables people to connect with each other in a friendly and supportive – as well as competitive – environment. Whilst curling is built around the notion of competition at all levels; it is also underpinned by a strong sense of community spirit and support for others.

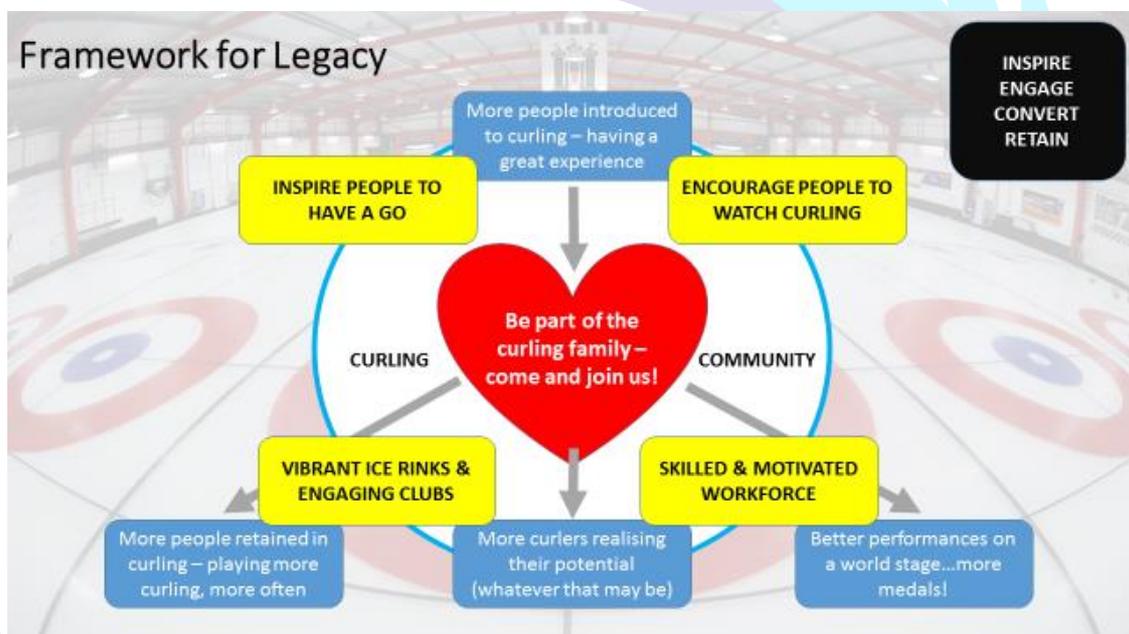
Everyone involved in curling wants to utilise this exciting period to share the true meaning of curling throughout Scotland. With the spotlight on the sport in Scotland whilst these major events take place, the entire curling community will work together in collaboration and partnership to share our consistent message. We want to promote our sport to a wider audience and enable those who are inspired to participate, to do so in a friendly and welcoming environment. We also want to support everyone involved to realise their own potential – whatever that may be – and to develop future champions who will continue to help us promote curling on the highest possible stage.



SECTION 5: The Legacy Framework

As already highlighted within this document, the intention is that the presence of the four major events in Scotland between 2016 and 2020 will help to accelerate progress towards our shared goals, motivate people to join the curling community and raise the profile of all the great work that already happens in curling clubs and facilities throughout Scotland. This Legacy Framework sits alongside the Strategic Plan for curling (2015 to 2019) and seeks to bring to life the collective aims and objectives outlined in this existing plan. All involved in Scottish curling want to see the development of stronger partnerships, the emergence of more strategic collaborations, the establishment of more innovative ways of working and the delivery of more consistent communication throughout the curling community in Scotland.

This will be the true legacy of these four major events and the unique opportunity associated with their presence in Scotland.



LEGACY VISION

To inspire and engage more people to become part of the curling family

SHARED PURPOSE/OUTCOMES

- To drive and support world class performances at world level
- To introduce more people to curling through a great first experience
- To ensure those already involved in curling, stay involved
- To help all curlers realise and achieve their potential

LEGACY THEMES

- Encourage people to watch curling
- Inspire people to have a go
- Vibrant ice rinks and engaging clubs
- Skilled and motivated workforce

By working together to create a shared purpose and approach, the motivated people and vibrant communities around the ice rinks of Scotland will deliver a long-lasting and successful legacy for curling throughout Scotland. This Legacy Framework will help curling schools, clubs, Local Authorities, Development Groups, ice rinks, provinces, areas, the governing body, funding agencies and all those with an interest in and passion for plan and direct their efforts and resources in the coming years.

Each Legacy Theme is set out in more detail in Section 7 – Bringing the legacy to life.

SECTION 6: Assessing Impact – Making a Difference

Measuring the impact of this framework is essential if we are to evaluate the success of this framework and associated plans. The legacy of these events, as already outlined, will be delivered over a significant period of time and therefore true success will not be fully visible or understood for several years. This framework will therefore adopt a logic model approach to evaluating success, which is based on the 'theory of change' approach that considers how immediate activities (i.e. programmes delivered today) link to longer-term change in a specific context.

Utilising this approach will enable those leading this framework to truly understand the impact of the actions taken and interventions made within the scope of each legacy theme and the broader framework. It will provide the basis for identifying how each activity or intervention will lead to the desired within each theme. It is well-documented that this type of approach leads to better planning and more informed evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs.

In simple terms, the success of this legacy framework will ultimately be measured in terms of the overall impact of all activities and interventions on our end goal – i.e. more people joining the curling community. In order to get to this point, we will have 'checkpoints' along the way that indicate how we are progressing. These checkpoints will be identified in terms of the activities we deliver (short-term), the outcomes that we see (medium-term) and the overall impact that we have (long-term):



But what does this really mean? Each Legacy Theme will include information on how we will chart our progress along the way. For each theme, we will identify what we aim to do (our goals); the activities we will implement along the way in order to progress towards our goals; the check-points along the way that identify the changes and/or developments we will see (outcomes); and also we will highlight the intended impact for each theme.

| HEADLINE | WHAT IT MEANS |
|------------|----------------------------|
| GOALS | We aim to... |
| ACTIVITIES | We will do this by... |
| OUTCOMES | As a result we will see... |
| IMPACT | Impact in 2020 will be... |

In the initial phase of development, (November 2016), activity will focus on events at Braehead around the European Championships in 2016, where specific KPI's have been established and agreed. These KPI's are detailed in the Appendices.

Longer-term, activity will spread across Scotland and seek to engage the entire curling community in working towards our shared goals. Ultimately we all need people to be curling in our ice rinks in order to sustain and grow our sport – and the facilities and communities within which this activity takes place. We must all work together, collaborating and challenging each other along the way, to ensure that we continue to develop innovative solutions to our collective challenge of continuing to grow curling for now and for the future.

SECTION 7: Bringing the legacy to life

This section will detail each theme and identify the headline activities, outcomes and impact for each theme – linked to the overall goal.

| THEME 1 – ENCOURAGE PEOPLE TO WATCH CURLING | |
|---|---|
| Why is this important? | <p>We know from the SPEAR research into major events, referenced earlier in this framework, that there is a 'Demonstration Effect' created by major events, based on the notion that individuals will see a new activity at a major event and subsequently want to 'have a go'. It is this 'demonstration effect' that we need to harness with the major events taking place in Scotland in the coming four years, which must include our own Scottish Championships and other key events such as the Winter Olympics and Paralympics in PyeongChang in 2018.</p> <p>We have to find ways to encourage new spectators to the sport so that we can 'showcase' what curling has to offer – not just on the ice, but throughout the whole curling experience from the moment they walk through the door the ice rink. We need to raise the profile of curling as an activity that people see as something that 'could be for me'.</p> <p>This will require challenging and changing perceptions about the traditional curling experience...and is likely to ultimately require the introduction of new, shortened and simpler formats of the game and an altered perception about what being a 'curler' really means for the 21st century consumer.</p> |
| We aim to... | Utilise the major curling events in Scotland to promote curling as an opportunity to a wider audience |
| We will do this by... | <ul style="list-style-type: none"> • Delivering a high quality major event experience for curlers, volunteers and spectators at every major event in Scotland (including key domestic championships) • Providing access to major events for non-traditional curling audiences • Developing innovative new ways of marketing the sport of curling and our major events to untapped markets • Seeking to create a 'buzz' around curling that appeals to the non-traditional or non-curler • Creating a focus and spotlight on curling during the period 2016 to 2020 that seeks to challenge current perceptions |
| As a result we will see... | <ul style="list-style-type: none"> • Sell-out crowds at all our major events • New audiences enjoying their curling experience – which includes watching games and interacting in 'fan zones' and similar off-ice activities • An uptake of the new Scottish Curling Supporters Membership – people actively engaging in the curling community and showing their support for our teams • Increased awareness of the sport of curling in 'non-traditional' audiences; people starting to see curling as something 'that could be for me' |
| Impact in 2020 will be... | An increased demand for curling from new audiences who have seen/experienced curling at a major event and now consider it as something they could engage with, and who want to connect with curling on a longer-term basis. |

THEME 2 – INSPIRE PEOPLE TO HAVE A GO

| | |
|--------------------------------------|---|
| <p>Why is this important?</p> | <p>We know from our Membership data that numbers of curlers have been steadily declining over the past decade. From a time when curling clubs had full memberships and long waiting lists, we are now seeing fewer people curling in clubs, fewer teams entering competitions and fewer new people coming through the doors of curling rinks. We are also seeing people leaving curling clubs for a variety of reasons (including lack of time, family commitments) and we also know that we have an aging curling population.</p> <p>The simple fact is that we all need want and need more people to curl if we are to continue to grow the legacy of this great Scottish tradition. Without new people coming through the doors of ice rinks...and coming back time after time...we do not have a sustainable business model. Clubs will fold, rinks will struggle and we will lose the great sense of community that underpins the sport of curling. So we have to act now.</p> <p>We know that we need to try new things – if we simply keep doing what we have always done, we will not attract this new audience. We know that we live in a different world today where people face different pressures on their time and income; choices about leisure time and disposable income are made in very different ways today than even ten years ago. We also need to appreciate and understand that the modern ‘consumer’ (potential curler) may want/need a curling experience that looks very different to our current ‘offering’. We need to present curling in a way that appeals to what our potential customers want – be that a more social ‘experience’ that demands shorter, more recreational formats of the game, or more coaching provision, or more regularity of time slots.</p> <p>For a vibrant future, we need more curlers. We must work together to find ways to inspire people to ‘try curling’, engage these new people in positive ways within our ice rinks, seek to convert them into regular curlers (and be prepared to see regular curling in a different way to our current model), and we must also then retain all our curlers in the sport and the wider community – if we want our sport to remain current and vibrant and have a future.</p> |
| <p>We aim to...</p> | <p>Introduce more people to curling through a great first experience</p> |
| <p>We will do this by...</p> | <ul style="list-style-type: none"> • Developing strategic insights into our curling marketplace to gain a better understanding of what potential new curlers might want/need from a curling experience • Translating these insights into action at a local level by developing new and alternative ‘products’ and ‘experiences’ to attract individuals and groups into curling • Marketing curling in a way that appeals to specific market segments – matching our key messages with a targeted audience and through appropriate communication channels • Exploring the notion of a ‘curling awareness week or month’ to create a focal point for the sport that challenges existing perceptions and opens up local opportunity • Developing new formats of the game that facilitate greater engagement and involvement in curling at an early stage. • Stepping outside our comfort zone and introducing/trying new schemes, programmes and activities that present curling in a way that will appeal to a new audience • Ensuring that every ‘first’ experience of curling is a positive, welcoming and inspiring one...so that they actually come back for a second, third, fourth time and beyond • Creating an open and welcoming environment in all of our ice rinks and facilities |



| | |
|--|--|
| <p>As a result we will see...</p> | <ul style="list-style-type: none"> • A strong and clear communication campaign in place across Scotland to promote curling to new audiences in a new light • Clear and consistent messages about curling and the opportunities it offers being delivered through planned and considered marketing/communication plans • More targeted local recruitment campaigns, driven by consumer insight and based on local intelligence • Ice rinks reporting increases in numbers of new curlers coming to try the sport • A shifting demographic and age profile of curlers – younger curlers (particularly from the 30 to 55 age bracket) from a more diverse background • Curling opportunities delivered at a local level reflecting the wants/needs of consumers and are evolved to ensure that they provide an engaging ongoing experience • Different formats of the game at all levels – including (for example) social competitions, coaching sessions, less-structured ‘turn-up-and-play’ opportunities, shortened competitions. |
| <p>Impact in 2020 will be...</p> | <p>A culture of innovation and growth, where ice rinks and clubs are developing curling ‘products’ and ‘experiences’ based on the wants/needs of their curlers (and potential curlers). A culture that is leading to more people being inspired to try curling.</p> |



THEME 3 – VIBRANT ICE RINKS AND ENGAGING CLUBS

| | |
|--------------------------------------|--|
| <p>Why is this important?</p> | <p>Clubs are at the heart of every sport and curling is no exception. From their nineteenth century roots, curling clubs have been part of the fabric of their local communities. Whilst the game has evolved over time, the essence of curling as a competitive game played with a true sense of sportsmanship, has remained.</p> <p>In more recent years, economic, environmental and social factors have resulted in the evolution of the traditional infrastructure of curling from its' original outdoors bases on the frozen fields and curling ponds across Scotland, to an indoor base within ice rinks and local facilities. This evolution has had an impact on the sport across Scotland as it has had to adapt to a structure built around 22 ice rinks rather than 600+ individual clubs.</p> <p>Just as the game has evolved since the 15th century, it will continue to evolve in the 21st century and beyond. Our challenge today (and particularly for ice rinks, facilities and clubs across Scotland) is to understand and embrace these changes in order to develop the next evolution of the game. We already know from the introduction to Theme 2 (inspire people to have a go), that the world is ever-changing and the wants and needs of the potential curler marketplace are ever changing. Our clubs and facilities must work together to find new ways of meeting these needs and ensuring that curlers now, and in the future, have facilities and clubs of which they can be proud.</p> <p>We must accept that the traditional curling model does not necessarily meet the demands of the 21st century consumer – and we must develop an understanding of what needs to change in order for us to succeed. We also need to have the courage and conviction to make these changes. If we do not adapt to our current social and economic climate by developing facilities that offer a valued experience, then our facilities and clubs will struggle. We need to act now to retain our existing curlers (and the new ones we inspire) so we can continue the curling legacy for generations to come.</p> |
| <p>We aim to...</p> | <p>Ensure those already involved in curling, stay involved because they value their curling experience and the opportunities on offer</p> |
| <p>We will do this by...</p> | <ul style="list-style-type: none"> • Developing strategic insights into the wants/needs of our existing curlers to gain a better understanding of what we need to deliver to retain their interest and commitment • Translating these insights into action at a local level by developing new and alternative 'products' and 'experiences' to retain current members • Seeking to understand why people leave curling and what, if anything, we could do to retain their interest • Implementing more effective Partnership Agreements and local Development Plans that accurately reflect the business needs and priorities of the ice rink and clubs • Working collaboratively between governing body, ice rinks and clubs to share knowledge and insight on successful approaches – and ideas that were not so successful • Supporting clubs and ice rinks to develop their understanding of areas such as market segmentation, business planning, innovation and communication • Reviewing central activity (such as competition calendar) to ensure that the opportunities on offer meet the wants and needs of each curler segment • Develop new formats of the game to encourage greater involvement in ice rink/club activity and competition (e.g. shorter format competitions that take less time; 'turn-up-and-play' style social sessions) |



| | |
|--|--|
| <p>As a result we will see...</p> | <ul style="list-style-type: none"> • Curling rinks becoming more accessible and better utilised by local communities • Curling rinks perceived as being at the heart of a community • More diverse activities taking place within ice rinks – both on and off the ice • A greater sense of connection from curlers and their friends/communities to their local club and rink • Ice rinks generating revenue from an increasing broad portfolio of activity • Curlers, their friends, families and other local people visiting the curling rink for social reasons as well as curling purposes • A greater diversity of memberships available within a club and ice rink • Membership structures that reflect the wants/needs of curlers and the local community • Formal Partnership Agreements and Development Plans in place at local level that are built upon local needs, driving curling at a local level and more broadly contributing to the overall strategic goals of curling in Scotland • An increased sense of local ownership over curling activities, plans and developments • A culture of leadership at all levels as people within clubs, rinks and facilities take responsibility for driving change at their local level • A sense of courage amongst clubs, rinks and facilities as people are willing to try new things in an effort to recruit and retain new and existing curlers in different ways |
| <p>Impact in 2020 will be...</p> | <p>More people curling; curling more often; and making more use of curling facilities and ice rinks – or to put it simply...our 22 ice rinks will still all be open and at least breaking even financially at the end of every year.</p> |



THEME 4 – SKILLED AND MOTIVATED WORKFORCE

| | |
|--------------------------------------|--|
| <p>Why is this important?</p> | <p>Good coaching is an integral part of the development of any player in any sport and great coaches are known to play a crucial role in the development of sport and in the lives of the people they coach. We can all remember the coach or the teacher who inspired us at a young age to get involved with a sport or a subject...equally we can also all remember the teacher or coach who put us off that sport or subject for life.</p> <p>We know from research from sports coach UK, and other agencies, that people who receive coaching are more likely to maintain their involvement in that particular sport. We also know that great coaching helps to develop a sound connection with a sport as well as individual confidence and competence within their chosen sport. Coaching is therefore often seen as 'business critical' to the growth and development of any sport.</p> <p>For most sports, coaching is an integral part of the experience – at every level, from beginner to intermediate and beyond. Just as research tells us that coached players are more likely to stay in a sport; we equally know that people drop out of sport is because they don't feel like they are getting any better; that they are becoming increasingly frustrated with their own performance. Within curling, however, there is not currently an obvious 'culture of coaching'. Generally speaking, beginners and juniors are offered a variety of coaching opportunities through schemes such as 'Try Curling' and then into 'Virtual Clubs'; but for the wider population of curlers, coaching is not seen as part of the weekly life of a curler</p> <p>There is also an expectation from new curlers, that coaching will be on offer for them throughout their curling experience. The dawning reality that there opportunities for coaching are very limited once they join a curling club, could very well be a contributing factor to the drop-out rate from new curlers.</p> <p>However, this theme is not just about coaching. It is about the enthusiastic volunteers, time clock operators, line scorers and umpires that we need to sustain the competitive side of the sport. It is also about the 'behind-the-scenes' volunteers who willingly invest their own time and energy into developing clubs and creating opportunities for people to keep curling. This theme is about creating a curling culture that values and recognises those who volunteer their time in an effort to grow and sustain the sport of curling for future generations. Without these coaches, umpires, club secretaries, competition co-ordinators, officials, development group members, we will have a sport for the future.</p> |
| <p>We aim to...</p> | <p>Help all curlers realise and achieve their potential...whatever that potential may be.</p> |
| <p>We will do this by...</p> | <ul style="list-style-type: none"> • Recruiting, training, supporting and retaining the right coaches for key roles at all levels • Continuing to develop and implement appropriate coach education and development opportunities for coaches that include UKCC endorsed coaching qualifications • Developing a system of mentoring for coaches to develop and progress post-qualification • Supporting coaches nationally and at local level to ensure that they continue to progress and develop in their roles • Developing a system of recognition for coaches and volunteers to acknowledge time and effort • Providing 'community of practice' style opportunities for club and rink volunteers to share practice, success and ideas |



| | |
|--|--|
| <p>As a result we will see...</p> | <ul style="list-style-type: none"> • A strategic workforce strategy in place for coaching and volunteering • Implementation of an online portfolio system to help coaches track and manage their progress through coaching qualification • A network of regular support sessions for coaches and volunteers at a local and regional level • Sharing of ideas between volunteers in ice rinks and clubs as they acknowledge the importance of collaborating and working together to develop solutions to complex challenges • A wide range of coaching opportunities delivered by appropriate coaches at each ice rink to reflect the needs of the local curlers • Improved and regular communication with coaches and volunteers through the implementation of a robust and up-to-date database system |
| <p>Impact in 2020 will be...</p> | <p>A curling culture that values coaching and coaches as a fundamental part of the curling experience; and that appreciates the time and effort of the volunteer workforce in creating and sustaining change.</p> |



Appendix 1

Braehead 2016 KPI's

Workforce

| KPI | Measure(s) |
|---|--|
| Education of new support staff and less experienced athletes through the opportunity to invite coaches and athletes to participate in a programme to inspire and mentor future coaches and athletes | Number of coaches and athletes attending programmes |
| Recruit 100 volunteers to roles identified by LOC. Recruit from established international event volunteer databases in Scotland and existing RCCC Membership | Number of event volunteers recruited |
| RCCC to conduct skills audit and compare with workforce requirements then design workforce training programme | Percentage of the workforce receiving special training for the event |
| RCCC to provide volunteers with introductory officiating courses in areas such as umpiring and time clock operation. RCCC to provide opportunity for existing officiating volunteers to develop their skill sets with the provision of advanced courses | Number of volunteers attending officiating courses and advanced skills courses |

Development

| KPI | Measure(s) |
|--|--|
| To introduce the sport of curling to 5-10 schools by providing FOC opportunities to spectate | Number of schools attending the championships |
| To provide opportunities to participate in the 'Curling's Cool' programme to 5-10 schools | Number of schools participating in the Curling's Cool Programme |
| 2,000 people to participate in the Try Curling programme annually | Number of Try Curling participants |
| Use the event to raise the profile and level of interest in the sport which will in turn lead to increased RCCC membership | Membership reporting pre and post event that demonstrates 1,000 new members by June 2017 |