



The BAFA Whole Sport Plan

Issue 1.1 – 17th March 2008

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Executive summary

Since publication of the Whole Sport Plan in September 2007, a great deal of work has been undertaken by BAFA in partnership with Sports Coach UK. As result of this, BAFA has decided to undertake a review of its WSP and to update this passage (see 2.3 to 2.3.12 inclusive) in line with the anticipated future developments.

Further to this, BAFA has also taken the opportunity to report on other work undertaken. These updates can be found throughout the document.

Finally, this publication is additional publication/report and will not usurp any plans to report in the coming months (namely, that which is planed in September 2008).

WSP Programmes overview

The BAFA WSP is split into three interlinked programmes – *Management, Development and Partnerships*. Each programme will consist of many projects that will support the process of change so our volunteer workforce is more capable and empowered to deliver the service necessary to manage the expansion of our sport.

Specifically, *Management* programmes will address how the various areas of the sport – from the NGB to clubs – should be managed and will include the administrative processes that will provide guidance on the mechanisms necessary to deliver change. *Development* programmes will provide the recruit, train and retain processes that will support our members in their start, stay and succeed pathways. Finally, *Partnership* programmes will describe how we hope to engage with individuals and organisations that can support the development of our sport – it is important to note, partnerships are a ‘two-way street’ and, where possible, the BAFA will endeavour to liberate the knowledge we gain to other sports and organisations along our way.

Each project will be undertaken independently and according to a standardised ‘way of working’ (‘WOW’). Each will have a clear and written brief detailing the specification of the task – as well as other key information that will include the following:

- Title
- Specification
- Delivery personnel
- Partners
- Priority
- Status
- Schedule
- Budget

A definition of the key information is detailed below:

Title

Each project will have one dedicated title. To prevent confusion, during the lifetime of the WSP the project will be known only by this title. It is important to note, delivery of a project may derive other, new projects.

Specification

The specification (or brief) will describe the following:

- The background for the project and how the need has arisen
- The methods for delivering the project
- The activities involved
- The impact and outcomes of the project

It is important to note, any risks involved during the project lifetime and contingency (if any) will be reported at the 'planning' stage of the project.

Delivery personnel

The delivery personnel will be those persons who will be charged with the responsibility to deliver the project. Fundamentally, the delivery personnel will consist of one or many members of the Operational team (Operations, Finance, Media and Marketing, Development, Performance, Administration (see: 1.1.4)) in consultation with the WSP Manager, potentially one or many of the WSP Regional (see: Nations within BAFA) team as appropriate, BAFA Directors and other relevant parties as and when it is appropriate.

Partners

To a greater or lesser degree, beyond BAFA, partners will exist who can support the delivery of the project (see 'Partnership' programmes). This component of the project will record those partners who may be able to support the delivery of this project.

Priority

As described previously, due to the impact of the increase in exposure in the British market by the NFL – something that is out of the control of the NGB – all projects are deemed as 'urgent'. Pragmatically, for the purpose of delivering the WSP, we categorise projects in an order of priority, designated 'high', 'medium' and 'low', and the BAFA will endeavour to address projects in that order.

Status

The status of a project will be reported as follows:

- Initiation
- Planning
- Execution
- Closure

At this time, all projects will have been defined to a greater or lesser degree and therefore will be considered at 'Initiation'. When the delivery personnel are ready, willing and able to commence the project, a meeting will take place and the project will be deemed to be at the 'Planning' stage. At the planning stage, an execution path will be scoped out. When the delivery personnel commence this path, the project will be reported as at 'Execution'. The project will be deemed to be at 'Closure' at the request of the delivery personnel upon presentation of a project closure report presented to and accepted by the BAFA Board of Directors.

Schedule

During the creation of the execution path by the delivery personnel, a prescribed schedule for delivery will be derived and reported accordingly.

Budget

This aspect of the project will detail the funding required to deliver the project and its sources.

It must be noted that interdependence between projects will exist to a greater or lesser degree. Consultation between the appropriate 'Delivery personnel' will address any issues and/or economies of scale that will exist. It must also be noted that some projects may be piloted regionally.

To conclude, during the period of wider stakeholder consultation (since November, 2006) a number of projects were recognised as being of great importance and integral to the success of the WSP (namely, SE review deadlines and the impending increase in exposure by the NFL). These priority issues were addressed ahead of the publication of the WSP (issue 1) in an attempt to, as previously reported, 'steal a march' on the development process. Therefore, these projects have been initiated, planned, executed and, in some instances have reached closure according to the process previously mentioned. The outcomes of these 'projects' will be reported in summary within the WSP and it is important to note that the delivery of some of these projects have not been the direct remit of the WSP development team (Glen Schild, Andy Fuller, Simon Newnham and Ken Walters). Therefore, it must be considered that these personnel have delivered these tasks in a 'volunteer capacity'.

1 Management programmes

The wider stakeholder engagement described previously has enabled us to determine the Management programmes that will address how the many areas of the sport must be managed in a cohesive framework – from the NGB to clubs. Management programmes will also include the administrative processes that will provide guidance on the mechanisms necessary to deliver change. That change will come via our Development programmes providing recruit, train and retain processes that will support our members in their start, stay and succeed pathways. Where appropriate, support from partners, (developed via our Partnership programmes) will engage with personnel and organisations that can support the development of our sport.

1.1 Corporate Governance

In November 2006, on the advice of the CCPR, the WSP Manager undertook a review of seven key topics – those that make up our foundation policies (see: 1.3.1.1). Specifically, regarding Corporate Governance, a number of features were observed and considered of great importance, integral to the success of the WSP. After a period of wider stakeholder engagement, the following features were recognised:

- The lack of public profile of the NGB (i.e. no Vice Presidents roles).
- A board of Directors without equity (see: 1.3.1.1.4) with:
 - Dual representation for some Scottish members.
 - No national (British) representation for Flag Football for over-18's.
- An NGB with great strategic ability – but little/no operational capacity.

The WSP Manager undertook this aspect of the project. It reached closure on 28th February 2007 and derived the NGB Corporate Governance Modernisation Programme (CGMP (see 1.1.1)).

Beyond this, a secondary period of wider stakeholder engagement took place to extend the framework of operational management to the volunteer workforce development group (clubs, coaching and officiating organisations). This aspect of the project was undertaken by the WSP Manager, reached closure and derived the club/organisation governance project (see: 1.1.5).

1.1.1 NGB Corporate Governance Modernisation Programme (CGMP)

An outcome of 1.1 Corporate Governance, a project to modernise the NGB was derived. This project was initiated on 28th February 2007, planned and executed by the BAFA Board of Directors in consultation with the WSP Manager. The methodology for delivering this project is a multi-staged process reported as follows:

- Modernise the NGB (BAFA Directorate) to accommodate
 - A board of Directors with high profile
 - A board of Directors with equity
 - British representation for Flag Football for over-18's
 - Become recognised as the 'Strategic Directorate' or 'Strategic Team'
- To create the following roles/teams:
 - Vice Presidents
 - 'Operational Management' team (see 1.1.4)
 - 'nations within BAFA' team (see 1.1.7)
- Invite appropriate personnel to become Vice Presidents in the following capacities:
 - Someone with political experience
 - Someone with experience in the British sports community
 - Someone with experience in the American sports community
 - Someone who can bring commercial expertise

- To recruit persons in accordance with our Human Resources (see 1.3.1.1.1.7) and Equity (see 1.3.1.1.1.4) policies for the following roles:
 - 'Operational management' team
 - CEO/WSP Manager
 - Finance Director
 - Operations Director
 - Development Director
 - Media and Marketing Director
 - Administrations Director
 - Performance Director
 - 'Nations within BAFA' team
 - England
 - North East
 - North West
 - Yorkshire
 - East Midlands
 - West Midlands
 - East
 - London
 - South East
 - South West
 - Scotland
 - Northern Ireland
 - Wales

The projects to deliver these objectives are detailed in 1.1.2 to 1.1.7.

1.1.2 Definition and role of the 'Strategic team'

Derived as an outcome of 1.1 Corporate Governance, the BAFA Board of Directors and Vice Chairmen otherwise known as the 'Strategic team' are quintessentially the NGB. They will be the elected representatives (Chairmen and Presidents) of all the member bodies within BAFA plus invited high profile and skilled personnel. These personnel, as a group have a complete strategic understanding for the sport in Great Britain. The strategic team will reflect on the needs of aspects of the sport and set goals for the NGB. The actions of the board will be addressed through the 'Operational team' (see 1.1.4). The Operational team will write briefs based on strategic team requirements and work to deliver projects.

1.1.2.1 Strategic Team professional development

During the process of wider stakeholder engagement (see 1.1), it has been recognised that a programme of professional development does not exist for the strategic team. Specifically, the skill sets required to undertake the role of 'Board Director' within the NGB may not be present in the 'elected' Chairman and/or President of a member organisations. The impact of which may create 'risk' for successful delivery of the WSP.

Therefore, for the future stability and development of the WSP, a programme of 'assessment of capability' that will derive a bespoke and specific programme of professional development for the incumbent (and any new) directorate will be created. The outcome will derive a more stable NGB to support the delivery of the WSP.

Delivery personnel: BAFA Board of Directors, Administration Director and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.2.2 Tenure of the Strategic Team

During the process of wider stakeholder engagement (see 1.1), it has been recognised that the duration of many projects will extend beyond the lifetime of the tenure of the strategic team. The impact of which may create 'risk' for the successful delivery of the WSP.

Specifically, the tenure of the NGB Board of Directors (Chairs and Presidents of each of the organisations) is, in some cases, reviewed annually by their organisations. Therefore, for the future stability and development of the WSP, tenure of a more appropriate period of time (a minimum of three years) must be considered by each organisation for their Chair or President. This will be addressed by consultation within each organisation. The outcome will derive a more stable NGB to support the delivery of the WSP.

Delivery personnel: BAFA Board of Directors and WSP Manager

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: Nil

1.1.2.3 Charter for the Strategic Team

During the process of wider stakeholder engagement (see 1.1), it has been recognised that, whilst the BAFA Board of Directors work in consultation for the whole of the sport, no formal agreement/job description exists for incumbent and new Directors. The impact of which may create 'risk' for successful delivery of the WSP.

Therefore, for the future stability and development of the WSP, a charter for the strategic team will be created to which all Directors (incumbent and new) will subscribe when taking up office. The outcome will derive a more stable NGB to support the delivery of the WSP.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.3 Definition of roles and specification of the 'Vice' roles

As previously reported, a team of Vice Presidents will be created. It is anticipated that the BAFA will invite a maximum of four individuals to support the profile of the BAFA in its future development detailed in the WSP. Strategically, these roles will have the internal/working titles:

Vice President – Political (see 1.1.3.1)

Vice President – Sports (UK) (see 1.1.3.2)

Vice President – Sports (US) (see 1.1.3.3)

Vice President – Commercial (see 1.1.3.4)

These roles will not have voting rights at the BAFA Board; however, invitations to attend BAFA Board meetings to be involved with strategic decision-making will be necessary.

It is important to note that all individuals that are considered must have unblemished character. In addition, 'agreement of tenure' must be in place prior to their inclusion to safeguard the integrity of the BAFA. Advice on this contract can be sought via the CCPR.

1.1.3.1 Recruitment of Vice President – Political

It is anticipated that this person will be a senior player in the 'political' landscape to support the profile of BAFA with appropriate Government bodies and agencies. He or she will be an individual that will support the credibility of the sport with appropriate funding bodies – providing confidence to those bodies that we are administering our sport appropriately.

Possible candidates will include senior people with CCPR, UK Sport or members of parliament or peers with a sports bias.

Delivery personnel: BAFA Board of Directors, Administration Director and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.3.2 Recruitment of Vice President – Sports (UK)

It is anticipated that this person will be a senior player in the 'sporting' landscape in Great Britain. He or she will support the profile of the sport with the 'Vice President – Political' and be an ambassador and mentor for athletes, coaches and officials entering our sport in Great Britain. The individual will support the credibility of the sport with the appropriate bodies.

Possible candidates will include former athletes who have previously expressed an interest in American football.

Delivery personnel: BAFA Board of Directors, Administration Director and WSP Manager

Partners: CCPR, NFL

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.3.3 Recruitment of Vice President – Sports (US)

It is anticipated that this person will be a senior player in the ‘sporting’ landscape in North America. He or she will support the profile of the sport from an international perspective and be an ambassador and mentor for athletes, coaches and officials entering our sport in Great Britain. The individual will support the credibility of the sport with the appropriate funding bodies, but will not compromise our relationship with funding opportunities by implication of association with other ‘commercial’ organisations (primarily the NFL).

Possible candidates will include former athletes, coaches or management staff of American football organisations who have previously expressed an interest in Great Britain and its sporting landscape.

Delivery personnel: BAFA Board of Directors and WSP Manager

Partners: CCPR/NFL

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.3.4 Recruitment of Vice President – Commercial

It is anticipated that this person will be a senior player in British commerce. He or she will be an individual that will support the credibility of the sport with the appropriate funding bodies and commercial opportunities.

Possible candidates will include former and current CEO’s and board level individuals of major international corporations who have interests in Great Britain/US relationships – preferably with a sports/recreational/leisure background.

Delivery personnel: BAFA Board of Directors and WSP Manager

Partners: CCPR/NFL

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4 The definition and role of the 'Operational team'

As previously reported, a process to deliver WSP objectives via an operations team has been created. A specification of these roles is summarised below:

- CEO/WSP Manager: Management of all operational team activity
- Administration: Management of all administration related to the sport
- Finance: Management of finance related to the sport
- Marketing: To publicise the sport to recruit athletes, coaches, officials and fans – and to create funding opportunities with government bodies/agencies and commercial partners
- Performance: To manage the development of athletes, coaches and officials in the sport
- Operations: To support the delivery of good quality facilities for the sport
- Development: To manage the development of robust and vibrant structures and frameworks

Until such time as appointments have been made of the aforementioned personnel, the development of the functionality of these personnel will in be two stages, defined as follows:

1. Strategic directorate and operational management – 'work-stream' team
2. Strategic directorate and operational management – dedicated team

Details of the methodology are detailed in 1.1.4.1 and 1.1.4.2.

1.1.4.1 Delivery of Operational management – 'work-stream' team

The 'work-stream' team is made up of a team of consultants and volunteer individuals from a variety of backgrounds that are multi-skilled across the disciplines detailed in the operational management team specification. This team will work cohesively to deliver the strategic objectives.

Delivery personnel: BAFA Board of Directors, Administration Director and WSP Manager

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.2 Operational management – dedicated team

The BAFA Board of Directors will advertise and appoint the aforementioned operational management team roles. When appointed, the operational management team deliver the strategic requirements of the

BAFA board. Until such time as the dedicated team is appointed, the work-stream team will deliver projects.

Ultimately, the dedicated team will usurp and replace the Strategic Team at a point in time that the Strategic Team feel is appropriate. No timeframe is set for this to happen at this time.

Delivery personnel: BAFA Board of Directors, Administration Director and WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.2.1 Recruitment of Finance Director

Derived from wider stakeholder engagement, the Finance Director will undertake (but not be limited to) the management of finance matters relating to the NGB. In particular, these areas are defined as follows and detailed in 1.1.4.1.2.1 to 1.1.4.1.2.3:

- Fee levels
- Membership levels
- Public sector funding
- Corporate sponsorship
- Private sector funding
 - Grants
 - Awards
 - Community Amateur Sports Clubs (CASC)
 - Community Improvement Fund (CIF)
 - Impact and Improvement Fund
 - Big Lottery

The recruitment of this role will be undertaken in accordance with our Human Resources (see 1.3.1.1.1.7) and Equity (see 1.3.1.1.1.4) policies.

Delivery personnel: BAFA Board of Directors

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: None

1.1.4.2.1.1 Fee Levels

Derived from wider stakeholder engagement 1.1, the Finance Director will make recommendations to the BAFA Board regarding membership fees based on the budgetary requirements of BAFA. This project will be undertaken by a process defined by the Finance Director and will involve a budget management process by all parties involved with the BAFA.

The impact and outcomes of this project will be the ability to manage the development of the sport in Great Britain with robust financial control. Any risks involved during the project lifetime and contingency plan will be the responsibility of the Finance Director.

Delivery personnel: Finance Director, Administration Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.2.1.2 Membership Levels

Derived from wider stakeholder engagement 1.1, and in relation to 1.1.4.1.2.1 the Finance Director will consider the growth in membership levels in regard to setting the membership fees in relation to the budgetary requirements of BAFA. This project will be undertaken by a process defined by the Finance Director and in consultation with the WSP Manager and Media and Marketing Director.

The impact and outcomes of this project will support the ability to manage the development of the sport in Great Britain with robust financial control. Any risks involved during the project lifetime and contingency plan will be the responsibility of the Finance Director.

Delivery personnel: Finance Director, WSP Manager, Administration Director and Media and Marketing Director

Partners: NFL

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.2.2 Private Sector Funding

Derived from wider stakeholder engagement 1.1, the Finance Director (in consultation with the WSP Manager and Media and Marketing Director) will make recommendations to the BAFA Board regarding private sector funding (including Corporate Sponsorship) in relations to the budgetary requirements of

BAFA. This project will be undertaken by a process defined by the Finance Director and will involve a budget management process by all parties involved with the BAFA.

The impact and outcomes of this project will be the ability to manage the development of the sport in Great Britain with robust financial control. Any risks involved during the project lifetime and contingency plan will be the responsibility of the Finance Director.

Delivery personnel: Finance Director, WSP Manager and Media and Marketing Director

Partners: RFU, NFL

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.2.3 Public Sector

Derived from wider stakeholder engagement 1.1, the Finance Director (in consultation with the WSP Manager and Media and Marketing Director) will make recommendations to the BAFA Board regarding the public sector funding opportunities in relationship to budgetary requirements of BAFA. This project will be undertaken by a process defined by the Finance Director and will involve a budget management process by all parties involved with the BAFA. Some of the types of public sector funding sources are detailed below:

- Grants
- Awards
- CASC
- CIF
- Impact and Improvement Fund
- Big Lottery
- BingoLotto

The impact and outcomes of this project will be the ability to manage the development of the sport in Great Britain with robust financial control. Any risks involved during the project lifetime and contingency plan will be the responsibility of the Finance Director.

Delivery personnel: Finance Director, WSP Manager and Media and Marketing Director

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.3 Recruitment of Operations Director

Derived from wider stakeholder engagement, the Operations Director will undertake (but not be limited to) the management of operational matters relating to the NGB. In particular, this area includes all relationships and deliveries related to 'facilities' required for the NGB (and therefore, National Programme) and the sport in general.

The recruitment of this role will be undertaken in accordance with our Human Resources (see 1.3.1.1.1.1.7) and Equity (see 1.3.1.1.1.4) policies.

Delivery personnel: BAFA Board of Directors

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: None

1.1.4.4 Definition of Administration Director role

Derived from wider stakeholder engagement, the Administration Director will undertake (but not be limited to) the management of administrative support in all matters relating to the NGB. In particular, the Administration Director will manage training and education programmes for all volunteer activity other than coaching and officiating related topics.

The recruitment of this role will be undertaken in accordance with our Human Resources (see 1.3.1.1.1.1.7) and Equity (see 1.3.1.1.1.4) policies.

Delivery personnel: BAFA Board of Directors

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: None

1.1.4.4.1 Training and Education Programmes

Derived from wider stakeholder engagement, the Administration Director (in consultation with the WSP Manager) will make recommendations to the BAFA Board regarding the training and education requirements for BAFA. This project will be undertaken by a process defined by the Administration Director in consultation with the WSP Manager.

The impact and outcomes of this project will be the ability to manage the development of aspects of the sport in Great Britain (other than coaching and officiating) in a robust and effective manner. Any risks

involved during the project lifetime and contingency plan will be the responsibility of the Administration Director.

Delivery personnel: Administration Director

Partners: CCPR/SkillsActive

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.5 Definition of Media and Marketing Director Role

Derived from wider stakeholder engagement 1.1, the Media and Marketing Director (in consultation with the WSP Manager) will make recommendations to the BAFA Board regarding the promotion of the sport with the goal of increasing the following:

- Numbers of:
 - Players
 - Referees
 - Coaches
 - Volunteers
 - Fans
- Public Sector Funding
- Private Sector Funding

The impact and outcomes of this project will be to improve the ability to manage the development of the sport in Great Britain via membership growth. Any risks involved during the project lifetime and contingency plan will be the responsibility of the Media and Marketing Director.

Delivery personnel: BAFA Board of Directors

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.4.6 Definition of Development Director role

Derived from wider stakeholder engagement 1.1, the Development Director (in consultation with the WSP Manager) will make recommendations to the BAFA Board regarding the development of the sport with the goal of creating opportunities and frameworks to improve the standards of the following:

- Players
- Referees
- Coaches

- Volunteers
- Fans

The impact and outcomes of this project will be to improve the ability to manage the development of the sport in Great Britain via membership growth. Any risks involved during the project lifetime and contingency plan will be the responsibility of the Development Director.

Delivery personnel: BAFA Board of Directors, Administration Director and WSP Manager

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: None

1.1.4.6.1 Club/organisation (BAFCA/BAFRA) governance

During the period of wider stakeholder engagement that derived the CGMP (see 1.1.1), a secondary objective to extend the framework of operational management to the volunteer workforce development group (clubs, coaching and officiating organisations) also took place. This aspect of the project was again undertaken by the WSP Manager, reached closure and derived the projects 1.1.4.6.1.1 to 1.1.4.6.1.3.

In summary, it is recommended that a 'club' or 'organisation' within the NGB evolves to or creates the following roles for its personnel:

- CEO: Management of all committee activity
- Administration Director: Management of all administration related to the club/organisation
- Finance Director: Management of finance related to the club/organisation
- Media and Marketing Director: To publicise the club/organisation to recruit relevant personnel (athletes, coaches, officials, volunteers and/or fans) – and to create funding opportunities with the private and public sector
- Performance Director: To manage the athletic and coaching/training development of personnel in the club/organisation
- Operations Director: To support the delivery of good quality facilities for the club/organisation
- Development Director: To manage the development of a robust and vibrant club/organisation within its environment

NB: Where relevant (smaller clubs, refereeing and coaching organisations), some of these roles may be combined or merged.

The outcome of this project at club/organisation level will support the development of an effective and robust organisation that can facilitate the development of the sport at local/county and regional level.

Delivery personnel: Development Director

Partners: CCPR, SkillsActive, Sport England, SportScotland, Sport NI, Sport Wales

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

1.1.4.6.1.1 Volunteer Workforce Development

Derived as an outcome of 1.1.5, and subsequently confirmed at a wider stakeholder meeting with the BAFL, the volunteer workforce development team empowered to deliver the WSP at local, county and regional levels will be the clubs and teams within the BAFL. This project has reached completion.

1.1.4.6.1.1.1 Volunteer Workforce Development Framework

Reported in summary and derived as an outcome of 1.1.5 and subsequently confirmed at a wider stakeholder meeting with the BAFL (see 1.1.5.1), a framework for the volunteer workforce development teams empowered to deliver the WSP at local, county and regional levels will need to be created. The outcome of this project will create an effective and robust framework for the delivery of the WSP at local, county and regional level.

Delivery personnel: Development Director

Partners: CCPR, Skill Active, Sport England, SportScotland, Sport NI, Sport Wales.

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

1.1.4.6.1.1.2 Education programme

Derived as an outcome of 1.1.4.6, and reported in 1.1.4.6.1.1, an education programme for the volunteer workforce development teams empowered to deliver the WSP at local, county and regional levels will need to be created. The outcome of this project will create an effective and robust framework for the delivery of the WSP at local, county and regional level.

Delivery personnel: Development Director, Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

1.1.4.6.1.1.3 Charter

Derived as an outcome of and reported in 1.1.4.6.1, a charter for the volunteer workforce development teams empowered to deliver the WSP at local, county and regional levels will need to be created. The outcome of this project will create an empowered team that, in partnership with people identified in 1.1.5, will be an effective and robust team dedicated to deliver the WSP at local, county and regional level.

Delivery personnel: Development Director, Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

1.1.4.6.2 ClubMark/PerformanceMark

Derived as an outcome of 1.1.5, and reported in 1.1.5.2, a development of the Sport England 'Club Mark' programme for the sport of American Football is required. Further to this, a framework for a larger and more encompassing programme (the working title of which is 'PerformanceMark') has been scoped out.

The outcome of this project will provide achievement targets for the development of teams and clubs that, in turn, will support the creation of an effective and robust framework for the delivery of the WSP at local, county and regional level.

Delivery personnel: Development Director, Administration Director, Performance Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: TBA

1.1.4.7 Definition of Performance Director role

Derived from wider stakeholder engagement 1.1, the Performance Director (in consultation with the WSP Manager) will make recommendations to the BAFA Board regarding the development of the sport with the goal of improving the athletic and coaching performance standards for the following:

- Players
- Referees
- Coaches
- Referees

The impact and outcomes of this project will improve be the ability to manage the development of the sport in Great Britain with membership growth. Any risks involved during the project lifetime and contingency plan will be the responsibility of the Performance Director.

For example, it is anticipated that specific roles (such as a Coaches Development Officer) will be required for each pillar.

Delivery personnel: BAFA Board of Directors, Administration Director and WSP Manager

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: None

1.1.5 Definition and role of the 'nations within BAFA team'

Derived as an outcome of 1.1.1 Corporate Governance, the nations within BAFA team will support the delivery of WSP objectives at a regional level. The team will be made up of personnel in the following regions selected according to our Human Resource (see 1.3.1.1.1.7) and Equity Policy (see 1.3.1.1.1.4).

- England – North East
- England – North West
- England – Yorkshire
- England – East Midlands
- England – West Midlands
- England – East
- England – London
- England – South East
- England – South West
- Scotland
- Northern Ireland
- Wales

These personnel, as a group and individually, will have a complete strategic and operational understanding for the sport in Great Britain and work in partnership with the local Development Directors (at club level) to support the delivery of WSP objectives.

The outcome of this project will support the delivery of WSP objectives at a regional and local level. This project has reached closure.

1.1.5.1 Recruitment of the 'Nations within BAFA team'

Derived as an outcome of 1.1.5 the BAFA will recruit personnel suitable for, the nations within BAFA team.

The outcome of this project will support the delivery of WSP objectives at a regional and local level.

Delivery personnel: BAFA Board of Directors, Administration Director, and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.1.6 Amalgamation of streams

Derived as an outcome of 1.1 Corporate Governance wider stakeholder engagement there has been a recognition that a great deal of duplication of tasks exists within the BAFA. As a consequence, the BAFA has instigated a project to investigate whether a rationalisation of activity within these organisations can result in a benefit from economies of scale. These economies of scale will ultimately support the delivery of the development of the sport by liberating funds and resources from within the sport and preventing confusion (a barrier to entry) to new participants to enter the sport.

Delivery personnel: WSP Manager

Partners: CCPR

Priority: High

Status: Closure (awaiting publication)

Schedule: Closure at 31/12/07

Budget: £12,000 – funded by SE.

1.2 Participation

Derived from wider stakeholder engagement, a project to scope out the parameters of and a framework structure for the competitive and recreational participation was initiated, planned, executed and reached closure. The outcomes are the projects detailed in 1.2.1 to 1.2.4.1.

1.2.1 Competitions

Derived from wider stakeholder engagement 1.2, competitive participation was defined in the following categories for schools, clubs, universities and the National programme:

- Domestic
 - Schools
 - Clubs
 - Universities
- International
 - Home nations
 - Schools
 - Clubs
 - Universities
 - National programme

- European Championships
 - Schools
 - Clubs
 - Universities
 - National programme
- World Championships
 - Schools
 - Clubs
 - Universities
 - National programme
- NFL related competitions

1.2.1.1 Domestic Competitions

Defined as competitive participation within the confines of Great Britain, domestic competition is governed by either member associations (BAFL, BAFL Flag and BYAFA) or 'departments' of BAFA (BUAFL). The development of the sport in these areas is the responsibility of the associations and 'departments' with the support of the BAFA strategic, operational and nations within BAFA teams.

1.2.1.1.1 Domestic Schools Competitions

Defined as domestic competitive participation in schools within the confines of Great Britain, at present, no competitive framework exists and therefore this needs to be developed to recruit personnel into the sport and extend the vertical pathway for athletes. This area of the sport is the responsibility of and will be governed by BYAFA and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

Delivery personnel: Operational management team, BYAFA, Development Director (team), nations within BAFA team

Partners: CCPR, NCSS, Local Authorities (LA's), County Sports Partnerships (CSP's), Partnership Development Managers (PDM's),

Priority: High

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.1.2 Domestic Club Competitions

Defined as domestic competitive participation for American Football clubs within the confines of Great Britain, a competition framework exists with the BAFL, BAFL Flag and BYAFA that provides a horizontal entry point to the sport and a vertical pathway for athletes to a greater or lesser degree. This area of the sport is the responsibility of and will be governed by BAFL, BAFL Flag and BYAFA and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

These competitions conclude with National (British) champions for all disciplines and therefore negate the requirement for 'home nations' championships for clubs from an international perspective.

Delivery personnel: Operational management team, BYAFA, BAFL, BAFL Flag

Partners: CCPR, NCSS, LA's, CSP's, PDM's,

Priority: Low

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.1.3 Domestic Universities Competition

Defined as domestic competitive participation for American Football clubs within the confines of universities in Great Britain, a competition framework exists with the BUAFL that provides a horizontal entry point to sport as well as a vertical pathway for athletes to a greater or lesser degree. This area of the sport is the responsibility of and will be governed by BUAFL and will be subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

Delivery personnel: Operational management team, BUAFL, nations within BAFA team

Partners: CCPR, BUSA, CSP's, PDM's

Priority: Low

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2 International Competition

Defined as international competitive participation for domestic teams and clubs within the confines of Great Britain and the BAFA National programme, a participation and competition framework exists within BAFA, IFAF and EFAF. This area of the sport is the responsibility and will be governed by BAFA in partnership with other international bodies and is categorised as follows:

- Home nations
- European
- International
- NFL related competitions

1.2.1.2.1 Home Nations Competition

The responsibility of and governed by BAFA, home nations competitive activity and participation within the confines of Great Britain (England, Scotland, Northern Ireland and Wales only) exists to a greater or lesser degree. The development of the sport in these areas is undertaken by the BAFA strategic team and with the support of the operational and 'nations within BAFA' teams.

1.2.1.2.1.1 Home Nations Schools Competition

Defined as international competitive participation in schools within the confines of Great Britain, at present, no competition framework exists and therefore this needs to be developed to support the BAFA National Programme and extend the vertical pathway for athletes. This area of the sport is the responsibility and will be governed by BAFA in partnership with BYAFA and subject to CGMP developments (see 1.1.1.) and the amalgamation of participation streams project (see 1.1.6). It is important to note that this project is inter-dependent and subject to the Domestic Schools Competition project 1.2.1.1.1.

In addition, as previously reported, all other domestic competitions conclude with National (British) champions for all disciplines and therefore research may determine that the requirement for 'home nations' championships for schools from an international perspective may not exist.

Delivery personnel: Operational management team, BYAFA, Development Director (team), nations within BAFA team.

Partners: CCPR, NCSS, LA's, CSP's, PDM's

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.1.2 Home Nations Club Competition

As previously reported, all domestic competitions conclude with National (British) champions for all disciplines and therefore negate the requirement for 'home nations' championships for clubs from an international perspective.

1.2.1.2.1.3 Home Nations Universities Competitions

As previously reported, all domestic competitions conclude with National (British) champions for all disciplines and therefore negate the requirement for 'home nations' championships for clubs from an international perspective.

It is important to note, any 'all-star' activity in this capacity will, in future, come under the auspices of the Home nations National Programme competitions and activity project (see 1.2.1.2.1.4).

1.2.1.2.1.4 Home Nations – National Programme competitions and activity

The responsibility of and governed by BAFA, home nations competitive activity and participation within the confines of Great Britain (England, Scotland, Northern Ireland and Wales only) exists to a greater or lesser degree. The development of the sport in these areas is specifically to support the National programme and will be undertaken by the BAFA strategic team acting as the National Programme Directorate and with the support of the Operational and 'Nations within BAFA' teams.

Initial wider stakeholder engagement has derived that, at this time, home nations activity by birthright may be challenging to deliver from a logistical perspective and also prove uncompetitive and therefore of little value to the National Programme. Therefore, the concept of regional 'all-star' activity under the National Programme will be created and marketed as follows:

- Crusaders (East, East Midlands, South East and London)
- Dragons (West Midlands, South West and Wales)
- Chieftains (North East, North West, Yorkshire and Scotland)
- Giants (Northern Ireland)

The BAFA will, in due course, request all domestic competitive bodies to refrain from allowing new teams within their organisations/departments from using these names – along with the National programme brand 'Lions'.

To conclude, it is hoped that the success of this project will lead to a true home nations competition within the National programme in the future.

Delivery personnel: BAFA (as NP Directorate), GB Lions Head Coaches, Operational Management team, BAFL, BAFL Flag, BUAFL, BYAFA.

Partners: UK Sport

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.2 European Championships

The responsibility of and governed by EFAF, European competitive activity and participation within the confines of Europe exists to a greater or lesser degree. The development of the sport in Great Britain to compete in these areas is undertaken by the BAFA strategic team (acting as the NP Directorate) and with the support of the operational and 'nations within BAFA' teams.

1.2.1.2.2.1 European Championships for Schools

The responsibility of and governed by EFAF, European competitive activity and participation within the confines of Europe exists to a greater or lesser degree. The development of the sport in Great Britain to compete in these areas is undertaken by the BAFA strategic team (acting as the NP Directorate) and with the support of the operational and 'nations within BAFA' teams. It is important to note, this project is inter-dependent and subject to Domestic Schools Competition project (see 1.2.1.1.1) and Home Nations Schools Competition project (see 1.2.1.2.1.1)

Delivery personnel: Operational management team, BYAFA, Development Director (team), nations within BAFA team.

Partners: UK Sport, CCPR, NCSS, LA's, CSP's, PDM's,

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.2.2 European Championships for Clubs

The responsibility of and governed by EFAF, European competitive activity and participation for clubs within the confines of Europe exists to a greater or lesser degree. The development of the sport in Great Britain to compete in these areas is undertaken by the BAFA strategic team and with the support of the operational and 'nations within BAFA' teams.

This area of the sport is the responsibility of and will be governed by EFAF in partnership with BAFA and BYAFA and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

Delivery personnel: Operational management team, nations within BAFA team

Partners: UK Sport, CCPR

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.2.3 European Championships for Universities (clubs)

Defined as international competitive participation in universities within the confines of Europe, at present, no competition framework exists and therefore this needs to be developed to support the BAFA National Programme and extend the vertical pathway for athletes. This area of the sport is the responsibility of and will be governed by EFAF in partnership with BAFA and BUAFI and subject to CGMP developments (see 1.1.1.) and the amalgamation of participation streams project (see 1.1.6).

Delivery personnel: Operational management team, nations within BAFA team, BUAFI

Partners: UK Sport, CCPR, BUSA, EUSA, and FISU

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.2.4 European Championships for Universities (NP)

Defined as international competitive participation for a team made up of students attending universities and participating by birthright eligibility within the confines of Europe, at present, no competition framework exists and therefore this needs to be developed to support the BAFA National Programme and extend the vertical pathway for athletes. This area of the sport is the responsibility of and will be governed by EFAF in partnership with BAFA and BUAFL and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

Delivery personnel: Operational management team, nations within BAFA team, BUAFL

Partners: UK Sport, CCPR, BUSA, EUSA, and FISU

Priority: Medium

Status: Execution

Schedule: TBA

Budget: N/A

1.2.1.2.2.5 European Championships for National Programme

The responsibility of and governed by EFAF, European competitive activity and participation within the confines of Europe exists to a greater or lesser degree. The development of the sport in Great Britain to compete in these areas is undertaken by the BAFA strategic team (as NP Directorate) and with the support of the operational and 'nations within BAFA' teams.

Delivery personnel: BAFA (as NP Directorate), Operational management team, GB Lions Head Coaches and nations within BAFA team

Partners: UK Sport, CCPR

Priority: High

Status: Execution

Schedule: See: BAFA aims and goals

Budget: see: annual reports and accounts

1.2.1.2.3 World Championships

The responsibility of and governed by IFAF, global competitive activity and participation, the development of the sport in Great Britain to compete in these areas is undertaken by the BAFA strategic team and with the support of the operational and 'nations within BAFA' teams.

1.2.1.2.3.1 World Championships for Schools

The responsibility of and governed by IFAF, global competitive activity and participation exists to a greater or lesser degree. The development of the sport in Great Britain to compete in these areas is

undertaken by the BAFA strategic team (acting as the NP Directorate) and with the support of the operational and 'nations within BAFA' teams.

This area of the sport is the responsibility and will be governed by EFAF in partnership with BAFA and BYAFA and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6). It is important to note, this project is inter-dependent and subject to Domestic Schools Competition project (see 1.2.1.1.1) and Home nations Schools Competition project (see 1.2.1.2.1.1)

Delivery personnel: Operational management team, BYAFA

Partners: UK Sport, CCPR, NCSS, LA's, CSP's, PDM's, Development Director, Development Director (team), nations within BAFA team.

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.3.2 World Championships for Clubs

At present no competition framework exists and therefore this needs to be developed to extend the vertical pathway for athletes. This area of the sport is the responsibility of and will be governed by IFAF in partnership with EFAF and BAFA and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

Delivery personnel: Operational management team, nations within BAFA team

Partners: UK Sport, CCPR

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.3.3 World Championships for Universities (clubs)

Defined as global competitive participation in universities, at present, no competition framework exists and therefore this needs to be developed to support the BAFA National Programme and extend the vertical pathway for athletes. This area of the sport is the responsibility and will be governed by IFAF in partnership with EFAF, BAFA and BUAFL and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

It is important to note, this project is inter-dependent on the development of European Championships for Universities (clubs) project (see 1.2.1.2.2.3).

Delivery personnel: Operational management team, nations within BAFA team, BUAFL

Partners: UK Sport, CCPR, BUSA, EUSA, and FISU

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.3.4 World Championships for Universities (NP)

Defined as international competitive participation for a team made up of students attending universities participating by birthright eligibility, at present, no competition framework exists and therefore this needs to be developed to support the BAFA National Programme and extend the vertical pathway for athletes. This area of the sport is the responsibility and will be governed by IFAF in partnership with EFAF, BAFA and BUAFL and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

It is important to note, this project is inter-dependent on the development of European Championships for Universities (NP) project (see 1.2.1.2.2.4).

Delivery personnel: Operational management team, nations within BAFA team, BUAFL

Partners: UK Sport, CCPR, BUSA, EUSA, and FISU

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.1.2.3.5 World Championships for National programme

The responsibility of and governed by IFAF, global competitive activity and participation exists to a greater or lesser degree. The development of the sport in Great Britain to compete in these areas is undertaken by the BAFA strategic team (as NP Directorate) and with the support of the operational and 'nations within BAFA' teams.

Delivery personnel: BAFA (as NP Directorate), Operational management team, GB Lions Head Coaches and nations within BAFA team

Partners: UK Sport, CCPR

Priority: High

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.2 Student representative 'all-star' touring team

Defined as international competitive participation for a team made up of students attending Universities in Great Britain (not by birthright eligibility) is considered 'all-star' activity, for which no competition framework exists. The needs to be developed to support the BAFA National Programme and extend the vertical pathway for athletes. This area of the sport is the responsibility and will be governed by BAFA in partnership with BUAFL and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

It is important to note that this aspect of the NP will not be branded 'Lions' as some players may not be eligible for the National programme by birthright. An alternate brand will be created for this stream of participation and will be prefixed 'British Universities 'knick-name' All-Star Team.'

The outcome of this project will be a programme integral to the NP and compliant with BUSA, EUSA and FISU programmes.

Delivery personnel: Operational management team, nations within BAFA team, BUAFL

Partners: UK Sport, CCPR, BUSA, EUSA, and FISU

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.3 NFL related competitions

Defined as international competitive participation organised by the NFL, many competitions currently exist. This area of the sport is the responsibility of and will be governed by BAFA in partnership with EFAF and IFAF where appropriate and subject to CGMP developments (see 1.1.1) and the amalgamation of participation streams project (see 1.1.6).

Delivery personnel: Operational management team, nations within BAFA team, BUAFL

Partners: UK Sport, CCPR, BUSA, EUSA, FISU, EFAF, IFAF, and NFL

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.4 Recreational

During the process of wider stakeholder engagement, it has been recognised that the BAFA does not offer guidance for what is defined as recreational football (competitive or non-competitive play other than that which is offered under competitive frameworks to a greater or lesser degree).

It is clear that participating in sport leads to a healthier lifestyle and that activity assimilated to American Football can support this objective without being integral to the NGB.

The method for delivering the project (entitled 'American Football – play for fun') can be promoted via 'Get into American Football' and made available as downloadable material such as documents or real-time video.

This project will also be integral for introducing American Football into schools.

Delivery personnel: Operational management team

Partners: CCPR, NFL

Priority: Low

Status: Initiation

Schedule: TBA

Budget: N/A

1.2.4.1 American Football – Play for Fun

Derived via wider stakeholder engagement, this project will inspire persons to be involved in sport as well provide a recruitment channel for volunteers, coaches, referees as well as players.

As previously reported, the method for delivering the project (entitled 'American Football – play for fun') can be promoted via 'Get into American Football' and made available as downloadable material such as documents or real-time video.

The impact and outcomes of the project will be to inspire to undertake exercise on a recreational basis via the medium of 'American Football'.

It is important to note that this aspect of the sport will not require participants to become members of the NGB.

Delivery personnel: Operational team

Partners: CCPR, NFL

Priority: Low

Status: Initiation

Schedule: TBA

Budget: TBA

1.3 Administration

Derived via wider stakeholder engagement (see 1.1.1), the administration of the sport of American Football in Great Britain will underpin all projects with policies, be communicated via BAFA channels (BAFA website/‘Get into American Football’ etc.) and recorded via our central registration database – PlaySmart.

The impact and outcomes of the projects detailed in 1.3.1 to 1.3.1.2.6 will underpin the delivery of all ‘Development’ programmes.

1.3.1 Policies

Derived via wider stakeholder engagement (see 1.3), the policies necessary to support and underpin the administration of the sport of American Football in Great Britain are defined as ‘foundation’ policies and ‘other’ policies.

The impact and outcomes of the policies detailed in 1.3.1 to 1.3.1.2.6 will underpin the delivery of all ‘Development’ programmes.

1.3.1.1 Establishing and defining Foundation Policies

Derived from consultation with the CCPR, the BAFA recognises the need to deliver the following foundation policies necessary to support the effective delivery of all programmes:

- Corporate governance
- Human resources
- Child protection
- Equity and diversity
- Media and marketing
- Finance
- Risk management

The outcome of this project defines the policies necessary to underpin all development programmes.

1.3.1.1.1 Delivery of Foundation policies

Derived from 1.3.1.1.1, a project to deliver effective and robust policies to underpin all WSP programmes was initiated, planned and is currently at execution. Those projects are reported in 1.3.1.1.1.1 to 1.3.1.1.1.7 included.

1.3.1.1.1.1 Corporate Governance

Derived from 1.3.1.1.1, a project to deliver effective and robust corporate governance policy to underpin all WSP programmes was initiated, planned and is currently at execution.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: N/A

1.3.1.1.1.2 Finance

Derived from 1.3.1.1.1, a project to deliver effective and robust finance policy to underpin all WSP programmes was initiated, planned and is currently at execution.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: N/A

1.3.1.1.1.3 Child Protection

Derived from 1.3.1.1.1, a project to deliver effective and robust child protection policy to underpin all WSP programmes was initiated, planned and is currently at execution.

Delivery personnel: Administration Director and BYAFA Child Protection Officer

Partners: CCPR

Priority: High

Status: Closure

Schedule: Closure at 31st October 2007

Budget: N/A

1.3.1.1.1.4 Equity and diversity

Derived from 1.3.1.1.1, a project to deliver effective and robust equity and diversity policy to underpin all WSP programmes was initiated, planned and is currently at execution.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: N/A

1.3.1.1.1.5 Risk Management

Derived from 1.3.1.1.1, a project to deliver effective and robust risk management policy to underpin all WSP programmes was initiated, planned and is currently at execution.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: N/A

1.3.1.1.1.6 Media and Marketing

Derived from 1.3.1.1.1, a project to deliver effective and robust media and marketing policy to underpin all WSP programmes was initiated, planned and is currently at execution.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: N/A

1.3.1.1.1.7 Human Resources

Derived from 1.3.1.1.1, a project to deliver effective and robust human resources policy to underpin all WSP programmes was initiated, planned and is currently at execution.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: N/A

1.3.1.1.2 Implementation of foundation policies

From a national perspective, it was agreed that the BAFA will launch the foundation policies on as a priority task and these will be made available as a download from the NGB web site (www.bafa.org.uk).

Further to this and derived from 1.1, the identification of a project to create an education programme to implement the foundation programmes from a national perspective to grassroots was initiated, planned, executed and reached closure. This project will be known as the Foundation policy education programme (see 1.3.1.1.2.1).

1.3.1.1.2.1 Foundation policy education programme

Derived from 1.3.1.1.2, a project to implement the foundation policies via an education programme from at National, regional and local was derived. This project will be delivered by seminar and document format at national, regional and local level. The impact and outcome will provide the volunteer workforce (BAFA, member bodies (referees, coaches) and clubs) with advice and guidance on the foundation policies necessary to manage their organisation according to NGB policy.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.1.2.1.1 National

Derived from 1.3.1.1.2, a project to implement the foundation policy via an education programme from at National perspective was agreed. This project will be delivered by seminar and document format. The impact and outcome will provide the volunteer workforce (BAFA and BAFA member bodies) with advice and guidance on the foundation policies necessary to manage their organisation effectively and according to NGB policy.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.1.2.1.2 Regional

Derived from 1.3.1.1.2, a project to implement the foundation policy via an education programme from at regional perspective was agreed. This project will be delivered by seminar and document format. The impact and outcome will provide the volunteer workforce (regional personnel) with advice and guidance on the foundation policies necessary to manage their organisation effectively and according to NGB policy.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.1.2.1.3 Local

Derived from 1.3.1.1.2, a project to implement the foundation policy via an education programme from at local perspective was agreed. This project will be delivered by seminar and document format. The impact and outcome will provide the volunteer workforce (club personnel) with advice and guidance on the foundation policies necessary to manage their organisation effectively and according to NGB policy.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2 Other Policies

Derived from 1.3.1.1.2, a project to undertake a review according to a timetable determined by the delivery personnel was to be implemented to ascertain any other policies that were required to support the development of the sport. The impact and outcome will provide the volunteer workforce with advice and guidance on other policies necessary to manage their organisation effectively and according to NGB

policy. Some of those policies are known and given or were scoped out during the period of wider stakeholder engagement. Those policies are detailed as projects to be delivered in 1.3.1.2.1 to 1.3.1.2.6.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.1 WADA

A known and given policy is, as a member of IFAF and EFAF, BAFA subscription to the WADA code. The methods for delivering the project, the activities involved, the impact and outcomes of the project and the risk involved during the project lifetime and contingency (if any) is the responsibility of the delivery personnel.

Delivery personnel: Administration Director

Partners: UK Sport

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2 BAFA Code of Conduct

During the period of wider stakeholder engagement, it was recognised that codes of conduct exist, to a greater or lesser degree, for some member organisations within BAFA. However an all-encompassing and cohesive NGB code of conduct does not yet exist. Those personnel recognised to be included in the BAFA code of conduct are as follows:

- Players
- Young persons
- The parents of young person members
- Clubs
- Coaches
- Volunteers
- Officials
- Fans

A period of wider stakeholder engagement to support the delivery of a code of conduct will take place to create a BAFA Code of Conduct that will be made available to all existing and new members. The impact and outcome of this project will provide guidelines to the membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.1 Player Code of Conduct

Derived from and a component of the BAFA code of conduct (1.3.1.2.2), it was recognised that a player (excluding young persons) code of conduct does not exist.

A period of wider stakeholder engagement to support the delivery of a player code of conduct will take place to be included in the BAFA Code of Conduct. This will be made available to all existing and new members. The impact and outcome of this project will provide guidelines to the player membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.1.1 Young persons code of conduct

Derived from and a component of the BAFA code of conduct (1.3.1.2.2), it was recognised that a young persons code of conduct does not exist.

A period of wider stakeholder engagement to support the delivery of a young persons code of conduct will take place to be included in the BAFA Code of Conduct. This will be made available to all existing and new members. The impact and outcome of this project will provide guidelines to the young persons membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director, BYAFA

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.1.1.1 Parental code of conduct

Derived from and a component of the BAFA code of conduct (1.3.1.2.2), it was recognised that a parents of young persons code of conduct does not exist.

A period of wider stakeholder engagement to support the delivery of a parents of young persons code of conduct will take place to be included in the BAFA Code of Conduct. This will be made available to all existing and new members. The impact and outcome of this project will provide guidelines to the parents of young persons as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director, BYAFA

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.2 Coaches

Derived from and a component of the BAFA code of conduct (1.3.1.2.2), it was recognised that a Coaches code of conduct does already exist.

A period of wider stakeholder engagement to support the delivery of a coach's code of conduct that can be integrated into the BAFA code of conduct will take place. The outcome of which will be included in the BAFA Code of Conduct. This will be made available to all existing and new members. The impact and outcome of this project will provide guidelines to the coaches' membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director, BAFCA

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.3 Officials

Derived from and a component of the BAFA code of conduct (1.3.1.2.2), it was recognised that an officials codes of conduct does already exist.

A period of wider stakeholder engagement to support the delivery of the officials' code of conduct that can be integrated into the BAFA code of conduct will take place. The outcome will be included in the BAFA Code of Conduct. This will be made available to all existing and new members. The impact and outcome of this project will provide guidelines to the officials' membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director, BAFRA

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.4 Volunteers

Derived from and a component of the BAFA code of conduct (1.3.1.2.2), it was recognised that a volunteers codes of conduct does not exist.

A period of wider stakeholder engagement to support the delivery of a volunteer's code of conduct will take place to be included in the BAFA Code of Conduct. This will be made available to all existing and new members. The impact and outcome of this project will provide guidelines to the volunteer membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.5 Clubs

Derived from and a component of the BAFA code of conduct (1.3.1.2.2), it was recognised that a code of conduct for a club does exist for some member organisations – but not for all.

A period of wider stakeholder engagement to support the delivery of a code of conduct for a club will take place to be included in the BAFA Code of Conduct. This will be made available to all existing and

new members. The impact and outcome of this project will provide guidelines to the club membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director, BYAFA, BUAFL, BAFL, and BAFL Flag

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.2.5.1 Minimum Standards

Derived from and a component of the BAFA code of conduct section relating to clubs (1.3.1.2.2.5.1), it was recognised that varying minimum standards exist within BAFA.

A period of wider stakeholder engagement to support the delivery of cohesive minimum standards guidelines that is integral with both ClubMark and PerformanceMark will take place. The minimum standards will be included in the BAFA code of conduct (see 1.3.1.2.2) specifically in the section relating to clubs. This will be made available to all existing and new member clubs. The impact and outcome of this project will provide guidelines to the club membership as to how the NGB will expect the membership to conduct themselves for the benefit of the sport.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.3 Disciplinary procedure

During the period of wider stakeholder engagement (see 1.3.1.2.2), it was recognised that whilst individual member organisation have a disciplinary procedure, to a greater or lesser degree, an all encompassing and cohesive NGB code of conduct does not exist. In addition, it was determined that the BAFA disciplinary procedure must be integral to the BAFA code of conduct and will consist of a dispute, arbitration and resolution procedure.

A period of wider stakeholder engagement to support the delivery of a disciplinary procedure integral to the BAFA code of conduct will take place to create a BAFA Code of Conduct disciplinary procedure that will be made available to all existing and new members. The impact and outcome of this project will support the guidelines to the membership as to how the NGB will administer its disciplinary procedures for the benefit of the sport.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.4 Dispute, Arbitration and Resolution Procedure

During the period of wider stakeholder engagement (see 1.3.1.2.2), the dispute, arbitration and resolution component of the Disciplinary Procedure (1.3.1.2.4) was recognised to exist with individual member organisations as part of their individual disciplinary procedure, to a greater or lesser degree. As a component of the all encompassing and cohesive NGB code of conduct a period of wider stakeholder engagement to support the delivery of a dispute, arbitration and resolution procedure integral to the BAFA code of conduct will take place to create a BAFA Code of Conduct dispute, arbitration and resolution procedure that will be made available to all existing and new members. The impact and outcome of this project will support the guidelines to the membership as to how the NGB will resolve disputes for the benefit of the sport.

Delivery personnel: Administration Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5 Long Term Athlete Development (LTAD)

During the period of wider stakeholder engagement, it was recognised that the BAFA does not have a LTAD programme to support a programme of 'start, stay, and succeed' for its athletes. A project to scope out the components of our LTAD programme was initiated, planned, executed and reached closure. The following components were determined as appropriate for our sport:

- Progression Path
 - Fundamentals
 - Learning to train
 - Training to train
 - Training to compete
 - Training to win
- Exit Route
 - Life Long Participation

A period of wider stakeholder engagement will take place to develop the aforementioned components detailed in 1.3.1.2.5.1 to 1.3.1.2.5.2.1 relevant to the athletes in the sport in Great Britain to create a LTAD programme.

The impact and outcome will be a clearly signposted pathway for to recruit, train and retain athletes in the sport of American Football in Great Britain.

1.3.1.2.5.1 Progression Path

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop a Progression Path for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway for to recruit, train and retain athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5.1.1 Fundamentals

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop 'Fundamentals' within the Progression Path for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway for to recruit, train and retain athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5.1.2 Learning to train

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop 'Learning to Train' within the Progression Path for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway for to recruit, train and retain athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5.1.3 Training to train

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop 'Training to Train' within the Progression Path for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway for to recruit, train and retain athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5.1.4 Training to compete

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop 'Learning to compete' within the Progression Path for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway for to recruit, train and retain athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5.1.5 Training to win

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop 'Training to win' within the Progression Path for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway for to recruit, train and retain athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5.2 Exit Route

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop an Exit Route for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway of 'recruit, train and retain' for athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.5.2.1 Life Long Participation

A component of the LTAD (see 1.3.1.2.5), a period of wider stakeholder engagement will take place to develop 'Life Long Participation' within the 'Exit Route' for athletes in the sport in Great Britain

The impact and outcome will be a clearly signposted pathway of 'recruit, train and retain' for athletes in the sport of American Football in Great Britain.

Delivery personnel: Administration Director, Performance Director, and Development Director

Partners: CCPR, NFL, RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.1.2.6 Welfare

During the period of wider stakeholder engagement, it was recognised that, to a greater or lesser degree, some member organisations have a welfare policy. However, the BAFA does not have a welfare policy to support its members and, therefore, a period of wider stakeholder engagement will take place to develop a welfare policy.

The impact and outcome will be a welfare policy that will include the child protection foundation policy for the sport of American Football in Great Britain.

Delivery personnel: Administration Director

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.2 Communications

During the period of wider stakeholder engagement, it was recognised that the appointment of the consultancy, 'Endzone', had been the first steps that BAFA had taken in recent years to deliver effective internal and external communications. Therefore a programme to deliver communications had been delivered against a recognised need.

The programmes to support effective internal and external communications delivered by Endzone are categorised and include, but is not limited to, the following:

- Internal Communications
- External Communications
- Communications for delivery
 - Management of Demand
 - Membership 'value' services
 - Recruitment
- Channels for delivery
 - "Get Into American Football"
 - Official BAFA communications
- Mechanisms for delivery

- Public relations
- Electronic media
- Outbound media
- Other mechanisms

Retrospectively, a policy to deliver effective internal and external communications is required. The impact and outcome of projects 1.3.2.1 to 1.3.2.5.4 will be effective communications to the membership and beyond of BAFA activity.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

1.3.2.1 Internal Communications*

Defined as communications to the BAFA membership, the delivery personnel will create a communications programme to deliver all communications (see communications for delivery 1.3.2.4) via the channels for delivery (see 1.3.2.4) as appropriate using the mechanisms (see 1.3.2.5) available.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.2 External Communications*

Defined as communications to the local, regional, National and interNational markets, the delivery personnel will create a communications programme and deliver all communications (see communications for delivery 1.3.2.4) via the channels for delivery (see 1.3.2.4) as appropriate using the mechanisms (see 1.3.2.5) available.

Delivery personnel: Media and Marketing Director

Partners: NFL, Associated Press, BBC, Five, Sky and others (TBA)

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.3 Communications for delivery*

Categorised as communications for recruitment, member 'value' services and management of demand, the delivery personnel will provide communications for delivery via channels (see 1.3.2.4) using the appropriate mechanisms (see 1.3.2.5) according to the internal (1.3.2.1) and/or external (1.3.2.2) communications programme.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.3.1 Recruitment*

Communications for recruitment of personnel to the sport will be undertaken by the delivery personnel to provide communications for delivery via channels (see 1.3.2.4) using the appropriate mechanisms (see 1.3.2.5) according to the internal (1.3.2.1) and/or external (1.3.2.2) communications programme.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.3.2 Membership 'value' services*

Communications for membership 'value' services' to the sport will be undertaken by the delivery personnel to provide communications for delivery via channels (see 1.3.2.4) using the appropriate mechanisms (see 1.3.2.5) according to the internal (1.3.2.1) and/or external (1.3.2.2) communications programme.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.3.3 Management of Demand*

Communications required to manage the demands of the sport will be undertaken by the delivery personnel to provide communications for delivery via channels (see 1.3.2.4) using the appropriate mechanisms (see 1.3.2.5) according to the internal (1.3.2.1) and/or external (1.3.2.2) communications programme.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.4 Channels for delivery*

The channels for delivery of communications created by Endzone are categorised as follows:

- "Get Into American Football"
- Official BAFA communications

All communications will be delivered via these channels.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.4.1 "Get Into American Football"*

Created by Endzone primarily as the communication channel that is the access point to the sport of American Football, 'Get into American Football' is the advertising and promotional vehicle to attract and direct persons to the workforce development team (teams, clubs and coaching and officiating organisations). The campaign is to be multi-iconic relevant to our pillars (play, referee, coach, volunteer and fan) and be flexible to cover the following mediums as a minimum:

- Public relations
- Electronic media
- Outbound media
- Other mechanisms

A branding project for 'Get into American Football' was concluded and was formally launched at the BAFA Convention on 30th June 2007.

It is the responsibility of the delivery personnel to deliver communications fit for purpose via this channel using the aforementioned mechanisms.

Delivery personnel: Media and Marketing Director

Partners: NFL, Associated Press, BBC, Five, Sky and others (TBA)

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.4.2 Official BAFA Communications*

Created by Endzone as the official communication channel for the NGB to cover the following mediums as a minimum:

- Public relations
- Electronic media
- Outbound media
- Other mechanisms

A branding project for BAFA was concluded and was formally launched on 4 February 2007.

It is the responsibility of the delivery personnel to deliver communications fit for purpose via this channel using the aforementioned mechanisms.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.5 Mechanisms for delivery*

The mechanisms for delivery of communications created by Endzone are categorised as follows:

- Public relations
- Electronic media
- Outbound media
- Other mechanisms

It is the responsibility of the delivery personnel to deliver communications fit for purpose via the aforementioned channels using these mechanisms.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.5.1 Public relations*

The public relations mechanism for delivery of communications created by Endzone is defined as all BAFA related activity, communications, or press coverage that is designed to enhance the prestige or goodwill of BAFA.

It is the responsibility of the delivery personnel to deliver those communications fit for purpose via the official BAFA communications channels using the Public Relations mechanisms.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.5.2 Electronic media*

The Electronic media mechanism for delivery of communications created by Endzone is defined as any of media used to publish information electronically encompassing (but not limited too) audio recordings, film, video and the Internet designed to enhance the prestige or goodwill of BAFA.

It is the responsibility of the delivery personnel to deliver those communications fit for purpose via the official BAFA communications channels using the electronic media mechanisms.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.5.3 Outbound media*

The outbound media mechanism for delivery of communications created by Endzone is defined as any media used to publish the BAFA brand and its wholly owned brands ('Get into American Football') and information relating to its brands in formats encompassing (but not limited too) any and all advertising and promotional materials designed to enhance the prestige or goodwill of BAFA.

It is the responsibility of the delivery personnel to deliver those communications fit for purpose via the official BAFA communications channels using the electronic media mechanisms.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

1.3.2.5.4 Other mechanisms*

Any other media mechanism for delivery of communications created by Endzone not covered precisely by or is an amalgamation of the media defined in 1.3.2.5.1 to 1.3.2.5.3 designed to enhance the prestige or goodwill of BAFA is defined as 'other mechanisms'.

It is the responsibility of the delivery personnel to deliver those communications fit for purpose via the official BAFA communications channels using other mechanisms.

Delivery personnel: Media and Marketing Director

Partners: None

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

* In the absence of a Media and Marketing Director this project is contracted to Endzone.

2 Development programmes

Development programmes will provide the recruit, train and retain processes that will support our members in their start, stay and succeed pathways. All Development programmes will be managed and administered in a manner compliant with our Management programmes – addressing how the various areas of the sport – from the NGB to clubs – can effectively manage and deliver change. Finally, Partnership programmes will describe precisely how we hope to engage with personnel and organisations that can support the development of our sport.

2.1 Participation – not competition

During the process of wider stakeholder engagement, it has been recognised that, the BAFA does not have a programme to inspire participation unless it is via a competitive structure.

Therefore, for the growth of the sport and to inspire new customers to be involved in our sport, the BAFA recognise a programme of ‘participation – not competition’ needs to be created to cater for this activity.

The outcome will create a pathway for people to engage with sporting activity through American Football and offer a pathway to our volunteer workforce development team.

Delivery personnel: Operational team

Partners: CCPR

Priority: Medium

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.2 Player Pathway

During the process of wider stakeholder engagement, it has been recognised that, the BAFA does not have a clearly signposted player pathway programme. During the wider stakeholder engagement the scoping out of this project was initiated, planned, executed and reached closure. The outcome of this project is the definition of the player pathway for the sport of American Football in Great Britain (see below):

- Schools
 - Schemes of Work
 - Units of Work
 - Lesson Plans
 - Gifted and Talented
 - Multi Skills
 - Festivals
- Clubs
 - Practice
 - Competition
- Universities
 - Practice

- Competition
- Talent Development Programme
 - Identification
 - Internal
 - External
 - Selection
 - BAFA Camps and Combines
 - Development
 - Elite Player Programme
 - Athlete development programme – generic
 - Athlete development programme – sports specific
 - Performance Lifestyle
- National Programme
 - Home nations
 - GB Lions

A further outcome of this project has scoped defined the projects to deliver the player pathway. The delivery of projects 2.2.1 to 2.2.5.2 will provide a clearly signposted pathway for athletes to start, stay and succeed in the sport of American Football.

Delivery personnel: Performance Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.1 Player Pathway for Schools

A component of the player pathway, a project to deliver the materials that are fit for the purpose of delivering the sport of American Football in schools in Great Britain was derived via wider stakeholder engagement. Those components are defined as follows:

- Schemes of Work
- Units of Work
- Lesson Plans
- Gifted & Talented
- Multi Skills
- Festivals

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, NCSS, LA's CSP, PDM's SE, SS, SNI and SCW

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.1.1 Schemes of Work

A component of the player pathway for schools, a 'schemes of work' project to deliver the materials that are fit for the purpose of delivering the sport of American Football in schools in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.1.2 Units of Work

Specification:

A component of the player pathway for schools, a 'units of work' project to deliver the materials that are fit for the purpose of delivering the sport of American Football in schools in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, SCW

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.1.3 Lesson Plans

A component of the player pathway for schools, a 'lesson plans' project to deliver the materials that are fit for the purpose of delivering the sport of American Football in schools in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI and SCW

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.1.4 Gifted and Talented

A component of the player pathway for schools, a 'gifted and talented' project to deliver the materials that are fit for the purpose of delivering the sport of American Football in schools in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.1.5 Multi-Skills

A component of the player pathway for schools, a 'Multi-Skills' project to deliver the materials that are fit for the purpose of delivering the sport of American Football in schools in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI and SCW

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.1.6 Festivals

A component of the player pathway for schools, a 'festivals' project to deliver the materials that are fit for the purpose of delivering the sport of American Football in schools in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.2 Clubs

A component of the player pathway, a project to deliver the materials that are fit for the purpose of delivering the sport of American Football in clubs in Great Britain was derived via wider stakeholder engagement. Those components are defined as follows:

- Practice
- Competition

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.2.2.1 Practice

A component of the player pathway for clubs, a project to deliver the materials to support 'practice at clubs' that are fit for the purpose of delivering the sport of American Football in clubs in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.2.2.2 Competition

A component of the player pathway for clubs, a project to deliver the materials to support 'competitions at clubs' that are fit for the purpose of delivering the sport of American Football in clubs in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI and SCW

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.2.3 Universities

A component of the player pathway, a project to deliver the materials that are fit for the purpose of delivering the sport of American Football in universities in Great Britain was derived via wider stakeholder engagement. Those components are defined as follows:

- Practice
- Competition

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.2.3.1 Practice

A component of the player pathway for students in full-time education, a project to deliver the materials to support 'practice at universities' that are fit for the purpose of delivering the sport of American Football in universities in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.2.3.2 Competition

A component of the player pathway for students in full-time education, a project to deliver the materials to support 'competition at universities' that are fit for the purpose of delivering the sport of American Football in universities in Great Britain was derived via wider stakeholder engagement.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.2.4 Talent Development Programme

A component of the player pathway, a project to deliver the materials that are fit for the purpose of delivering a talent development programme (TDP) for the sport of American Football in Great Britain was derived via wider stakeholder engagement. Those components are defined as follows:

- Identification
 - Internal
 - External
- Selection
 - BAFA Camps and Combines
- Development
 - Elite Player Programme
 - Athlete development programme – generic
 - Athlete development programme – sports specific
 - Performance Lifestyle

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.4.1 Identification

A component of the player pathway, a project to deliver the materials that are fit for the purpose for delivering 'identification of talent' was derived via wider stakeholder engagement. This component was further categorised as 'internal' and 'external' programmes.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.4.1.1 Internal

Defined as 'identification of talent' within the sport of American Football, a project was derived via wider stakeholder engagement to deliver the materials that are fit for this purpose.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.4.1.2 External

Defined as 'identification of talent' beyond the sport of American Football, a project was derived via wider stakeholder engagement to deliver the materials that are fit for this purpose.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL, SE, SS, SNI, and SCW

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.2.4.2 Selection

A component of the player pathway, 'selection of talent' was a topic at the aforementioned wider stakeholder engagement. A project was initiated, planned, executed and reached closure – the outcome of which was to undertake 'selection of talent' via BAFA camps and combines. Defined as 'BAFA Camps and combines' within the sport of American Football, a project was derived via wider stakeholder engagement to deliver the materials that are fit for this purpose – see 2.2.4.2.1.

2.2.4.2.1 BAFA Camps and Combines

Defined as 'BAFA Camps and combines' within the sport of American Football, a project was derived via wider stakeholder engagement to deliver the materials that are fit for this purpose – see 2.2.4.3.

The outcome of this project will provide advice and guidelines to deliver BAFA camps and combines that will support the selection of personnel for the BAFA TDP.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

2.2.4.3 Development

A component of the player pathway, 'development of talent' was a topic at the aforementioned wider stakeholder engagement. A project was initiated, planned, executed and reached closure – the outcome of which was to create an Elite Player Programme. Defined as the 'EPP' within the sport of American Football, a project was derived via wider stakeholder engagement to deliver the materials that are fit for this purpose – see 2.2.4.3.1.

2.2.4.3.1 Elite Player Programme

Defined as the programme specifically design to develop talent within the sport of American Football, the EPP was further categorised as follows:

- Athlete development programme – generic
- Athlete development programme – sports specific
- Performance Lifestyle

A project was derived via wider stakeholder engagement to deliver the materials that are fit for this purpose – see 2.2.4.3.1.1 to 2.2.4.3.1.3

Delivery personnel: Performance Director, Operations Director, and Administration Director.

Partners: NFL

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

2.2.4.3.1.1 Athlete development programme – generic

A component of the elite player pathway, and defined as generic athlete development, a programme within the EPP and complimentary to the sister programmes (ADP – sports specific and performance lifestyle) to support those talented athletes within the sport needs to be developed.

The outcome of this project will provide advice and guidelines to athletes who are on the elite programme.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

2.2.4.3.1.2 Athlete development programme – sports specific

A component of the elite player pathway, and defined as sports specific athlete development, a programme within the EPP and complimentary to the sister programmes (ADP – generic and performance lifestyle) to support those talented athletes within the sport needs to be developed.

The outcome of this project will provide advice and guidelines to athletes who are on the elite programme.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

2.2.4.3.1.3 Performance Lifestyle

A component of the elite player pathway, and defined as lifestyle guidelines to support performance, a programme within the EPP and complimentary to the sister programmes (ADP – generic and ADP – sports specific) to support those talented athletes within the sport needs to be developed.

The outcome of this project will provide advice and guidelines to athletes who are on the elite programme.

It is the responsibility of the delivery personnel to co-ordinate the delivery of all components in a cohesive manner according to the player pathway (see 2.2).

Delivery personnel: Performance Director, Administration Director, and Development Director

Partners: NFL

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

2.2.5 National Programme

Defined as the programme for elite athletes to represent Great Britain in international competition for all age groups, exclusive environments (universities) and disciplines, the National Programme is governed by the BAFA Board of Directors (or 'strategic team') under the title of the National programme directorate.

The NP is branded Great Britain Lions, and will manage all regional/home nations support activity known as Crusaders, Chieftains, Dragons and Giants and will also cover aspects of all-star activity as appropriate – including the British Universities touring teams where it is anticipated that the greater majority of players are British by birthright.

Within the NP, the operational team, with the exception of appointment of coaching staff and coaching activity, will manage all operational activity in consultation with the respective head coaches of the GB Lions adult contact and non-contact teams.

All head coaches of NP teams for all age groups, exclusive environments (universities) and disciplines will be selected by the NP Directorate in consultation with the respective GB Lions head coach for adult contact and non-contact teams.

Within the player pathway, only athletes that have progressed along the player pathway (to a greater or lesser degree) and who are on the EPP will be eligible for selection for the NP. Special dispensation can be granted to athletes by BAFA via request from the head coach of the relevant NP team for those athletes who are unable to participate in the player pathway for exceptional circumstances.

Wider stakeholder engagement will take place with personnel relevant to each discipline, age group and exclusive environment to establish goals for the NP. These projects will be entitled 'to plan and budget to win the European Championships in 'year'.

Delivery personnel: Strategic team, operational team, and nations within BAFA

Partners: CCPR, UK Sport

Priority: High

Status: Execution

Schedule: TBA

Budget: N/A

2.2.5.1 Home Nations

A development tool of the NP, all home nations activity is the responsibility of and governed by the NP Directorate (currently the BAFA Board of Directors) in consultation with the respective head coach of the GB Lions Head Coach for adult contact and non-contact and subject to the mechanisms described in the 2.2.5.

Delivery personnel: NP Directorate, Operational Team, and nations within BAFA team

Partners: UK Sport

Priority: High

Status: Execution

Schedule: TBA

Budget: N/A

2.2.5.2 GB Lions

The pinnacle of the NP, all GB Lions is the responsibility of and governed by the NP Directorate in consultation with the appointed head coach of the GB Lions Head Coach for adult contact and non-contact respectively and subject to the mechanisms described in the TDP – NP 2.2.5.

Wider stakeholder engagement will take place with personnel relevant to each discipline, age group and exclusive environment to establish goals for the NP. These projects will be entitled 'to plan and budget to win the European Championships in 'year''. Those projects are entitled as follows:

- Contact
 - Adult
 - Youth
 - Junior
- Non-contact
 - Adult
 - Youth
 - Junior

It will be the responsibility of the delivery personnel to deliver a cohesive plan for all age groups, exclusive environments and disciplines.

The outcome of these projects will deliver robust and efficient programmes necessary to deliver 'success' from an interNational perspective.

Delivery personnel: NP Directorate, Operational team, nations within BAFA team, GB Lions head coaches

Partners: CCPR, UK Sport

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.3 Coach Development Strategy (CDS)

Derived from wider stakeholder engagement, the BAFA recognise the need to develop a Coach Development Strategy that is cohesive and supportive of the WSP. During the period of wider stakeholder engagement, the following factors in the CDS were categorised as follows:

- The UK Coaching Framework
- Recruitment and retention of coaches
- Coaching model and pathways linked to participant pathways and LTAD
- Long Term Coach Development (LTCD)
- Coach education and support workforce
- Coach Education and Qualification Programme (CEQP)
- Continuous professional development (CPD) and mentoring
- Teaching football in schools
- Regional coaching organisations
- Profile and recognition of achievement
- Standards and ethics
- Monitoring, Research and Development

The impact and outcome of these projects in a cohesive manner will create a CDS that is supportive of WSP objectives. The CDS will continue to develop in line with the evolving policy and principles of the UK Coaching Framework and the needs of our sport.

Delivery personnel: Operational team, BAFCA

Partners: SCUUK, NFL, Skills Active, AFCA

Priority: High

Status: Initiation

Schedule: N/A

Budget: N/A

2.3.1 The UK Coaching Framework

The UKCF sets the national strategy for coach development for the foreseeable future. The BAFA has concluded the aims and policies of the CDS should fall in line with the UKCF. The BAFA Board of Directors has issued the following declaration:

The Board of the British American Football Association fully endorses the UK Coaching Framework as the reference point for the development of the UK Coaching System up to 2016. The organisation fully commits to the implementation of the Framework within the sport in the context of its overall strategic plan, priorities and resources. We are delighted by the prospects of this initiative to deliver a quality coaching structure within our sport and a world class coaching system for the UK.

2.3.2 Recruitment and Retention

It has been recognised that a formal process for recruitment and retention of coaches is required to the development of the sport.

The method for delivering the project will come within the current coaching environment and from a wider group of personnel. The activities involved will be derived during the duration of the project in conjunction with the BAFA campaign – ‘Get into American Football’ (recruitment), and participant pathways within the sport supported by PlaySmart (retention). The impact and outcome will be to produce a process that can adequately service the demands of the sport.

This project encompasses projects ‘2.3.5 Recruitment found in issue 1 of BAFA’s Whole Sport Plan – Get into American Football’.

Delivery personnel: Operations team, BAFA

Partners: SCUUK, NFL

Priority: High

Status: Initiation

Schedule: TBA

Budget: N/A

2.3.2.1 Recruitment

During the period of wider stakeholder engagement, it has been recognised that recruitment of coaches and key personnel to deliver the CDS is required.

The method for delivering the project will come within the current coaching environment and from a wider group of personnel. The activities involved will be derived during the duration of the project and, to greater or lesser degree, in conjunction with the BAFA campaign – ‘Get into American Football’. The impact and outcome will be to produce a process that can adequately service the demands of the sport.

Delivery personnel: Operations team

Partners: SCUUK, NFL, AFCA

Priority: High

Status: Initiation

Schedule: TBA

Budget: TBA

2.3.2.1.1 Recruitment - Coaches

During the period of wider stakeholder engagement, it has been recognised that recruitment of coaches is required.

The method for delivering the project will come within the current coaching environment and from a wider group of personnel. The activities involved will be derived during the duration of the project and, to greater or lesser degree, in conjunction with the BAFA campaign – ‘Get into American Football’. The impact and outcome will be to produce a process that can adequately service the demands of the sport.

Delivery personnel: Operations team

Partners: SCUUK, BAFA, Media and Marketing Director, Administration Director

Priority: High

Status: Execution

Schedule: Closure on or before 31st March 2009

Budget: A component of the Impact and Improvement Fund, 2008/9

2.3.2.1.2 Recruitment – CDS Personnel

During the period of wider stakeholder engagement, it has been recognised that recruitment of CDS personnel is required.

The method for delivering the project will come within the current coaching environment and from a wider group of personnel. The activities involved will be derived during the duration of the project and, to greater or lesser degree, in conjunction with the BAFA campaign – ‘Get into American Football’. The impact and outcome will be to produce a process that can adequately service the demands of the sport.

Delivery personnel: Operations team

Partners: SCUUK, BAFA, Media and Marketing Director, Administration Director

Priority: High

Status: Initiation

Schedule: TBA

Budget: TBA

2.3.2.2 Retention

During the period of wider stakeholder engagement, it has been recognised that recruitment of key personnel to deliver the CEP is required.

The method for delivering the project will come within the current coaching environment and from a wider group of personnel. The activities involved will be derived during the duration of the project and, to greater or lesser degree, in conjunction with the BAFA campaign – ‘Get into American Football’. The impact and outcome will be to produce a process that can adequately service the demands of the sport.

Delivery personnel: Operations team

Partners: SCUUK, NFL, AFCA

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

2.3.3 Coaching Model and Pathways linked to Participant Pathways and LTAD

The CDS will be structured to adequately service the needs of the sport and aim to provide 'the right coach, at the right time, at the right place.' To maximise effectiveness and service LTAD a Coaching Model will be raised which is fully mapped to the Player Pathway (see 2.2).

The project will deliver a clear Coaching Model, based on the principles of the UK Coaching Model, and a Coach Pathway mapped to the Participant Pathway. The impact and outcome will be a clear understanding of how coach and athlete development interacts and how these can be effectively serviced.

Delivery personnel: Coach Development Officer

Partners: SCUUK

Priority: High

Status: Planning

Schedule: June 2008

Budget: TBA

2.3.4 Long Term Coach Development

It has been recognised that for the sport to deliver in the future a coaching workforce of the highest possible calibre the principles of LTCD must be adopted.

The method for delivering the project and the activities involved will be derived during the duration of the project. The impact and outcome will be a sport specific LTCD model to underpin the ongoing development of the CDS.

Delivery personnel: Operational team, Coach Development Officer

Partners: SCUUK

Priority: High

Status: Initiation

Schedule: TBA

Budget: TBA

2.3.5 Coach Education and Support Workforce

It has been recognised that for the sport to deliver an effective and efficient CDS and CEQP a dedicated workforce of coach educators and support personnel will be required.

The project will require recruitment, training and deployment of a workforce sufficient for current and future needs based on the models for growth within the sport. The desired outcome will be the provision of a sustainable, highly effective CDS that is fully accessible to individuals across the full range of their development as coaches

This project encompasses projects '2.3.4 Training Material for Tutors and Assessors' and '2.3.5 CEP Clinics' found in issue 1 of BAFA's Whole Sport Plan – Get into American Football.

Delivery personnel: Operational team, Coach Development Officer

Partners: SCUUK

Priority: High

Status: Initiation

Schedule: TBA

Budget: TBA

2.3.6 Coach Education and Qualification Programme (CEQP)

BAFA has concluded that in line with the UKCF the current Coach Education Programme delivered by the BAFCA should move towards accreditation under the UK Coaching Certificate standard.

The method for delivering the project will be achieved through consultation with partner groups. The activities involved will be derived during the duration of the project. The impact and outcome will be to deliver high quality coaching qualifications recognised and accredited under the National Qualifications Framework.

This project encompasses projects '2.3.4 Training Material for Tutors and Assessors' and '2.3.5 CEP Clinics' found in issue 1 of BAFA's Whole Sport Plan – Get into American Football.

Delivery personnel: Operations team, Coach Development Officer

Partners: SCUUK, BAFCA, (NQ Awarding Body – to be determined)

Priority: High

Status: initiation

Schedule: TBA

Budget: TBA

2.3.7 Teaching football in schools

Derived from wider stakeholder engagement, a project to deliver an easily accessible method for coaching in schools called 'teaching football in schools' has been recognised by BAFA. The methods for delivering and activities involved will be derived during the project. The impact and outcome will be supportive to the player pathway.

Delivery personnel: Operations team

Partners: SCUK, NFL, AFCA

Priority: Medium

Status: Initiation

Schedule: TBA

Budget: N/A

2.3.8 Regional Coaching Organisations

BAFA has concluded that to provide localised and targeted support for delivery of the CDS a regional delivery and support structure should be in place.

The method for delivering the project will be achieved by the creation of a regional sub-structure to BAFA using existing and recruited personnel. The activities of the Regional Coaching Organisations will be to support the global aims of the CDS.

The impact and outcome will be the formation and operation of dedicated sub-organisations able to support the delivery of the CDS with a regionally focussed agenda.

Delivery personnel: BAFA

Partners: RSBs, CSPs

Priority: Medium

Status: Initiated

Schedule: Pilot RCO(s) to be in place by June 2008. Other viable regions to be in place by April 2009.

Budget: TBA

2.3.9 Continuous Professional Development (CPD) and Mentoring

Under the principles of the UK Coaching Framework it has been recognised that for the sport to deliver ongoing improvement in coaching a process of CPD for coaches must be in place in partnership with a mentoring network.

The method for delivering the project will be achieved through consultation with partner groups. The activities involved will be derived during the duration of the project. The impact and outcome will be to deliver a process under which coaches are provided the means, support and motivation to continue their personal development throughout their active coaching lifetime.

Delivery personnel: Operations team, Coach Development Officer

Partners: SCUK, BAFCA

Priority: Medium

Status: initiation

Schedule: TBA

Budget: TBA

2.3.10 Profile and Recognition of Achievement

It has been recognised that to underpin the recruitment, retention and development of coaches that a programme is required to raise the profile of coaching and recognise the achievements of coaches.

The method for delivering the project will be achieved through consultation with partner groups. The activities involved will be derived during the duration of the project. The impact and outcome will be to support recruitment and CPD of coaches through suitable publicity, benefits and awards.

Delivery personnel: Operations team, BAFCA

Partners: SCUK, NFL, AFCA

Priority: Medium

Status: initiation

Schedule: TBA

Budget: TBA

2.3.11 Standards and Ethics

It has been recognised that coaches have an impact on the standards of behaviour within sport. A programme to review and amalgamate with BAFA policy the standards of ethical behaviour by coaches (and performers) is required.

The method for delivering the project will be to develop existing structures and policies within BAFA and BAFCA in consultation with other partners. The impact and outcome will be a code of conduct and standards in line with accepted behaviour recognise by sports agencies and other similar sports.

Delivery personnel: Operations team, BAFCA

Partners: SCUK, NFL, AFCA

Priority: Medium

Status: initiation

Schedule: TBA

Budget: TBA

2.3.12 Monitoring, Research and Development

It has been recognised that for the CDS to be effective a programme of monitoring, along with further research, must be in place to provide a basis for improving the systems.

The method for delivering the project will be to develop data management systems (Playsmart) to provide statistical analysis of coach development. Further methods of research will provide additional information. The impact and outcome will be a system to monitor and map the development of the coaching workforce in line with the needs of the sport.

Delivery personnel: Operations team, BAFA

Partners: SCUUK

Priority: High

Status: initiation

Schedule: TBA

Budget: TBA

2.4 Club Development Programmes

During the period of wider stakeholder engagement, the BAFA recognised the need to create development programmes to support the delivery of clubs to perform as the volunteer workforce development teams dedicated to delivering WSP objectives. A project to define those areas was initiated, planned, executed and reached closure during this time. The outcome was defined as a two-tier programme called ClubMark (level 1) and PerformanceMark (level 2) and the definition of the programmes required to deliver a robust and efficient workforce development team to deliver WSP objectives.

2.4.1 ClubMark

During the period of wider stakeholder engagement (see 2.4) the project to deliver ClubMark, a SE recognised related award scheme was created.

The outcome of this project will provide achievement targets for the development of teams and clubs that, in turn, will support the creation of an effective and robust framework for delivery of the WSP at local, county and regional level.

Delivery personnel: Development Director, Performance Director

Partners: SE

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: TBA

2.4.1.1 Multi Sport Hubs and Clubs

Sport England, their stakeholders and the other Sports Councils have recognised the need to create new types of sports and leisure environments that are fit for purpose. Innovative approaches to facility provision include family oriented multi-sport hubs, combining provision for fitness and sports activities alongside social and community facilities, thus delivering significant economies of scale. They have also recognised that an innovative approach to club activity has been effective on the continent and moves away from traditional single-sport, low-membership clubs to the concept of multi-sport clubs where there is a greater opportunity for young people to participate in a number of sports but also the clubs themselves can share resources to capacity build. The concept is closely linked to the objectives of neighbourhood renewal and local empowerment plans.

Through the process of wider stakeholder consultation, BAFA recognised the need to develop a strategy and resources to support American football clubs engaging with the appropriate local and regional agencies with a view to becoming a constituent part of these hubs and clubs.

Delivery personnel: Operations team

Partners: SE, CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.4.2 PerformanceMark

During the period of wider stakeholder engagement (see 2.4) the project to deliver PerformanceMark, was scoped out. Defined as a sports specific development of SE recognised related award scheme, PerformanceMark supports the delivery of a workforce development team via clubs as well as supporting the development of clubs to deliver the 'stay' and 'succeed' aspects of the WSP.

The outcome of this project has created the definition of the programmes to deliver a robust and efficient workforce development team to deliver WSP objectives.

Delivery personnel: Development Director, Performance Director

Partners: NFL, SE, and RFU

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of the 2008/9 Impact and Improvement fund

2.5 Officials

Derived from wider stakeholder engagement, the BAFA recognise the need to develop a programme to support the delivery of sufficient officials of appropriate standards that is cohesive and supportive of the objectives WSP. During the period of wider stakeholder engagement, a project to define the programmes was initiated, planned, executed and reached closure. The following programmes were derived:

- Recruitment
- Continuous Professional Development
 - Vocational/BAFRA Qualifications
 - Sports Leaders Officiating Awards
- Elite Officials Development
 - Rewards Schemes
 - EFAF
- Schools programmes

The impact and outcome of these projects in a cohesive manner will create an officiating stream that is supportive of WSP athlete objectives.

Delivery personnel: Operations team

Partners: SOUK

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.5.1 Recruitment

During the period of wider stakeholder engagement, it has been recognised that recruitment of officials is required to support the current and anticipated future levels of competitive participation.

The method for delivering the project and the activities involved will be from a wider group of officiating internal and external personnel and, to greater or lesser degree, in conjunction with the BAFA campaign 'Get into American Football'. The impact and outcome will be to source sufficient officials to support the WSP objectives.

Delivery personnel: Operations team

Partners: NFL, RFU, and SOUK

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.5.2 Continuous Professional Development

During the period of wider stakeholder engagement, it has been recognised that a programme of CPD is required to support the professional development of officials for the current and anticipated future levels of competitive participation. This development will be via both vocational and BAFRA Qualifications (including Sports Leaders Officiating Awards).

The method for delivering the project and the activities involved will be from consultation with wider groups of officiating, both internal and external, personnel. The impact and outcome will be to deliver sufficient officials to support the WSP objectives.

Delivery personnel: Operations team

Partners: SOUK, SkillsActive

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

2.5.2.1 Vocational/BAFRA Qualifications

During the period of wider stakeholder engagement, a component of the programme of CPD, qualifications, both vocational and BAFRA specific, were recognised as required to support the professional development of officials for the current and anticipated future levels of competitive participation.

The method for delivering the project and the activities involved will be from consultation with wider groups of officiating and other bodies related to relevant topics. The impact and outcome will support the delivery of sufficient officials of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operations team

Partners: SOUK, SkillsActive

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

2.5.2.1.1 Sports Leaders Officiating Awards

During the period of wider stakeholder engagement, a component of the programme of CPD, qualifications defined as sports leaders officiating awards was recognised as required to support the development of officials for the current and anticipated future levels of competitive participation.

The method for delivering the project and the activities involved will be from consultation with wider groups of officiating and other bodies related to relevant topics, The impact and outcome will support the delivery of sufficient officials of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operations team

Partners: SOUK, SkillsActive

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.5.3 Elite Officials Development

During the period of wider stakeholder development (see 2.5), it was recognised that a programme to support the development of elite officials was required to cohesively support the delivery of sufficient officials of an elite standards.

The method for delivering the project and the activities involved will be ascertained from consultation with wider groups of officiating and other bodies related to relevant topics. It was recognised that a rewards scheme and a programme to develop elite officials through programmes developed by EFAF will be part of this programme as a minimum.

The impact and outcome will support the delivery of sufficient officials of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operations team

Partners: SOUK, EFAF, and RFU

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.5.3.1 Rewards Schemes

During the period of wider stakeholder development (see 2.5), it was recognised that a programme to create and deliver reward schemes that will support the development of elite officials was required.

The method for delivering the project and the activities involved will be ascertained from consultation with wider groups of officiating and other bodies related to relevant topics.

The impact and outcome will support the delivery of sufficient officials of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operations team

Partners: SOUK, EFAF, and RFU

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.5.3.2 EFAF

During the period of wider stakeholder development (see 2.5), it was recognised that a programme to create and deliver interNational experience will be a requirement and support the development of elite officials was required.

The method for delivering the project and the activities involved will be ascertained from consultation with wider groups of officiating and other bodies related to relevant topics.

The impact and outcome will support the delivery of sufficient officials of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operational teams

Partners: SOUK, EFAF

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

2.5.4 Schools programmes

During the period of wider stakeholder development (see 2.5), it was recognised that a programme to introduce officiating through schools programme will support the delivery of officials to meet the WSP objectives.

The method for delivering the project and the activities involved will be ascertained from consultation with wider groups of officiating and other bodies related to relevant topics.

The impact and outcome will support the delivery of sufficient officials of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operational teams

Partners: SOUK, RFU

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

2.6 Volunteers

During the period of wider stakeholder engagement, the BAFA recognised the requirement of programmes necessary to recruit, train and retain volunteers that are other than players, referees and coaches into the sport of American Football.

During the period of wider stakeholder engagement, a project to scope out the components required to deliver programmes to support the aforementioned objectives was initiated, planned, executed and reached closure. These components are detailed below:

- Workforce Development Plan
 - Recruitment
 - Continuous Professional Development
 - Vocational Qualifications
 - Volunteers Recognition

The outcome of this project has derived the projects necessary to deliver the objectives.

2.6.1 Workforce Development Plan (WDP)

During the period of wider stakeholder engagement, it was recognised that a WDP needs to be created to support the delivery of WSP objectives. A project was initiated, planned, executed and reached closure to define the components to deliver this plan. Those components are as follows:

- Recruitment
- Continuous Professional Development
 - Vocational Qualifications
 - Volunteers Recognition

Further to this, it was also recognised that a unique attribute of the sport – large and vibrant clubs necessary to deliver the sport at a local level – provides the NGB with the framework to deliver these objectives.

During the period of wider stakeholder engagement with the BAFL, the concept to deliver those relevant WSP objectives at a local level can be via the clubs was presented and accepted by the BAFL.

Finally, it is important to note that under the ‘amalgamation of participation streams’ project (see 1.1.6), a partnership project between the BAFL and BYAFA is currently work-in-progress. It is anticipated that if this partnership is successful, the concept of delivering will extend to teams/clubs who are members of BYAFA.

The impact and outcome of this project will be robust and effective clubs performing as the volunteer workforce development team at local level.

Delivery personnel: Operational team

Partners: SkillsActive

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.6.1.1 Recruitment

During the period of wider stakeholder engagement, it was recognised that the recruitment of personnel within the volunteer workforce was required. Primarily the responsibility of the clubs, the BAFA will provide the following support.

- Recruitment of volunteers via Get into American Football programmes
- Advice and guidance on the roles and responsibilities of those personnel
- Volunteer education programmes

The impact and outcome of this project will be robust and effective clubs performing as the volunteer workforce development team at local level.

Delivery personnel: Operations team

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

2.6.1.2 Continuous Professional Development

During the period of wider stakeholder engagement, it was recognised that beyond the recruitment of personnel within the volunteer workforce a programme of CPD will be required.

The method for delivering the project and the activities involved will be from consultation with wider groups and bodies, both internal and external, personnel.

The impact and outcome of this project will be robust and effective clubs performing as the volunteer workforce development team at local level on an ongoing basis to deliver sufficient volunteers to support the WSP objectives.

Delivery personnel: Operations team

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

2.6.1.2.1 Vocational Qualifications

During the period of wider stakeholder engagement, a component of the programme of CPD, vocational qualifications were recognised as required to support the professional development of volunteers for the current and anticipated future levels of activity within the NGB.

The method for delivering the project and the activities involved will be from consultation with wider groups and other bodies related to relevant topics. The impact and outcome will support the delivery of sufficient volunteers of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operations team

Partners: CCPR, SkillsActive,

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

2.6.1.2.2 Volunteers Recognition Schemes

During the period of wider stakeholder development (see 2.6), it was recognised that a programme to create and deliver recognition for volunteer activity that will support the development of VWD was required.

The method for delivering the project and the activities involved will be ascertained from consultation with wider groups and other bodies related to relevant topics.

The impact and outcome will support the delivery of sufficient officials of an appropriate calibre to support the WSP objectives.

Delivery personnel: Operational team

Partners: CCPR, SkillsActive

Priority: Medium

Status: Execution

Schedule: Closure on or before March 31st 2009

Budget: A component of 2008/9 Impact and Improvement Fund

3 Partnerships

Partnership programmes will describe precisely how we hope to engage with personnel and organisations that can support the development of our sport. Our Partners will work with dedicated personnel on our Management and Development programmes. It is important to note, partnerships are a 'two-way street' and, where possible, the BAFA will endeavour to liberate the knowledge we gain to other sports and organisations along our way.

3.1 Generic Sports Development

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support generic sports development was initiated, planned, executed and reached closure). The outcomes are (but not limited to) developing relationships with organisations reported in 3.1.

3.1.1 UK Sport

Specifically for topics relating generic sports development from an elite of international perspective, a relationship with UK sport will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.1.2 Sport England

Specifically for topics relating to the following, a relationship with Sport England will be developed.

- Whole sport strategic development
- The investment of Exchequer and Lottery funding

Delivery personnel: Operations team, WSP Manager and WSP Manager – England

Partners: CCPR

Priority: High

Status: Closure

Schedule: TBA

Budget: TBA

3.1.2.1 SE – Regional Sports Boards

Specifically for topics relating to the following, a relationship with Sport England regional boards will be developed.

- Develop regional plans aligned with Regional Sports Board plans
- Build influence and advocacy – generate resources at a regional level
- Support, guidance and expertise
- The investment of Lottery and Exchequer funding

Delivery personnel: WSP Manager, WSP Manager England and all relevant regional WSP Managers in England.

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.1.2.2 County Sports Partnerships (CSP's)

Specifically for topics relating to the following, a relationship with forty-five (at publication) CSP's will be developed.

- Strategic co-ordination and planning
- Marketing and communications
- Performance measurement

Delivery personnel: WSP Manager, WSP Manager England and all relevant regional WSP Managers in England.

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.1.2.3 Community Sports Networks (CSN's)

Specifically for topics relating to the following, a relationship with CSN's will be developed.

- Identification of initiatives appropriate to the given community
- Capacity building both within and across sports
- Development of accountability frameworks
- Support for the school / community transition

Delivery personnel: WSP Manager, WSP Manager England and all relevant regional WSP Managers in England.

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.1.3 CCPR

Specifically for topics relating to the generic sports development, a relationship with the CCPR will be developed.

Delivery personnel: BAFA Board of Directors, Operations team, WSP Manager, All regional WSP Managers and officers.

Partners: N/A

Priority: High

Status: Closure

Schedule: N/A

Budget: TBA

3.1.4 SportScotland

Specifically for topics relating to generic sports development in Scotland, a relationship with SportScotland will be developed.

Delivery personnel: Operations team, WSP Manager and WSP Manager – Scotland

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before December 31st 2008

Budget: TBA

3.1.5 Sports Council for Wales

Specifically for topics relating to generic sports development in Wales, a relationship with Sport Council for Wales will be developed.

Delivery personnel: Operations team, WSP Manager and WSP Manager – Wales

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before December 31st 2008

Budget: TBA

3.1.6 Sport NI

Specifically for topics relating to generic sports development in Northern Ireland, a relationship with Sport Northern Ireland will be developed.

Delivery personnel: Operations team, WSP Manager and WSP Manager – Northern Ireland

Partners: CCPR

Priority: High

Status: Execution

Schedule: Closure on or before December 31st 2008

Budget: TBA

3.1.7 Women's Sports Foundation

Specifically for topics relating to generic sport development for women, a relationship with Women's Sports Foundation will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.1.8 The Department of Culture, Media and Sport (DCMS)

Specifically for topics relating to the delivery of PSA targets, a relationship with DCMS will be developed.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: High

Status: Closure

Schedule: N/A

Budget: TBA

3.1.8.1 Ministry of Sport

Specifically for topics relating to the delivery of PSA targets, a relationship with the Ministry of Sport will be developed.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: High

Status: Closure

Schedule: N/A

Budget: TBA

3.1.9 Connexions

Specifically for topics relating to generic sports development, a relationship with the Connexions will be developed.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.1.10 Local Authorities (LA's)

Specifically for topics relating to generic sports development, a relationship with LA's will be developed.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.2 Disability Sports

During the period of wider stakeholder engagement, a need to address a provision for disabled persons to enjoy the sport of American Football has been established. To deliver this project, and acquire and outcome for disabled persons, will require engagement by the operations team with organisations dedicated to deliver this participation stream effectively. Any risk will be assessed at the planning meeting.

Delivery personnel: The operations team

Partners: See 3.1.1 to 3.1.4

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.2.1 English Federation of Disability Sports

During the period of wider stakeholder engagement, a need to address a provision for disabled persons to enjoy the sport of American Football has been established (see 3.2). Specifically, to deliver this project in England, and acquire and outcome for disabled persons, will require engagement by the operations team (in consultation with the 'nations within BAFA team representative for England) with organisations dedicated to deliver this participation stream effectively. Any risk will be assessed at the planning meeting.

Delivery personnel: The Operations team, WSP Manager – England

Partners: N/A

Priority: Initiation

Status: Low

Schedule: N/A

Budget: TBA

3.2.2 Scottish Disability Sports

During the period of wider stakeholder engagement, a need to address a provision for disabled persons to enjoy the sport of American Football has been established (see 3.2). Specifically, to deliver this project in Scotland, and acquire and outcome for disabled persons, will require engagement by the operations team (in consultation with the 'nations within BAFA team representative for Scotland) with organisations dedicated to deliver this participation stream effectively. Any risk will be assessed at the planning meeting.

Delivery personnel: The operations team, WSP Manager – Scotland

Partners: CCPR, SS

Priority: Initiation

Status: Low

Schedule: N/A

Budget: TBA

3.2.3 Welsh Disability Sports

During the period of wider stakeholder engagement, a need to address a provision for disabled persons to enjoy the sport of American Football has been established (see 3.2). Specifically, to deliver this project in Wales, and acquire and outcome for disabled persons, will require engagement by the operations team (in consultation with the 'nations within BAFA team representative for Wales) with organisations dedicated to deliver this participation stream effectively. Any risk will be assessed at the planning meeting.

Delivery personnel: The operations team, WSP Manager – Wales

Partners: CCPR, SS

Priority: Initiation

Status: Low

Schedule: N/A

Budget: TBA

3.2.4 NI Disability Sports

During the period of wider stakeholder engagement, a need to address a provision for disabled persons to enjoy the sport of American Football has been established (see 3.2). Specifically, to deliver this project in Northern Ireland, and acquire and outcome for disabled persons, will require engagement by the

operations team (in consultation with the 'nations within BAFA team representative for Northern Ireland) with organisations dedicated to deliver this participation stream effectively. Any risk will be assessed at the planning meeting.

Delivery personnel: The operations team, WSP Manager – Northern Ireland

Partners: N/A

Priority: Initiation

Status: Low

Schedule: N/A

Budget: TBA

3.3 Officiating

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support the development of officiating was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.3.

3.3.1 Sport Officials UK (SOUK)

Specifically for officiating topics, a relationship with SOUK has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

3.3.2 RFU

Specifically for officiating topics relating, a relationship with the RFU has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: BAFRA, Operations team, WSP Manager

Partners: CCPR

Priority: High

Status: Execution

Schedule: N/A

Budget: TBA

3.3.3 NFL

Specifically for officiating topics relating, a relationship with the NFL has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: BAFRA, Operations team, WSP Manager

Partners: CCPR

Priority: High

Status: Execution

Schedule: N/A

Budget: TBA

3.3.4 Connexions

Specifically for topics relating to officiating, a relationship with Connexions will be developed.

Delivery personnel: BAFRA, Operations team, WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.4 Coaching

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support the development of coaching was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.4.

3.4.1 SCUK

Specifically for coaching topics, a relationship with SCUK has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

3.4.2 American Football Coaches Association (AFCA)

Specifically for topics relating to coaching, a relationship with AFCA will be developed.

Delivery personnel: BAFA, Operations team, WSP Manager

Partners: NFL, SCUUK

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.4.3 RFU

Specifically for coaching topics, a relationship with the RFU has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: BAFA, Operations team, WSP Manager

Partners: CCPR

Priority: Medium

Status: Execution

Schedule: N/A

Budget: TBA

3.4.4 Connexions

Specifically for coaching topics relating to coaching, a relationship with Connexions will be developed.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.5 Player and Game Development Partnerships

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support player and game development was initiated, planned, executed and reached closure. The outcomes are (but not limited to) developing relationships with organisations reported in 3.5.

3.5.1 NFL

Specifically for player and game development topics, a relationship with the NFL has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: High

Status: Execution

Schedule: N/A

Budget: TBA

3.5.2 National Collegiate Athletics Association (NCAA)

Specifically for player and game development topics relating to the following, a relationship with the NCAA will be developed.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.5.3 European Federation of American Football (EFAF)

Specifically for player and game development topics relating to the following, a relationship with EFAF will be developed.

- To maintain and advance GB interests in the international arena, resulting in benefits for the domestic sport, athletes, coaches and administrators;
- To contribute to the ethical development of football on an international basis through competition and participation, to improve the sport's profile and attract greater financial support.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.5.4 International Federation of American Football (IFAF)

Specifically for player and game development topics relating to the following, a relationship with IFAF will be developed:

- To maintain and advance GB interests in the international arena, resulting in benefits for the domestic sport, athletes, coaches and administrators;
- To contribute to the ethical development of football on an international basis through competition and participation, to improve the sport's profile and attract greater financial support.

Delivery personnel: Operations team, WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.6 Media and Marketing

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support the development of media and marketing was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.6.

3.6.1 NFL

Specifically for media and marketing topics, a relationship with the NFL has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: Media and Marketing Director

Partners: N/A

Priority: High

Status: Execution

Schedule: N/A

Budget: TBA

3.6.2 Associated Press

Specifically for media and marketing topics, a relationship with Associated Press has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: Media and Marketing Director

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.6.3 Television

During the period of wider stakeholder engagement detailed in 3.6 a project to scope out the partnerships necessary to support the development of media and marketing via terrestrial and subscription television broadcast was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.6.3.

3.6.3.1 BBC

Specifically for media and marketing topics, a relationship with the BBC has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: Media and Marketing Director

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.6.3.2 Five

Specifically for media and marketing topics, a relationship with the Five has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: Media and Marketing Director

Partners: CCPR

Priority: Medium

Status: Execution

Schedule: N/A

Budget: TBA

3.6.3.3 Sky

Specifically for media and marketing topics, a relationship with the SKY has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: Media and Marketing Director

Partners: CCPR

Priority: Low

Status: Execution

Schedule: N/A

Budget: TBA

3.7 Volunteer Work Force Development

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support the development of our volunteer work force was initiated, planned, executed and reached closure. The outcomes are (but not limited to) developing relationships with organisations reported in 3.7.

3.7.1 Sport England

Specifically for Volunteer Workforce development topics a relationship with the SE will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.7.2 County Sports Partnerships

Specifically for Volunteer Workforce development topics, a relationship with the CSP's will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.7.3 SkillsActive

Specifically for Volunteer Workforce development topics, a relationship with SkillsActive will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.7.4 Volunteer England (VE)

Specifically for Volunteer Workforce development topics, a relationship with the VE will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.7.5 RFU

Specifically for Volunteer Workforce development topics, a relationship with the RFU will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.7.6 Connexions

Specifically for Volunteer Workforce development topics, a relationship with the Connexions will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: Low

Status: Initiation

Schedule: N/A

Budget: TBA

3.7.7 Time Bank

Specifically for Volunteer Workforce development topics, a relationship with the Time Bank will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.7.8 CCPR

Specifically for Volunteer Workforce development topics, a relationship with the CCPR will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

3.8 Facilities

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support the development facilities to support the development of American Football in Great Britain was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.8.

3.8.1 RFU

Specifically for facilities topics, a relationship with the RFU has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: High

Status: Execution

Schedule: N/A

Budget: TBA

3.9 Youth Sports Development

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support sports development for young persons was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.9.

3.9.1 National Council for School Sports (NCSS) and Youth Sports Trust (YST)

Specifically for youth sports topics, a relationship with the NCSS has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

3.10 American Football in Education

During the period of wider stakeholder engagement, a project to scope out the partnerships necessary to support the development of American Football in education was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.10.

3.10.1 Primary Schools

During the period of wider stakeholder engagement (see 3.10), a project to scope out the partnerships necessary to support the development of American Football in Primary Schools was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.10.1.

3.10.1.1 LA's

Specifically for development of American Football in Primary Schools development topics, a relationship with LA's will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR, NCSS, YST

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.10.1.2 Partnership Development Managers

Specifically for development of American Football in Primary Schools development topics, a relationship with PDM's will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR, NCSS, YST

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.10.1.3 NCSS/YST

Specifically for development of American Football in education (Primary Schools) topics, a relationship with the NCSS has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

3.10.1.4 Qualifications Curriculum Authority (QCA)

Specifically for development of qualifications in Primary Schools topics, a relationship with LA's will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR, NCSS, YST

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.10.1.5 Department of Children, Schools and Families (DCSF)

Specifically for development of qualifications in Primary Schools topics, a relationship with DCSF will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR, NCSS, YST

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.10.2 Secondary

During the period of wider stakeholder engagement (see 3.10), a project to scope out the partnerships necessary to support the development of American Football in Secondary Schools was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.10.2.

3.10.2.1 Partnership Development Managers

Specifically for development of American Football in Secondary Schools development topics, a relationship with PDM's will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR/NCSS/YST

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.10.2.2 NCSS/YST

Specifically for development of American Football in education topics (Secondary Schools), a relationship with the NCSS has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

3.10.2.3 Qualifications Curriculum Authority

Specifically for development of qualifications in Secondary Schools topics, a relationship with LA's will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR/NCSS/YST

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.10.2.4 DCSE

Specifically for development of qualifications in Secondary Schools topics, a relationship with DCSF will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR/NCSS/YST

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.10.3 Tertiary Education establishments

During the period of wider stakeholder engagement (see 3.10), a project to scope out the partnerships necessary to support the development of American Football in Tertiary education establishments was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.10.3.

3.10.3.1 BUSA

Specifically for development of American Football in Tertiary education establishments, a relationship with the BUSA has been initiated and will be developed further. In addition, it is the intention of BAFA to endeavour to provide positive contribution to this organisation.

3.10.3.2 EUSA

Specifically for the development of American Football in Tertiary education establishment's topics, a relationship with EUSA will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: BUSA, CCPR

Priority: Medium

Status: Initiation

Schedule: Post BUSA membership

Budget: TBA

3.10.3.3 FISU

Specifically for the development of American Football in Tertiary education establishment's topics, a relationship with FISU will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: BUSA/CCPR

Priority: Medium

Status: Initiation

Schedule: Post BUSA membership

Budget: TBA

3.10.3.4 DCSE

Specifically for the development of American Football in Tertiary education establishment's topics, a relationship with DCSF will be developed.

Delivery personnel: Operations team and WSP Manager

Partners: BUSA, CCPR

Priority: Medium

Status: Initiation

Schedule: N/A

Budget: TBA

3.11 Commercial

During the period of wider stakeholder engagement, a project to scope out the commercial partnerships necessary to support the development for our sport was initiated, planned, executed and reached closure on (CCPR meeting date). The outcomes are (but not limited to) developing relationships with organisations reported in 3.11.

3.11.1 Wilson

A relationship with Wilson Sporting Goods exists with BAFA for Footballs. In addition, a relationship with Wilson Sporting Goods has been developed by BAFL for the supply of other equipment items. It is the objective of BAFA to support the further development of this relationship to ensure the costs (a barrier to entry to our sport) is reduced.

3.11.2 Reebok

A relationship with Reebok has been developed by BAFL for the supply of equipment items. It is the objective of BAFA to support the further development of this relationship to ensure the costs (a barrier to entry to our sport) is reduced.

3.11.3 Sports Travel Tours (STT)

A relationship with STT has been developed by BAFL for the supply of interNational travel. It is the objective of BAFA to support the further development of this relationship to ensure the costs (a barrier to entry to our sport) is reduced.

3.11.4 Global Football

A relationship with Global Football has been developed by BAFL for the supply of interNational travel. It is the objective of BAFA to support the further development of this relationship to ensure the costs (a barrier to entry to our sport) is reduced.

3.11.5 NFL

A relationship with the NFL has been developed by many member organisations for the supply of goods and services. It is the objective of BAFA to support the further development of this relationship to ensure the costs (a barrier to entry to our sport) is reduced.

3.11.6 CCPR Enterprise Partners

As a member of the CCPR, the CCPR has many enterprise partners. It is the objective of BAFA to engage with these partners in pursuit of the supply cost-effective solutions for the development of the sport of American Football. This project will involve creating and developing relationships with those partners (as and when appropriate). The outcomes will be relative to projects detailed in the document.

Delivery personnel: Operations team and WSP Manager

Partners: CCPR

Priority: Medium

Status: Execution

Schedule: TBA

Budget: TBA

3.11.7 Other

During the project of wider stakeholder engagement (3.11), it was agreed that a programme to research and derive 'Other' commercial partners was to be created. This project will be delivered via an appropriate 'business plan' and the outcome of which will be create commercial partners and sponsors who will provide goods and services for free, subsidised, at cost, discounted (partnerships) or direct investment (sponsors) to support the development of the sport.

Delivery personnel: Media and Marketing Director, Finance Director and WSP Manager.

Partners: CCPR

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

A pragmatic view

As per the comments in Issue 1, after period of wider stakeholder engagement that has explored the many areas of the sport, the pragmatic view of the challenge at hand is that the sport of American Football needs the following resources as a priority to offer a good and better service for those wishing to participate in the sport of American Football in Great Britain:

- More and better coaches
- More and better referees
- More and better volunteers
- A mechanism to record and store data (PlaySmart) to underpin this (and all other) activity

With these resources in place, we will be able to provide our athletes with a platform to start, stay and succeed in the sport of American Football – inspiring the retention of an already increasing pyramid base of participants thanks to the increasing NFL exposure in the British market.

The BAFA has prioritised projects within the WSP to deliver these objectives accordingly. The issue is that there is a tsunami of media exposure on the horizon and we cannot stop it hitting our shores.

American Football reached dizzy heights a few years ago with considerably less exposure than we are currently enjoying. Whilst the landscape has changed, parallels can still be drawn and we have a second chance to capitalise on the increasing NFL presence in the British market. We must succeed – failure will mean we probably won't get a third chance for some considerable time.

Budget analysis

Beyond the launch of the WSP, a period of budget analysis has been undertaken (and continues to take place) to ascertain the costs to implement the WSP. Continuing the pragmatic view, undoubtedly the most cost-effective and swiftest method of delivering our WSP is via the deployment of a dedicated operational management team working cohesively to deliver as many projects as possible simultaneously. This team will offer the best return on investment for increasing participation.

However, without the funding in place to deliver this team, a secondary plan to deliver these projects individually (whilst more costly and slower) will have to be created.

Ken Walters – BAFA WSP Manager

17th March 2008