



International  
**Paralympic**  
Committee

# Summer Sports Strategic Plan 2017 to 2020







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## About this document

This document outlines the strategic direction for the four World Para Sports sports which the International Paralympic Committee (IPC) acts as the international federation for, namely Para athletics, Para powerlifting, shooting Para sport and Para swimming.

It aims to build on the achievements delivered by the 2013-2016 IPC Sports Strategic Plan, recognise the critical factors for each sport's success over the next four years, and complement the overall IPC Strategic Plan 2015-2018.

In producing this document, the IPC embarked on a consultation exercise to source the views of various stakeholders from inside and outside the Paralympic Movement. Internally interviews were conducted with the relevant Sport Technical Committees (STC) and members of the IPC management team. Externally the media and sponsors were consulted to share their views on the future of all four sports. In-particular representatives of some non-IPC sport organisations were asked to give their perspectives on how the four sports could be become more self-sustainable in the future.

The result was a comprehensive and broad range of feedback that was shared with the relevant World Para Sport Managers to validate the strategic focus areas for each of the goals and drivers.

Based on these findings, a closed question survey was developed and circulated to the greater membership of each of the sports, including athletes. It allowed each of the sports' communities to provide their input on areas

that had been identified as being of strategic importance. Following this 360 degree consultation exercise, several key themes and strategies which are mutual to all four summer sports emerged. This helped shape six strategic goals which are common for all four summer sports and consistent with the IPC Strategic Plan 2015-2018. They are:

- Competition development
- World Para Sport and athlete development
- World Para Sport brand
- World Para Sport funding
- Organisation infrastructure
- World Para Sport partnerships

Behind each strategic goal are three strategic priorities which are common to each of the four sports and highlight particular areas of focus and activity over the next four years.

Using these six strategic goals, each of the four World Para Sports has developed their own strategic objectives and key measures which will help to track performance and deliverables between now and 2020.

The IPC will publish a four-year Strategic Plan for the five winter sports it acts as international federation for in 2019. The 10<sup>th</sup> World Para Sport is Para dance sport.





## Vision, mission, values and characteristics

In producing this strategic plan, a new common vision and mission for all 10 World Para Sports that the IPC acts as international federation for was developed.

Whilst sharing the same four athlete focused values of courage, determination, inspiration and equality with the IPC, all 10 World Para Sports share common characteristics which play a key role in the day-to-day activities and decision making process.

### Vision:

Enable Para athletes to showcase their abilities and fulfil their full potential at all levels from the grassroots through to the high performance level.

### Mission:

Develop a long-term competition calendar which encourages and increases athlete participation, provides high levels of professional officiating and classification, fair competition, and boosts the profile of the sport and its athletes.

### Values

- Courage
- Determination
- Inspiration
- Equality

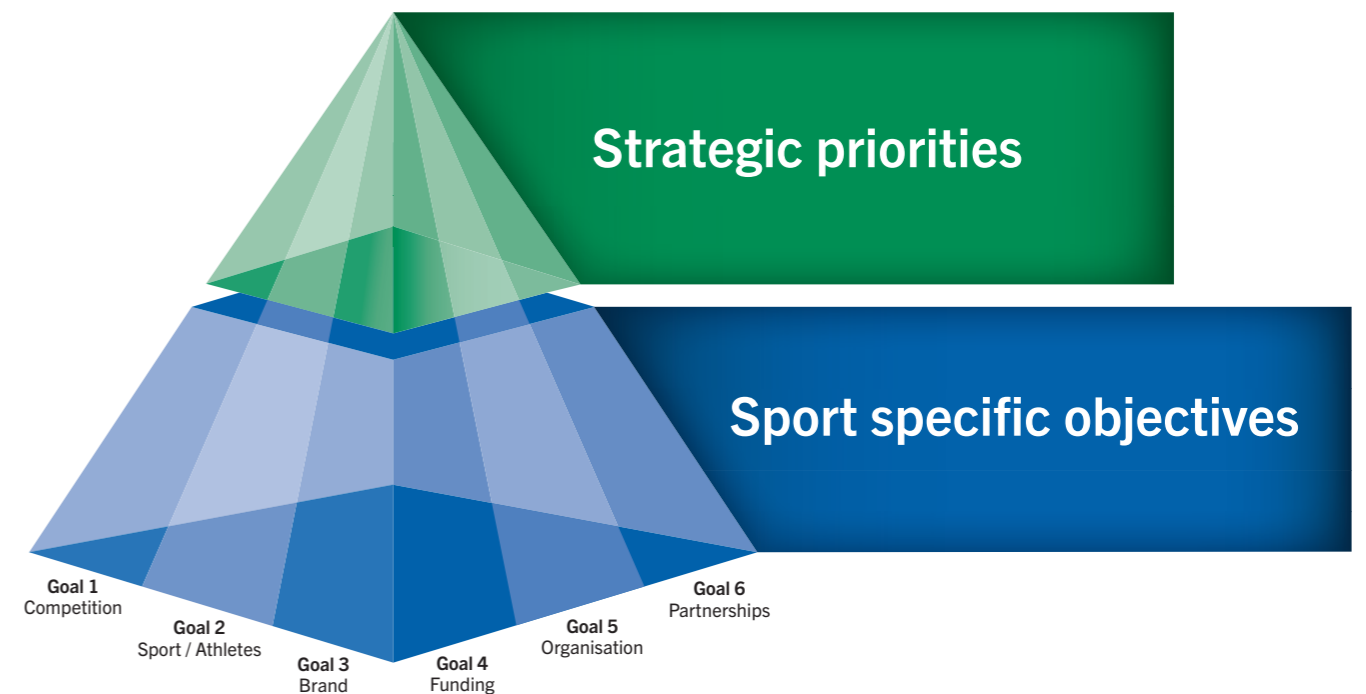
### Sport characteristics

- Athlete centred
- Collaborative and engaging
- Fair and accountable
- Open and ethical

## Strategic framework and goals for all World Para Sports

As shown in the graphic below, the consultation and development process for this plan identified six overarching strategic goals – each featuring three priorities – that are applicable across all four summer World Para Sports.

These are supported by sport specific objectives and Key Performance Indicators (KPIs) which are reflected in individual brochures included in the back page of this document. They indicate the activities and projects each sport needs to undertake in order to progress along the six overall goals.







**Goal 1**  
**Competition development**

**Strategic priorities**

**Grow event programme and competition calendar**

Implement multi-year competition strategies to ensure the review, viability and development of competitions and sport event programmes; enhance qualification pathways to foster increased female and athlete with high support needs participation; broaden competitions geographically whilst developing cluster event approaches where beneficial to World Para Sports.

**Protect and improve rules and regulations**

Ensure good governance, review rules and regulations to meet new challenges/threats and utilise records, rankings and data as underlying sources to further advance World Para Sports.

**Develop local organisers talent pool**

Develop a delivery pathway and best-practices for hosting events to support bids and Local Organising Committees (LOC); enhance event promotion and its production, improve LOC quality and experience at major events while also strengthening the commercial model for events.



**Goal 2**  
**World Para Sport & athlete development**

**Strategic priorities**

**Invest in Para sport training and professional development**

Establish a professional workforce within World Para Sports by introducing development standards and pathways for coaches, technical officials and classifiers with robust training and certification.

**Further develop World Para Sports and expand National Paralympic Committee (NPC) numbers**

Foster growth and increased diversity among athletes, promote access to grass-roots activities and encourage athlete education, welfare and robust anti-doping practices; provide guidance and development pathways to increase the number of competing nations.

**Advance athlete classification**

Create a professional classification model / standard by implementing classification research and systematic reviews to ensure compliance with the IPC Athlete Classification Code.





**Goal 3**  
**World Para Sport brand**

**Strategic priorities**

**Invest in brand development across World Para Sports**

Further develop a unique brand strategy by fully implementing the new World Para Sport identity. Introduce consistent brand architecture, implement periodic brand-impact assessments to develop specific marketing plans and direct marketing activities to support World Para Sports.

**Extend broadcasting offering to increase Para sport presence**

Implement a broadcasting strategy and leverage multi-cultural World Para Sport events to grow sport presence and audience numbers, maximising Para sport engagement.

**Broaden communications and digital media applications**

Produce annual communication plans as part of the overall IPC Communications Strategy for each of the individual World Para Sports to grow their profile and the awareness of leading athletes, whilst further exploring opportunities in digital media.



**Goal 4**  
**World Para Sport funding**

**Strategic priorities**

**Grow commercial opportunities across World Para Sports**

Develop a commercial strategy, underpinned by multi-year commercial plans, which incorporates bespoke sponsorship proposals, event pricing strategies, commercial partnerships and greater grant funding potential to grow individual World Para Sports' income.

**Foster value for money awareness and cost transparency**

Research operational cost efficiencies across World Para Sports (cost transformation plans), improve budgeting and financial capability within individual Para sports and develop future self-sustainability criteria.

**Research in brand assets**

Evaluate and measure brand asset worth to identify new commercial options for each World Para Sport.





Goal 5  
**Organisation infrastructure**

**Strategic priorities**

**Nurture resources, foster continuity and encourage leadership**

Build management resources to ensure the sustainability of World Para Sports, increase workforce expertise and develop broader volunteer engagement.

**Develop stronger governance and enhance stakeholder communication**

Strengthen governance and decision making, implement benchmarked good business practices and create a collaborative knowledge-share culture across World Para Sports and its stakeholders.

**Enhance knowledge and data management**

Invest in the development and implementation of technology, management tools and other resources essential for effective and efficient data-driven knowledge capture and analysis to instil professional management of World Para Sports.



Goal 6  
**World Para Sport partnerships**

**Strategic priorities**

**Encourage greater International Federation engagement**

Initiate and develop joint sport initiatives with Olympic and recognised International Federations, seeking opportunities to align technical rules, regulations, protocols and other relevant practices where mutual benefits to sport programmes exist.

**Forge stronger partnerships with NPCs, National Federations (NFs) and IPC members**

Strengthen collaboration within the Paralympic Movement, work jointly with NPCs and their respective NFs to promote and grow World Para Sports, engaging Agitos Foundation support for grassroots sport and athlete education projects.

**Nurture a stronger World Para Sport collaboration with external stakeholders**

Harness the potential support and resources available through foundations, institutions and governments to create opportunities to advance World Para Sports.



# Conclusion and next steps

The strategic priorities stemming from the six strategic goals outline the overall common ambitions of the four summer World Para Sports over the next four years.

As each summer World Para sport is in different stages of development, each have developed individual plans.

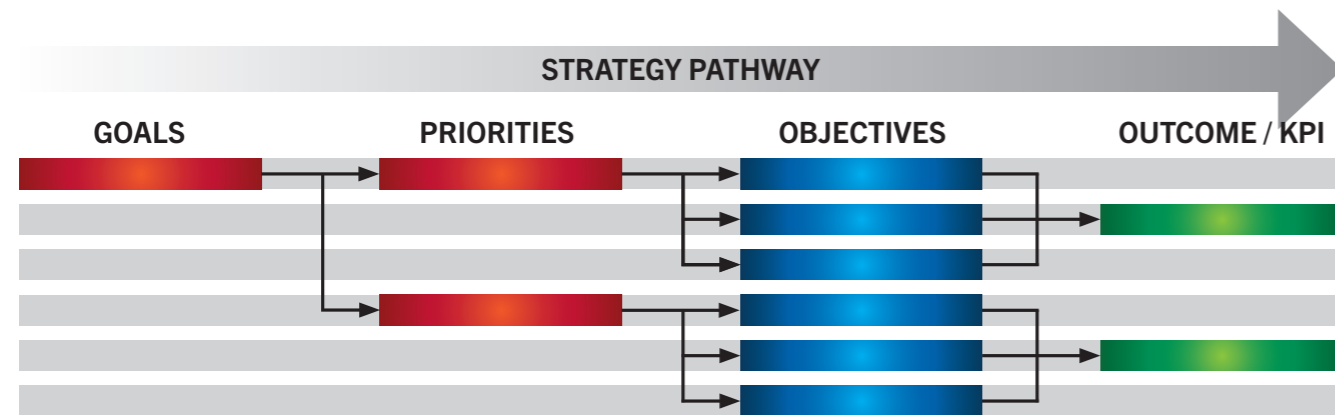
Activities have been tailored to help each take on more responsibility and address future skills and resource shortfalls. The aim is to build more sustainable operating models for each sport. By growing their commercial, organisational and leadership expertise, they can develop with greater autonomy from the IPC.

Extensive consultation determined where the IPC should retain a central role influencing improvements and where each sport could actively engage members – athletes, coaches, officials, classifiers and spectators – to shape a more sustainable future for summer World Para Sports.

Performance against this strategic plan will be measured through a series of personalised Key Performance Indicators (KPIs) which are owned by each sport and reviewed annually. They will serve to advance sporting practices in key areas such as education, pathway development, commercial planning, brand presentation, competition structures and spectator engagement.

At the request of the sporting community, member surveys will be conducted in 2019 to provide a progress report in line with the World Para Sport strategic plan for summer sports.

World Para Sports recognise that delivering continuous improvements is dependent on establishing close collaborations and partnerships with sport federations, NPCs and commercial organisations. In areas where research is crucial to both protecting and advancing Para sports, alliances with NGOs and the Agitos Foundation will also be a key focus over the next four years.







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World Para Swimming

# Strategic Plan 2017-2020

June 2017





## About this document

World Para Swimming acts as the international federation for the sport of Para swimming. This document outlines its strategic direction and priorities between 2017 and 2020.

This sport specific plan complements the overall International Paralympic Committee (IPC) Strategic Plan 2015–2018 and has been developed in parallel with the Summer Sports Strategic Plan 2017–2020 that covers the four summer Paralympic sports that the IPC is responsible for.

In addition to building on achievements delivered by the 2013–2016 IPC Sports Strategic Plan, this new plan aims to strengthen the sport in six strategic areas and make World Para Swimming more self-sustainable.

To produce this document, the IPC consulted various stakeholders from inside and outside the Paralympic Movement. Feedback provided was shared with the World Para Swimming team to validate the strategic focus areas for the sport.

Based on these findings, the Para swimming sport community was invited to provide their input on areas that had been identified as being of strategic importance.

Following this 360 degree consultation exercise, strategic priorities were set for the sport. Key outcomes were also identified to help to track performance and deliverables between now and 2020.

## Vision, mission, values and behaviours

In producing this strategic plan, a new common vision and mission for all 10 World Para Sports that the IPC acts as international federation for was developed.

Whilst World Para Swimming shares the same four athlete focussed values of courage, determination, inspiration and equality as the IPC, all World Para Sports share common characteristics which play a key role in the day-to-day activities and decision making process.

### Vision:

Enable Para athletes to showcase their abilities and fulfil their full potential at all levels from the grassroots through to the high performance level.

### Mission:

Develop a long-term competition calendar which encourages and increases athlete participation, provides high levels of professional officiating and classification, fair competition, and boosts the profile of the sport and its athletes.

### Sport characteristics

- Athlete centred
- Collaborative and engaging
- Equitable and accountable
- Transparent and ethical

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## About the sport

Para swimming has featured in every edition of the Paralympics since Rome, Italy, hosted 77 swimmers at the first Games in 1960.

The sport is open to male and female athletes in all eligible impairment groups who compete in backstroke, breaststroke, butterfly, freestyle, medley and relay events. Top competition opportunities include the Paralympic Games every four years, biennial World Championships and biennial or quadrennial regional Championships. A new World Series, featuring a number of meetings around the world, was launched in 2017 to provide greater classification and top level competition opportunities for athletes. The Series will lay foundations for the long term growth of Para swimming and enhanced delivery of the sport. Education courses to improve the standards of national and international technical officials and classifiers are regularly held in venues around the world.

Today Para swimming is practiced in nearly 100 countries and at the Paralympic Games the

sport is consistently one of the biggest attractions in terms of spectator numbers, TV viewers and broadcast time.

World Para Swimming uses the same rules as its Olympic counterpart, the International Swimming Federation (FINA), with some modifications where needed. Further to ongoing contacts between World Para Swimming and FINA, there is a desire to explore opportunities for synergies in areas in which both organisations share common interests.

In 2016 World Para Swimming launched a three-year review into the sport's physical and visual impairment classification systems. The review will help to strengthen compliance with the IPC's revised Athlete Classification Code and will expand on research already undertaken in previous years and will involve institutions and experts from around the world.

In 2016 IPC Swimming was renamed and re-branded to World Para Swimming.

## Goal 1

# Competition development

## Objectives

- Establish a comprehensive competition calendar that increases athlete participation within target groups (youth/female/high support needs/regions)
- Implement a selection process for major championships and World Series events that benefits the sport in the host and regional markets
- Procure organisers and hosts for competitions earlier in the delivery process
- Implement an athlete qualification pathway for major championships and the Paralympic Games which provides a fair balance in terms of gender and impairment participation, and takes into account the varying needs of each region
- Establish an affordable competition model which improves competition delivery and grows the sport geographically
- Enhance the procedures of the technical and classification rules and regulations, to advance competition development, in line with the relevant FINA rules and regulations, and with overall the IPC policies and regulations
- Implement a structured monitoring system across all world and regional competitions to ensure consistent delivery.





## Goal 2

# World Para Sport and athlete development

### Objectives

- Offer a variety of affordable sport education courses on technical officiating, classification, coaching and anti-doping
- Conduct sport specific research, focussing on the areas of classification and athlete health, and share key learnings
- Design and implement pathways for athletes, coaches, technical officials and classifiers
- Support the development of Para swimming in targeted National Paralympic Committees (NPCs)
- Enhance systems and regulations to improve athlete development
- Grow the professional international volunteer network across all regions, in particular the numbers of classifiers and technical officials
- Monitor classification rules and regulations, and examples of best practice, to ensure a fair, evidence based classification system in all three impairment groups.

## Goal 3

# World Para Sport brand

### Objectives

- Create and implement an annual World Para Swimming communication plan in line with the IPC's communication strategy 2017–2020
- Develop partnerships with brands that are closely associated with, and can benefit, World Para Swimming
- Increase digital media and global broadcast audiences for World Para Swimming through targeted media partnerships
- Support Local Organising Committees (LOCs) and NPCs in the development of stronger communication and brand engagement plans
- Implement brand roadmap aligned with IPC Brand Guidelines
- Grow spectator engagement and brand rapport within competitions via sport presentation, look and publications.





## Goal 4

# World Para Sport funding

### Objectives

- Develop the World Para Swimming commercial programme, leveraging the opportunities provided as a result of Tokyo 2020
- Achieve greater cost efficiencies in the administration and management of the sport
- Identify and capitalise on the commercial assets of major championships and World Series events, working in collaboration with LOCs
- Increase broadcast revenues from World Para Swimming Championships.

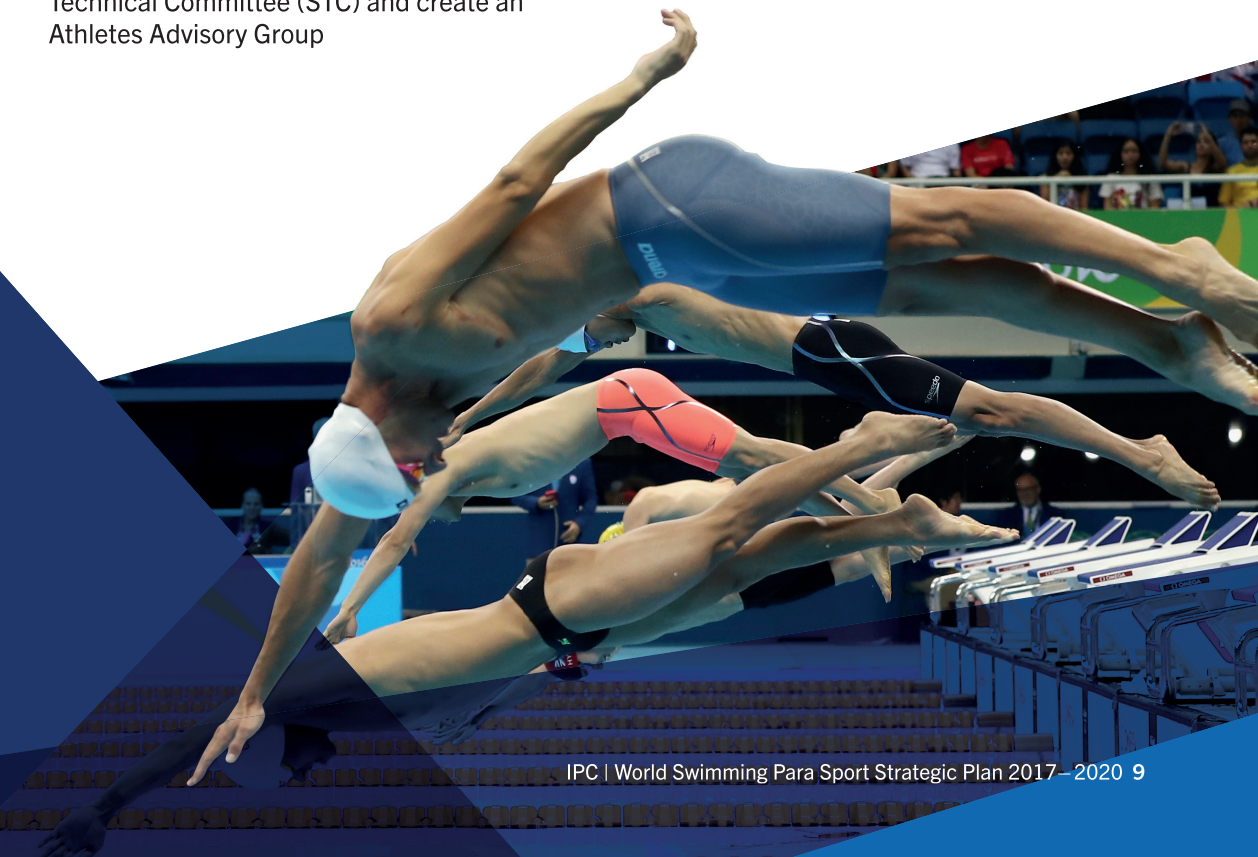


## Goal 5

# Organisation infrastructure

### Objectives

- Improve the effectiveness of the workforce by providing continued professional development for staff and volunteers, and through identifying and addressing resource demands
- Enhance decision making in sport specific areas through better collaboration within the sport and the IPC
- Maintain effective and transparent governance structures based on a standard operating charter
- Ensure appropriate athlete representation within the World Para Swimming Sport Technical Committee (STC) and create an Athletes Advisory Group
- Further develop data management and security practices to increase the efficiency of competition processes, results, rankings, licensing and records systems
- Ensure effective management processes in World Para Swimming
- Improve the openness and communications across the World Para Swimming community by providing a better insight about the sport and its decision making processes.





## Goal 6

# Para Sport partnerships

### Objectives

- Develop collaboration opportunities with FINA, where mutual benefits exist
- Maintain a close partnership with the Agitos Foundation in key development areas for World Para Swimming, particularly in regional development
- Grow relationships with targeted regional NPC/National Federations (NFs) to enhance development within those regions
- Partner with appropriate governments/ research & development institutions/ universities/non-governmental organisations and NPCs/NFs to strengthen World Para Swimming through research and education opportunities.



## Selected Key Performance Indicators

### Goal 1:

#### Competition development

- Host Para Swimming World Series in four regions by 2020
- Review and update all championships contractual guidelines for World Para Swimming and produce championships operations manuals by 2018.

### Goal 2:

#### World Para Sport and athlete development

- Host an International Technical Official (ITO) and international classifiers recertification workshop by the end of 2017
- Reach 100 participating NPCs by 2020
- Increase athlete participation at the 2019 World Championships by 10 per cent from the 2015 edition
- Increase the number of licensed athletes with High Support Needs by 10 per cent by 2020.

### Goal 3:

#### World Para Sport brand

- Increase the broadcasting markets by 50 per cent by 2020
- Increase the social media following by 75 per cent by 2020.

### Goal 4:

#### World Para Sport funding

- Secure two commercial partners by 2020.

### Goal 5:

#### Organisation infrastructure

- Review the structure, terms of reference and responsibilities for the STC and advisory groups by 2018.

### Goal 6:

#### World Para Sport partnerships

- Sign Memorandum of Understanding with FINA by 2019
- Deliver two sub-regional educational programmes each year.





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