



English Chess Federation

BUSINESS PLAN FOR 2007-2008

ECF Mission Statement

'To promote the game of chess, in all its forms, as an attractive means of cultural and personal advancement. To foster the highest level of achievement in the game. To make the Federation's services and membership available to all, without restriction, and to promote equal opportunities in a positive manner.'

Objects of the ECF are:-

To encourage the study and practice of chess in England and for the purpose of these objects England shall be deemed to include such part of North Wales as is within the jurisdiction of the Cheshire & North Wales Chess Association for so long as it shall so remain.

To institute and maintain British Chess Championships.

To promote national and international chess tournaments in England.

To secure the interests of English players (being those players who are entitled to represent England under the statutes and regulations of Federation Internationale des Echecs for the time being in force) in foreign chess tournaments and matches.

To support the Braille Chess Association and other chess organisations which are members of the Company and whose jurisdiction includes England unless and until in each such case separate equivalent English organisations shall be established which are members of the Company.

To secure the interests of English problemists in foreign tournaments and tourneys and to encourage English problem composers and solvers by instituting tournaments and tourneys and for these purposes support of the British Chess Problem Society shall be within the scope of this object unless and until a separate English Chess Problem Society shall be established which is a member of the Company.

To arrange such contests, meetings, etc., as may be deemed desirable and provide and present trophies for competitions to suitable organisations in England.

To provide assistance in relation to chess to British Overseas Territories and Crown Dependencies, which are not for the time being members of Federation Internationale des Echecs, if requested to do so.

To maintain and increase a fund, known as the "Permanent Invested Fund", to be permanently invested in the name of trustees in accordance with an approved trust deed.

To maintain a system for grading the results of games of chess players participating in its own competitions and in the competitions of member organisations.

To make the Company's services available without discrimination on grounds of colour, creed, disability, impairment, occupation, race, religious or political affiliation, or sexual orientation and to promote equal opportunities in a positive manner.

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SECTION 1 OBSERVATIONS OF CHIEF EXECUTIVE ON BUSINESS PLAN

The past year has seen some progress in the expansion of chess activity, particularly following the election of many new board members in October 2006. A more business like approach to the Federation's affairs has been adopted by the new board which is now seeking to ensure that all targets contained within this plan are achieved sooner rather than later.

Martin Regan
Chief Executive, ECF

SECTION 2 INTRODUCTION

SCOPE

The ECF publishes annually:
a long-term Corporate Plan;
a one year Business Plan;
a report against the one-year Business Plan.

The function of the Business Plan is to capture the key objectives from the long-term Corporate Plan, which are targeted to be actioned during a specific year. This Business Plan captures the objectives for the year May 2007 to April 2008. An overview of the ECF business planning process is given in Section 3.

The ECF is a Federation of independent Constituent Units. The regional activities of the Constituent Units are not addressed within the Business Plan. Individual business plans are presented for each of the following areas of activity in Section 5:

Home (incorporating Congress and Grading activities)
Junior and Education (incorporating coaching activities)
International (incorporating Women's International)
Women
Finance
Marketing
Strategic Planning
Management Services Function

Each individual business plan sets out the detailed operational plan for that area of activity formulated in terms of aims, objectives and the actions that are necessary to realize those aims and objectives.

SECTION 3 BUSINESS PLANNING

Annual ECF Business Planning Cycle

Because of uncertainties in its revenues and the voluntary, part-time dedication to its affairs by the Directors, the ECF has tended naturally to react opportunistically to events at the expense of the pursuit of longer-term goals. To some extent, this is inevitable and will continue to be so. However, the ECF does want to achieve greater clarity about where it is going as an organisation. To this end an annual business planning cycle has been established, given in the table below

June:	Meeting of Board at which any shortfalls in achievement against the previous year's annual Business Plan are discussed and any necessary amendments to the current long-term Corporate Plan are discussed.
July-August:	Preparation and agreement of Report of achievement against Annual Business Plan for previous year and new long-term Corporate Plan.
September:	Long-term Corporate Plan is submitted to ECF Council for approval. Report of achievement against Annual Business Plan for previous year is also submitted to ECF Council for approval.
October:	The approved Long-term Corporate Plan is submitted to the DCMS. The approved Report of achievement against Annual Business Plan for previous year is also submitted to the DCMS.
January:	Meeting of the Board devoted to Strategic Planning. This formulates top-down overall aims for the next operating year (May to April) to be captured in the Annual Business Plan. The planning process takes into account the existing long-term Corporate Plan.
February:	Preparation of Annual Business Plan.
March:	Board agrees Annual Business Plan for that year and the associated financial budget.
April:	Annual Business Plan for that year and Budget submitted to ECF Council for approval.
May:	The approved Annual Business Plan is submitted to the DCMS.

SECTION 4 KEY PERFORMANCE INDICATORS

The ECF will monitor its performance using the following Key Performance Indicators and report on them at the end of the year

- 1) Number of Direct Members;
- 2) Number of players in Grading list¹;
- 3) Number of female players in Grading list¹;
- 4) Number of games graded¹;
- 5) Number of titled players;
- 6) Number of FIDE rated players;
- 7) Number of counties in county championship zonals²;
- 8) Number of teams in national club championships²;
- 9) Number of schools in the ECF Schools Team Championships²;
- 10) The sustainable income of the ECF³.

Notes:

- 1) The Grading list is used as providing the best available source of information on the level of chess activity nationally.
- 2) If the size of the team is changed to encourage more teams, then some analysis will be necessary to see if this has resulted in more people playing chess.
- 3) One-off windfalls will be excluded from the KPI, because they can mask overall trends.

SECTION 5 BUSINESS PLANS

5.1 Home Chess Directorate

Overview:

- Home Chess incorporates three elements: National Chess Activities, Congress Chess and Grading. These three elements are reported separately.
- Home Chess organises many chess events for English and other home countries' players of all standards through the National Club Championships and Counties Championships. It also provides administrative support for the adjudication service for unfinished games and for correspondence chess at county level.

A: National Chess Activities

First Aim: To continue to offer opportunities for players to play at County level.

Objective:

1. To increase the number of counties fielding teams in the normal-play zonal events and to provide a prestigious venue for the normal-play finals of the County Championships.

Actions:

1. To encourage players to become more aware of the skills needed to organise teams and to support their Chess Unions.
2. To continue to provide an administrative support, which will facilitate the playing of matches at a high level of skill and sportsmanship.
3. To encourage some counties to run multiple teams at some levels to increase participation.
4. To try to ensure that every Union is represented in the finals event.

Second Aim: To provide the opportunity for players of all standards to participate in National Club championship events.

Objectives:

1. To provide a tournament structure and conditions that will encourage teams to pit their skills against other teams on a national basis.
2. To increase the number of teams participating.

Actions:

1. To run a number of different sections based on grading.
2. To reorganise the existing events to take account wishes of competitors.
3. To introduce a new u100 section if there is interest.
4. To run a one-day Handicap event.
5. To operate the National Club on a break-even basis.

Third Aim: To create and organise an individual knockout tournament

Overview: An event has been created and a pilot was run with a final in October 2005. The entry for the event was disappointing.

Objective:

1. To provide an event for individuals to compete in with a national venue for the final stages.

Actions:

1. To appoint an organiser and give that person support to create an event which will be media-friendly and allow chess players with limited time to participate.
2. To operate the event on a break-even basis after taking account of any sponsorship.

Fourth Aim: To Increase the Amount of Chess Played

Objective:

1. To explore avenues for increasing the amount of chess played.

Actions:

1. To approach other organisations, e.g. Rotary or Mensa.
2. To set up over 60s clubs.
3. To establish strategy regarding playing chess over Internet.

B: Congress Chess

First Aim: To organise a successful British Championship on an annual basis

Objectives:

1. To secure sponsorship.
2. To ensure that the event is organised on a break-even basis, based on a conservative estimate of entries.
3. To ensure maximum opportunities for all players who are competing.

Actions:

1. To provide full publicity for the event including Internet coverage with "live" coverage.
2. To ensure that budgetary control on the event is maintained.
3. To provide high standards of organisation/arbiting at the event.
4. To maintain liaison with the British Isles Co-ordinating Committee over qualification.
5. To provide FIDE rating of the 2007 Smith & Williamson "Championship", "Major Open" and "Senior" events thus giving players the opportunity for title & rating performances.
6. To ensure that all players whatever their sex or age or strength have the right to compete in a national Championship.
7. To provide events at the Annual Congress for those not eligible for the Championship events
8. To visit venues to arrange for future Championships.

Second Aim: To support the Congress Circuit

Note: the Grand Prix runs from August to August concluding with the British Championship events. Historically, the Grand Prix has had a top section with a high prize fund.

Objectives

1. To increase the number of players entering congresses

Actions:

1. To develop a replacement for the former Grand Prix.
2. To help Congresses generate maximum publicity and exposure.

Third Aim: To continue support where possible for other national events

Actions:

1. To ensure that other national events are well organised and to offer support either financial or in kind to maintain their running.
2. To maintain liaison with organisers to ensure that further opportunities to increase and advance national congress play is considered.
3. To ensure that there are sufficient ECF arbiters by running regular training courses and to deal with any issues associated with the change from BCF to ECF.

Fourth Aim: To Operate a Master Points system

Actions:

1. To base the Master Points system on the published Grade.

C: Grading & Rating

Note: Grading is the system for national ranking of chess players. Currently a printed Grading List is published annually. The grading year runs from June to May. International Rating is the world ranking system organised by FIDE. The ECF is a participant in the International Ranking system. Responsibility for International Rating was transferred from the International Directorate to the Grading Directorate in October 2004.

First Aim: To maintain an accurate and timely Grading service.

Objectives:

1. To publish the Grading List in electronic format on the ECF Website for the first week of the Smith & Williamson British Championships.
2. To publish a printed Grading List in September.
3. To provide Printouts of individual games played for Direct Members at the end of July.
4. To produce an electronic Grading Master List for local Graders in September.
5. To reduce the number of anomalies in the published Grading list requiring correction subsequent to publication.

Actions:

1. To maintain a Grading team.
2. To maintain the schedule for issue of the Direct Member Printouts and Master List.
3. To provide software for local Graders to generate and check their files before they are submitted.
4. To convene meetings of the Grading team as necessary to review what further measures should be put in place.

Note:

- The publication date of the printed Grading List was amended in 2005 to allow time for feedback following publication of the Grading List on the ECF Website. This change proved a success and the revised schedule will continue in operation.

Second Aim: To Maintain Customer Confidence in the Grading Service.

Objectives:

1. To improve communications.
2. To improve links between the central Grading Team and local Graders.
3. To provide a rapid response to grading queries from graders and individual players.
4. To ensure the statistical integrity of the Grading System.

Actions:

1. To publish regular reports on the progress of grading on the ECF website.
2. To provide an on-line grading enquiry service.
3. To continue to provide feedback to local graders on grading codes, requests for information, and general feedback.
4. To carry out an analysis of the accumulated grading data to monitor the statistical integrity of the system.

Third Aim: To provide improvements in the Grading Service.

Objective:

1. To review the frequency at which Grading lists are produced.
2. To review future steps.
3. To make it easier to obtain grades.

Actions:

1. To continue to publish printed Grading lists while a demand exists.
2. To publish the Grading List on the ECF Website.
3. To keep under review the feasibility and desirability of publishing more frequent Grading lists.

4. To conduct a review by the grading team of what should be done in the future.
5. To contact events not currently being graded, understand the issues, and take any necessary remedial steps.

Fourth Aim: To maintain the central Grading system infrastructure

Objectives:

1. To ensure that all central grading software and processes are adequately documented
2. To introduce improvements to the central grading software as necessary.

Fifth Aim: To establish reliable data on the amount of chess being played.

Objective:

1. To establish a reliable baseline for the number of games played each year.

Actions:

1. To analyse the number of games graded and publish the data in each year's Grading list.
2. To establish a register of the events being played in England and their size.
3. To estimate what percentage of events were graded and extrapolate to estimate total chess played in England.

Sixth Aim: To maintain an International Rating service.

Objectives:

1. To ensure that the International Ratings of English players are correct.
2. To ensure that all Internationally Rated players registered for England become members of the ECF.
3. To encourage more events to be FIDE rated.

Actions:

1. To appoint an International Rating officer to submit rating information and title applications to FIDE
2. To provide advice to players on rating and title requirements
3. To liaise with event organisers on requirements for FIDE registered events.
4. To establish an International Ratings page on the ECF website.

5.2 Junior Chess & Education Directorate

With the reorganisation of the BCF into English Chess Federation (ECF), a Company Limited by Guarantee, the Junior Chess and Education Directorate now incorporates activities associated with coaching. These are reported in Section B of this report

A: Junior Chess & Education

First Aim: To enable selected juniors to participate in major European & World individual and team Championships.

Objectives:

1. To ensure representation, boys & girls, in:
 - World Junior Championships – Under 20s
 - European Junior Championships – Under 20s
 - World Youth Championships – Under 10s to Under 18s
 - European Youth Championships – Under 10s to Under 18s
2. To enter teams in the Annual Glorney & Faber U18 Team Championships to compete against Wales, Ireland, Scotland, France, Germany, Holland & Czech Republic.
3. To organise matches against other countries in Western Europe.
4. To enter a team in the Under 16 Olympiad.

Actions:

1. To nominate a junior selection committee, to be agreed by the ECF Board. This selection committee to include a representative from each union. To establish performance criteria for selection and follow a consultative selection procedure.
2. To appoint Team Manager(s) for major events.
3. To appoint professional coaches to support and prepare players.
4. To provide grants & bursaries to enable participation in major events.
5. To arrange appropriate travel, accommodation & insurance.

Second Aim: To support selected juniors in order to maintain and improve results and maximise opportunities for juniors to achieve International Norms & Titles and to gain International Ratings.**Objectives:**

1. To establish a baseline against which improvements can be measured.
2. To support juniors participating in events where norms may be achieved.
3. To support juniors participating in events where International Rating may be achieved.

Third Aim: Establish a list of accredited coaches and teachers. This includes using the Criminal Records Bureau (CRB) 'Disclosure Process'. The ECF is a registered body with the CRB.**Objectives:**

1. To process Disclosure applications and to obtain appropriate references as part of the process of establishing 'Accredited coaches, teachers and managers'.
2. To list the accredited people in the ECF Year Book and on the ECF Website.

Actions:

1. To continue to be involved with the CRB.
2. To ensure that the ECF has current documentation on the following:
 - Child Protection Policy.
 - Guidance to coaches & teachers document.
 - Policy on the recruitment of ex-offenders.
 - Security policy on the handling of Disclosure information.

Fourth Aim: To support and encourage the development of chess in schools and clubs.**Objectives:**

1. To introduce the Certificate of Excellence Scheme to more schools & clubs.
2. To support and assist Schools and clubs with applications to various sources of possible funding.
3. To support selected schools on the basis of 'greatest need'.

Actions:

1. To continue and extend the development of the Certificate of Excellence.
2. To continue to explore the possibility of funds being available from the lottery and other sources
3. To source chess equipment at competitive prices for schools.

Fifth Aim: Organise and support a range of junior chess activity.**Objectives:**

1. To increase junior Participation in the Four Nations Chess League.
2. To increase the number of Junior events, especially those with FIDE rating opportunities.
3. To increase numbers participating at junior events.

Actions:

1. To continue to support junior teams in the Four Nations Chess League.
2. To support and promote new Junior Events.
3. To organise and promote the ECF Schools Team Championships.
4. To organise and promote the Inter Counties Under 18 Team Championships.

5. To organise and promote the British Junior Rapidplay Championships.
6. To support the British Junior Championships.

Sixth Aim: To Increase the Amount of Chess Played

Objective:

1. To explore avenues for increasing the amount of chess played.

Actions:

1. To provide free sets and clocks for schools and clubs, especially in areas of social deprivation.
2. To set up junior clubs

Seventh Aim: To support chess in prisons.

Objective:

1. That chess should be able to be used as a vehicle to train inmates to think logically, to play a sport that does not depend on chance, or physical attributes, and which by teaching others to play, will raise their self-esteem.

Actions:

1. To make an agreement with the creators of a system of teaching chess so that inmates might teach each other to play with minimal supervision and cost to the Prison Service.
2. To appoint a National Co-ordinator to work directly with the Probation and Prison Service.
3. To encourage local chess players of appropriate ability and character to come into establishments to assist with the coaching and to help in the re-integration of inmates into society.
4. To source chess sets and boards at a reasonable cost and chess publications so that inmates can have a useful but cost-effective way of recreation.

Eighth Aim: To create a qualification to enable teachers and others to act with authority in chess matches

Objective:

1. That a qualification be created which will allow teachers and others to possess the authority to administer the Laws of Chess. To establish a method of continuing education and feedback to keep such persons up to date with changes and interpretations regarding the Laws of Chess.

Actions:

1. To require each successful candidate to become a member of the Arbiters' Association so as to ensure continuing updates with the Laws of Chess.
2. To create an examination with a degree of preparation so that an assessment might be made of the ability of candidates to give logical and correct answers to any question which might arise concerning the Laws.

B: Coaching

Overview: Responsible for national co-ordination of chess coaching.

First Aim: To maintain a national coaching system of chess coaching.

Objective:

1. To ensure that appropriate coaches are available to support the chess community.

Actions:

1. To establish and maintain a system for, and a centralized database of, accredited chess coaches.
2. To categorize the coaches according to their target age and skills group.
3. To co-ordinate with other Directors the provision of the best available coaches for players and teams.

Second Aim: Demonstrate the Educational Benefits of Chess

Objective:

1. Create written material showing that chess is beneficial.
2. To continue developing the Certificate of Excellence

Actions:

1. Support Government initiatives in this direction.
2. To liaise with all LEAs in England to keep them informed of developments in the ECF.
3. To develop additional support material for the Certificate of Excellence
4. To maintain regular contact with schools participating in the Certificate of Excellence Scheme.

5.3 International Chess Directorate

First Aim: To enter the best possible teams in International Competitions.

Note: The Olympiad and European team championships are the biggest item on the budget each year. Successful international teams will improve confidence in the community of top players and generate a general good feeling amongst the chess community.

Objective:

1. International team sponsorship.

Action:

1. To use the resources of the marketing and international directorate to continue to seek to meet this objective.

Second Aim: To enable our leading players, both male and female, to continue in achieving high quality results.

Objective:

1. To support the participation of English players in Individual and Team events at World and European levels.

Actions:

To support and encourage players to compete in the:

1. The European Individual Championship, Plovdiv, Bulgaria, 20 Apr - 4 May, 2008
2. The European Women's Individual Championship, Plovdiv, Bulgaria, 20 Apr - 4 May, 2008
3. The World Senior Team Championship, Gmunden, Austria, 16-29 September, 2007
4. The European Club Cup, Kemer, Turkey, 2-10 October, 2007
5. The World Amateur Championship, Predeal, Romania, 10-19 August, 2007
6. The European Women's Rapid Chess Championship, Predeal, Romania, 7-9 August, 2007.

Third Aim: To support international tournaments within England and the United Kingdom and in the Commonwealth.

Objective:

1. To ensure that as many international Rated events, at which it is possible to obtain title norms shall be held in England, the United Kingdom and the Commonwealth, thus providing opportunities for our players, both male and female.

Actions:

1. To review the calendar of events on a regular basis and if there is a shortfall in the number of events planned, to try and create new ones.
2. For the ECF itself to hold some events, including the British Championships.
3. To make grants available to facilitate the creation of new events.
4. To encourage more domestic events to move towards being FIDE rated.

5. To encourage established events, particularly the Four Nations Chess league (4NCL) which allows opportunities for international title norms at all levels and also allows players to gain international ratings.

Fourth Aim: To maximise the prospects of increasing the number of English male and female players with International titles and ratings.

Objectives:

1. To ensure at least one Grandmaster and two International Master titles be achieved by English players over a three year period.
2. To ensure that there be an increase of at least 2% per annum in the number of players internationally rated.
3. To encourage FIDE events so that more players can gain an international rating.

Actions:

1. To seek opportunities for English players to play in overseas events.
2. To make grants to English players likely to achieve international title norms.
3. To support international tournaments in England as per the third aim.

Fifth Aim: To be actively involved in the World Chess Federation (FIDE), the European Chess Union (ECU) and the British Isles Co Ordination Committee (BICC).

Objectives:

1. To ensure that the interests of the ECF and of English players and tournaments are safeguarded.
2. To improve relationships with other Federations.

Actions:

1. Through the office of the FIDE delegate (an officer elected by the ECF Council) to attend meetings of FIDE and ECU.
2. To make representations to FIDE and ECU on major changes in the organisation of International Chess by FIDE and ECU including the format of and qualification for the World and European Championships, time controls, Chess as a Sport, anti doping issues, the Laws of Chess and title and rating regulations.
3. To report the decisions of FIDE, ECU and the BICC to members of the ECF.
4. To maintain an up to date section on the ECF website in relation to decisions on title and rating issues; an international calendar, and reports on relevant international events.
5. To provide opportunities for ECF FIDE arbiters to be invited to international events, especially the Olympiad.
6. To increase ECF representation on FIDE and ECU committees.

Notes:

1. Gerry Walsh, the President of the ECF, is the Deputy President of the ECU and Chairman of the FIDE Committee on Chess of the Disabled.
2. Stewart Reuben is Chairman of the FIDE Organizers Committee and a member of the Titles and Ratings Committee and of the Rules Committee.
3. Stewart Reuben's book, "The Chess Organiser's Handbook" is the major reference work in this field.
4. Dr Jana Bellin is Chairman of the FIDE Anti-Doping Committee.

Significant Dates in 2007/8.

7-9 August	European Women's Rapid Championship, Predeal, Romania
10-17 November	78 th FIDE Congress and General Assembly, Antalya, Turkey
10-19 August	World Amateur Championships, Predeal, Romania
29 July – 11 August	94 th British Chess Championships, Great Yarmouth
16-29 September	The World Senior Team Championship, Gmunden, Austria
22-30 September	16 th Monarch Assurance Isle of Man International
2-10 October	European Club Cup, Kemer, TUR
20 Apr - 4 May 2008	European Individual Championship, Plovdiv, Bulgaria
20 Apr - 4 May 2008	European Individual Women's Championship, Plovdiv, Bulgaria

5.4 Women's Chess

Introduction

The reorganisation of the ECF to become English Chess Federation resulted in the establishment of a Manager of Women's Chess, reporting to the Chief Executive.

Activities in this area are reported here.

First Aim: To maintain and extend the range of competitive opportunities for women and girls in England.

Objectives:

1. To maintain an overview of events in England available for women and girls, including all-female events.
2. To dramatically increase the numbers of women and girls playing chess in England.
3. To increase the number of appropriate and attractive tournaments available for women and girls.
4. To strengthen links with outside bodies providing chess events for women and girls.

Actions:

1. To continue to maintain a chess Website (www.chessuk.com) for women and girls, to provide a centralised information system, to include forthcoming tournament information and results.
2. To maintain and improve the national girls' database
3. To continue to build on the success of the national competition, the "All England Girls' Chess Championships", running at least four regional championships and a qualifiers only National Final.
4. To build on the success of the 2006 national girls' team championship, attracting sponsorship and press attention.
5. To build on the success of the coaching and tournament days and to hold such competitions around the country.
6. To build on the success of the Four Nations Chess League, Pride and Prejudice team to promote women in chess.
7. To set up various other new tournaments, both mixed and single sex.
8. To give grants where appropriate for women and girls playing correspondence chess.
9. To continue to meet with other chess organisers and others actively involved in chess for women and girls.
10. To publicise the achievements of women and girls' who play chess, including writing articles for the chess and national press.
11. To represent the ECF at relevant chess events in England.

Second Aim: To improve understanding and enjoyment of chess through the provision of coaching for women and girls.

Objectives:

1. To improve the current levels of support for coaching.
2. To continue the new national coaching and tournament initiative.

Actions:

1. To continue providing grants to tournaments for coaching support.
2. To maintain and improve the national girls' database, an information resource which allows women and girls to be linked with coaches in their area.
3. To continue to organise events which combine coaching with tournaments.
4. To continue to provide grants for individual and group coaching.
5. To explore other possible avenues for the provision of coaching.

5.5 Finance Directorate

Overview: The Finance Directorate is responsible for the annual statement of Accounts to the ECF Council. It provides guidance for the accounting staff in the ECF Office and also oversees the Game Fee scheme and membership schemes and provides forecasts. It evaluates the various risks to which the ECF is exposed and proposes appropriate action.

First Aim: To maximise income

Objectives:

1. To support the President (or whoever is the lead officer with DCMS) in ensuring continuing receipt of the Government Grant.
2. To keep under review the game fee and membership schemes with a view to maximising the net revenue to the ECF.
3. To establish and obtain the tax advantages of charitable status
4. To encourage donations

Actions:

1. To submit grant claims to the DCMS on a timely basis.
2. To establish initiatives to encourage the long-term expansion of the Legacies Fund.
3. To maintain a dialogue with the Trustees of the Permanent Invested Fund.
4. To devise and undertake preliminary consultations on a national membership scheme, for possible implementation in autumn 2008.
5. To obtain the tax advantages of charitable status with regard to, Corporation Tax, Rates and Gift Aid on subscriptions and other donations. To undertake discussions with HMR&C on the details of a Gift Aid scheme associated with a national membership scheme.

Second Aim: To maintain appropriate reserves.

Objectives:

1. To assess the level of reserves which it is prudent for the ECF to maintain in the context of the risks to which its operations are exposed.
2. To control the ECF's finances in order to achieve and maintain such a level.

Actions:

1. To evaluate the risks to which the ECF is exposed and the likelihood of their crystallisation
2. To develop appropriate contingency plans
3. To develop and obtain ECF Council agreement to a coherent reserves policy in the context of the risks.
4. To monitor variances and take early corrective action.

Third Aim: To control expenditure

Objectives:

1. To ensure that any unbudgeted expenditure is appropriately authorised.
2. To ensure that the ECF receives value for money on expenditure incurred.

Actions:

1. To keep under review and publicise a comprehensive set of Financial Standing Instructions.
2. To monitor compliance with authorisation procedures.
3. To enforce the provisions of the Financial Standing Instructions on unbudgeted expenditure.
4. To update and enforce the guidelines concerning bids for services to the ECF.

Fourth Aim: To improve the financial information provided to the Board & ECF Council

Objectives:

1. To ensure that financial information is sufficiently comprehensive and transparent.
2. To enhance the timeliness with which information is provided.

Actions:

1. To challenge the existing annual accounts format in the light of developments in accounting standards and best practice affecting companies and charities.
2. To discuss with users of information their needs and the relevance of the existing formats.
3. To re-evaluate the adequacy of the office computer system to meet information needs.

5.6 Marketing Directorate

First Aim: Commercial and sponsorship opportunities

Objectives:

1. To further and maximise commercial opportunities for the ECF, communicating with sponsors (existing, lapsed, potential and new).
2. To Maintain a positive relationship with existing sponsors.
3. To add value to ECF membership by establishing exclusive discounts and offers with complementary companies and promotions.
4. To identify and establish any synergy with other enterprises and potential for affinity promotions and schemes.
5. To ensure maximisation of merchandising and advertising opportunities to generate income.

Second Aim: Market research and planning

Objectives:

1. To utilise results of market research programme to establish relationships with other specific related bodies and advantageous associations.
2. To use information to aid promotional package to attract commercial income.
3. To perform these tasks cost effectively and responsible to budgets.
4. To utilise all commercially relevant information and communicate this through publicity, press releases, communications with relevant media.

Third Aim: Co-ordinate and ensure cohesive presentation of the Federation

Objectives:

1. To implement visual and typographical recommendations, applying to all membership facing and public facing materials
2. To enforce and maintain a consistent and cohesive output of all ECF marketing and publicity related materials.

Fourth Aim: Publicity Programme

Objectives:

1. To monitor programme of ECF events and publicity requirements and establish timing plan and media contacts for implementation of publicity programme.
2. To promote ECF Book of the Year and ECF Player of the year awards as appropriate.
3. To capitalise on and promote any other ECF promoted activities to maximise positive publicity.
4. Ensure media coverage of chess news and events as far as possible and continue to foster relationships with multi media channels.
5. To continue to lobby for the reinstatement of chess on terrestrial television.
6. To improve the online communications of the ECF and adopt the new recommended imagery for the website.

Fifth Aim: Communication direction and responsibility

Objectives:

1. To ensure projection of forward-looking brand values for ECF.
2. To communicate a professional face for the ECF enhancing positives and projecting an image of modernity, efficiency and commercial awareness.
3. To ensure smooth and impactful promotion of the ECF following new logo adoption and revised materials proposed.
4. To achieve a positive accountable programme of marketing activity that is responsible to available funds.

5.7 Strategic Planning

Overview: The strategic planning function is now subsumed as part of the Chief Executive's responsibilities.

First Aim: To identify the ECF's Corporate Strategy

Objectives:

1. To ensure that appropriate planning processes are followed by the ECF
2. To identify the Corporate Strategy

Actions:

1. To appoint a Strategic Planning Officer, who may attend relevant meetings of the Board.
2. To produce annually the Corporate Plan, the Annual Business Plan, and the Annual Achievement Report against the previous year's Business Plan.
3. To provide regular status reports of progress against the Annual Business Plan.

Second Aim: To act as an interface with the Department for Culture Media and Sports (DCMS)

Objective:

1. To ensure continuing receipt of the Government Grant

Actions:

1. To ensure that the DCMS is provided with reports in a timely fashion.
2. To ensure compliance with the Memorandum of Agreement with the DCMS
3. To maintain dialogue with the DCMS to ensure that any necessary action is taken.

Third Aim: To make documents more publicly available

Objective:

1. To establish an archive of previous documents on the ECF website.

5.8 Management Services Function

First Aim: To continue to improve efficiency and effectiveness of the ECF Office.

Objectives:

1. To continue to improve the use of information technology at the ECF office.
2. To continue to improve the effectiveness and efficiency of ECF staff.
3. To continue to improve the efficiency of ECF office activities.

Actions:

1. To review and analyse office computer and related systems.
2. To continue staff assessment and provide training.
3. To continue to review the organisation and structure of office activities.
4. To establish appropriate personnel policies and procedures.

Second Aim: Support the development of the membership scheme.

Objectives:

1. To provide appropriate administrative support.
2. To support related services and publications.

Actions:

1. To continue to improve systems to deal with more transactions.
2. To continue to provide appropriate literature on the membership scheme.
3. To continue to organise appropriate advertising to support and explain the scheme.
4. To provide any necessary training of staff.

Third Aim: Improve media perception and presence of the ECF in conjunction with the Marketing Director.

Objectives:

1. To continue to develop and improve ECF Website.
2. To continue to improve distribution and presentation of press releases.
3. To improve management of public relations.

Actions:

1. To continue to review, rationalise and improve the ECF Website, in line with best practice.
2. To provide adequate and attractive advertising of ECF Internet service and related events.
3. To continue to improve distribution and presentation of press releases with the Marketing Director.
4. To review public relations activity (in conjunction with the Marketing Director).
5. To continue to communicate directly with chess players.

Fourth Aim: Improve the collection of Game Fee income.

Objectives:

1. To continue to improve the organisation and administrative support for the collection of Game Fee.
2. To continue to improve computer and related systems to support the collection of Game Fee.

Actions:

1. To review and analyse the organisation and administrative support for Game Fee with a view to identifying improvements.
2. To appoint additional voluntary staff at regional/local levels to support the efficient and effective collection of Game Fee where necessary.
3. To review and analyse the computer and related systems to facilitate possible improvements (including the monitoring process) that can assist in the collection of Game Fee.

Fifth Aim: Creation of the ICT Team

Objective:

1. The work involved in supporting and developing ICT for the ECF is extensive. The work required can only be contemplated by building up and maintaining a team that will undertake separate but co-ordinated projects.

Actions:

1. To fill the following posts which will be required if certain of the planned actions are to be carried out:
2. Additional helper for the Database Rationalisation Project unless the existing volunteer feels able to complete the project without assistance. (see next Aim, Action 2)
3. Additional helper for Secure Website project if this is to be revived. (see Eighth Aim, Action 2)
4. To fill any further posts as additional requirements become identified.

Sixth Aim: To continue to replace IT equipment at the Office during 2007

Objectives:

1. To continue to provide up-to-date equipment and software for the desktop computer environment of the ECF Office.
2. Ensure that the software used in the office is configured to simplify the task of the staff to the maximum degree possible.

Actions:

1. To purchase during the calendar year 2007, one laptop computer plus all necessary software (including updated versions of MS Office).
2. Review the network security of the LAN and specifically of the file server.
3. Carry out a project to consolidate the separate databases currently operating for the office systems, and make any design changes necessary to take advantage of new software.

Seventh Aim: Ensure that day-to-day support is available to the ECF Office

Objective:

1. To identify local sources of immediate assistance for the office when hardware becomes faulty (once out of warranty) or software faults occur.

Action:

1. To maintain relationships with local suppliers of services and support.

Eighth Aim: Supporting all the websites developed by the ECF and its agents

Objectives:

1. The ECF is currently running three websites (the main site, Women's chess, British Championships) each with its own Webmaster and sets of challenges. The purpose is to provide background support for matters relating to Design and Coding for each of these sites.
2. To investigate the provision of secure payments on the Website.

Actions:

1. To provide a "mentor" for each Webmaster.
2. To provide each Webmaster with an appropriate degree of technical support and expert design advice.
3. Subject to satisfactory resolution of any non-IT related issues, to develop the facilities for handling payment transactions through a secure site.