



British Paralympic
Association



MAXIMISING MOMENTUM

British Paralympic Association
Strategic Plan 2012 to 2017

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MAXIMISING MOMENTUM

This document is published 100 days before the Opening Ceremony of the London 2012 Paralympic Games. This unique event is the most significant in the history of the British Paralympic Association, and the organisation is devoting more time, resource and energy to its preparations for the ParalympicsGB team than ever before. We are determined that no stone will be left unturned in support of the ambitions of British athletes, and of the nation.

No matter how great a task this is, a greater one awaits. That is how to ensure London 2012 is not just a single moment in time, a never to be repeated high water mark. Instead, to use London as the catalyst to real change and lasting improvement.

This document sets out what this change should be to the BPA as an organisation, the way we conduct ourselves and our business, and the responsibilities we carry. It should also go wider: to the whole disability sporting landscape, where great work is already happening but there is still much more that can be done to improve the access, opportunity and integration of individuals playing sport at every level. And across society as a whole, to its understanding, acceptance and engagement in disability and disability sport.

For all those involved, there has never been a better time to make the most impact, nor a brighter light to shine on our ambition. We should not talk therefore of a legacy from London for Paralympic sport. The movement, and awareness of it, is developing too quickly for that sense of aftermath.

We should instead focus on what is still to come, what is new and transformational that can be created and built upon as a result of the Games. On the *momentum* that London 2012 can and must inspire.

For the BPA, the next five years are about maximising that momentum. In keeping with an organisation that is sport-led in all its thinking, we remain fully committed to our prime strategic priority of ensuring our athletes are best prepared to succeed as part of ParalympicsGB at Sochi 2014, Rio 2016 and beyond. We must always have this as our starting point: the continued success of the athletes at the highest level is the basis of our credibility as an organisation.

But in addition we are uniquely positioned to use that success to drive positive action, influence and delivery more widely than ever before. Our role as the National Paralympic Committee, our responsibilities on both the national and international stage and our broader purposes as a charitable trust, mean that we have legitimate interest in all areas of development for disability sport.

There is no other body that can as effectively fulfil this broad role, nor offer the same level of profile, given the status of the Paralympic Games as the pinnacle of achievement and exposure for disability sport. Our obligation to the wider Paralympic family - a growing movement of people, sports and organisations across the world - is to maximise this.

The inspirational impact of London 2012, and the brand identity and values that will be strengthened by the team's profile at the Games, can be instrumental in driving fundamental shifts in perception, adding value to what has gone before and helping to inspire real change. It gives the BPA the opportunity to act not just for the good of the sports that make up our membership, but for the good of sport itself.

To do this successfully requires absolute clarity of vision, mission and purpose. It demands an organisation structured, resourced and credible enough to deliver. More than anything it needs the confidence to state clearly where we believe we should be leading activity both in the UK and internationally, where we can support or advocate it and where we should leave responsibility to others.

To have the mandate for our own role, we must acknowledge our position in the wider landscape, the roles of others, and the need for effective and trusting partnerships.

That is the purpose of this Strategic Plan. It outlines the vision and mission that will drive the BPA over the next five years, as well as the strategic priorities and roles, responsibilities and functions we believe we should adopt to deliver against them.

It highlights the vital nature of the relationships and partnerships needed; how our structure and governance will change to put us in the position to deliver; the culture and values we will embody as an organisation; and the timetable we will follow in developing the business plans to underpin our activity.

London 2012 is the start of a new chapter for the BPA and for disability sport across the UK. With this document we seek to provide the roadmap for any individual, any partner, any organisation to be part of the journey.

Working together we can maximise the momentum from the Games and truly inspire, through sport, a transformation in society.



Tim Reddish OBE
Chair British Paralympic Association



Tim Hollingsworth
CEO British Paralympic Association



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ABOUT THE BRITISH PARALYMPIC ASSOCIATION

The BPA is the National Paralympic Committee for Great Britain and Northern Ireland. It has the sole mandate in this country from the International Paralympic Committee to select and enter a team for the Summer and Winter Paralympic Games.

For the London 2012 cycle, the BPA is funded by a mix of commercial sponsorship and private donation, with specific performance sport services also funded by the National Lottery via UK Sport. Formed in 1989 it is a registered charity and company limited by guarantee. It is a membership body, through the National Paralympic Committee, which currently comprises of representatives from National Governing Bodies of Sport, the Home Country Disability Sport Federations and National Disability Sport Organisations, as well as various individuals.

The charitable objects of the organisation state that it should (among other activities):

“relieve people with physical, sensory and cognitive impairments by encouraging and facilitating their participation in sporting activities and assisting in the provision of training, facilities and equipment for this purpose,” and engage in “the relief of poverty and the advancement of education and such other purposes for the benefit of the community as shall be exclusively charitable.”

In the furtherance of these objects, it is stated that the organisation shall have the following powers:

- To organise United Kingdom participation in the Paralympic Games and where appropriate other International Championships approved by the International Paralympic Committee
- To assist and coordinate the activities of National Governing Bodies (NGBs) of Paralympic Sport in the UK, in preparation of competitors for the Paralympic Games and where appropriate other International Championships approved by the IPC.

The BPA is proud of its role in supporting the success of British athletes at the Paralympic Games, with ParalympicsGB finishing second in the medal table at each of the three summer Paralympic Games prior to London.

Beijing 2008 Paralympic Games

Rank	NPC	Gold	Silver	Bronze	Total
1	China	89	70	52	211
2	Great Britain	42	29	31	102
3	USA	36	35	28	99

Athens 2004 Paralympic Games

Rank	NPC	Gold	Silver	Bronze	Total
1	China	63	46	32	141
2	Great Britain	35	30	29	94
3	Canada	28	19	25	72

Sydney 2000 Paralympic Games

Rank	NPC	Gold	Silver	Bronze	Total
1	Australia	63	39	47	149
2	Great Britain	41	43	47	131
3	Canada	38	33	25	96



OUR VISION

THROUGH SPORT, INSPIRE A BETTER WORLD FOR DISABLED PEOPLE

This vision is driven by the BPA's belief that through the power and inspiration of the Paralympic Games, and the world class achievements of Paralympians, real change can be achieved in the perceptions of society as a whole and the way people individually think, feel and behave towards disabled people.

We recognise that the world we occupy currently needs that change. According to the Office for Disability Issues, there are an estimated 10 million disabled people in the UK, one fifth of whom say that they do not frequently have choice and control over their daily lives. Recent figures from the English Federation of Disability Sport show that in England alone, three out of four disabled people don't play any sport - and one in three of those that do still don't join their local club. We also know that half of all young disabled people feel they 'missed out' on school sport because of their impairment. Globally the World Health Organisation estimate that only 2% of disabled people in developing nations have access to appropriate medical and rehabilitation support. Statistically, if all the world's disabled people joined together they would form the third largest nation in the world by population - ten times the size of the UK. Yet this same nation would be the poorest, least educated and lowest employed in the world.



This is the world that through sport we can help challenge. We are part of a global movement - the Paralympic family - that has the opportunity to offer a better world.

This values-driven vision therefore reflects the BPA's wider purpose. It respects and adheres to the organisation's charitable objects, positioning the BPA as a lead organisation in disability sport through our unique position and mandate as the National Paralympic Committee, and our ability to influence and advocate across the UK sporting landscape. Crucially, it reflects the fundamental nature of who we are and what we do.

We can help drive transformation, but only through the power and inspiration of sport.

This is the world that through sport we can help challenge. We are part of a global movement – the Paralympic family – that has the opportunity to offer a better world.



OUR MISSION

TO MAKE THE UK THE LEADING NATION IN PARALYMPIC SPORT

This mission defines our purpose as an organisation. It describes our ambition and the contribution we can actively make to enabling the wider vision – through the inspiration of the outstanding performances of British athletes and the profile and interest in Paralympic sport that they create. It seeks clearly to define what will drive our strategic priorities, our focus and our resources over the next five years.

The mission is to make the UK the leading nation:

On the field of play

Through our world class support of athletes and support staff in the build up and during Games time, including the provision of Preparation Camps and other multi-sport engagement and services.

In support of athletes

Through ensuring that our preparations, support services and operational delivery at Games time are world leading, including pre-Games and Village activity, the supply of travel, kit and equipment, and a belief that no stone should be left unturned.

In our advocacy and influence

Through our unique role as the NPC we can be a leading force for good across and on behalf of the disability sport landscape, advocating policy, influencing thinking and promoting best practice both in the UK and internationally.

In promotion of the Movement

Through the profile and brand positioning we can achieve in London and beyond, we can maximise the impact of the Paralympics domestically and internationally - promoting Paralympic values, demonstrating the positive impact of our athletes, creating role models, and securing resources.

In supporting the development of grassroots participation and a world class sporting system

Through the power of our brand we have the ability to support the responsibilities of others in, and help secure the resources required for, developing systems, structures and facilities that can make a difference and provide opportunities along every stage of the sporting pathway.

OUR CULTURE AND VALUES

As a sport-led organisation, our primary strategic objective is to ensure that British athletes are best prepared at the Paralympic Games.

Our approach will therefore always be 'athlete centred': concentrating effort and resources where we think we can make the most significant difference. That approach will apply to all our activity, believing that it is the opportunity of the individual within sport that matters most, and where transformation can best be achieved.

A commitment to world class performance by our athletes must also be reflected in the organisation itself. We will structure the BPA to best serve our ambitions, and employ or engage people that are driven by excellence, a belief in the highest professional standards and the need constantly to challenge and improve. We will display passion for everything we do and an ambition to achieve the most we can, believing that together we can make a real difference to people's lives.

The BPA is an organisation with unique responsibilities and roles. However we will only achieve our ambitions by working with and through others, and by appreciation of where we fit within the wider sporting landscape.

To secure the mandate we need to maximise momentum, we must inspire confidence, trust and respect from all our partners. We are therefore committed to a culture of openness, integrity and honesty. We will engage proactively with partners and form relationships that are functional and respectful.



We will be guided in our 'athlete centred' behaviour by three prime organisational values:

Commitment to Excellence

A belief that everything we do must be of the highest standard, and reflective of our ambition to be best prepared and world class.

Honesty and Openness

We will proactively engage with and listen to our partners, seeking opinion and ensuring understanding of our ambitions and approach.

Respect and Trust

All our interactions, with each other, with key partners and with the wider community, will be characterised by a respect for the views of others and the integrity of our approach. We will treat all people, and issues, with fairness and equality at all times.

OUR BRANDS

In delivering the Strategic Purposes of the organisation, all activity will fit under a brand hierarchy that will define its purpose and the way it should be perceived.



The brand which will signify

- The National Paralympic Committee for the United Kingdom
- The organisation that is registered as having charitable status and the objects that drive them
- The delivery of our advocacy and influence as an organisation
- The delivery of our engagement in international relations



The brand which will signify

- The British team at the Summer and Winter Paralympic Games
- The services provided to Paralympic athletes
- The delivery of our role models that can raise awareness, inspire future generations and change perceptions



The brand which will signify

- Our activity and our facilitation and support of partners in all areas below the elite level - ensuring an effective link for such programmes to the 'stardust' of the Paralympic Games whilst protecting the uniqueness of the Paralympic team.

"I went into this year's Games the best prepared I could have been. I am proud to say that I am a British Paralympian and compete for, in my opinion, the best country in the world for helping disabled athletes."

Sophie Christiansen, double gold medallist at the Beijing Paralympic Games.



STRATEGIC PRIORITIES

The British Paralympic Association has five strategic priorities for the 2012/2017 period. The primary focus is determined by the activity without which nothing else can happen to the same extent or with the necessary credibility and profile. The secondary priorities therefore support that – and are considered complementary to each other rather than in any order.

PRIMARY FOCUS

STRATEGIC PRIORITY 1
TO DELIVER THE BEST PREPARED PARALYMPICSGB TEAM TO THE SUMMER AND WINTER PARALYMPIC GAMES **1**

- The selection, management and delivery of the ParalympicsGB team for each Paralympic Games.
- The operation of world class technical and logistical support services to the ParalympicsGB team.
- The provision of world class performance services and advice in support of NGB led programmes, including consideration of Games preparation strategies, multi-sport camps and sports events, people development and on specific issues such as classification.

SECONDARY FOCUS

STRATEGIC PRIORITY 2
TO SUPPORT THE DEVELOPMENT OF DISABILITY SPORT OPPORTUNITIES ACROSS THE UK **2**

- Consideration of appropriate, value-adding services and resources in support of those organisations responsible for providing sporting opportunities for disabled people at all levels.
- Engagement in targeted programmes for athlete identification and pathway development, in support of NGB and other partner activity as appropriate.
- Support for the generation of additional resources for disability sport organisations, through effective partnership working.

STRATEGIC PRIORITY 3
INSPIRATIONAL IMPACT OF BRITISH ATHLETES **3**

- Through media and other communications channels, the development of programmes and events and promotion of stories from the Paralympic Games, driving awareness of British athletes, their success and the stories that lie behind them, creating role models and inspiring changes in behaviour and attitudes towards disability.
- The responsibility to ensure that the underpinning power and values of the Paralympic brand are understood and communicated in a way that creates opportunities for commercial and other resources to be accessed not just at the elite level but across the disability sport landscape.
- The engagement in targeted educational programmes across the UK that enhance understanding of the Paralympic Movement, support the programme delivery activity of others and drive opportunity and inclusion of disability sport in schools and young people.
- The role of the BPA itself in embodying the brand values of the Paralympic Movement and playing its part in promoting those qualities internationally through its actions and messaging.

STRATEGIC PRIORITY 4
TO INFLUENCE THINKING AND ADVOCATE POLICY ON BEHALF OF THE PARALYMPIC MOVEMENT, ENGAGING DECISION MAKERS IN THE UK AND INTERNATIONALLY **4**

- A lead role in representing the Paralympic Movement in the UK to Government and other decision making bodies through strong advocacy of credible positions on issues relating to disability sport and the Paralympic Games.
- The building of effective and respectful relationships with all key partners across the sporting and commercial landscape, and a lead role speaking publicly to the media and other communications channels in support of our collective ambitions.
- The coordination of the UK's influence and relationships across the international Paralympic Movement, ensuring that decisions made on the world stage are fair, equitable and appropriate to the UK's ambitions.

STRATEGIC PRIORITY 5
TO ENSURE THE BPA IS A HIGH PERFORMING AND ROBUST ORGANISATION FROM LONDON TO SOCHI, RIO AND BEYOND **5**

- The organisation is well structured, with appropriate governance and decision making processes, human resources and business infrastructure to allow its activity to be carried out effectively.
- Commercial, public and private investment is targeted and secured to ensure that the organisation has adequate funds with which to deliver its objectives.
- The organisation and its people are well connected, well respected, and inclusive in their approach to all activity.

KEY PROGRAMMES AND ACTIVITIES

Each of the Strategic Priorities will engage the British Paralympic Association in a number of key activities and programmes in support of our ambitions:

STRATEGIC PRIORITY 1 1
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PROGRAMME	PURPOSE
<p>(a) Qualification and Selection Principles & Guidelines</p> <p>Including: Games Specific Performance Principles Classification Policy Anti-Doping Policy</p>	<p>The BPA has the mandate from the IPC to select and enter the British team for the Paralympic Games. For the Sochi 2014 and Rio 2016 Games we will develop and publish clear principles around qualification and selection criteria for both teams, ensuring all athletes and sports have clarity in terms of eligibility and opportunity to compete.</p> <p>We will also continue to work closely with the IPC, WADA and others to ensure there is a fair and level playing field for British competitors in international sport, including delivering our IPC mandate to develop policies and standards on classification and anti-doping, and advising sports on the policies and practices they should adopt.</p>
<p>(b) Team Selection & Accreditation</p>	<p>We will ensure that we have robust strategies and the right resources in place to manage effectively the process of team selection and accreditation for both Sochi 2014 and Rio 2016 Games.</p>

PROGRAMME	PURPOSE
<p>(c) Games Time Operations</p> <p>Including: Organising Committee requirements and registrations Provision of Kit, Travel & Logistical Support Friends and Family, Tickets and Lifestyle Support</p>	<p>We will continue to deliver world class operational and logistical support to all our summer and winter Paralympic sport members and their athletes who will be competing at the Sochi 2014 and Rio 2016 Games.</p> <p>We will build close working relationships with the Organising Committees and host NPCs to ensure we maximise our presence and preparation for both Games.</p> <p>We will work with commercial partners to provide world class kit, clothing, equipment, travel and other logistics for ParalympicsGB at both the Sochi 2014 and Rio 2016 Games.</p> <p>And we will consider how best to continue the effective support for athletes, their friends and family in the build up to and at Games time that we have introduced for London 2012, to ensure the maximum support for and minimum distraction of all British competitors when they enter the field of play.</p>
<p>(d) Preparation</p> <p>Including: Athlete Preparation and Holding Camps Development of staff and core team Medical and Environmental preparation Sport Engagement Programme</p>	<p>We recognise that the principal responsibility for preparing athletes for both the Summer and Winter Paralympic Games lies with the NGBs, supported by UK Sport and the Home Country Sports Councils and Institutes. It is not the job of the BPA to provide athlete training or coaching services that duplicate those already in place.</p> <p>However it is the legitimate responsibility of the BPA to ensure that athletes and support personnel are best prepared for the Games time environment they will encounter as part of ParalympicsGB. It is vital that we are resourced and able to provide that unique multi-sport, team-based preparation ahead of both Sochi 2014 and Rio 2016, if we are collectively to maximise performance.</p> <p>The BPA will introduce a performance strategy that will provide a distinct programme of preparation for athletes, Team Leaders and support personnel in the build up to and during both Games. This will include building on the successful programme of multi-sport preparation camps run for every Games since Atlanta, and including those held during the London cycle, and providing effective preparation and acclimatisation immediately prior to the Games themselves. It will also focus on ways in which we can add value in terms of staff and team development and in particular consider the unique environmental and sports science / medicine challenges thrown up by the venues of the Games held within the 2012-2017 period.</p> <p>To ensure we are managing these programmes effectively and working with the athletes and staff most likely to be selected for ParalympicsGB, we will continue to resource and operate a sport engagement programme, building relationships and knowledge through attendance at training camps and competition events throughout each Paralympic cycle.</p>
<p>(e) Athlete Identification, Transition & Events</p> <p>Including: Next Generation Inspiration Programme Athlete Transition Programme</p>	<p>In addition to its core role preparing for and delivering the team at Games time, the BPA is well placed to support athlete development with targeted interventions.</p> <p>What will define these programmes will be the ability we have to operate on a multi-sport (rather than NGB specific) basis; to leverage third party relationships and resources that would otherwise not be available; to leverage the ParalympicsGB brand to attract people into sport; and provide a context for athlete engagement around future consideration for ParalympicsGB.</p>

KEY PROGRAMMES AND ACTIVITIES (CONT)

PROGRAMME	PURPOSE
(e) Athlete Identification, Transition & Events (cont)	<p>The performance strategy we will develop to support this will focus on three areas:</p> <p>We will for London 2012 develop a next generation 'Inspiration Programme' - working with NGBs and other partners to identify young athletes who are not at world class level but for whom Sochi 2014 and Rio 2016 are realistic ambitions, and create a programme that exposes them and support personnel to our London preparations and operations and prepares them for that experience at future Games. We will seek to continue this programme into the next cycle, for athletes targeting 2018, 2020 and beyond.</p> <p>We will continue to build on our existing relationships with the British Armed Forces and others such as the Help for Heroes charity, to ensure that former servicemen who have been injured can be introduced to and potentially excel at sport. The BPA is already working closely with the 'Military On' programmes that are in place to assist such rehabilitation and this partnership will continue into the 2012-2017 cycle with the BPA dedicating resource and expertise to ensuring that effective introductions to Paralympic sport and routes through to NGB programmes are established for athletes demonstrating potential.</p> <p>For London 2012, the BPA has operated a 'Talent Transition' Programme for athletes with potential to transition on to sport specific pathway programmes or to make a step up between levels. A generic athletic preparation and education framework has provided value-added support to sport specific technical programmes and has seen a number of athletes make the transition.</p> <p>This has ensured that we can be in position to maximise the number of athletes in our team for London, and also further develop those athletes identified through programmes such as the Paralympic Potential Days and the Battleback scheme. We will consider ways to continue this programme through to Rio 2016, working with NGBs to identify potential benefits to their programmes and providing targeted interventions.</p>
(f) Sporting Events	<p>The BPA has been central to the successful development of the Paralympic World Cup over the past seven years. Throughout its history so far, the event has supported British sports and athletes in their training and competition schedule, enhancing their development through exposure to world class competition, multi-sport event environments and television and media coverage. In addition it has proved a valuable means to promote Paralympic sport and the Paralympic brand, and also to engage directly with local communities and schools.</p> <p>Following the Paralympic World Cup in May 2012, the BPA will conduct a detailed review of what its engagement in multi-sport events should be in the next five years. This review will consider in particular:</p> <ul style="list-style-type: none"> - The benefit to NGBs of regular multi-sport competition in the UK - The relevance to sports and which should be involved - The level at which such competition should be pitched (world class or development standard) - The timing of any events to ensure maximum performance attendance and benefit - The opportunity to engage with other nations to develop a series of linked events across the competition season

PROGRAMME	PURPOSE
(f) Sporting Events (cont)	<ul style="list-style-type: none"> - The interest and formal engagement of the IPC - The venue, scale and cost of any future event - The potential of future events to drive interest in Paralympic sport at community and grassroots level, to engage commercial and public sector partners, and to promote the Paralympic brand and Movement <p>Notwithstanding this review, it is the stated strategic intention of the BPA to continue a multi-sport event programme post London and following on from the 2012 Paralympic World Cup.</p>
(g) NGB Support	<p>Following on from London, a number of Paralympic NGBs may be in the position where resources to continue their world class programmes or the capacity of individuals to manage all elements of the programme is limited. This could particularly be the case around those elements of the programme that are not core to athlete development but none the less will impact on performance: such as finance and governance, or media relations.</p> <p>Post London 2012, the BPA will enter into discussions with NGBs, UK Sport and the Institutes of Sport to consider whether there are any areas around which we could provide professional targeted support for our members, maximising the value of the resources they have and quality assuring these areas of activity against best practice. The principles that we would work against in this strategic consideration would be:</p> <ul style="list-style-type: none"> - That the BPA can add value to the system through providing demand-led world class support across a range of sports - That the services provided are additional to and not duplicative to those provided by others in the system - That the BPA is itself resourced to carry out this function effectively
(h) Paralympic Performance Centres	<p>Post London 2012, a number of sporting, academic and other institutions will be looking to develop further their engagement and research into disability sport. The BPA would wish actively to encourage this, however we would only associate our brand and reputation with institutions that meet suitable criteria, specifically around:</p> <ul style="list-style-type: none"> - Performance focus and facilities for athlete training and development (including sports science and medicine) - Accessible training, accommodation and catering facilities - Direct and applied Academic Research opportunities - Opportunity for education and scholarships for disabled athletes <p>To enable this we will seek to create an accreditation standard around the concept of a 'Paralympic Performance Centre'. This standard will be rigorously tested and applied, potentially with a range of identifiable kitemarks or other notifications, with successful institutions being monitored for their ongoing performance against criteria.</p> <p>With this approach, we will aim to leverage our brand profile to support the ambitions of our athletes and sports through the encouragement of world class facilities for and research into disability sport.</p>

STRATEGIC PRIORITY 2

TO SUPPORT THE DEVELOPMENT OF DISABILITY SPORT OPPORTUNITIES ACROSS THE UK

2

- Consideration of appropriate, value-adding services and resources in support of those organisations responsible for providing sporting opportunities for disabled people at all levels.
- Engagement in targeted programmes for athlete identification and pathway development, in support of NGB and other partner activity as appropriate.
- Support for the generation of additional resources for disability sport organisations, through effective partnership working.

PROGRAMME	PURPOSE
(a) Parasport Development Programmes	<p>The BPA has since 2007 successfully developed the Parasport information website. It is now established as a high profile brand associated with providing opportunity to engage with sport and helping increase participation.</p> <p>To demonstrate our future desire to support the activities of others in developing sporting opportunities for disabled people in schools and communities, we intend to extend this brand further and associate it directly with all activity and programmes in this area.</p> <p>There is the potential for a series of Parasport sub-brands to show clearly how we can facilitate such support; these will be developed following discussion with the partners we wish to assist.</p> <p>The benefit of this approach to developing the Parasport brand is that it allows for the 'stardust' of the Games to be used in support of targeted sport development activities whilst protecting the Paralympic team.</p>
(b) Post-2012 Development Trust	<p>Beyond London 2012 the BPA will aim to partner with the four Home Nation Disability Sport Federations to help secure additional funding from commercial sponsors and donors looking to support development and grassroots programmes that are UK-wide and multi-sport in their scope. This approach will be value-adding: building on public funding, allowing individual organisations still to pursue their own agenda and resources, and only engaging where there is clear advantage to the wider landscape.</p> <p>The BPA will leverage its credibility, brand profile and resources to help secure this funding, and will work with the other partners to develop a 'manifesto' to attract it and a suitable vehicle to ensure it reaches the front line quickly and efficiently.</p>

"I have spent my whole life loving sport, and then two years ago when I had my accident I felt like my world had crumbled. At the Paralympic Potential Day, I began to get some of my world back, and was on cloud nine about the possibilities."

Aspiring athlete at Paralympic Potential Day.



STRATEGIC PRIORITY 3
INSPIRATIONAL IMPACT OF BRITISH ATHLETES **3**

- Through media and other communications channels, the development of programmes and events and promotion of stories from the Paralympic Games, driving awareness of British athletes, their success and the stories that lie behind them, creating role models and inspiring changes in behaviour and attitude towards disability.
- The responsibility to ensure that the underpinning power and values of the Paralympic brand are understood and communicated in a way that creates opportunities for commercial and other resources to be accessed not just at the elite level but across the disability sport landscape.
- The engagement in targeted educational programmes across the UK that enhance understanding of the Paralympic Movement, support the programme delivery activity of others and drive opportunity and inclusion of disability sport in schools and young people.
- The role of the BPA itself in embodying the brand values of the Paralympic Movement and playing its part in promoting those qualities internationally through its actions and messaging.



PROGRAMME	PURPOSE
<p>(a) Marketing & Communications</p> <p>Including:</p> <ul style="list-style-type: none"> - Media relations - Brand management - Online communications - Marketing 	<p>All marketing and communications activity will have the primary aim of informing and educating the general public about British Paralympic sport and athletes, and the inspiration of the Paralympic Movement.</p> <p>An action plan will be developed around media relations, marketing and online communications to maximise external profile.</p> <p>The BPA will lead the appropriate use and protection of the Paralympic brand in the UK, and seek to maximise its impact for the good of its members and partners - including sponsors looking to activate effectively against it in support of their commercial ambitions and donors and fundraisers seeking to demonstrate their commitment through charitable activity.</p>
<p>(b) Athlete Services & Promotion</p> <p>Including:</p> <ul style="list-style-type: none"> - Athlete Representation - Paralympians' Club - Education Programme 	<p>Current and former Paralympic athletes will be at the forefront of our promotional activity. It will be their inspiration and stories that will drive further interest in and commitment to the Paralympics and wider disability sport.</p> <p>We will engage directly with athletes through a structure which allows for formal athlete representation, ensuring their voice is heard in all BPA policy and future strategy development.</p> <p>We will revitalise and increase the investment in our Paralympians' Club. This will become a central database for the organisation of retired and current Paralympians ensuring we can engage more effectively. It will create opportunities for athletes to attend and speak at events, and build their profile.</p> <p>Any education programmes developed will further deliver the positive impact of our athletes' stories and achievements, inspiring young people and providing them with effective sporting role models for the future, as well as providing information regarding the Paralympic Movement and Games.</p>
<p>(c) Ceremonies & Events</p> <p>Including</p> <ul style="list-style-type: none"> - Sporting Events - National Paralympic Day - Paralympic Awards - Archive and Museum 	<p>We will use dedicated events to provide high profile marketing activity for the Paralympic brand.</p> <p>In addition to established concepts like the current Paralympic World Cup, we will investigate other sporting events that could drive profile.</p> <p>We will also consider the introduction of celebratory events for the Paralympic calendar, such as National Paralympic Day (building on the success of International Paralympic Day in September 2011) or a Paralympic Awards Event. And we will seek to ensure that the inspiration of the 2012 Paralympic Games, and its heritage in the UK, is captured through effective archiving and consideration of a museum or exhibition.</p>

STRATEGIC PRIORITY 4
 TO INFLUENCE THINKING AND ADVOCATE POLICY ON BEHALF OF THE PARALYMPIC MOVEMENT, ENGAGING DECISION MAKERS IN THE UK AND INTERNATIONALLY

4

- A lead role in representing the Paralympic Movement in the UK to Government and other decision making bodies through strong advocacy of credible positions on issues relating to disability sport and the Paralympic Games.
- The building of effective and respectful relationships with all key partners across the sporting and commercial landscape, and a lead role speaking publicly to the media and other communications channels in support of our collective ambitions.
- The coordination of the UK's influence and relationships across the international Paralympic Movement, ensuring that decisions made on the world stage are fair, equitable and appropriate to the UK's ambitions.

PROGRAMME	PURPOSE
<p>(a) Government Relations</p> <p>Including: UK Government & its Agencies Devolved Administrations Political Parties</p>	<p>A defined programme of contact and information delivery will ensure credible relationships with opinion formers and decision makers within Government and its agencies. This will allow the BPA to influence directly with regard to sports policy and where appropriate wider social policy.</p> <p>The action plan will reach out to all stakeholders in politics, for example through proactive attendance at the Party Conferences, and in particular ensure engagement with the Devolved Administrations, recognising the UK-wide nature of our activity.</p>
<p>(b) International Relations</p> <p>Including: International Paralympic Committee European Paralympic Committee National Paralympic Committees International Federations & Sporting Bodies</p>	<p>As a senior and respected member of the international Paralympic family, the BPA has a key role to play in helping positively to shape the future direction of the Games and the movement.</p> <p>We will continue to build effective partnership relationships with the IPC and EPC, and seek to work with partners in the UK to maximise our advocacy and influence through membership of Committees and decision making groups and positive contribution to debate and consultation.</p> <p>Our programme of engagement will include working closely with NGBs and UK Sport to support their strategic goals within International Federations and also to seek to support the UK's international sporting development work within identified NPCs and other sporting bodies worldwide.</p> <p>The ambition will be for the UK to become a leading nation in the Paralympic Movement, seen as a force for good and delivering benefit worldwide - with activity always underpinned by the reputation and credibility delivered by continued success on the field of play.</p>

PROGRAMME	PURPOSE
<p>(c) Partner Engagement</p> <p>Including: Paralympic NGB representatives NPC Membership Sports Councils and Sporting Bodies (including disability specific organisations) Commercial Partners & Funders</p>	<p>In order to deliver across its strategic ambitions, the BPA must work in partnership with others.</p> <p>Our partnership engagement strategy will ensure regular communication with NGBs and other NPC members, including regular meetings and information sharing. We will also work closely with UK Sport, the Home Country Sports Councils and Institutes, to ensure our sporting programmes are effectively positioned to add value across the British system, and with the British Olympic Association where joint strategies can ensure the best preparation for our athletes.</p> <p>We will create opportunities to drive profile and awareness of our commercial partners and donors, building on current successful programmes like the BT Paralympic World Cup, Deloitte Ride Across Britain and Nearest and Dearest presented by P&G.</p>
<p>(d) Policy Development</p> <p>Including: Relationships with disability rights organisations & charities Media engagement & speaker platforms</p>	<p>As the NPC for the UK, we can provide an informed and credible opinion in terms of wider social policy debate around disability. We will seek to engage where appropriate with this debate, including speaking at events and in the media on behalf of our wider membership.</p>

STRATEGIC PRIORITY 5

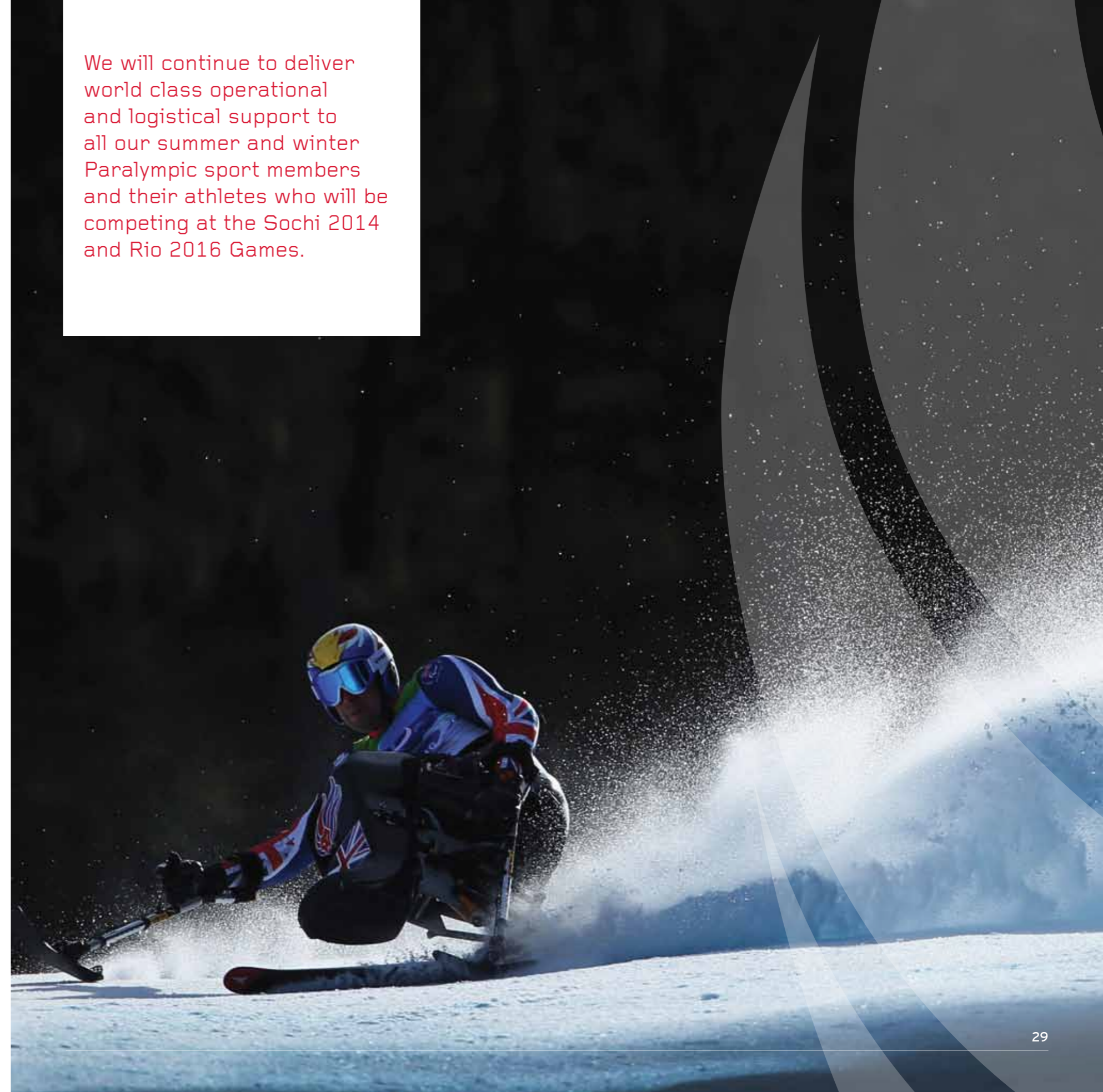
TO ENSURE THE BPA IS A HIGH PERFORMING AND ROBUST ORGANISATION FROM LONDON TO SOCHI, RIO AND BEYOND

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- The organisation is well structured, with appropriate governance and decision making processes, human resources and business infrastructure to allow its activity to be carried out effectively.
- Commercial, public and private investment is targeted and secured to ensure that the organisation has adequate funds with which to deliver its objectives.
- The organisation and its people are well connected, well respected, and inclusive in their approach to all activity.

PROGRAMME	PURPOSE
(a) Governance infrastructure	Clear and effective guidelines and practice with regard to the membership, structure and role of the NPC, Board and Executive; allocation and audit of resources and funding; and formal recording of decision making.
(b) Business & Staffing Structure	The structure of the Board, its sub-groups and committees, and of the executive and staff for the organisation are established and adhered to, with the result that the organisation is best placed to deliver against its objectives.
(c) Commercial Partnerships & Fundraising Strategy	A detailed strategy and action plan will be developed to build on the relationships currently in place and secure the revenues and resources required by the organisation to deliver the strategy and business plan for the period (VIK and secondment as well as cash). This will include a delineation of assets and activations, timelines and engagement activity for both commercial and donor fundraising through to Rio 2016.
(d) Professional Corporate Services	In support of its business objectives, the organisation will employ professional staff and advisors to ensure world class corporate services support in the areas of finance, legal, and general business management.
(e) HR & People Development Strategy	Building on a major HR Audit carried out in 2012, the BPA will become an employer of choice within the sporting landscape, through the introduction of a costed employee benefits structure, defined people development strategies and effective work planning and evaluation processes.

We will continue to deliver world class operational and logistical support to all our summer and winter Paralympic sport members and their athletes who will be competing at the Sochi 2014 and Rio 2016 Games.



ENGAGING OUR PARTNERS AND STAKEHOLDERS

The British Paralympic Association has a wide range of partners and stakeholders with whom it will need to work closely and effectively to deliver this strategic plan over the next five years.

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Some of these are evident: across the world class performance landscape, the athletes that will seek selection for and represent ParalympicsGB at the Winter and Summer Paralympic Games are paramount. In support of them, the NGBs, UK Sport, the Home Country Sports Institutes and other medical, technical and athlete support organisations are crucial to the success and delivery of ParalympicsGB.

Other fundamental relationships will extend through the broader sporting landscape: organisations like the Home Nation Disability Sport Federations and Sports Councils, National Disability Sport Organisations and the Youth Sport Trust; key delivery partners like commercial sponsors and charitable donors; and partners that relate to our global responsibilities such as the IPC and other NPCs across the world.

Then there are those partners that will become very relevant to the delivery of our strategic objectives over the next five years. These include: local authorities and private event organisers with whom we will engage on sporting events like the current Paralympic World Cup; education establishments like schools and universities where programmes and partnerships can be formed to improve access and understanding as well as important research; organisations like Help for Heroes and military

programmes like the Battleback scheme that may be instrumental in providing future athletes; and broadcasters and media outlets who will be crucial in driving profile and raising awareness and understanding of Paralympic sport.

We are also committed to engaging politically with both the UK Government and all devolved administrations to ensure we can advocate successfully as a British body; with representative sporting partners such as the British Olympic Association and British Athlete Commission; and more broadly with disability rights groups and charities with whom the issues raised by our profile beyond the London Games will continue to be relevant.

We will work hard to identify the right organisations and build effective working relationships with the right people.



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STRUCTURE

Following a formal review by the Board in 2011/12, the Charitable status of the British Paralympic Association is retained. Not only do the charitable objects remain central to our broader purpose as an organisation, the status enables us to maximise our reach in terms of resources and partnerships.

Having retained our status, we have however fundamentally reviewed the Memorandum and Articles of Association that govern the BPA. These were first drafted in 1989 and while they have been updated since, they were not well suited to the organisation at this stage of its development and profile.

The BPA Board therefore undertook a formal review process in 2012 that:

- Ensured that the Memorandum and Articles of Association themselves are fit for purpose, matching our requirements as a charity whilst also embodying a more professional approach to our activity.
- Brought the procedures and policies around Board / Trustee membership and election into line with current best practice, ensuring that the skill-sets on the Board are appropriate and clearly defined and that there is continuity of input and stewardship over the course of more than one Paralympic cycle.
- Reflected on the current role and membership of the NPC, and its relationship to the Board, to ensure it is best able to serve the interests of the organisation and of the wider Paralympic family.
- Ensured there is real clarity with regard to the expectations of and relationship between the Board and the Executive, and especially the Chair and Chief Executive.

These changes were unanimously approved for adoption at an Extraordinary General Meeting of the NPC on May 1, 2012.

Alongside this process, the organisation continues to ensure it is best placed to deliver against its priorities.

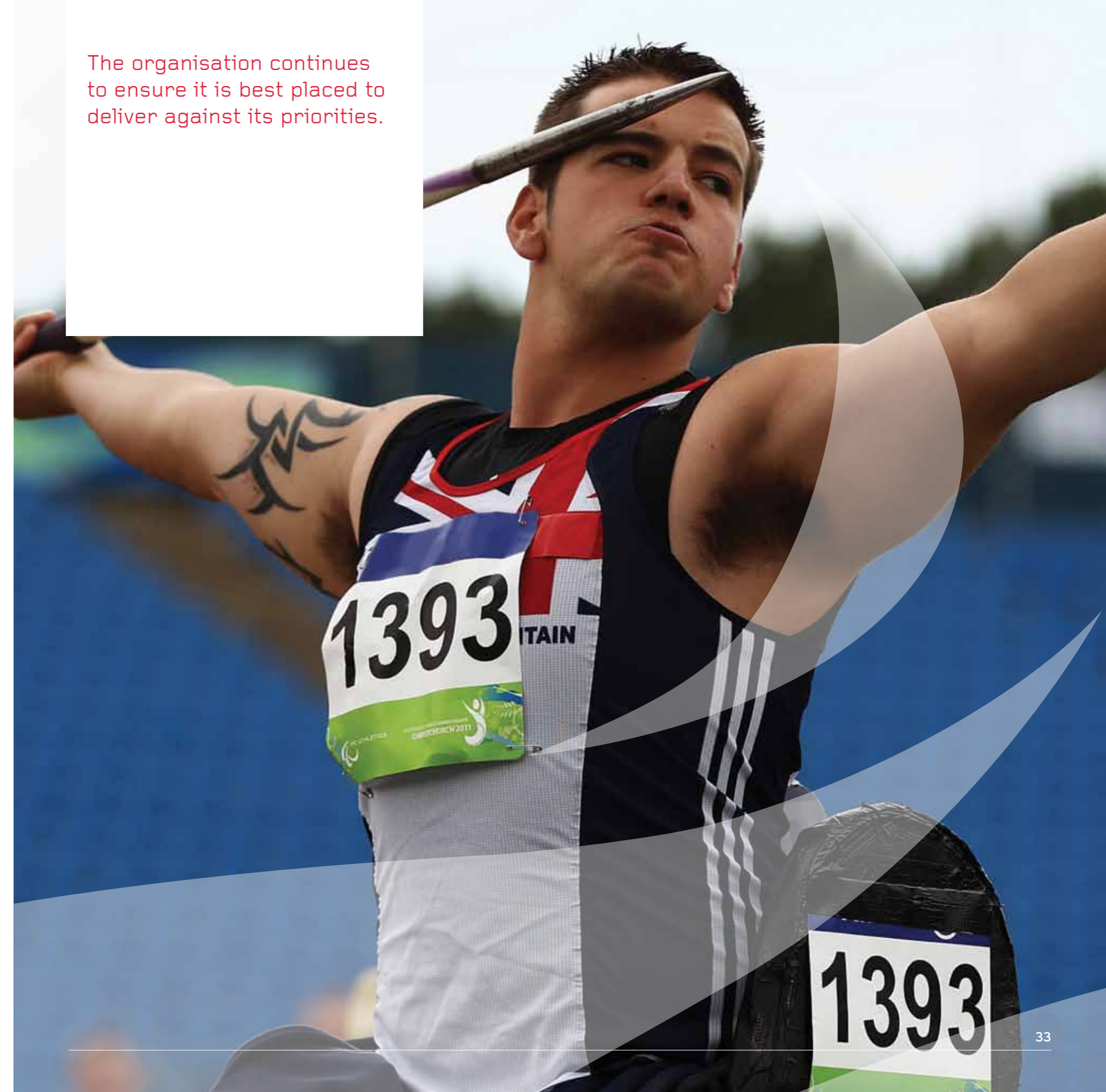
For London 2012 it has a full detailed Games time delivery structure for ParalympicsGB in place, with clear delineation of roles and responsibilities and the recruitment of world class individuals where required, including the lead role of Chef de Mission.

The structure for the organisation for the post London period will be in place from April 1, 2013 and will be driven by this strategic vision and the plans that underpin it. All roles and responsibilities will be considered as required to make the organisation fit for purpose and be considered against resources to ensure that the BPA remains efficient and within its target of 10% of income for administration and corporate costs.

The current separate governance arrangements for British Paralympic Performance Services (BPPS) will be considered in relation to possible change. Ensuring there is an appropriate route through which National Lottery funding in support of ParalympicsGB can be channelled will be vital, as will having the required reporting and accountability in place. The present Board structure however is not seen as optimal and consideration will be given as to whether this needs to be retained in its present form and whether it can provide a more advisory capacity in the future.

The current structure around British Paralympic Enterprises Ltd, the BPA's wholly owned trading subsidiary, will remain.

The organisation continues to ensure it is best placed to deliver against its priorities.

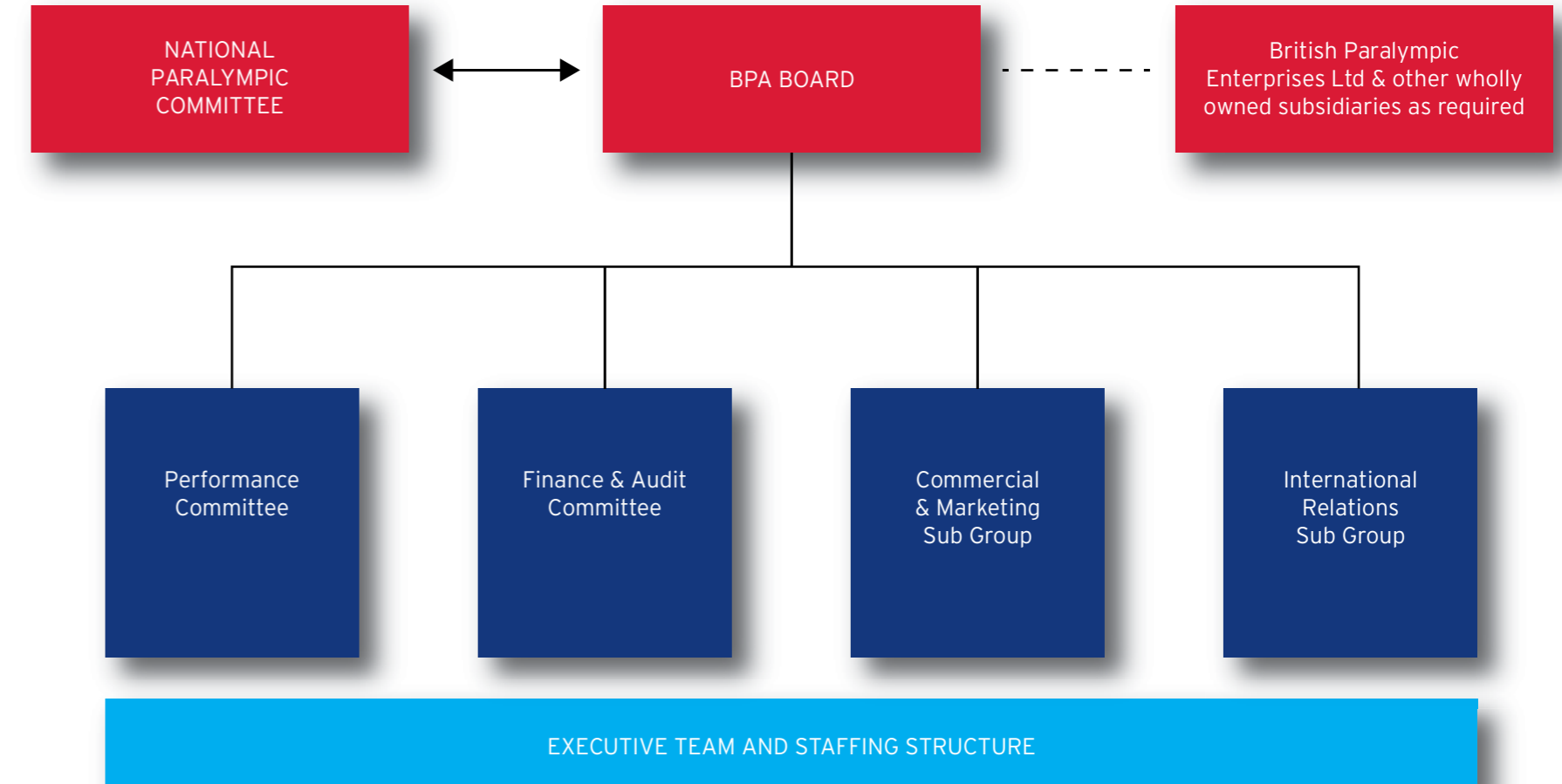


BUSINESS PLANNING AND TIMETABLE

Following the publication and communication of this Strategic Plan, work will be underway to ensure that more detailed organisational planning is complete for the start of the 2013/17 cycle.

FOCUS	PURPOSE
Outline Budget for 2013/17	The top line budget forecast for the Rio cycle (including Games Budgets for Sochi and Rio)
Business Plan and Budget for 2013/14	Operational plan and budget for the first year of the new cycle, requiring Board sign off in March 2013
Games Project Plan for Sochi 2014	Ensuring detailed plans are in place for Sochi 2014 Winter Paralympic Games
Outline Games Project Plan for Rio 2016	Initial planning document for Rio 2016 Paralympic Games
Performance (including any restricted activity similar to that carried out through BPPS)	In addition a number of focused strategies will be delivered to support specific work areas that BPA will carry out in the period in support of its primary strategic objective, adding value to the support of athletes through to Games time. This will include any submission made to UK Sport for continued restricted funding around the athlete support programmes currently funded through British Paralympic Performance Services (BPPS)
Events	How the BPA will continue to be engaged in the provision of multi-sport events in the UK
Learning and Development	The approach that BPA will take with regard to engaging schools and young people on the back of 2012
Commercial	The means by which commercial and private donor funds will be raised and secured, and the approach taken to activation and management
Marketing and Communications	The promotion of the Paralympic brand, and its protection in the UK territory, alongside promoting ParalympicsGB and the athlete role models
International Relations	How the BPA will work to ensure that British representatives are active and ensuring good relations within the IPC and EPC in particular, but also (where appropriate and in support of NGBs and UK Sport) within International Federations

In order to ensure that the strategies and general business of the organisation are both directed and appropriately governed and scrutinised, the BPA will seek to operate under the following structure of committees and sub-groups:



CONCLUSION

This Strategic Plan takes the BPA into the post-London era with a clearly defined vision and mission that successfully links our wider charitable objects to our primary purpose as an organisation.

In delivering against this plan, we will differentiate between: those areas which we are mandated to deliver; those where we can lead activity for the good of the British Paralympic team or the wider disability sport landscape; and those where our influence and our profile as an organisation - our brand - can help facilitate the activity and ambitions of others.

It links an ambitious vision to clear output: five strategic purposes that focus on our primary role of delivering the best prepared British team to the Summer and Winter Paralympic Games, and the wider benefits that this can bring to disability sport in the UK and our ability to influence and engage internationally.

We are clear about the core programmes, activities and partnerships that will enable us to work effectively, and the brand hierarchy that will be the means by which our partners and stakeholders will recognise that contribution. The roles of the BPA across the landscape both in the UK and internationally, of ParalympicsGB in relation to the team and the athletes, and of the wider brand in engaging in development activity in support of others, are now properly defined.

We recognise that we cannot do this in isolation. We are a membership body, and we have not just a responsibility but a desire to work in partnership. We must work hard to obtain and then keep the mandate to act in the way we believe is best for

British Paralympic and disability sport. Our values reflect that: not just our commitment to excellence, but the openness and honesty of our approach, and the respect and trust we will have for others. Most of all we will keep the athlete at the heart of everything we do. If we lose that focus, we lose our purpose.

All this will happen against a background of organisational change: a process of improvement within the BPA that will build on its previous great work and ensure it is best placed to succeed. Changes to the Memorandum and Articles of Association that govern us, improving our Board and staffing structures, and ensuring we are in robust financial and structural health as we enter the next Paralympiad, are all necessary and important steps on the journey.

The Strategic Plan for 2012-2017 is our contribution to the momentum that the Paralympic Movement, and disability sport as a whole, should have as a result of the London 2012 Paralympic Games.



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