



Get into American Football – the BAFA Whole Sport Plan (issue 1)

By Ken Walters (BAFA WSP Manager)

23 September 2007

| <u>Contents</u>                                      | <u>Page</u> |
|--|-------------|
| Chairman's statement                                 | 2           |
| The landscape for American Football in Great Britain | 3           |
| • A governmental perspective                         | 3           |
| • The role of BAFA                                   | 4           |
| • Unique attributes of our sport                     | 4           |
| • The presence of the NFL in Great Britain           | 5           |
| • The mix...   | 6           |
| Acknowledgements                                     | 8           |
| WSP Programmes overview                              | 10          |
| • Management programmes                              | 13          |
| • Development programmes                             | 61          |
| • Partnership programmes                             | 88          |
| A pragmatic view                                     | 112         |
| Budget analysis                                      | 112         |
| Conclusion   | 112         |

## Chairman's statement

To begin, I am going to take the opportunity to answer a frequently asked question.

“...What is a Whole Sport Plan (WSP) and what will it achieve...”

A WSP is exactly what it says on the tin – it is a plan for the whole of the sport. From grassroots through to elite, our WSP identifies our vision for the sport and how we will achieve it. This includes recruiting, training and retaining personnel to deliver our objectives. The plan forms a cohesive framework to enable people to start, stay and succeed in the sport of American Football (contact and non-contact) in Great Britain.

Our WSP is also compliant with the new ways of directing support, resources and funding to the National Governing Body (NGB) and, if successful, will allow commercial partners and government agencies to give focused investments to BAFA to provide the resources we need to drive our sport forward. Measurable results will also give an indication of how well we are performing and if our ‘sponsors and partners’ are getting value for money from their investment.

Of course, these plans may change in the coming weeks, months and years – caveats will appear where appropriate to support this. The purpose of this document is to introduce the landscape into which our WSP will be relevant, specify detailed programmes we have identified and provide an indication the path we hope to tread.

I would like to take the opportunity to personally thank all the key stakeholders for the good work they have done under the guidance of the (WSP) team (Glen Schild, Jim Messenger and myself) and the advisory team of Andy Fuller (NFL/BUAFL) Simon Newnham (NFL/BAFA/BAFL) and Ken Walters (BAFA/BAFL) – with particular thanks to Richard Norman from the Central Council of Physical Recreation (CCPR) for his advice and guidance on so many topics. As we close this chapter on our development, we can allow ourselves a brief a moment to reflect on what we have achieved so far – however, the real hard work begins tomorrow when we begin implementation of our plan!



Gary Marshall – BAFA Chairman



## The landscape for American Football in Great Britain

To understand why the BAFA has decided to create a WSP at this time, the scope of the plan and what it will achieve, we must consider the wider sporting landscape in Great Britain. In particular, from a governmental perspective, the role the BAFA plays within that, how the unique attributes of our sport can be used to our strength and the presence of the National Football League (NFL) in the British market – all of which have an interdependence with one another and a role to play in the future of sport of American Football in Great Britain.

### A governmental perspective

In summary, the Department of Culture, Media and Sport (DCMS) writes the agenda for sport in Great Britain. This is known as the Public Sector Agreement (PSA or otherwise known as PSA 3 targets) targets. The PSA targets are 1% increases per annum in a number of areas. Specifically for sport, Sport England (SE) is the designated government-funded body charged with the responsibility to administer resources and funding in England to deliver these targets. To do this, they have used the following key performance indicators (KPI's) to measure the 1% per annum target increases:

- Participation: Increase in participation in NGB-driven activity
- Clubs: The number of accredited clubs within the sport
- Club membership: The number of active members of clubs within the sport in the previous twelve months
- Coaches: The number of qualified coaches actively providing coaching in the sport in the last twelve months
- Volunteers: The number of active volunteers supporting the sport in the previous twelve months
- International success: Performance by teams and/or individuals in significant international competition and world rankings
- English athletes representing GB: the percentage of English athletes in GB teams in sports competing as GB

It is important to note, in other home nations (Scotland, Northern Ireland and Wales) there is an acceptance and recognition that for British NGB's (similar to BAFA) a WSP (or One Stop Plan (OSP)) that accommodates these targets is relevant to their nations objectives as a minimum. However, it is important to note each Nation (including England) may have agendas other than PSA 3 targets. These agendas are addressed independent of PSA 3 targets and may also be covered directly or indirectly within our WSP.

Specifically in England, SE categorises sport as 'Priority', 'Developmental' and 'Other'. Broadly speaking, 'Priority' sports are those that compete at the Olympic Games, Commonwealth Games and at World and European Championship events. 'Developmental' sports are those that compete only at World and European Championship events. Resources and funding are tacitly channelled into 'Priority' and 'Developmental' sports. SE does not directly fund sports that are in the 'Other' category.

As a sport in Great Britain, American Football does not appear on the horizon (and will not for many years to come – if ever) as a 'Priority' sport due to factors beyond the direct control of the NGB. However, it can be considered as a 'Developmental' sport if it applies itself appropriately. The benefits of becoming a 'Developmental' sport are, therefore, greater access to support, resources and funding streams. The BAFA is the NGB for the sport of American Football, is recognised as such by SE (and its partners in other home nations) and currently sits in the category described as 'Other'.

It is important to note that whilst BAFA considers it an objective to become a 'Developmental Sport', BAFA is not building a WSP that is reliant on government funding – indeed, our WSP will focus on delivering the sport of American Football through financial independence.

The process of consideration for 'Developmental' sport status is one that will be undertaken by SE through late 2007 and early 2008. Those sports granted 'Developmental' status would be part of a programme valid until 2013.

## The role of BAFA

Prior to the 1980's, there was little record of American Football being played in Great Britain. In the early 1980's, Channel 4 provided a weekly, sixty-minute National Football League (NFL) highlights programme and Britain experienced an explosion of interest with over two hundred clubs becoming established in less than two years. The British American Football Association (BAFA) was established in 1987 in response to the massive increase in demand for participation that the Channel 4 show had created.

The BAFA is today recognised as the NGB for the sport of American Football (contact and non-contact (or Flag)) in Great Britain by SE, SportScotland (SS), Sport Northern Ireland (SNI) and the Sports Council for Wales (SCW). Its membership (nearly 7,000 at publication) is comprised of individuals of one or many of the following organisations:

- British American Football Coaches Association (BAFCA)
- British American Football Referees Association (BAFRA)
- British American Football League (BAFL)
- British American Football League – Flag (BAFL Flag)
- British Universities American Football League (BUAFL)
- British Youth American Football Association (BYAFA)

The Board of Directors of BAFA is made up of the Chairmen, Presidents and Chief Executives of each of the associations and they currently govern the sport of American Football in Great Britain.

The role of BAFA is to govern the sport of American Football; understand, through wider stakeholder engagement, those key areas that require support for further development; and give focused attention to addressing those issues in a priority order to ensure substantial and robust growth – the objective of our WSP.

## Unique attributes of our sport

All sports have unique attributes – American Football is no different. In understanding these attributes through wider stakeholder engagement, American Football can use these attributes as strengths to develop the sport. Let us consider those relevant features.

To establish an American Football team (adult contact only) requires the following:

- A minimum of twenty-four athletes of diverse abilities (the average size of a playing squad of a 2007 BAFL club was fifty-two)
- A coach/player ratio of approximately 6/8 to 1 (therefore a minimum of three coaches per team)
- Considerable investment in player and bespoke training and game-day equipment
- Training facilities comparable to that of an established Rugby Union/League club

Once a team has successfully established the aforementioned, a period of coaching is required so a team can play against another team – it is not uncommon for this period to be in excess of twelve months.

To be able to 'play a game' requires the facilities of a Rugby Union/League club (or their equivalent) that has changing room facilities for at least four teams, a minimum of four officials and a team of operational or 'game-day' staff. To compete in regular season activity, this large squad of players, coaches and staff need to exhibit high levels of consistent commitment.

As a result of these challenges, an established team will typically have acquired a great number of volunteers skilled in operational, development, media and marketing fields as well as the obligatory finance, performance and administration required to manage a sports club. It is not uncommon to find that an established American Football 'club' (adult contact only) can be as large as eighty to one hundred personnel strong and with associated youth, junior and flag teams the ranks can swell into the many hundreds.

A by-product of the pathway to becoming an established club is that, usually, only one team exists in a sparsely populated region/county, large town or city – thus creating a large, vibrant sports club with many willing and able volunteers from diverse backgrounds devoted to the development of their American Football club in their area.

Independent of these inclusive clubs, there exists an exclusive participatory team environment at Universities. These teams play in the BUAFL and provide a valuable horizontal entry point for athletes wishing to participate in the sport of American Football. In some instances, relationships between these inclusive and exclusive clubs have developed – extending further the wider family of the American Football club in an area.

The BAFA recognises that these vibrant clubs (from Inverness to Newquay) facilitate the development of the sport via their volunteer workforce – this unique attribute of our sport is one the BAFA intends to use as one of its strengths to deliver the WSP.

### The NFL presence in Great Britain

The NFL is one of (if not 'the') the most successful sports related businesses in the world. Based in New York, the NFL produces a charismatic, highly polished game-day product – the 'visual' pinnacle of the sport of American Football. Its key revenue streams are TV and merchandising rights of this 'sports' product.

Historically, the NFL has had a presence in Great Britain for more than twenty years. As previously mentioned, in the mid-80's, an hourly NFL highlights programme on terrestrial television in Great Britain was the driving force behind the establishment of over two hundred teams – although this growth proved unsustainable due to domestic issues. Since the 80's, the NFL has had both successes and failures in the British and European markets. Nonetheless, the primary source of introduction to the sport of American Football is via exposure to the NFL product. Therefore, a significant and contributing factor in our dynamic is the presence of the NFL in the British market.

For many years, the NFL have had UK offices with both a media and marketing and player and game development presence devoted to the British, European and global/non-US markets. Specifically over the last few years, the NFL UK offices have become dedicated to delivering an expansion programme for the sport of American Football – with a focus on the British market. The fruit of their labours has meant that in October 2007, Wembley Stadium will be the venue for the first-ever regular season NFL game outside of the Americas – ticket sales enquiries for which have exceeded 600,000. In addition, television exposure on subscription and terrestrial stations is set to massively increase to levels comparable to that of Premiership football (soccer).

Whilst the landscape has changed since the 1980's, some parallels can be drawn with the early days of the sport in Great Britain, when we experienced an explosion of demand for participation. It is anticipated that the increase in exposure will further increase the demand for participation and if the NFL is successful with their plans in the coming months, this exposure in the British market could be only the tip of the iceberg.

## The mix...

Consequently, over recent months, the BAFA has recognised the potential that is ahead of the sport due to a combination of all of the aforementioned factors. In November 2006, the BAFA commissioned Ken Walters to undertake wider stakeholder engagement and create a WSP for the sport of American Football in Great Britain. In setting goals and considering the pathways to achieve them, we must consider what is right for our sport. As a benchmark, the BAFA has adopted the wholesome targets set by DCMS/SE to calibrate its own growth. An initial internal audit shows the BAFA are, in some areas, growing in excess of twelve times that which is set by the DCMS/SE. A by-product of the audit has also highlighted other bigger issues and deductions that can be encapsulated as follows:

- The BAFA loses the opportunity to grow by a further at least 6% per annum due to the quality of the service offered to its 'new customers'
- Current growth shows correlation to increases in NFL exposure in the British market
- NFL exposure in the British market is about to increase exponentially

Adoption of the PSA 3 targets has highlighted that the BAFA challenge is less about recruitment than the targets state. Our challenge is more about supporting our current personnel to offer a better service to our new customers – a customer base that is increasing rapidly and beyond the control of the NGB largely thanks to the impact of the NFL exposure in the British market and with the potential to rise further in the coming weeks, months and years. Indeed, due to the impact of the increase in exposure in the British market by the NFL, every aspect of our WSP is deemed as 'urgent' with a preferred delivery date for all projects being 'now' to prevent disillusioned new customers leaving our sport prematurely due to a poor experience. However, pragmatically, BAFA understand this is too great a challenge and, therefore, the following mission statement has been derived to encapsulate the vision of our organisation:

**“To be Europe’s leading American Football Nation – delivering better opportunities for people to start, stay and succeed in American Football by 2013”**

To deliver this vision, the BAFA recognises the five categories of people who form the pillars of our sport. These are:

- Players
- Coaches
- Referees
- Volunteers
- Fans

Fundamentally, anyone undertaking activity in the sport can be placed into one or more of these pillars.

In developing our WSP, we are reflecting upon the following policies to ensure the programmes to develop our pillars are underpinned with appropriate protocol:

- Corporate governance
- Financial management
- Marketing
- Child protection
- Risk management
- Equity and diversity
- Human resources

Where possible, the BAFA has executed some of these policies prior to publication of the WSP in an effort to steal a march on the greater challenge ahead. Those policies that have not been delivered before this publication are included in the 'Implementation of foundation policies' project (see 1.3.1.1.2)

With these policies in place, the BAFA can, with confidence, initiate the programmes necessary to support the delivery of the sport of American Football in Great Britain. This process has been divided into three interlinked programmes: 'Management', 'Development' and 'Partnership'. Each programme will consist of many projects. Each project will be undertaken individually and according to a standardised 'way of working' ('WOW') that will be reported in four stages – initiation, planning, execution and closure.

Each project will have a clear and written brief detailing the specification of the task – as well as other key information.

Our WSP is published and presented to Richard Norman of the CCPR at BritBowl XXI (the BAFL National Championships) on 23<sup>rd</sup> September 2007 at Don Valley Stadium, Sheffield. The implementation programme has already commenced in some areas – but will formally commence on 1<sup>st</sup> October 2007 and continue unabated until 2013 – and beyond. Project reports will be provided to the BAFA Board of Directors on a monthly basis and an annual report on the WSP will be published in the September of future years. It is also anticipated that work on a second WSP addressing longer-term objectives will commence in 2011. This second WSP will be published in 2012, overwrite 2013 plans and run until 2023. It must be noted, however, if private and public sector opportunities occur during this period, this plan and the contents thereof will be subject to review.

Finally, due to the impending increase in exposure in Great Britain, it is important to note the BAFA has already launched the first stage of its advertising and marketing campaign – 'Get into American Football' – at the inaugural BAFA Convention at the University of Leicester on 30<sup>th</sup> June, 2007. 'Get into American Football' (currently a website – [www.getintoamericanfootball.com](http://www.getintoamericanfootball.com)) will be the mantra for our sport for the coming months and the primary access point for new customers wishing to participate in the sport of American Football. Being multi-iconic and relevant to our pillars (play, referee, coach, volunteer and fan), the campaign will swiftly and effectively direct new customers to the volunteer workforce (clubs, coaching and officiating associations) dedicated to delivering the sport of American Football. The campaign will be flexible to cover the following mediums as a minimum:

- Advertising and promotional campaign
- Interactive road-show
- Website ([www.getintoamericanfootball.com](http://www.getintoamericanfootball.com))
- TV documentary/show

'Get into American Football' is also the title of our WSP.

To conclude, there is a great opportunity ahead for our sport in Great Britain. We are currently experiencing growth many times greater than DCMS/SE's targets. With increased NFL media exposure this coming year and in future years, we can only expect this growth to increase. Our challenge is not meeting DCMS/SE targets – this is a given. Our challenge is equipping our members to maximise the opportunity presented to us – the role of BAFA and its WSP is to overcome this challenge!



## Acknowledgments

Thanks at this time go to the following people (in alphabetical order):

Douglas Adamson (SGA)  
Tony Allen (NFL)  
Gerry Anderson (NFL)  
Ben Andersen-Tuffnell (CCPR)  
Tariq Ayub (BAFA – NP)  
Mark Balcar (DCMS)  
David Bamford (BYAFA)  
Wendy Bamford (BAFA/BYAFA)  
Sallie Barker (CCPR)  
Mark Blyth (BAFL)  
Jim Briggs (BAFA/BAFRA)  
Sara Buckley (NFL)  
Nick Bunting (RFU)  
Julia Chatwood (BAFA/BYAFA)  
Nigel Clift (BAFL)  
Phil Cottier (BYAFA)  
Mark Fletcher (SFFA)  
Andy Fuller (NFL)  
Simon Hatcher (BAFCA)  
Henry Hodgson (NFL)  
Matthew Joyce (NFL)  
Alistair Kirkwood (NFL)  
Rose Lubega (DCMS)  
Pat Mapleston (Consultant to BAFL)  
Gary Marshall (BAFA)  
Stuart McKay (BAFA/SGA/SFFA/NP)  
Jim Messenger (BAFA/BAFCA)  
Simon Newnham (BAFA/NFL/BAFL)  
Richard Norman (CCPR)  
Dave Pawson (BYAFA)  
Neil Reynolds (Consultant to NFL)  
Jeremy Rogers (BAFL)  
Glen Schild (BAFA/BAFL)  
Amanda Scriven (SCUK)  
Patrick Smith MBE (NCSS)  
David Tossell (NFL)  
Pete Thom (BAFRA)  
Alan Wilson (BYAFA)  
Ian Wilson (SCUK)

... And the following organisations:

Central Council of Physical Recreation  
Department of Culture, Media and Sport (DCMS)  
National Council for School Sports (NCSS)  
Sports Coach UK (SCUK)  
Sport England (SE)  
Sports Officials UK (SOUK)

... And apologies if we have forgotten anyone!



## The BAFA Whole Sport Plan

## 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 have been 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 are being addressed ahead of the publication of the WSP 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 Chairman 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 28<sup>th</sup> 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 28<sup>th</sup> 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 Chairman(s)
  - 'Operational Management' team (see 1.1.4)
  - 'nations within BAFA' team (see 1.1.7)
- Invite appropriate personnel to become Vice Chairmen 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 be 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 Chairmen 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 Chairman – Political (see 1.1.3.1)

Vice Chairman – Sports (UK) (see 1.1.3.2)

Vice Chairman – Sports (US) (see 1.1.3.3)

Vice Chairman – 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 Chairman – 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 Chairman – 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 Chairman – 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 Chairman – 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 Chairman – 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

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 CPMG (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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA

##### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

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.

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: Execution

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: Initiation

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: Initiation

Schedule: TBA

Budget: N/A

#### 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 at 31<sup>st</sup> October 2007

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 at 31<sup>st</sup> October 2007

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: Execution

Schedule: Closure at 31<sup>st</sup> 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 at 31<sup>st</sup> October 2007

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 at 31<sup>st</sup> October 2007

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 at 31<sup>st</sup> October 2007

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 at 31<sup>st</sup> October 2007

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](http://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

#### 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

### 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

#### 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

#### 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

#### 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

#### 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

#### 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

#### 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

#### 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

##### 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

##### 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

#### 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

#### 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



## 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: Initiation

Schedule: N/A

Budget: TBA

### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

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: Initiation

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 Education Programme

Derived from wider stakeholder engagement, the BAFA recognise the need to develop a CEP that is a cohesive and supportive of the WSP. During the period of wider stakeholder engagement, the CEP was categorised as follows:

- World Class Coaching Strategy
- Teaching football in schools
- Resource Material
- Training Material for Tutors/Assessors
- Recruitment
- Mentoring
- Clinics
- Qualifications
- Long Term Athlete Development
- Regional Coaches Associations
- Continuous Professional Development

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

Delivery personnel: Operational team

Partners: SCUK, NFL, BAFCA, SkillsActive, AFCA

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

#### 2.3.1 World Class Coaching Strategy

Within the CEP, wider stakeholder engagement has concluded that the BAFA must strive to deliver a World Class Coaching Strategy. To these ends, the BAFA has committed to a programme under development by SCUK to deliver such aims.

The methods to deliver this project and activities involved is subject to the partnership with SCUK, however, the impact and outcome will underpin the BAFA objective to deliver 'success' at all levels.

Delivery personnel: Operational team.

Partners: SCUK

Priority: High

Status: Execution

Schedule: TBA

Budget: TBA

### 2.3.2 Teaching football in schools

Derived from wider stakeholder engagement, a project to deliver '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

### 2.3.3 Resource Material

AF to advise specification:

- 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
- The risks involved during the project lifetime and contingency (if any)

Delivery personnel:

Partners:

Priority: High

Status:

Schedule:

Budget:

#### 2.3.4 Training Material for Tutors/Assessors

During the period of wider stakeholder engagement, it has been recognised that training material for tutors and assessors needs to be developed in line with the CEP.

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 the materials for tutors and assessors within the CEP.

Delivery personnel: Administration Director, Performance Director

Partners: SCUK, NFL, AFCA

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

#### 2.3.5 Recruitment

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 source sufficient tutors and assessors to deliver the CEP.

Delivery personnel: Operations team

Partners: SCUK, NFL, AFCA

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

#### 2.3.6 Mentoring programme

During the period of wider stakeholder engagement, it has been recognised that mentoring programme to support the delivery of 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 create mentors to support the delivery of the CEP.

Delivery personnel: Operations team

Partners: SCUK, NFL, AFCA

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

### 2.3.7 CEP Clinics

During the period of wider stakeholder engagement, it has been recognised that CEP Clinics to support the delivery of the CEP is required.

The method for delivering the project will be achieved through wider consultation of appropriate groups to ascertain and needs supported by PlaySmart. The activities involved will be derived during the duration of the project. The impact and outcome will be vehicle to deliver aspects of the CEP.

Delivery personnel: Operations team

Partners: NFL, AFCA

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

### 2.3.8 Qualifications

During the period of wider stakeholder engagement, it has been recognised that qualifications framework to support the delivery of the CEP is required.

The method for delivering the project will be achieved through wider consultation of appropriate groups to ascertain needs and supported by PlaySmart. The activities involved will be derived during the duration of the project. The impact and outcome will support the delivery of the CEP.

Delivery personnel: Operations team

Partners: SCUK, SkillsActive

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

### 2.3.9 Long Term Athlete Development

During the period of wider stakeholder engagement, it has been recognised that the objectives of the CEP is to support the delivery of a coaching framework that supports the delivery of our LTAD. To those ends, the CEP will work in partnership with all those projects relative to the LTAD 1.3.1.2.5.

The method for delivering the project will be achieved through continuous review of projects 1.3.1.2.5.1 to 1.3.1.2.5.2.1 by wider consultation of relevant project personnel to confirm the needs of the LTAD are being addressed. The activities involved will include wider stakeholder engagement with reporting mechanisms by the aforementioned relevant personnel.

The impact and outcome will be a CEP that delivers a coaching framework that underpins our LTAD.

Delivery personnel: Operations team

Partners: SCUUK, NFL, AFCA

Priority: High

Status: initiation

Schedule: TBA

Budget: N/A

### 2.3.10 Regional Coaches Associations

During the period of wider stakeholder engagement, it has been recognised that to deliver a high quality coaching framework that is benchmarked against National standards there needs to be the creation of regional coaching associations, rolled out initially on a priority geographical basis.

These associations would play a crucial role in forging partnerships with key stakeholders at regional and local level, undertaking a regional needs analysis and developing a strategic plan.

This area of the sport will be governed by BAFCA and developed in partnership with SCUUK.

Delivery personnel: Operations team, BAFCA

Partners: SCUUK, NFL

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

### 2.3.11 Continuous Professional Development

BAFA, through engagement with wider stakeholders, have identified the need for the provision of Continuing Professional Development programme for coaches above and beyond the defined progressional stages of the UK Coaching Certificate.

The methods to deliver this project and activities involved is subject to the partnership with SCUUK, however, the impact and outcome will underpin the BAFA objective to deliver a quality environment enabling both athletes and coaches to Start, Stay and Succeed.

Delivery personnel: Operations team, BAFA

Partners: SCUUK, NFL, RFU

Priority: High

Status:

Schedule:

Budget:

## 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.

SN to advise

Delivery personnel: Development Director

Partners: SE

Priority: High

Status: Execution

Schedule: TBA

Budget: N/A



#### 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

Partners: NFL, SE, and RFU

Priority: High

Status: Initiation

Schedule: N/A

Budget: TBA

## 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: Initiation

Schedule: N/A

Budget: TBA

### 2.5.1 Recruitment

During the period of wider stakeholder engagement, it has been recognised that recruitment of official 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: initiation

Schedule: TBA

Budget: N/A

## 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: initiation

Schedule: TBA

Budget: N/A

### 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: Initiation

Schedule: N/A

Budget: TBA

#### 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: Initiation

Schedule: N/A

Budget: TBA



### 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: Initiation

Schedule: N/A

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: Initiation

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: Initiation

Schedule: N/A

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: Initiation

Schedule: N/A

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: Initiation

Schedule: N/A

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: Initiation

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: Initiation

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: Planning

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: initiation

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: Initiation

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: Initiation

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: Initiation

Schedule: N/A

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

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 will 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.

## Conclusion – by Ken Walters

There cannot be a conclusion to a WSP. By definition, the document will begin to evolve to meet the demands of the sport as soon as we start work on the projects within it. We will continue recognise needs, create new projects, ascertain the activities involved to deliver them, assess risk, create contingencies and derive impacts and outcomes.

All we can conclude is that after a period of wider stakeholder engagement that, for me, has lasted over eighteen months, the sport of American Football in Great Britain has a cohesive platform to begin to develop the whole of the sport.

I would like personally like to thank the BAFL membership for my tenure as Media and Marketing Director. This has allowed me to work with my fellow BAFL Directors whom I also thank for the support they have given me in my pursuit of, sometimes, outrageous goals – in particular, BAFL Chairman, Glen Schild, how has been a rock throughout. I would also like thank Simon Newnham for recognising the potential in the BAFL development plan in early 2006, Andy Fuller for the tireless debate we have had since the first day we met and his lovely wife Sam for allowing me to spend so much time with him.

Thanks also go to Gary Marshall and the remainder of the BAFA board (Jim Briggs, Jim Messenger, Wendy Bamford and Stuart MacKay) for their vote of confidence in me during the last twelve months – it

truly has been the rollercoaster of ride I forecasted – and words cannot express the support they have given me.

Beyond the American Football community, I would also like to thank Richard Norman of the CCPR who has never failed to provide succinct, mature and pinpoint accurate advice at any hour of any day!

Finally, thanks to my wife, Debbie, and my children, Hannah, Isobella and Aron who have seen very little of me this last eighteen months or so... and when they have, I have had a phone at my ear or my fingers on a keyboard – or both!

OK... now lets move on... the real hard works tomorrow... and we've got Football to play!

---

---

Ken Walters – BAFA WSP Manager

23<sup>rd</sup> September 2007