INSPIRING EXCELLENCE

The British Paralympic Association Strategic Plan 2016-2021
INTRODUCTION

London 2012 provided the Paralympic movement worldwide with its greatest ever opportunity: to highlight its incredible sports and athletes, engage the public and commercial and other partners, and seek to promote its unique ‘higher purpose’ as a movement in society.

As the National Paralympic Committee for Great Britain and Northern Ireland, the British Paralympic Association (BPA) sought to play a lead role in driving that agenda. Principally that was in relation to our role selecting and managing the British team at the Games. But it was also in creating a direct and meaningful link between the endeavour of the athletes and societal attitudes to disability.

‘To prove the positive power of the Paralympic brand in the context of a movement for change as well as a single, high profile sporting event.’

This was the focus of the BPA strategic plan “Maximising Momentum”, which was published with 100 days to go to London 2012 and covered the period up to and including the Rio 2016 Paralympic Games. The BPA vision first put forward in that strategy - “through sport, inspire a better world for disabled people” - demonstrated our commitment to and focus on a higher purpose and ambition and how we could collectively harness the positive momentum of the Paralympic Games and the success of our athletes.

Crucial to the success of that vision was the belief that our ability to deliver was ‘through sport’ (i.e. the success of ParalympicsGB on the field of play) and that the BPA’s best opportunity was to ‘inspire’ the opportunity for change.

This inspiration could and should be then available to others for more direct impact and action across the wider sporting landscape and society.

As we enter the next phase of our journey the basis of this vision still holds true for the British Paralympic Association - the success of our athletes not only in London but also at Sochi 2014, where among other highlights ParalympicsGB won its first ever winter gold medal, has been the catalyst for a wide range of inspirational activity and positive change. For the BPA this has included set piece events like National Paralympic Day and SportsFest, and continuing to support the Get Set schools platform and the Deloitte Parasport website which enables disabled people to engage more effectively in disability sport opportunities.

Research carried out in late 2014 by YouGov showed that the impact first felt during London 2012 has been maintained:

- 75% of respondents said that the Paralympic Games was either very inspirational or inspirational to them as an event;
- Half of respondents said that Paralympians were identifiable as positive role models in society with 70% identifying their courage and determination as inspirational. Fewer than 10% saw any negative aspect to their being role models;
- The Paralympic brand scored seven out of ten in relation to respondents having a positive association with organisations sponsoring the BPA, higher than any other listed sporting organisation.
The focus group research that accompanied this survey was similarly incisive, with the public recognising the Paralympic Games and the success of ParalympicsGB on the field of play as being “emboldening” for disabled people in society and a “civilising” force on the attitudes and perceptions of the non-disabled majority.

In support of this latter finding, more recently in 2016 the respected sports journalist Simon Barnes wrote the following in an article in The Spectator Magazine:

“…The business of inclusivity reached a peak of all-conquering triumph at the London Paralympic Games of 2012, not just in the competitors but also in the audience. Many had difficulties or challenges; the walk to the train was like Ben-Hur with wheelchairs. But many others had tried and failed to get tickets for the Olympics, gone to the Paralympics as a second best – and found themselves part of something bigger than they bargained for. It felt briefly like a utopian dream of the future come to life…”

These factors all suggest progress. But equally it is recognised there is still a long way to go.

According to the disability charity SCOPE, across society only 40% of disabled people feel that the UK is a ‘good’ place to be disabled. Meanwhile the latest Sport England Active People survey: Sport England Active People Survey December 2015, showed that fewer than one in five (17%) of disabled people play sport at least once a week.

‘London 2012 therefore should be reflected on positively but only as a catalyst – the beginning not the end of the journey.’

It is more vital than ever that the BPA respond to this and continue to drive this positive agenda forward as it prepares for the next cycle and the build up to the Pyeongchang 2018 Winter and Tokyo 2020 Summer Paralympic Games.

To do this we need to recognise more clearly the positive inspirational impact of ParalympicsGB and how that success can drive wider change. We need to develop more comprehensive and effective ways not only to deliver success but to demonstrate that change, in the way that also makes sense both to the capacity and resources of the organisation and crucially our role within the wider sporting landscape. The Government’s Strategy for Sport published in December 2015 highlighted a desire to see all policy and funding targeted at five outcomes that will drive social change – around physical health, mental wellbeing, individual development, social and community development and economic development.

That ambition to drive social change through sport is one that resonates closely with the BPA vision – we can and must contribute to this broader agenda, while also continuing to play our part in developing both the domestic and international sporting landscape.

This Strategic Plan is the basis of this ambition. It focuses on our intended vision, mission, values, strategic priorities, organisational structure and planning for the period from the Rio 2016 to the Tokyo 2020 Paralympic Games. Within that the majority of the BPA’s activity will focus on its unique responsibility to select, manage and take the Great Britain and Northern Ireland team to the Paralympic Games. Lessons learned from the build up to London, Sochi and Rio will be reflected upon to ensure that we are best prepared for the challenges and opportunities of the next four years.

Tokyo 2020 will signify a new milestone in the history of the Paralympic Games, returning for the first time to a city that has already hosted the competition before in 1964. We hope this strategy will show how we intend as the BPA to ensure not only we serve our winter and summer athletes in their ambitions over the next four years but work in partnership to deliver real and lasting change to the BPA, the Paralympic movement and wider society.
The BPA is the National Paralympic Committee for Great Britain and Northern Ireland. As such it has the unique mandate from the International Paralympic Committee to select, manage, enter and take the Great Britain team to a Summer and Winter Paralympic Games.

It is currently funded by a mix of commercial sponsorship and private donation, together with some specific performance focused investment by the National Lottery through UK Sport. The athletes’ day to day training and competition expenses are met through UK Sport and other funding for National Governing Bodies world class performance programmes.

The full time staff at the start of 2016 was 32, the vast majority based in London. By contrast the team size for Rio 2016 is estimated to be around 650–700, with around 260 selected athletes and a wider support team of around 400 travelling to the Games. This makes it arguably the largest and most competitive team Great Britain has ever presented at an overseas Paralympic Games.

Formed in 1989 the BPA is a registered Charity, with the Chairman, Vice Chairman and Trustees acting as Board members for the organisation and a full time professional staff led by the CEO. The Trustees are a combination of elected members (by the voting membership of the BPA’s National Paralympic Committee) and appointed specialist non-executives. The NPC membership currently comprises representatives from National Governing Bodies of Sport, the Home Country Disability Sport Federations and National Disability Sport Organisations, as well as various individual members and other bodies.

The organisation’s Articles of Association include Charitable Purposes that state the organisation should (among other activities):

“relieve people with physical sensory and mental disabilities 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.”

The BPA operates two distinct primary brands in relation to its activity:

The British Paralympic Association brand and logo signifies the National Paralympic Committee for Great Britain and Northern Ireland. The BPA is the organisation that is registered as having charitable status and the objects that underpin it. It is also the organisation that elects or appoints Board members and Trustees and employs the permanent staff and represents the Paralympic movement in terms of domestic and international advocacy and influence.

ParalympicsGB is the BPA’s team at the Summer and Winter Paralympic Games. It is this to which the athletes are selected and through which services are provided to them. ParalympicsGB is the public facing brand and logo, through which role models are created that can raise awareness and inspire action and change.

Other brands, such as those developed in the 2013/17 cycle for activations like the Supercharge promotional and fundraising campaign or Deloitte Parasport programme, or events like National Paralympic Day or SportsFest, will be created and determined separately and seen as secondary brands against the two highlighted above.
‘The success of our athletes not only in London but also at Sochi has been the catalyst for a wide range of inspirational activity and positive change.’
PERFORMANCE IN LONDON 2012 AND SOCHI 2014

In the past four years the BPA’s team at the Games, ParalympicsGB, has enjoyed fantastic success on the field of play.

LONDON 2012

- 300 athletes in the team
- 120 medals, third in the medal table
- 34 gold
- 43 silver
- 43 bronze

SOCHI 2014

- 15 athletes in the team
- 6 medals, tenth in the medal table
- 1 gold
- 3 silver
- 2 bronze

More medals won across more sports (13) than at any previous edition of the modern Paralympic Games.

SUMMER

BEIJING 2008

- 213 athletes in the team
- 102 medals, second in the medal table
- 42 gold
- 29 silver
- 31 bronze

ATHENS 2004

- 167 athletes in the team
- 94 medals, second in the medal table
- 35 gold
- 30 silver
- 29 bronze

SYDNEY 2000

- 215 athletes in the team
- 131 medals, second in the medal table
- 41 gold
- 43 silver
- 47 bronze

WINTER

VANCOUVER 2010

- 13 athletes in the team
- 0 medals

TURIN 2006

- 20 athletes in the team
- 17 medals, seventeenth in the medal table
- 1 medal

Crucial to the success of this vision is the belief that Paralympians can inspire behavioural change. London 2012 provided evidence of inspiration that was compelling in its directness:

- 70% of disabled people agreed that the performance of ParalympicsGB alongside other athletes at the Games was inspirational: YouGov 2014;
- 8 out of 10 disabled people considering taking up sport following the Games;
- Three-quarters of Britons feel more positive about the role of disabled people having watched the Games;
- 2 out of 3 London 2012 research respondents agree that the Games will lead to a ‘greater acceptance of disabled people.’

However we know that we are in the foothills not at the summit of this mountain. A survey carried out by SCOPE suggested that two thirds of the British population admit to feeling uncomfortable when talking to a disabled person, and 62% of disabled people themselves say they are treated differently in society as a result of their disability.

According to Mark Atkinson, CEO of SCOPE:


“But we still regularly hear from disabled people who face negative attitudes and discrimination because of their impairment.

“While there has been much progress since the Disability Discrimination Act was brought in just over 20 years ago, it is clear there is still a lot more to do.

The BPA believes that sport can play an important role in tackling this challenge. The move towards the wider agenda is shared by the Government. In his Foreword to the Department for Culture Media & Sport Strategy for Sport, Sporting Future: A New Strategy for an Active Nation, published in December 2015, the Prime Minister states:

“We will be much bolder in harnessing the potential of sport for social good. In delivering this Strategy we will change sport funding so it is no longer merely about how many people take part, but rather how sport can have a meaningful and measurable impact on improving people’s lives.”

For the BPA to contribute meaningfully to this agenda, it is necessary to highlight where our role starts and stops in this Vision. 'We believe our athletes and movement can inspire change but it is for others to deliver'. And it must always be seen to be driven through the positive impact of sport – we exist as a sporting organisation driven by a relentless desire to improve and succeed, with the belief that this can in turn deliver the link to our wider charitable ambitions. And while our focus is in the UK, we are part of a global movement that collectively has the opportunity to change and improve the lives of disabled people and help create a better world.
OUR MISSION
To make the UK world leading in Paralympic sport on and off the field of play:
- Through the excellence of the team at the Games, and
- Advocacy of the movement.

This mission defines the BPA’s purpose as an organisation – it is our direct contribution to our vision, and outlines how we will organise and prioritise activity to bring it to life. It recognises that our primary role and core contribution is in support of activity on the field of play at the Paralympic Games.
As a charity that has sport at its heart, and with a stated mission to be world leading in support of ParalympicsGB success, the BPA’s approach will be ‘athlete centred’ – making decisions and concentrating effort and resources where we believe we can make the most significant impact on the team.

This commitment to being world class extends to and must also be reflected by the organisation and its people – in the way we demonstrate a selfless desire to serve the interests of athletes and the team behind them, and in our commitment to being innovative, flexible and relentless in our approach.

We will strive to demonstrate our values in our engagement at all times. Ultimately values work best for an organisation when tested against meaningful relationships – demonstrating that the BPA has genuine commitment to accountability, integrity, transparency and collaboration.

Our values driven approach was reviewed following the London 2012 Paralympic Games. The survey feedback from ParalympicsGB athletes and staff confirmed overwhelmingly our commitment:

- 96% agreed with our commitment to excellence;
- 96% agreed that we had demonstrated honesty and openness in our approach;
- 97% agreed we had shown respect and trust in our engagement with them.

The BPA will seek to be respectful in collaboration. While we have unique roles and responsibilities as an organisation, we can only achieve our vision and mission by working with and through others, and recognising the appropriate positioning of the BPA in the sporting landscape in particular. Indeed we recognise that a key contributor to our success will be our ability to build and leverage partnerships within the British sporting system.

We will structure the BPA to best serve our vision and mission, and employ and engage people that match our stated culture and values, are driven by excellence, a belief in the highest professional and ethical standards and the need constantly to challenge and improve. In assessing our performance there will be clear consideration of the ‘how’ as well as the ‘what’.

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We will ensure that all engagement and communication is fair, open and grounded in an appreciation of others and their views, seeking to set and manage expectations of ourselves and others to ensure consistency and transparency.

Our interaction with each other, with key partners and the wider community will be characterised by respect and will seek to engender a belief in the value, ethics and integrity of the BPA.
HOW WE WILL OPERATE

As the BPA moves into its next cycle of activity, the period which covers the years through to the Tokyo 2020 Games and includes the Pyeongchang 2018 Winter Games, our core focus will remain on delivery of the ParalympicsGB team. Without athletes, and their success, there would be no BPA and no inspiration to build on.

Within that more emphasis will be placed on demonstrating impact and proving the ‘theory of change’ that sits behind our wider vision. Theory of Change is a recognised methodology for planning, prioritisation and evaluation that is used increasingly to promote and demonstrate social change. It defines long-term goals and then maps backward to identify necessary actions and conditions to success.

It is relevant that sports policy in the UK is heading in this direction. The Government Strategy Sporting Future – A New Strategy for an Active Nation published in December 2015, has outcomes that are societal in nature rather than focused purely on sport for sport’s sake. The BPA’s role with athletes at the highest level can contribute to this agenda.

The Strategy published by the Department for Culture, Media and Sport states that success will be judged by progress against five key outcomes:

1. Physical Wellbeing
2. Mental Wellbeing
3. Individual Development
4. Social / Community Development
5. Economic Development

Within that the Government is looking to shape activity in the UK sector around three outputs:

1. Maximising international and domestic sporting success and the impact of major events;
2. Getting more people from every background regularly and meaningfully taking part in sport and physical activity;
3. Building a more productive, sustainable and responsible sport sector.

In turn these will be driven by three core delivery actions for Government:

1. Actions that meet the needs of the elite and professional system and deliver successful major sporting events;
2. Actions that meet the needs of the customer and enable them to engage in sport and physical activity;
3. Actions that strengthen the sport sector and make it more effective and resilient.

‘Getting more people from every background regularly and meaningfully taking part in sport and physical activity.’
For the period through to the Tokyo 2020 Paralympic Games, the BPA will develop and deliver activity that demonstrates our commitment to achieving against these outcomes. ‘This will focus on our own activity and in particular the detailed and extensive work we do to ensure that our athletes and staff are best prepared to maximise the opportunity and impact of a Paralympic Games.’

- There is also the explicit desire among athletes to protect the uniqueness of the Paralympic movement. Achieving that level of excellence in sport for an athlete should be the pinnacle. Only individuals who represent ParalympicsGB at the summer or winter Games should be termed Paralympians; only the events they compete in there considered as Paralympic sport.
- At the same time, in a clearly defined context, and with no negative commercial implications, a wider, potentially more permissive use of the brand this cycle would be of benefit to the BPA’s wider vision.
- The aim this cycle will be to develop a definition of permissiveness around the BPA’s brands – and work in particular with National Governing Bodies and other disability sport bodies to leverage impact to drive their agendas. This would primarily be in support of the promotion of para-sport to be practised at grassroots and participatory level: where association with Paralympic success can be the catalyst to more involvement and engagement within local communities.
- We will also seek to build relationships across the wider disability community in the UK and understand how their broader agenda can positively be served by the Paralympics without distracting us from our core purpose or losing sight of our primary role within the sporting landscape. This includes considering ways to target the non-disabled population, raising awareness and challenging attitudes and in doing so forming a more positive agenda within which the wider debate around disability can take place.

Following the Rio 2016 Paralympic Games the BPA Board and management team will undertake a full review of the budget and staffing structure required to deliver for the period covered by this Strategy.

- This will be based on the recognition that the BPA must at all times be in position to deliver our activity and services and demonstrate effective governance and probity. It will ensure a full analysis of risk and measurement of the impact of a variety of competing activities to allow for effective prioritisation of resources.
- We will communicate this clearly to all external stakeholders to ensure there is no confusion or duplication of activity and funding in the British Paralympic sport system.
- A flexible approach to business planning will be adopted. This will identify for all areas of activity what elements should be deemed as ‘core’ to the BPA’s role and responsibility and what would provide an ‘enhanced’ level of activity when additional resource or opportunity becomes available.

This ability to plan for expansion of activity and be responsive to new circumstances will drive ambition and the desire to maximise impact whilst making the BPA better able to deal robustly with new circumstances and challenges as they arise:

- This model will allow for the BPA to:
  - Create constant clear criteria for the prioritisation of resources and activity against the organisation’s strategic objectives;
  - Match all planned activity against known resource and create certainty for delivery;
  - Give the BPA the flexibility to be response to new opportunities as they arise;
  - Give clarity to the wider sporting landscape about the BPA’s focus and responsibilities; and
  - Ultimately allow the BPA to plan and consider effectively in relation to activity to ‘stop, start and continue’ throughout the flexible requirements of a four year cycle.

Tokyo 2020 business planning model

[Diagram: Tokyo 2020 business planning model]

- ENHANCED
- CORE
- RESPONSIVE
- EXPANSIVE
- CERTAIN
- PLANNED

- Core activity
- Responsive
- Expansive
- Certain
- Planned
As part of this approach the BPA will engage partners in seeking ways to deliver ‘enhanced’ activity in particular without impacting on core expenditure. This could be other organisations within the sporting landscape, such as effective partnership with UK Sport or the Home Nation Sports Councils and Institutes.

Equally the opportunity exists to work closer than in the Rio cycle with commercial sponsors and other corporate partners, to deliver effective programmes and lasting change around the BPA’s identified Strategic Priorities. Under the BPA’s guidance and control resources could be put forward by others against specific activity - be they public events, ‘come and try’ sessions or research programmes - that ensure that the wider vision and purpose of the BPA is demonstrated without impacting on the team.

As part of an ongoing commitment to improved governance and ways of working, the BPA Board will continue to ensure that it meets all requirements around Finance, Audit and Reporting and the Standards for sport set around Equality and Welfare & Safeguarding.

The BPA’s Board will also continue to be supported by a range of Sub Committees and Groups that will support the Executive Team in delivery, give expert advice and opinion on prioritisation and focus and ensure appropriate scrutiny of actions.

Membership of the various groups will be drawn from the Board, supported by external expertise and representatives from relevant partners where appropriate.

The diagram indicates which areas are currently covered by these sub groups and committees and how they relate to the BPA Board and structure. This structure will be reviewed by the BPA Board over the course of the cycle to ensure it remains fit for purpose.
‘Developing a performance-led, organisation-wide Games strategy enabling the whole team to thrive in the environment and deliver personal best and medal winning performances.’
Our strategic priorities

For the 2016/21 period the British Paralympic Association has four strategic priorities. It is within these that all activity and functions will be identified and any potential activity that sits outside of them will not be considered.

Any new team member joining the BPA during the cycle should clearly be able to link their individual role and responsibilities to one of these four strategic priorities.

The primary focus remains around that of excellence in preparing, managing, selecting and taking the team to the Games.

That is the BPA’s unique mandated role and without it the remaining ambitions cannot happen either to the same extent or with appropriate credibility and profile. The three secondary priorities therefore support our primary objective, are complementary to each other and do not appear in any order of priority.

1. To define and deliver a ‘best prepared’ approach to the selection, management, delivery and leadership of ParalympicsGB at the Summer and Winter Paralympic Games

   • Delivering on our IPC mandate as the National Paralympic Committee for Great Britain and Northern Ireland as the sole body responsible for the British team at each edition of the Paralympic Games;
   • Developing a performance-led, organisation-wide Games Strategy, that designs and delivers optimal preparation services and advice in support of NGB led programmes, enabling the whole team to thrive in the environment and deliver personal best and medal winning performances;
   • Underpinning all activity with world class operational, technical and logistical support;
   • Working in partnership to develop, align and enhance the UK high performance system, maximising collective resource, expertise and systems.

2. To influence positively the direction and impact of the Paralympic movement both in the UK and internationally

   • Engaging decision makers in the UK Government and other key public and private bodies to ensure the positive impact of the Paralympics is understood and credible;
   • Fulfilling the role mandated to the BPA in the IPC Handbook to represent the British Paralympic movement to the IPC, OCOGs, other relevant international bodies. In doing so, advocating clear policy with regard to the development of the Paralympic Games and para-sport more generally in the UK and across the international Paralympic movement;
   • Building effective and respectful working relationships to maximise impact and resource in relation to the BPA’s stated vision and mission, including consideration of partnerships with organisations across the wider disability landscape.

3. To promote the success of the ParalympicsGB team and its athletes demonstrating the positive power of the Paralympic brand to inspire wider change

   • Engaging in media relations and other communications channels to promote the ParalympicsGB team and its success, including the athletes’ stories and potential as role models in society;
   • Developing a more advanced online and social media platform, ensuring that the BPA’s role and status is understood, the success of the ParalympicsGB team celebrated and its positive inspiration harnessed to wider benefit including use by third parties;
   • Focusing on specific activities that will celebrate athlete achievement and inspiration, educate and inform around the Paralympic movement, demonstrate the BPA’s charitable purposes and vision and seek to measure and evaluate more effectively its impact and value.

4. To maintain the effectiveness of the BPA’s financial and governance structures to ensure a high performing, sustainable and robust organisation

   • Delivering a business planning model for the BPA that prioritises resources effectively against core activity and allows for scalable enhancement of that activity should the opportunity be created;
   • Targeting and securing the commercial, public and private investment required to fulfil the BPA’s core objectives, deliver enhanced additional programmes of activity against the strategy and maintain its standing as a world leading NPC;
   • Investing in world class individuals and ensuring effective Board, team and organisation structures to deliver on all responsibilities in a way that reflects the organisation’s values and culture and is both connected and inclusive in its approach.
The Core Activities of the BPA will be defined as:

**Games Services and Operations**
- Leadership, management and administration of the Team including essential Games-time roles (e.g. Chef de Mission, Chief Medical Officer). Services and support without which the Team at the Games could not exist— including administration, kit, travel, logistics, village services, accommodation and medical support;
- Underpinning all activity with world class operational, technical and logistical support;
- Working in partnership to develop, align and enhance the UK high performance system, maximising collective resource, expertise and systems.

**Compliance**
- Those activities which ensure compliance with the IPC, OCOG or other regulatory bodies including anti-doping, athlete welfare, classification and medical processes;

**Quality Assurance**
- Mechanisms which provide quality assurance of and protect investment into the preparation and delivery of the Team including advisory groups, Performance Strategy, Qualification Strategy, Team Leader engagement, and Games-readiness analysis.

‘Enhanced’ activity that the high performance sporting system as a whole should seek to deliver in support of a ‘best prepared’ team includes support and services which increase the recognition of ‘what it takes to win’ and the probability of achieving performance targets at the Games. These services and support both enable and add value to NGB plans and to the system in terms of Team preparation including for example - but not exclusively:

**Pre-Games Preparation**
- Coordination and delivery of elements such as:
  1. Team leader and other Team Development Programmes;
  2. A Games Education Framework for athletes, support staff and supporters (including the ‘Nearest and Dearest’);
  3. The potential for a Sport Science & Sport Medicine Conference relating to the environment and challenges of the Tokyo 2020 Games.

In order to do this the BPA has recognised that it must continue to:

- i) possess expert understanding of the Games environment both from a physical and operational perspective;
- ii) understand the complexity of team composition and the specific requirements of every NGB and their athletes and staff; and
- iii) use knowledge of the environment and likely Team composition to develop and implement a world leading, performance focussed and sport specific Games Preparation and Delivery Strategy.
THE DELIVERY AND MEASUREMENT OF OUR STRATEGIC PRIORITIES (CONT)

This approach can be summarised in the following diagram. While the scale of the activity will be hugely different, the principles remain the same for both the Summer and Winter Games:

PURPOSE & OUTCOMES

By the end of the 2020/21 financial year the BPA will have:

1. Delivered on its core purpose and function at both the Pyeongchang 2018 and Tokyo 2020 Paralympic Games. This will demonstrate world class team leadership through the President, Chef de Mission, Secretary General and senior leadership team; full compliance with all IPC, OCOG and other requirements relating to the sport and athletes at the Games; delivery of world class operational and logistical support to the full travelling team including the professional supply of kit, flights, equipment and village services; and effective quality assurance of all aspects of ParalympicsGB preparation and support during the Games period.

2. Researched, created and communicated to all relevant organisations including NGBs an appropriate and informed Games strategy for both the 2018 Winter and 2020 Summer Paralympic Games that maximises preparation and Games delivery opportunities and knowledge and through that the potential for personal best and medal winning performances by the athletes on the field of play.

3. Specifically ensured world class understanding of the environment through close partnership working and dedicated time on the ground in the host city and other potential preparation base locations for both Pyeongchang 2018 and Tokyo 2020.

4. Underpinned all delivery with a structured and appropriately scaled education programme for all members of the ParalympicsGB teams for 2018 and 2020 - from athletes, coaches and other support personnel, wider team members, friends and family through to supporters - to ensure understanding of the unique Paralympic Games environment and maximise Games readiness.

5. Throughout the four year cycle through to Tokyo 2020, work with UK Sport, NGBs and others further to understand and define what a ‘best prepared’ strategy for each Games should include, and sought to align resources throughout the UK high performance system to maximise the opportunity for all enhancing activity to be undertaken.

In summary the BPA will deliver against the following five key Performance Strategies at both Games:

1. Unrivalled knowledge of the Games environment which promotes excellence in strategy development and delivery from preparation into Games.

2. Excellence in the planning and delivery of mandated and specialist core services through world leading leadership, management and administration.

3. The development and delivery of an optimal Games preparation strategy which supports ‘thriving in the environment’ and acts as a springboard for performance at the Games.

4. Unparalleled ‘Games readiness’ throughout the ParalympicsGB Team.

5. Within the context of the Games, the creation of a cohesive performance environment that maximises the performance potential of ParalympicsGB.
2.

To influence positively the direction and impact of the Paralympic movement both in the UK and internationally

- Engaging decision makers in the UK Government and other key public and private bodies to ensure the positive impact of the Paralympics is understood and credible;
- Fulfilling the role mandated to the BPA in the IPC Handbook to represent the British Paralympic movement to the IPC, OCOGs, other relevant international bodies. In doing so, advocating clear policy with regard to the development of the Paralympic Games and para-sport more generally in the UK and across the international Paralympic movement;
- Building effective and respectful working relationships to maximise impact and resource in relation to the BPA's stated vision and mission, including consideration of partnerships with organisations across the wider disability landscape.

ACTIVITY AND PROGRAMMES

Government Relations

Building positive relationships with DCMS, DWP and other relevant Government departments to ensure input into policy development and debate. Also focus on wider MPs and officials through attendance at / hosting targeted events including receptions as well as invitations to attend both Winter and Summer Paralympic Games. Appropriate engagement with devolved administrations in particular working through the Home Country Disability Sport Federations.

Sporting Landscape & Partner Engagement

Active contact programme to build and maintain credible working relationships with key partners at a strategic and operational level: specifically NGBs, UK Sport, EIS and the other home country Sports Institutes, the Home Country Disability Sport Federations, the National Disability Sport Organisations, the BOA, Youth Sport Trust, UKAD, Help For Heroes and others. Engagement in sector wide consultation and partner groups including the UK Sport Mission and Paralympic Investment Groups and International Relations Group. Build appropriate working relationships with disability charities and other groups that could be active in supporting the BPA's wider vision.

International Relations

Continue to develop the BPA's International Relations Influence Strategy (IRIS) - including targeting of positions for GB representatives on the IPC Governing Board, Athletes Committee and key Standing Committees (including that for the Paralympic Games). Focus on positive working relationships with IPC officials, and with leadership of other key NPCs. Active engagement in the IPC and EPC General Assemblies and other relevant events. Focus on relationship building with Embassies, NPCs and OCOGs in each host city and nation for the Paralympic Games to support ParalympicsGB requirements. Recognition of the need for appropriate engagement with other international bodies including IOC and WADA.

Policy Development

Influence domestic sports policy, including involvement in both Government and Sports Council strategy review processes. Seeking platforms, media opportunities and events to advocate the Paralympic movement and the BPA's wider vision and provide an informed and credible opinion in terms of wider social policy debate around sport and disability.

PURPOSE & OUTCOMES

By the end of the 2020/21 financial year the BPA will have:

1. Produced, delivered and evaluated a dedicated contact programme across the UK Government including direct engagement with Ministers during the Paralympic Games.
2. Engaged actively and positively in the development of the high performance sport system in the UK through recognised involvement in targeted strategic and operational groups. Held regular briefings with NGBs, HCDSFs, NDSOs and others to ensure BPA policy is understood and supported. Through the continued development of an existing Memorandum Of Understanding, to work more closely with the BOA in the operational delivery of Pyeongchang 2018 and Tokyo 2020 Games Preparation and Delivery.
3. To ensure effective representation and in order to influence the Paralympic movement internationally, secured and maintained positions of influence for GB representatives on the IPC Governing Board, Athletes Council and at least five other IPC Standing Committees. Continued to build close, positive and supportive working relationships with IPC officials and staff, and with the OCOG, host NPC and Embassy in South Korea, Tokyo and Beijing in support of our Games ambition through to 2022. Engaged positively with UK Sport on the development and funding of our International Relations Influence Strategy (IRIS) for the period.
4. Demonstrated the BPA is a world leading National Paralympic Committee able to contribute actively and credibly to policy debate around the Paralympic Games and movement, the high performance sports system in the UK, and more generally on the positive impact that the Paralympic movement can have on society, the lives of disabled people and the perceptions of the wider community.
5. Run effective and targeted guest programmes at the Pyeongchang 2018 and Tokyo 2020 Paralympic Games that demonstrate the purpose and success of ParalympicsGB to key stakeholders in domestic government, the sporting landscape and our commercial partners.
‘Engaging decision makers in the UK Government and other key public and private bodies to ensure the positive impact of the Paralympics is understood and credible.’
To bolster the BPA’s Theory of Change and our ability to impact on our vision “Through Sport, Inspire a Better World for Disabled People” the BPA will seek to engage in planned research across the following areas:

- **Survey Research** – the BPA will seek to run surveys of public opinion across the cycle to establish the impact of performances on the field of play and their ability to inspire change off it;
- **Qualitative Research** on the impact of the Paralympic Games and ParalympicsGB athletes on public opinion through focus groups held at intervals across the landscape;
- **Academic research** - considering the potential to partner in or respond to more longitudinal study and in particular any focus on public perceptions.

Where possible the BPA will look to supplement this research and evaluation activity by partnering with others active in pursuing qualitative and quantitative evidence in the landscape.

**ACTIVITY AND PROGRAMMES**

**Campaigns**

The Rio 2016 Games saw the introduction of the ‘Supercharge ParalympicsGB’ campaign. This positioning allowed the BPA to focus all key communications, media, marketing and commercial fundraising activity around a common message and brand. The impact of Supercharge will be evaluated and the intention is for the campaign to continue through to Tokyo 2020, growing awareness and understanding of the team and providing the BPA’s partners and public fundraising activity with the mechanisms against which to deliver.

**Media, Digital PR and Marketing**

To increase awareness and understanding of the ParalympicsGB team and its athletes, and in support of any campaign activity, an integrated communications strategy will be delivered identifying target audiences and the effective communication channels to reach them. We will seek to run targeted campaigns that can attract new audiences to the BPA and Paralympic sport and also demonstrate its power to engage and potential to get people involved.

For media the focus will remain on broadcast and print media in sport, but also widening reach with a focus on human interest and wider societal issues. We will continue to grow and develop our digital reach with a constant presence over the cycle, creating opportunities to have the greatest impact.

We will work closely with our commercial partners and stakeholders to leverage and maximise social media and marketing reach, both in the build up to and during the Winter and Summer Paralympic Games.

**Research and Evaluation**

To bolster the BPA’s Theory of Change and our ability to impact on our vision “Through Sport, Inspire a Better World for Disabled People” the BPA will seek to engage in planned research across the following areas:

- **Survey Research** – the BPA will seek to run surveys of public opinion across the cycle to establish the impact of performances on the field of play and their ability to inspire change off it;
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**Activities and Programmes**

Inspirational events have been a recognised part of BPA activity during the Rio cycle. The support of the Spirit of 2012 Trust in particular led to the establishment of ‘National Paralympic Day’ while partnership with The Cadbury Foundation ensured the delivery of ‘SportsFest’ events across the UK. These events sought to leverage the unique attraction of the ParalympicsGB brand and athletes to create opportunities for members of the public to “try the sports, meet the medallists, get inspired.”

For the Tokyo 2020 cycle, a full review of events will be held in 2017. This will consider purpose and focus in relation to the BPA’s core and enhanced activity, ambition to attract national and regional attention and media, opportunities created for athletes and the public alike to be involved in disability sport, and the interests and promotional ambitions of our commercial partners and NGB membership. Ultimately it will determine whether the organisation of events such as those listed above remains appropriate and effective for the BPA versus other competing demands.
Focusing on specific activities that will celebrate athlete achievement and inspiration.

ACTIVITY AND PROGRAMMES

Brand Protection & Promotion

The BPA will work actively with its commercial and other funding partners to determine ways during the Tokyo 2020 cycle to further enhance the visibility and impact of the Paralympic brand and in particular that of ParalympicsGB. This will include consideration of potential marketing and advertising opportunities with third parties able to provide the relevant resources or platforms.

As part of this commitment the BPA will work actively with its lawyers, and with the IPC and other domestic and international sporting bodies, to protect the use of the Paralympic brand and ensure it is used appropriately, effectively and only by those organisations permitted to do so. This will include agreeing and publishing a full set of brand guidelines, including a specific focus on brand association and usage before and during a Paralympic Games, when the unique ‘Games window’ creates further restrictions.

PURPOSE & OUTCOMES

By the end of the 2020/21 financial year the BPA will have:

1. Created a campaign platform that can be used through multiple channels and third parties effectively to promote ParalympicsGB and through that the inspirational impact of our athletes;
2. Determined the most appropriate, relevant and targeted digital channels for the communication of messaging around the BPA and ParalympicsGB; and invested accordingly in their development, profile and success;
3. Developed a national and regional media strategy both in the build up to and during the Winter and Summer Paralympic Games that promotes the team, builds awareness of the athletes and the stories behind them; and further drives awareness, appreciation and understanding of the Paralympic movement across society;
4. Considered an appropriate events or engagement programme for the Tokyo 2020 cycle that builds on the success of National Paralympic Day and SportsFest; and
5. Implemented a research strategy that provides effective qualitative and quantitative evidence of the inspirational power of the Paralympics and its positive impact on the lives of disabled people and the perceptions of non-disabled people across society.
To maintain the effectiveness of the BPA's financial and governance structures to ensure a high performing, sustainable and robust organisation

- Delivering a business planning model for the BPA that prioritises resources effectively against core activity and allows for scalable enhancement of that activity should the opportunity be created;
- Targeting and securing the commercial, public and private investment required to fulfil the BPA's core objectives, deliver enhanced additional programmes of activity against the strategy and maintain its standing as a world leading NPC;
- Investing in world class individuals and ensuring effective Board, team and organisation structures to deliver on all responsibilities in a way that reflects the organisation's values and culture and is both connected and inclusive in its approach.

ACTIVITY AND PROGRAMMES

Financial

Four year cycle budget forecast supported by robust annual budget setting and review and audit processes. Reporting through Executive to the Finance and Audit Committee and ultimately to the Board.

Income Generation

A four year income generation strategy to be supported through the creation of specific programmes and resources based around five key pillars of activity:
- Commercial sponsorship
- Public Fundraising
- Philanthropy and High Net Worth Individuals
- Charitable Trusts and Foundations; and
- Public Sector Funding streams

Management

Engagement through the BPA’s Programme Plan in the monitoring and evaluation of activity and resources over the cycle. A proactive approach to risk management and escalation processes. Clear management structures within the BPA and processes through which decisions should be made at both Executive and Board level, including full definition of delegated authority.

Governance

Clear and effective guidelines and practices that ensure full adherence to and monitoring of the Articles of Association. Active engagement in best practice and regulatory requirements with regard to good governance, in particular around safeguarding, equality & diversity and other areas where appropriate standards have been set.

HR and People Development

Continuing to develop the BPA's pay, conditions and organisational and personal development programmes to suit a high performing world class organisation able to attract the best talent and retain staff that have both the skills and values to deliver.

PURPOSE & OUTCOMES

By the end of the 2020/21 financial year the BPA will have:

1. Achieved a balanced budget for the four year cycle, with the agreed reserve and income generation strategies in place to take the organisation forward through to 2024;
2. Delivered a successful income generation programme which meets the targets set out in the budget, and managed relationships and partnerships effectively to maximise additional opportunities and leverage further resources into the system;
3. Produced effective and robust planning processes, including risk management and activity prioritisation, to ensure that the ‘core’ activity of the BPA is identified and fulfilled in its entirety with ‘enhanced’ activity matched against identified resource;
4. Secured all relevant Governance requirements, including a green rating in all external audit processes, clean audits of the Annual Report and Financial Statements, and the appropriate level of the Equality and Safeguarding Standards for Sport;
5. Inspired a happy, fulfilled, rewarded and developed team of people delivering against the BPA’s values and committed to the vision, mission and strategic priorities of the organisation.
CONCLUSION

It is right that this new Strategy for the BPA does not alter the direction of travel undertaken first in Maximising Momentum following the London 2012 Paralympic Games. The journey that everyone involved in Paralympic sport is undertaking following the positive impact of that Games is ongoing and long-term - so it follows that the strategies that underpin it should evolve cycle to cycle rather than take a radical new direction.

At the same time, this new Strategy for 2020 is reflective of a great deal of new thinking. It learns lessons from the Rio 2016 cycle and most of all seeks to demonstrate how those lessons will be applied in terms of smarter more effective business planning and delivery and also in proving the vision of the organisation through a recognised and more established Theory of Change for its activity.

It is for this reason that the Strategy matters. As the BPA heads into the Rio 2016 Paralympic Games we must be ready again to deliver afterwards, to build on what we are confident will be the world class performances of our athletes and most of all the heightened awareness and profile that the Games provides.

The Strategy is also indicative of our desire to work in partnership – to show others how we intend to operate, where we will prioritise our activity and resources and where we can potentially assist in driving theirs through better and closer working.

Most of all it is indicative of our desire to do justice as the National Paralympic Committee of Great Britain and Northern Ireland to the incredible, unique Games and movement that is the Paralympics, and maximise its special positive impact both in the UK and internationally in the years to come.

JULY 2016