



ENGLISH CHESS FEDERATION DRAFT STRATEGY STATEMENT AND BUSINESS PLAN

STRATEGY

Furthering the Cause of English Chess

The ECF will lead the development and organisation of chess for all players in England and our international teams. This will encompass:

- Extending the number of active competitive and social chess players in England, building on the recent wave of interest in chess on both nationally and internationally.
- Increasing the number of juniors playing competitive chess and transitioning to becoming adult competitive players.
- Providing a clear pathway for junior chess players to learn and develop their chess playing from beginners through to Academy and national squad level, and hopefully achieving titles in due course.
- Encouraging the development of women's and social chess as part of a wider commitment to increasing the diversity of participation in chess.
- Supporting and encouraging the return to over the board chess across the country.
- Embedding and continuing the development of online chess.
- Increasing the awareness of chess and its wider social benefits outside the ECF membership.
- Supporting the promotion of chess as a national game/ sport with much increased levels of chess content available and shared via the ECF's web site, magazine,, social media and broadcast/ streaming platforms.
- Supporting other chess organisations including leagues, clubs and congresses.
- Continuing to develop our four-digit elo rating system with publication of live and monthly ratings for over the board and online events.
- Developing the number of elite players and individual players of exceptional talent.

Priority areas

Our ambition is to increase participation in chess among women of all standards generally, and if possible to 15% of ECF membership (including ECF Supporters) within three years specifically, and to facilitate the transition from junior, to adult, to senior.

We have already begun, and we will continue to develop and refine, programmes to encourage participation among junior players and to help them achieve their potential.

We will establish a clear pathway for chess learning and development, including a national curriculum for chess, working closely with junior coaches across England and in collaboration with schools.

We will maintain, and improve, our support to English players taking part in international competitions, with the aspiration of re-establishing England as a force in the chess world.

We welcome the ongoing growth in online chess and the increasing level of participation amongst English players. We will continue to organise online events, providing a rating service and supporting online leagues and congresses.

At the same time we understand the central importance of over the board chess and the need to support a safe return to over the board congresses, leagues and events, and we will continue to provide support and advice to organisers until the Covid-19 situation resolves itself.

Our biggest asset is our membership. We will improve the attractiveness of membership through good communication and enhanced membership services and offerings for all forms of chess that make joining the ECF an attractive proposition independently of playing rated games. We recognise that the ECF needs to grow its membership and improve the attractiveness of the game in order to sustain a viable future. The Board will continue to focus on these targets.

We will work with member organisations to grow chess activity at all levels across England, focussing in particular on junior, women's and social chess.

We will keep the operation of the membership system under review, ensuring the system is well maintained, remains fit for purpose and provides additional benefits to members.

We will continue to provide support to chess organisers and we will organise and run a programme of national competitions, including the British Championships, the UK Open Blitz Championships, the County Championships, the Women's English Championships and our various ECF online club events and National Championships.

We will continue our work to increase the profile of chess in England via the ECF's website, social media platforms, monthly magazine and broadcast channels covering major over the board and online events and other forms of chess content.

Commercial sponsorship generates additional income that can help us to make extra investment in areas such as junior, women's and international chess. We will seek out new sponsorship opportunities and build on our relationship with existing sponsors, and support them to build their brands.

We will actively engage with other chess organisations in England and elsewhere to improve coordination, efficiency and knowledge-sharing across English chess.

We will develop a set of key performance indicators in order to monitor our progress against our objectives.

Business Planning

The Board will produce an annual business plan that will set out how we propose to deliver the priorities set out in this statement. As part of the business planning process we will refine our strategic intentions and financial planning in consultation with Council and in accordance with prevailing circumstances.

The Board

Directors will work collegiately both within the Board and with other chess organisations. We will encourage a culture where we actively invite comment and feedback. We will ensure our governance processes and constitutional structure are effective and fit for purpose, and will develop a plan for achieving more effective Board operation.

Funding

Our core activities will continue to be funded through membership fees. We will use sponsorship and donations/bequests to support strategic and developmental projects and initiatives, ensuring that sponsors' own objectives are addressed. We will avoid the use of external funding as a substitute for core activity funding. We will work closely with the Chess Trust and the John Robinson Youth Chess Trust in particular regarding funding for strategic and developmental projects and initiatives.

Office

We are committed to maintaining the central functions of an ECF Office, whether physically or remotely. The Office endeavours to provide a high quality and efficient service to ECF members and other chess organisations, and gives support to ECF directors and officials as required. Staff will be offered opportunities for professional development on an individual basis.

Communications

Initiatives such as introducing our monthly "Chess Moves" magazine, developing our social media presence, overhauling the website and direct emailing of members and Council have helped to improve communication to members and need to be improved further. We want stronger partnerships with chess players and chess organisations, and will continue to develop communications across a range of platforms and seek greater engagement with members to help shape our policies and plans.

BUSINESS PLAN

Finance

Objective: Support the overall objectives of the English Chess Federation and the agreed plans of the Executive Directors.

- Ensure that the ECF's finances are sufficient to enable the ECF's infrastructure to be maintained while the Covid-19 pandemic lasts, and rebuild the necessary financial strength thereafter.
- Grow income in such a way as to enable the Board's plans to be achieved, taking into account funds received from donations, sponsorship and other sources.

- Use membership income to fund ongoing operational expenditure, using sponsorship, bequests and donations for new initiatives and developments.
- Develop and maintain a reserve of £100,000 over the five year planning cycle.
- Seek to achieve an annual break-even financial position over the five year planning cycle.
- Ensure that all finance activities are performed transparently, efficiently and effectively.
- Complete the transfer of all appropriate financial processes to our external bookkeepers.
- Continue to develop our use of Xero functionality.
- Ensure accounting records and accounts are maintained in an accurate and timely manner.
- Simplify the overall financial structure consolidating funds into the ECF and the Chess Trust. This will remove the requirements for the active use of the BCF, Chess Centre Ltd and the Permanent Invested Fund.
- Promote our direct debit facility for the membership scheme.
- Continue to improve the presentation of financial information to directors and to members.

Governance

Objective: Ensure that the ECF's governance processes and constitutional structure are effective and fit for purpose.

- Continue to review compliance with most appropriate governance practice.
- Complete a detailed review of Board regulations.

Junior

Objective: Improve participation levels in and the profile of junior chess in England and reduce the current rate of attrition in the transition to adulthood.

- Continue to develop the ECF Chess Academy in partnership with our chosen partners as the development route of choice for our top juniors.
- Support the Chess Trust as it continues to develop its Accelerator Programme for our elite junior players and the John Robinson Youth Chess Trust in its support for the British Championships and a range of other junior initiatives.
- Develop and embed a national curriculum as a basis for a clear learning and development pathway.
- Encourage junior chess organisations' activities in England and promote the development of collaborative working.
- Understand why so many girls stop playing chess in school and put in place actions accordingly, liaising closely with the Director of Women's Chess and junior organisers.

- Identify and use sponsorship money to improve the quality of support to junior players.

Implement a national curriculum/syllabus.

- Develop competitive chess in schools with a particular emphasis on those pupils aged over 11.
- Develop chess playing opportunities that encourage girls to continue playing chess in adulthood.
- Encourage adult chess clubs and leagues to integrate, support and develop junior players.
- Review and improve junior financial management processes.
- Identify and work with top junior players to increase participation in non-ECF events, in particular FIDE-rated tournaments.
- Extend take-up of the Supporter category.

Women

Objective: Work towards delivering our ambition to increase participation in chess among women of all standards to 15% of ECF membership (including ECF Supporters) within three years.

- Increase participation in the English Women's Championships.
- Work with independent organisers to increase female participation in non-ECF events and in particular FIDE rated events.
- Increase the profile of women's chess so that girls/teenagers/women have something to aspire to.
- Reach out to non-chess women's organisations to encourage female take-up of and participation in chess.
- Extend take-up of the Supporter category among girls and women.
- Implement the proposals in the paper "Development of Women's Chess: Progress Plan" that was presented at the October 2020 Council meeting.

Home

Objective: Support the Board in its goal of increasing the perceived added value that the ECF provides to its members.

- Continue to run a programme of ECF national competitions including the British Chess Championships, the County Championships, the English Women's Championships, the English Seniors Championships and the UK Open Blitz Championships, with additional competitions added where there is sufficient demand from players.
- Relaunch the Grand Prix.
- Maintain and develop the national coaches register.
- Improve support to clubs (improve Club Finder functionality, implement a website facility for clubs without their own websites, provide advice/guidance modules on specific topics etc).
- Continue the development of and support for the ECF's LMS (League Management System) as a core system for club and league organisers who run over the board or online events.

- Continue the development of official ECF online chess events at national and international level, widening participation among junior, female and social players in particular.
- Support initiatives that encourage the return to OTB chess during and after the Covid-19 pandemic.
- Provide more effective support and advice to independent event organisers.
- Provide effective support, advice and training for new and existing arbiters.
- Maintain official anti-cheating procedures for ECF-organised events. Extend take-up of the Supporter category across the casual/social/online chess playing population.
- Increase use of social media.

Events

Objective: Plan, manage and run the agreed programme of ECF national over the board events including British and English Championships, women's events and junior events to a consistent standard of delivery, building on best practice both nationally and internationally.

- Take overall responsibility for the operation of ECF events, working closely with event organisers.
- Ensure best practice approaches are deployed.
- Monitor and review how events have run and identify and address improvement opportunities.

Membership

Objective: Oversee the operation and effectiveness of the membership system and ensure that it is maintained and improved as necessary.

- Extend special offers for ECF members with third party companies as a membership retention/acquisition initiative.
- Improve communication to and facilities for consultation with corporate and individual members.
- Improve the documentation of the requirements for the administration of membership and of the operation of the new system.
- Identify selling points which might make membership attractive to individuals who are not themselves competitive players.
- Continue to develop the main monthly rating system's functionality.
- Complete the Integration of the online rating system into the main monthly rating system.
- Review junior membership arrangements, including the effectiveness of our free first year membership offer, with a view to improving junior membership retention.
- Complete the move to a full membership organisation and review whether game fee and pay-to-play fees can be replaced with a flat fee per event approach.
- Promote our Supporter category.
- Review the arrangements for bulk membership renewals by corporate members following the abolition of the Membership Organisation scheme.

- Promote the use of the ECF League Management System by affiliated leagues, and consider enhancements to the system, including those necessitated by its increasing use for online chess.

International

Objective: Improve the performance of our international teams.

- Work with the Directors of Junior and Women's Chess to identify and nurture top talent.
- Identify and use sponsorship money to improve conditions, training etc for international players.
- Develop England's presence in online international events.
- Review how the ECF can better capture the views and insights of top players in England.
- Seek to foster an environment to support top chess players to maximise their potential while also developing a career outside chess.
- Funding permitting, organise more norm events for our players who have potential to reach GM/ WGM or IM/WIM level.
- Consider bidding for FIDE online events at youth level.

Online

- Continue to develop and grow our ECF online members clubs with regular events on the major online platforms.
- Support and develop English online community clubs including junior and women's clubs and events.
- Continue to run online National Championships and competitions including the English Online Blitz, Rapid and Bullet Championships, the Online Counties Championships and related competitions, and the English Chess Marathons.
- Develop a programme of ECF online affiliated leagues and clubs to support non-ECF online events and allow these to be rated.
- Continue to develop the online rating system including integration of the rating process with the new monthly rating system and production of a combined listing showing OTB and online ratings along the lines of the USCF model.
- Organise and publicise participation of English teams in online international events.
- Promote daily chess at international level including participation in World and European online daily leagues.

Office

Objective: Continue to provide a high quality service to stakeholders.

- Continue the development of the yearbook as an annual news digest.
- Continue the development of "Chess Moves" as the ECF's main communication vehicle to members.

- Maintain and develop the ECF's website linked to our social media and broadcast channels.
- Develop office processes to cope with development initiatives, changing demand from members, and new staffing arrangements and work patterns.
- Continue to provide a responsive service for member and player enquiries via telephone, email and online forms.
- Complete the project to diarise all key Office internal and external deadlines.