



English Chess Federation

BUSINESS PLAN FOR 2008-2009

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 solid progress in a number of areas, particularly in junior and international arenas. Not only has the ECF seen four new Grandmaster titles awarded, we have seen a substantial percentage rise in the entries to our National Schools Tournament.

A key focus for the coming year is the delivery of the flagship project – Chess For Schools – an endeavour to put chess sets in every school in England and then follow-up with the objective of establishing new school chess clubs. This is a chess project on a scale never previously attempted in England involving the delivery of 250,000 chess sets and supporting material; an opportunity that comes thanks to the generous sponsorship of Holloid Plastics. This is a rapidly evolving project and endorsement of the follow-up plans is being sought from a special meeting of ECF Council in July. Consequently, these plans are not described in detail in this issue of the Business Plan.

There are still areas where problems need addressing, not least the lack of sponsorship for the British Championships and our international team, and a lack of coordination between the regions, but overall there has been progress in meeting the key targets of last year's plan and a determination to continue to progress. The Business Plan was discussed by ECF Council in April 2008. Unfortunately, almost immediately afterwards five of the nine directors retired for a variety of reasons. A new team has been established, who are committed to the delivery of the targets outlined in this plan.

Chris Majer
Chief Executive, ECF

SECTION 2 INTRODUCTION

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 2008 to April 2009. 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;
- 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/July:	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/June:	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 National Schools 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 reduced 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 has the opportunity to be represented in the finals event.
5. To organise an inter-county postal chess 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 run a one-day Handicap event.
4. To operate the National Club on a break-even basis.

Third Aim: To Increase the Amount of Chess Played

Objective:

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

Actions:

1. To further develop the ECF online chess site.
2. To set up over 60s clubs.
3. To ensure that there are sufficient ECF arbiters by running regular training courses.

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 financially sound 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.
5. To provide FIDE rating of the 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 the congress.
7. To visit venues to arrange for future Championships.
8. To provide events where eligible players can qualify for the Championship in future.

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, but currently operates in a reduced format without a section for the strongest players.

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 supervise the Congress Calendar.

Fourth Aim: To Operate a Master Points system

Actions:

1. To operate the Master Points system on the basis of 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.

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

Objectives:

1. To publish a provisional on-line Grading List by the end of July.
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 ensure the accuracy of the Grading list.

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 continue to publish printed Grading lists while a demand exists.
5. To publish the Grading List on the ECF Website.

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 and to implement such changes as are deemed necessary.

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.

Actions:

1. To keep under review the desirability of publishing more frequent Grading lists.
2. To conduct a review by the Grading team of what should be done in the future.
3. 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 rate new events for free in their first year.

5.2 Junior Chess & Education Directorate

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’.

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 develop the "Chess For Schools" programme using the 250,000 sponsored chess sets donated by Holloid Plastics. This will involve a follow-up programme after the initial delivery of the sets. The scale of the follow-up programme is to be determined by ECF Council in July.

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 to achieve 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 World Senior Team Championship 28 October to 8 November 2008.
2. Jessie Gilbert Celebration International 16-25 August 2008.
3. EU Championship 9-18 October 2008.
4. The European Club Cup, 16-24 October, 2008.
5. The World Amateur Championship.
6. Hastings Congress 28 December 2008-5 January 2009.
7. Gib Telecom Chess Festival 27 January-5 February 2009.

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 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.
4. To encourage players to play internationally, especially the young. A group of younger players is being encouraged to form and to work together.

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.
4. To enable English players to act as captain/coach for foreign teams in the Olympiad in Dresden 2-15 November 2008.

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.

5.4 Women's Chess

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 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 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 continue to meet with other chess organisers and others actively involved in chess for women and girls.
9. To publicise the achievements of women and girls' who play chess, including writing articles for the chess and national press.
10. 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, the Trustees of the John Robinson Trust and the directors of Chess Centre.
4. 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 Bye Laws.
2. To monitor compliance with authorisation procedures.
3. To enforce the provisions of the Financial Bye Laws on unbudgeted expenditure.
4. To update and enforce the regulations 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.
3. To ensure coordination exists between various bodies funding English chess.

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.
4. To ensure that ECF accounts are posted on the website.

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 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:
 - Additional helper for the Database Rationalisation Project unless the existing volunteer feels able to complete the project without assistance (see next Aim, Action 2).
 - Additional helper for Secure Website project if this is to be revived (see Eighth Aim, Action 2).
2. To fill any further posts as additional requirements become identified.

Sixth Aim: To continue to replace IT equipment at the Office during 2008

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 any necessary hardware and 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.

APPENDIX A: PRIORITY TARGETS FOR 2008/2009

As explained in the Introduction, the performance against the Business Plan is reported in the Achievement Report. However, a smaller set of priority targets has been identified for 2008/9 as outlined below. A progress report against these targets will be given at the AGM.

HOME CHESS AIMS

- 1) To gain greater detail on Grading anomalies and if necessary to propose a solution including an impact statement.
- 2) To increase the number of players and counties playing in the Counties Championship.
- 3) To increase participation in the National Club.
- 4) To develop practical ways of helping Congress Chess.
- 5) To increase the number of CRB cleared coaches and arbiters.
- 6) To help deliver a course for organisers.
- 7) To continue to increase the number of FIDE rated events held in England.

JUNIOR CHESS

- 1) To develop Right Move as a self-funding junior magazine for members.
- 2) To increase standard junior tournaments.
- 3) To develop a series of Centres of Coaching Excellence.
- 4) To create an online coaching presence.
- 5) To send more juniors to international events.
- 6) To increase the number and geographical spread of junior training days.
- 7) To continue to increase the number of junior members.
- 8) To improve the Certificate of Excellence.
- 9) To develop a credible school's chess programme.
- 10) To further increase participation in the former Times School Competition.
- 11) To develop the Chess For Schools initiative including initial delivery of sets and follow-up.

INTERNATIONAL CHESS

- 1) To send the strongest possible teams to international men's and women's tournaments such as the Olympiad and the European Team Championships. The short-term target should be to perform better than our seeding, the medium-term target should be consistent top 10 finishes.
- 2) To help our strongest players compete in the World Championship cycle and other international tournaments. In part this will be achieved through working with the Robinson Trust, providing our younger players with more international opportunities and introducing an elite training program. The target should be to help more players reach the top 100 men world list (we currently have two) and the top 50 women (we have one).
- 3) To help create new international events in England offering norm opportunities. The target should be to support two new events over the next 12 months.

MARKETING

- 1) To secure sponsorship for at least one flagship event.
- 2) To ensure that Chess Moves is improved.
- 3) To develop membership services.
- 4) To develop publicity material for clubs.
- 5) To ensure that the ECF is linked to all chess websites in the UK.
- 6) To improve the publicity surrounding ECF events.
- 7) To develop the Chess For Schools initiative in conjunction with the Junior Director..

FINANCE

- 1) To improve Game Fee credit control.
- 2) To ensure that ECF accounts are posted on the website.

OTHER AIMS

- 1) To increase membership numbers.
- 2) To generate income outside the DCMS and Membership.
- 3) To develop a members-only site on the web.
- 4) To improve communications with our Clubs, Leagues, Counties and Unions.