



Grand National Archery Society Strategic Plan 2006 – 2010

**Prepared for and with the GNAS
by
Sports Structures Limited**

Grand National Archery Society

This Report identifies the implementation of a strategic action plan for the continuing development of the sport of archery for the period 2006-10 and creating the environment that will deliver the legacy of the 2012 London Olympic & Paralympic Games.

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NB: all reference to the Olympic Games includes the Paralympic Games

Foreword by the Chairman

The majority of the effort involved in the production of this plan was completed by the volunteer members of the Society through workshops, electronic and face to face consultation processes, across the whole spectrum of the membership. The result is a plan that we feel is ambitious, achievable, creative and universally acceptable to all key stakeholders in the sport of archery.

I believe that there is unlimited potential for the sport of Archery to enable it to grow and prosper over the next ten years, embracing the diversity that the sport offers from that of recreational sport for all to the elite athlete. Our sport, being both Olympic & Paralympic provides a once in a lifetime opportunity that the Games in London in 2012 offer. This plan will establish the platform to deliver a robust and sustainable legacy for 2013 and beyond.

Lynne A Evans MBE
Chairman
GNAS Board of Directors

1. Purpose of the action plan

- 1.1 The purpose of the strategic plan is to provide the GNAS with a framework over the next seven years that maximises the opportunities of the London 2012 Olympic Games to leave archery with a lasting legacy.
- 1.2 This plan is the first stage to ensure that Archery builds on the opportunities that will arise due to the focus that the 2012 Olympics will bring to the sport. The sport must maximise this opportunity to ensure that the legacy will be about more members, coaches, stronger clubs as well as ensuring that Archery achieves at the highest level.
- 1.3 The opportunities also give the sport a six year development period to develop its organisation to make it a more modern, vibrant organisation with greater revenue streams.
- 1.4 The vision for the future is:
By the year 2012 Archery will be a stronger self sufficient membership based sport.
With a Mission Statement of:
To enable members to achieve their own personal aims by being a professionally structured and comprehensive organisation committed to excellence across the archery community.
- 1.5 The strategy will focus on six key areas to assist in meeting this vision:
 - Membership & Volunteering
 - Coaching
 - Performance
 - Competition
 - Organisation
 - Commercial development
- 1.6 The development of the sport within the six areas highlighted above will ensure that the GNAS seeks to:
 - Support its members and their needs
 - Increase its membership size and business opportunities
 - Provide a pathway from participation to excellence
 - Support talented archers who have the potential to win medals in major events
- 1.7 The process used by Sport Structures to support the GNAS in the development of this strategy will ensure that the plan is representative of its members & committees and encompasses the ideas of the GNAS board.

2. Executive Summary

Vision for the future

By the year 2012 Archery will be a Strong self sufficient membership based sport.

With a Mission Statement of:

To enable members to achieve their own personal aims by being a professionally structured and comprehensive organisation committed to excellence across the archery community.

This will be achieved by addressing six key goals:

Goal 1

Membership & Volunteering

To increase the number & support the current level of members participating within clubs, informally & volunteering

Headline KPI: Increase the number of members from 28500 to 40000 (5% increase year on year to 2013)

Goal 2

Coaching

Develop a coaching system for archery that is in line with the World Class Coaching System and will provide a coaches who are Fit for Purpose and deliver the Right Coach at the Right Place at the Right Time

Headline KPI: Increase the number of coaches to have a minimum of 1 coach per club of 20 members or less and 2 per club for all others

Goal 3

Performance – Junior & Senior

To provide high quality support to achieve international success

Headline KPI: Achieve medals in 50% of International tournaments entered.

Goal 4

Competition

For archery to have a structured competitions programme, both National & Domestic that meets the needs of the membership and is run by well trained event organisers

Headline KPI: Membership satisfaction of 90% for GNAS Events

Goal 5

Organisation

To ensure the organisation of the society is suitable for the needs of the sport.

Headline KPI: The sport can give the level of reasonable assurance of its Governance as per the Sport England Assurance statements

Goal 6

Commercial Development

To have a sustainable commercially active Sport

Headline KPI: To implement a commercial development plan by 2007.

KPI: Key Performance Indicator

3. Where is the GNAS now

The Grand National Archery Society (GNAS) was founded in 1861 and is the governing body for the sport of archery in Great Britain and Northern Ireland. The Society serves eight Regional Societies. The Society has come a long way in recent years, growing and developing in a number of areas including coaching & membership. This section highlights the progress that archery has made over recent years within each of 6 identified areas, establishes the position that the sport is currently in and highlights a summary of where the membership, committee and board would like to see the sport develop over the next 5 years.

Membership:

Progress:

The sport has rapidly increased its membership over the last few years by 55% since the year 2000; a reflection of the commitment that has been put into the growth of the sport.

Where are we now 2004 / 05

The GNAS currently has:

- 28,034 Club members
- 565 Direct members
- 1113 Clubs

The future:

Archery can continue to increase its membership steadily year on year. In addition to growth there will be a focus on supporting the members within the Society through a structured network that supports the needs of clubs, individuals and juniors.

Performance:

Progress:

The sport has made significant progress in terms of performance over recent years with medal successes at the Athens 2004 Olympic & Paralympic Games - a Bronze medal in the Olympics and two Gold medals at the Paralympics. Our elite athletes are continuing with their high performance at both individual and team events at World Class tournaments.

Where are we now?

- 6 athletes on the Elite Squad World Class funding programme 3 male, 3 female.
- Opportunity to appoint nine world class development Archers in 2006-7
- 10 athletes on the Disabled Elite Squad World Class funding scheme 7 male, 3 female.
- Juniors:
- There are 15 athletes within the TASS (Talented Athletes Scholarship scheme) Squad – 10 male, 5 female.
- There are plans to select 16 development archers shortly.

The Future:

The Performance Unit is in the process of reviewing its plans for the future of the performance and international programme throughout the society and will be reporting their current findings and plans in June 2006. But this will be an ongoing process of review and development.

Competition:**Progress:**

Over the past twelve months the number of tournaments organised has increased and the number of archers attending those tournaments has also increased.

Where are we now?

The GNAS currently directly organises 11 major domestic competitions:

- Senior National Indoor Championships
- Senior Outdoor Selection
- UK Masters
- Grand National Archery Meeting
- Premier Event
- Junior Outdoor National Championships
- British Target Championships
- National Flight Championships
- National Clout Championship
- Junior National Indoor Championship
- British Field Championships

Indirectly GNAS officials are responsible for all Records Status competitions organised through our Regional, County and Club structure.

The future:

Archery will continue to review and develop its competitive programme to ensure that it is catering for the needs of all its members from the recreational archery to those at the elite end of the sport. It will continue to guide event organisers to ensure that competitions are run to the highest possible standards.

Organisation:**Progress:**

The GNAS has continually evolved over recent times, striving to offer the best possible support to its members. A strong management and governance partnership through the team of paid staff, committed volunteers, board of Directors and the development of its website the GNAS has continually aimed to communicate effectively with the members.

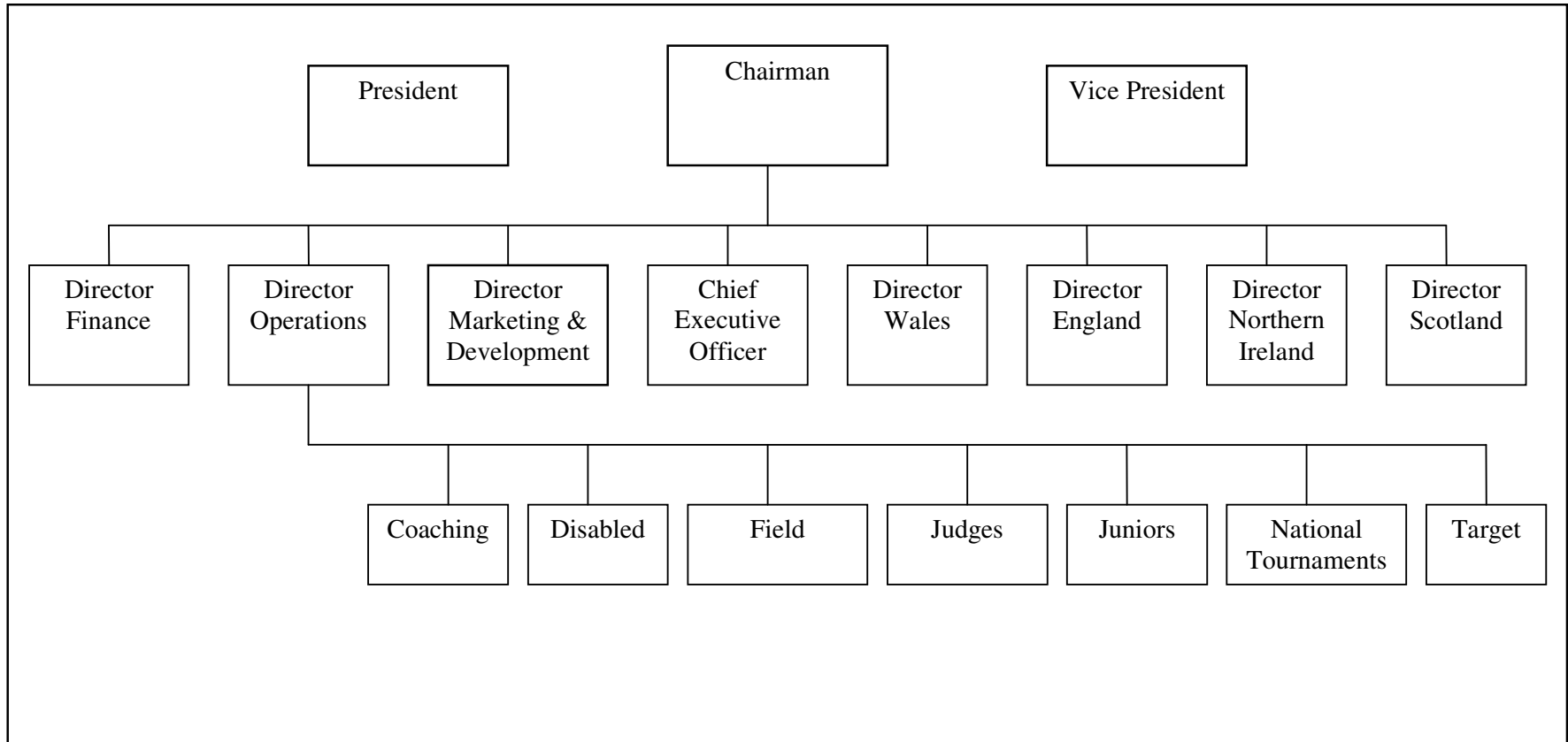
Where we now?

The GNAS currently has in place the following structure:

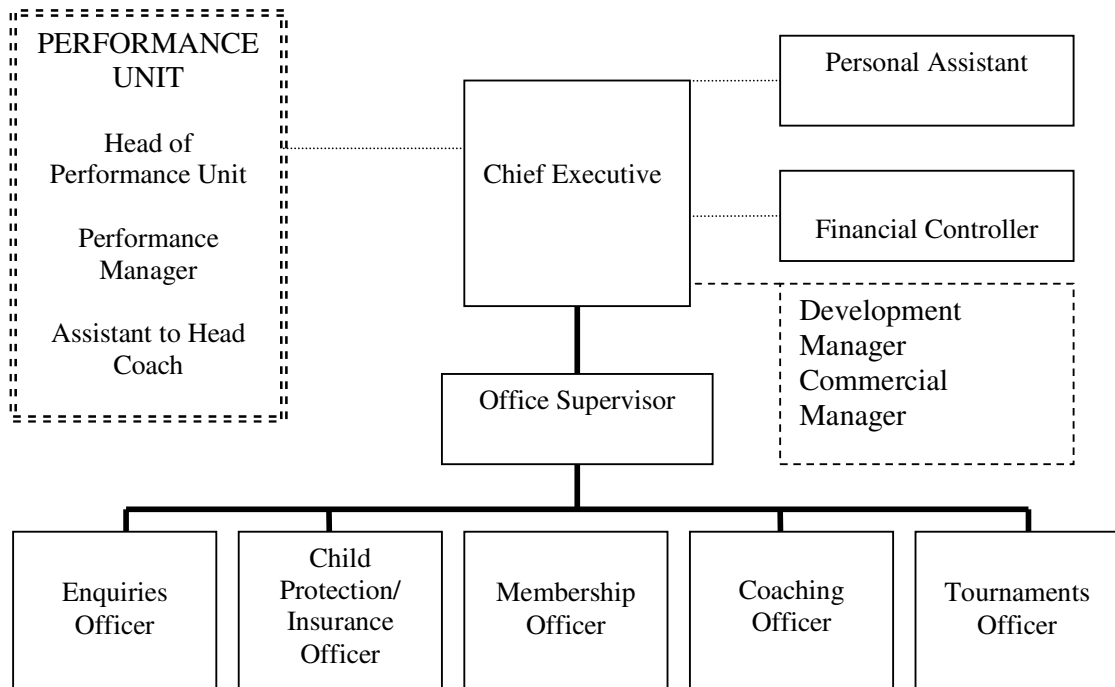
Where we now?

The GNAS currently has in place the following structure:

Governance



Management



The Future:

The GNAS will always strive to support the membership in every way possible. As such the GNAS will be seeking to develop and enhance the effectiveness of its website, offer training and development to its staff and volunteers and recruit further staff who can assist in the national development of the sport.

[KPI Staffing Ratio for the Industry Norm \(National Governing Bodies of Sport\)](#)

GNAS currently 1 – 3000

Target 1 - 2000

Coaching:

Progress:

Coaching within the sport of archery has grown over recent years with 75% of clubs now having at least one recognised coach as a club member.

Where are we now?

Current figures (as of 2004)

Senior Coaches	33
County Coaches	167
Coaches	572
Level 1 Coaches	442
Leaders	9516

The future:

The sport will continue to support the growth in the number of coaches and their development. This will be done in line with the World Class Coaching system which aims to provide the right coach, at the right time in the right place.

Commercial Development:

Following the successful Marketing Day led by British Olympic Association's Director of Marketing, see appendix 1, it was thought appropriate to commission a full commercial audit. We eventually contracted Goodform, a Sales and Marketing Company specialising in Sports Clubs and National Governing Bodies, to complete the audit.

The audit covered the following areas:

- Membership
- Sponsorship
- Events inc. Ticketing
- Merchandising & Licensing
- Advertising
- Affinity Marketing
- Corporate Hospitality
- TV rights
- Courses
- Awards & Certificates
- New Technology

To realise some of the potential opportunities for commercial growth we will tender for a Commercial Manager on a short term contract based on results.

4. Outcomes of the consultation weekend with the GNAS committees and members

4.1 In preparation of this strategy document the Society initiated a planning weekend with members drawn from the different aspect of the sport. From this weekend the key messages and actions were confirmed and this section of the document provides an overview of the main points that emerged from the consultation weekend with the GNAS committees and members.

4.2 One of the key areas that the GNAS felt that needed to be addressed is marketing and commercial development and in preparation for this plan the Society organised a workshop with the BOA marketing officer. The outcomes of that session also informed the development of the plan.

4.3 For the purposes of developing the strategic plan the different aspects of the sport have been grouped into the 6 categories.

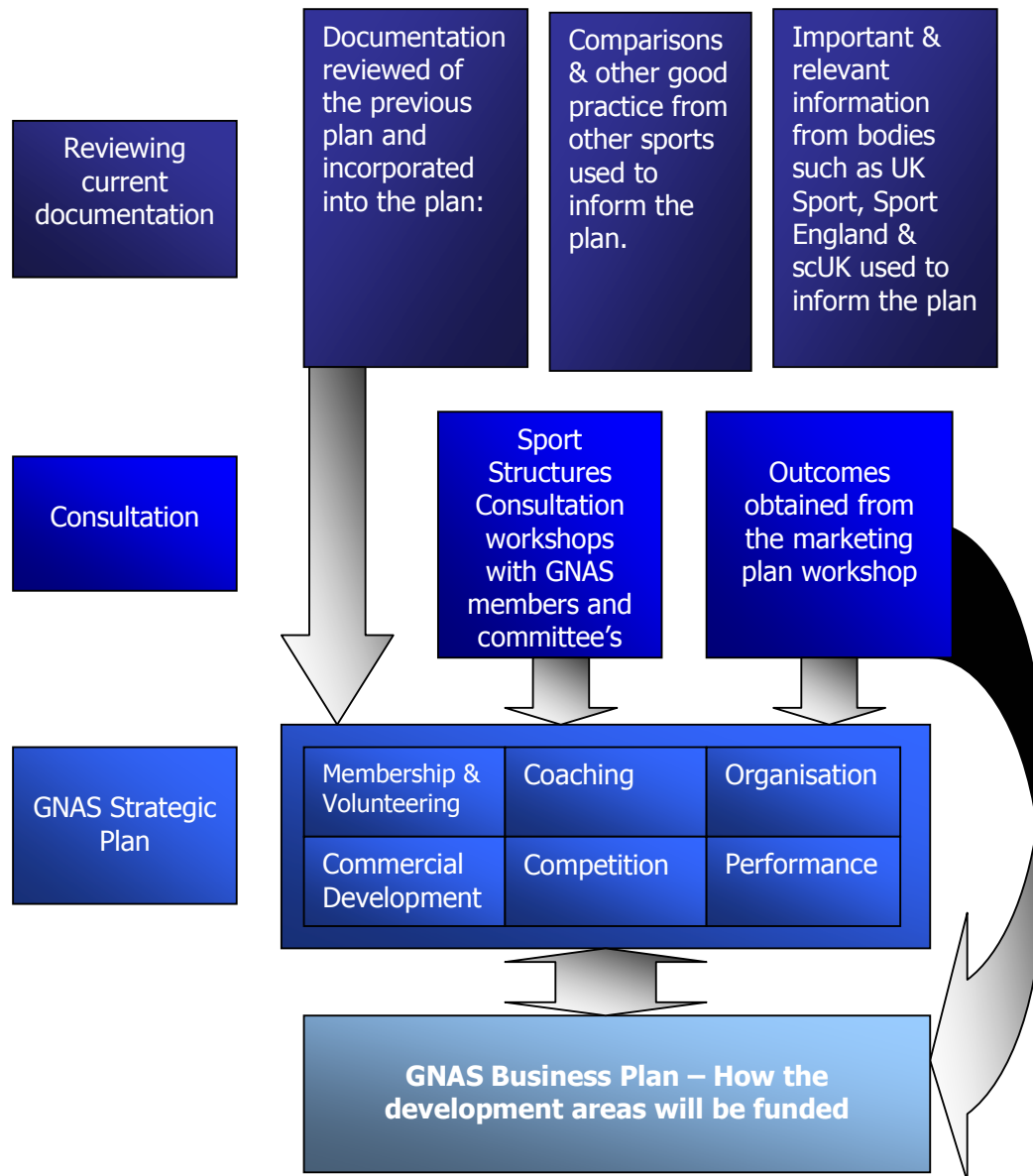
These being:

- Performance
- Membership & Volunteering
- Organisation
- Competitions
- Coaching
- Commercial Development

5. Development of the strategy

5.1 This section highlights how the previous strategic plans have merged together with the outcomes from the workshops and marketing workshop to form the foundations of the new strategic plan for the GNAS.

5.2 The diagram illustrates the development of the strategic plan:



6. GNAS Strategic Plan

6.1 Strategic Goal; Membership & Volunteering: To increase the number & support the current level of members participating within clubs, informally & volunteering

Headline KPI: Increase the number of members from 28500 to 40000 (5% increase year on year to 2013)

Objective	Actions	When	Key Performance Indicators	Responsibility	Resource Requirements
6.1.1 To increase the number of people who are members of the GNAS	Develop a membership structure that takes into account: <ul style="list-style-type: none"> Attracting more participants from external organisations 	Dec 2008	5% rise membership each year for the next four years. Membership growth – 40,000 by 2013	Ops – Field Committee	Nil Cost
	To investigate the following: <ul style="list-style-type: none"> Tier membership – recreational & competitive Prices to reflect the above – less for recreational Social memberships – encourage committee roles Membership scheme offered to holders of the Archery Leader Certificate 			Finance	
	<ul style="list-style-type: none"> Change the perception of the sport within the wider community. Use high profile 'come and try' and benefits of archery as an aerobic activity 			M & D	
6.1.2	Increasing membership in conjunction with the commercial development plan, see 6.6			M & D	

Objective	Actions	When	Key Performance Indicators	Responsibility	Resource Requirements
6.1.3	To investigate the possibility of: Accredited Retailers to 'sell' GNAS/Archery GB membership in their stores – includes the creation of the criteria required to become an 'accredited' retailer			M & D	
6.1.4 Club Resource Pack developed that includes a wider range of guidance notes and various templates	Development of a resource that includes guidance for clubs on a wide range of subjects including: <ul style="list-style-type: none"> GNAS Rules of shooting. Club administration advice. Safety advice. Coaching advice. Training policies. Judging advice. Funding bids information & templates. Event organisation advice and templates. Junior archery information. Up-to-date disability legislation. Advice & good practice Development of resource: <ul style="list-style-type: none"> Individual committees to contribute to the development of relevant sections 	Content developed – June 2008 Resource developed – Dec 2008		CEO Ops M & D All Committees	NDM time
6.1.5 A ranking system is developed that supports the needs of members at all stages of the performance ladder, junior and senior	A ranking system is developed that encompasses: <ul style="list-style-type: none"> The formal use and structure & schemes such as the 252, Rose schemes and FITA metric rounds for juniors The ranking scheme provides personal motivational goals as well as a competitive element The ranking system informs a junior talent identification structure The system is easily administered and updated 			Ops Junior Committee	Significant volunteer time if internal

Objective	Actions	When	Key Performance Indicators	Responsibility	Resource Requirements
which also supports talent I.D					
6.1.6 Provide support to clubs through the development of a clubmark programme	Developing a clubmark programme that aims to ensure a safe environment for Juniors and the: <ul style="list-style-type: none"> • Creation of more clubs • Developing bigger clubs • Development of mentor clubs 	Clubmark programme developed – June 2006	Club mark programme in place Targets for clubs achieved	M & D	NDM time Costs dependant if NGB wants to financially support clubs through the process
	Supporting to clubs to develop facilities: <ul style="list-style-type: none"> • Greater political pressure to help provide facilities • Templates for ground purchase and developing funding bids • More co-operation between clubs & counties to provide facilities • Clubs to share facilities and resources 	First batch of clubs to have received clubmark accreditation – June 2007		CEO / M & D	
	<ul style="list-style-type: none"> • Develop initiatives such as 'A Club Junior "Archer of the Year"' that recognises the contributions of young archers to the development of the sport 	First batch of clubs developed to become mentor clubs –Dec 2008		Ops – Junior Committee	

Objective	Actions	When	Key Performance Indicators	Responsibility	Resource Requirements
6.1.7 Improve the skills of club volunteers, administrators & judges	Development of a volunteer strategy as part of a whole workforce plan which includes: <ul style="list-style-type: none"> An audit of volunteers to identify the skills matrix of volunteers Develop a volunteer strategy that identifies the action to improve the recruitment, retention, rewarding & recognition of volunteers Creation of a volunteer database Structured 'credit based' programme for those who want to commit to 2012 & major events 		Volunteer plan in place as part of Workforce plan	M & D	4k if commissioned externally Database costs – Nil if current one is adequate Up-to 2k for new database inc design
	<ul style="list-style-type: none"> Training & education programme 			All	
	<ul style="list-style-type: none"> Judge training programme to be developed supporting out of County and Region experience Field Captains training 			Ops – Judges Committee	
6.1.8 Schools, Sport Colleges University and other Higher Educational establishments	<ul style="list-style-type: none"> To undertake a Schools survey to establish a base line of schools participating in archery To promote archery in Schools and Sport Colleges Produce a standard for the introduction of Archery in schools so a consistent approach can be applied throughout the Country To increase the awareness of Archery with Governmental departments through the PESSCL, active sport etc. data collection to DCMS DfES, Youth Sport Trust 			Schools Development Officer	

Objective	Actions	When	Key Performance Indicators	Responsibility	Resource Requirements
	<ul style="list-style-type: none"> • Develop archery as a part of the school curriculum • To access funding and/or support through government schemes in each Home Nation e.g. PESSCL, Active Sports 				
	<ul style="list-style-type: none"> • Develop the participation of University Archery • To develop a programme to assist in the continued professional development of existing junior membership when attending Higher Educational establishments • To have a system in place to encourage continued participation in Archery on leaving Further Education through the introduction to the GNAS Club network 			BUSA SMG for Archery	

6.2 Strategic Goal; Coaching: Develop a coaching system for archery that is in line with the World Class Coaching System and will provide a coach who is Fit for Purpose and deliver the Right Coach at the Right Place at the Right Time

Headline KPI: Increase the number of coaches to have a minimum of 2 per club

Objective	Actions	When/Progress	Key Performance Indicators	Responsibility	Resource Requirements
6.2.1 Development of a coaching strategy that is linked to the player performance pathway	<p>Development of a coaching strategy that is part of the overall workforce development plan to include:</p> <ul style="list-style-type: none"> • An audit of coaches to identify the skills matrix of coaches • Develop a coaching strategy that identifies the action to improve the recruitment, retention, rewarding & recognition of coaches • Creation of a coaches database – includes coach management functions such as coach licence renewal updates etc. • Training & education programme developed in-line with the National Coaching Certificate • Development of a coaching pathway • Development of a Player Pathway in conjunction with other departments • System in place that allows Level 3 coaches and beyond to choose specific areas of development • A licence renewal system to be developed that is based around Continual Professional Development 	<p>Matrix by Dec 2007</p> <p>Database by Dec 2007</p> <p>Training & Education by Dec 2008</p>	<p>Bring Coach education structure in-line with National Coaching Certificate by Dec 2008</p> <p>5% rise in new coaches year on year</p>	Ops - Coaching	<p>4k if commissioned externally</p> <p>Significant volunteer time if internal</p> <p>Integrated into current database or part of new database see 6.1.5</p>

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
	<ul style="list-style-type: none"> Training module developed for coaches who work with archers with disabilities (supported by Disability team) 			Ops – Disabled Committee	
6.2.2 Development of a system that supports and develops juniors into coaching positions	<p>Development of a system that supports the development & recruitment of junior coaches. It will include:</p> <ul style="list-style-type: none"> Club mentoring programme for new coaches between experienced juniors or adult archers & coaches Make coaching more “coherently accessible” to junior archers The Junior Assistant Coach programme for 15-year-olds be publicised 	<p>Club mentoring programme developed Apr 2008</p> <p>Coaching pathway for juniors reviewed and developed by Dec 2008</p>	<p>20 newly qualified coaches within the 15-16 age group by Dec 2008</p> <p>2% rise year on year thereafter</p>	Ops – Junior Committee	Coaching Committee time
6.2.3 Coach management policies and procedures are developed and implemented	<p>Development of an accreditation & management scheme for professional coaches:</p> <ul style="list-style-type: none"> Identification of professional coaches/coaches who would like to become professional coaches Developing a licensing structure for professional coaches –includes minimum standards Development of a bookings process Development of a management & quality control process 	Professional coaches & standards identified by Dec 2008	<p>Coach bookings and management system in place by Apr 2009.</p> <p>1000 hours of bookings</p>	Ops - Coaching	5k set up costs – could be self funded through a business plan. Sales commission based running costs if

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
	<ul style="list-style-type: none"> Promote the availability of professional archery coaches to clubs, schools and the wider public in conjunction with the commercial strategy 		to be taken each year		external or volunteer/p/t administrator if internal – 10k
6.2.4 Development of a system that supports Archery Leaders	Development of a system that supports the development of: <ul style="list-style-type: none"> Archery Leaders Leader course improvement and promotion 			Ops - Coaching	

6.3 Strategic Goal; Performance: Junior & Senior to provide high quality support to achieve international success

Headline KPI: Achieve medals in 50% of International tournaments

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Strategic relationship
6.3.1 Senior Performance objectives to ensure continued development and identification of elite and potential performers	Performance Unit to take lead on identifying and developing Senior performance Actions & Objectives.			CEO – PD unit	
	Consistent Ranking Policy developed that helps identify the top athletes in the country – all disciplines			CEO – PD unit	
	<p>Visually Impaired (VI) development squad selected</p> <p>Qualifying scores for the elite squad are established</p> <p>A training camp for VI archers is held in 2006 (Full Burntwood shooting)</p> <p>The Loughborough research project produces a workable process to improve the transition to blindfolds. (This should be measurable by actual performance improvement for individuals) People with even very low levels of acuity have many problems when totally blacked out.</p>		<p>Qualifying scores by 2007</p> <p>Medal performance at the first IPC event involving VI archers.</p>	Ops – Disabled committee	
6.3.2 A structure is in place that enables Junior Archers to see a clear,	<ul style="list-style-type: none"> • Consultation first with Regional Junior Officers to identify "best practice". Review of this via a seminar • A booklet is available for issuing at club level, detailing all matters relating to junior archery, from beginning to international. • That the County and Regional teams in the National Championships are pre-nominated to encourage squads 			Ops - Junior Committee	

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Strategic relationship
<p>well defined line of development and progression from club level to national level that is consistent throughout the UK.</p>	<p>to develop (supported by performance team/committee).</p> <ul style="list-style-type: none"> • The selection process is clear, well publicised and objective, and selection of appropriate archers is made from as wide a participant base as possible (supported by performance team/committee). • A Talent ID programme for Juniors is developed - the structure in place enables those responsible for Junior Archery at all levels to be able to identify/nominate potential young archers with talent (supported by performance team/committee) • Work with the Head Coach to develop the process to meet the requirements of international representation • Publicise process, via most suitable medium, to widest audience • Tournaments using the rounds necessary for international qualification are available throughout the season, and throughout the country • That more 720 rounds should be put on early in the outdoor season. 				
	<ul style="list-style-type: none"> • Field selection system to be open and only changed when necessary • More high level training for Juniors • Establish Regional training squads • More training opportunities in team, slope and 			Ops – Field Committee	

Objective	Actions	When/ Progress	Key Performance Indictors	Responsibility	Strategic relationship
	<p>European based training acclimatisation</p> <ul style="list-style-type: none"> Specialist analyst equipment 				
6.3.3 Creation of archery centres of excellence	<p>To investigate the following: Utilise the 2012 experience to develop excellence centres across the UK</p> <p>Sell to other countries as pre-Olympic training camps and centres of excellence for beyond 2012</p> <p>Identify large clubs who could either improve current facilities or relocate to the new centre of excellence</p> <p>Use centres to encourage archer participation in the sport – school use etc</p>			CEO / M & D	Unquantifiable
	Use the centres to attract major events			M & D	
	Use centres to train volunteers			All	

CROSS REFERENCE TO THE MAJOR EVENT STRATEGY

The strategy has been developed in liaison with UK Sport, the International Federation: FITA & EMAU and with the approach of London 2012, LOCOG.

6.4 Strategic Goal; Competition: For archery to have a structured competitions programme, both National & Domestic that meets the needs of the membership and is run by well trained event organisers

Headline KPI: Membership satisfaction of 90% for GNAS Events

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
6.4.1 Develop further the National competitions programme and national events standards	Development of a National Events Strategy which will: <ul style="list-style-type: none"> Establish what events need to be organised prior to 2012 and beyond To communicate dates of National Events and all new ideas to the Performance Unit. 	Events established by Dec 2008	New events each year	M & D	Event Committee time
	<ul style="list-style-type: none"> Looking at the viability of changing the British Target Championships to a Double FITA Star. Looking at the viability of organising an invitation Indoor event. Identify a club/county in South East & Northern Ireland that will run a premier shoot Develop ways to improve the Home Nations matches within the National tournaments 	New tournaments established by Apr 2008	Major championship held	Ops – National Tournaments	Events to be self-funded
	Set standards for events to upgrade the organisation & running of National Tournaments which includes: <ul style="list-style-type: none"> All major national tournaments provide for VI participation Development of a template for event organisers Produce a template of approved scoresheets, entry 	Templates produce by 2008	Membership satisfaction rating of tournaments > 90%	Ops – National Tournaments	Standards to be included in the club resource – see 6.1.4

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
	<p>forms and results</p> <ul style="list-style-type: none"> • Minimum standards set for GNAS record status events • Plan the rolling programme of purchase of equipment necessary for National Events. <p>As part of the overall workforce strategy:</p> <ul style="list-style-type: none"> • Develop a training programme for National event organisers and other personnel 				
6.4.2 Develop further the Domestic competitions programme and domestic events standards	<p>Development of a Domestic Events Strategy which will include:</p> <ul style="list-style-type: none"> • Giving more choice of events to the membership - Looking at organising an Indoor Team Tournament • More team tournaments for counties, regions and affiliated bodies • A calendar of events year on year 	<p>Events established by Dec 2008</p> <p>New tournaments established by Apr 2008</p>		Ops – National Tournaments	No costs, Event Committee time
	<ul style="list-style-type: none"> • Parents and juniors are encouraged to shoot at the same tournaments • Tournaments using the rounds necessary for international qualification are available throughout the season, and throughout the country 	<p>Events programme established by Apr 2008</p>		Ops – Junior Committee	
	<p>Set standards for events to upgrade the organisation & running of Domestic competition which includes:</p> <ul style="list-style-type: none"> • Development of a template for event organisers • Produce a template of approved score sheets, entry 	<p>Templates produce by 2008</p>		Ops – National Tournaments	Office staff time

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
	forms and results lists <ul style="list-style-type: none"> Encourage all organisers of events around the country use the templates. 				
	Update the National Records for all GNAS & FITA age groups (supported by event organisers – template/procedure to go in club resource pack?)			Ops	Office staff time

6.5 Strategic Goal; Organisation: To ensure the organisation of the society is suitable for the needs of the sport.

Headline KPI: The sport can give the level of reasonable assurance of its Governance as per the Sport England Assurance statements

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
6.5.1 Ensure effective Governance of the sport.	Ensure that the Society is able to provide assurance that its systems, policies and procedures for <ul style="list-style-type: none"> • Corporate Governance • Financial Management • Policy and Procedures • Strategic Planning • Human Resources • Risk Management are in place and regularly reviewed	2007		Board	CEO & volunteer time
	Regularly review progress of the plan at each Board meeting with a full yearly review to re-align/set targets for the coming year	Quarterly and yearly review	Board agenda every quarter Committee agendas every quarter	Board and Committees	
6.5.2 Maintain and develop a professional and volunteer	Review the role and function of the GNAS Board	2009		Board	Volunteer & CEO time

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
structure to meet the needs of the sport	Review the role and function of all Committees throughout the life of the plan Review all systems which are accountable to the Board to ensure fit for purpose.	2007			
	Develop and manage a staff team to work closely with the voluntary sector see appendix 1	Ongoing		CEO	CEO time
	Employment of a National Development manager/partner	2006	National Development Manager in place by 2006	CEO / M & D	25k per year + 5k expenses
	To investigate the setting up of a Foundation fund to assist clubs to develop	2010		Board	
6.5.3 To develop action plans related to the needs of the sport	Develop and implement an overall workforce plan covering: <ul style="list-style-type: none"> • Coach development 	2007	Workforce plan identifies the development of coaches, staff and volunteers	Ops – Coaching	See 6.1.7 and 6.2.1
	<ul style="list-style-type: none"> • Professional staff development 			CEO	
	<ul style="list-style-type: none"> • Volunteer development 			M & D	
	Meet the standards laid down for the following areas: <ul style="list-style-type: none"> • Equality: Meet the Preliminary Equality standard • Child Protection: Meet the Preliminary standard • Anti-doping: Ensure policies and procedures area accredited by UKSport/WADA 	2007 2007 Ongoing		CEO	CEO and volunteer time

Objective	Actions	When/Progress	Key Performance Indicators	Responsibility	Resource Requirements
6.5.4 Maintain and develop the GNAS communication with its members, clubs and external organisation	Ensure effective communication channels through an up to date and active Website;	Ongoing	Number of page impressions per quarter	M & D	Office staff time. See also 6.1.4 for club resource costs
	Develop, manage and maintain an effective database of and for: <ul style="list-style-type: none"> • Members • Coaches 	2007	Database for identified clients	CEO	Incorporate into current database, or for new database development see 6.1.5
	<ul style="list-style-type: none"> • Volunteers • Commercial clients 			M & D	
	Develop a communications team to manage the overall effectiveness of communication	2008	Communication Action plan to address areas of poor communication	M & D	NIL
	Set a series of standard operating procedures in relation to responses to inward communication for: <ul style="list-style-type: none"> • Post • email • Telephone messages • FAX 	2007	Standards set for communication Improvement plan in place for areas of concern	CEO	CEO time

6.6 Strategic Goal – Commercial Development: To have a sustainable commercially active Sport

Headline KPI: To implement a commercial development plan by 2007.

Objective	Actions	When/ Progress	Key Performance Indicators	Responsibility	Resource Requirements
6.6.1 Develop and implement an overall commercial development plan for the GNAS	Develop a plan that addresses the opportunities for the sport to develop in the areas of: <ul style="list-style-type: none"> • Membership Schemes • Television Rights • Sponsorship • Ticketing • Corporate Hospitality • Conference & Banqueting • Advertising • Merchandising & Licensing • Affinity Marketing • Internet/Technology • Awards & Certificates 	2007	A commercial development plan that provides an increase in commercial exposure and income to the GNAS and the sport as a whole	M & D / CEO	Payment - Commercial partner
6.6.2	Implement the Commercial Development Plan	2007 and onwards	A staged implementation of the outcome of the commercial development plan	M & D / CEO	
6.6.3 Appointment of a commercial director/partner	Commercial director appointed on contract In-house commercial director appointed	2006 Dec 2008	Appointments made	M & D / CEO	Commercial director/partner 30k per year + expenses

