



British Paralympic
Association



Championing Change

Our ten-year strategy 2022 - 2032

Introduction

In what are extremely challenging times globally, where communities across the world have been rocked by the far-reaching impact of the COVID-19 pandemic, this strategy looks to set a long-term direction for the BPA. It both reflects on the near-term challenges and pressures and looks further ahead, setting ambitions for a ten-year period.

Thinking beyond the four-year Paralympic cycle allows us to raise our ambitions as a world-leading Paralympic team and as a force for change for disabled people across the UK. London 2012 kindled a passion for disability sport and demonstrated the power of the Paralympics to inspire a shift in perceptions of disability and ability. This strategy builds on that through the continued success of ParalympicsGB and by delivering real and sustainable improvements to the lives of disabled people across the UK over the next ten years.





Our Vision:

Through sport, inspire a better world for disabled people.

A Paralympic athlete, a young man with curly hair, is captured in a moment of triumph. He is wearing a white athletic singlet with 'BRITAIN' and 'YOUNG' visible on it, along with an Adidas logo. He is holding a large Union Jack flag behind his back with both arms, looking upwards and to the right with an expression of awe or joy. The background is dark with blurred lights, suggesting an indoor arena.

Our Mission:

To enable world-leading performance at the Paralympic Games and to drive positive, sustainable change in UK society.

Our Values:

Our values define us. How we do things is as important as what we do. They define how others see us and ultimately how we judge our own success. We will work collectively to embed a culture of winning the right way. Whilst we strive to live our values in everything we do, we will hold ourselves and others to account when we fall short so that we can learn and improve.

We are committed to a 'people first' approach. For our athletes, this means not only creating the best possible environment to enable them to achieve their goals, but a commitment to ensure that all athletes, regardless of their success at the Games, can look back with pride on their experience as a member of the ParalympicsGB team.

We value and respect difference. We understand that we can only achieve our vision by working in collaboration with others. Even when our role requires us to lead and challenge to bring about change, we recognise the BPA's unique position in the UK elite sport landscape and the need to work in partnership with others to achieve our goals.

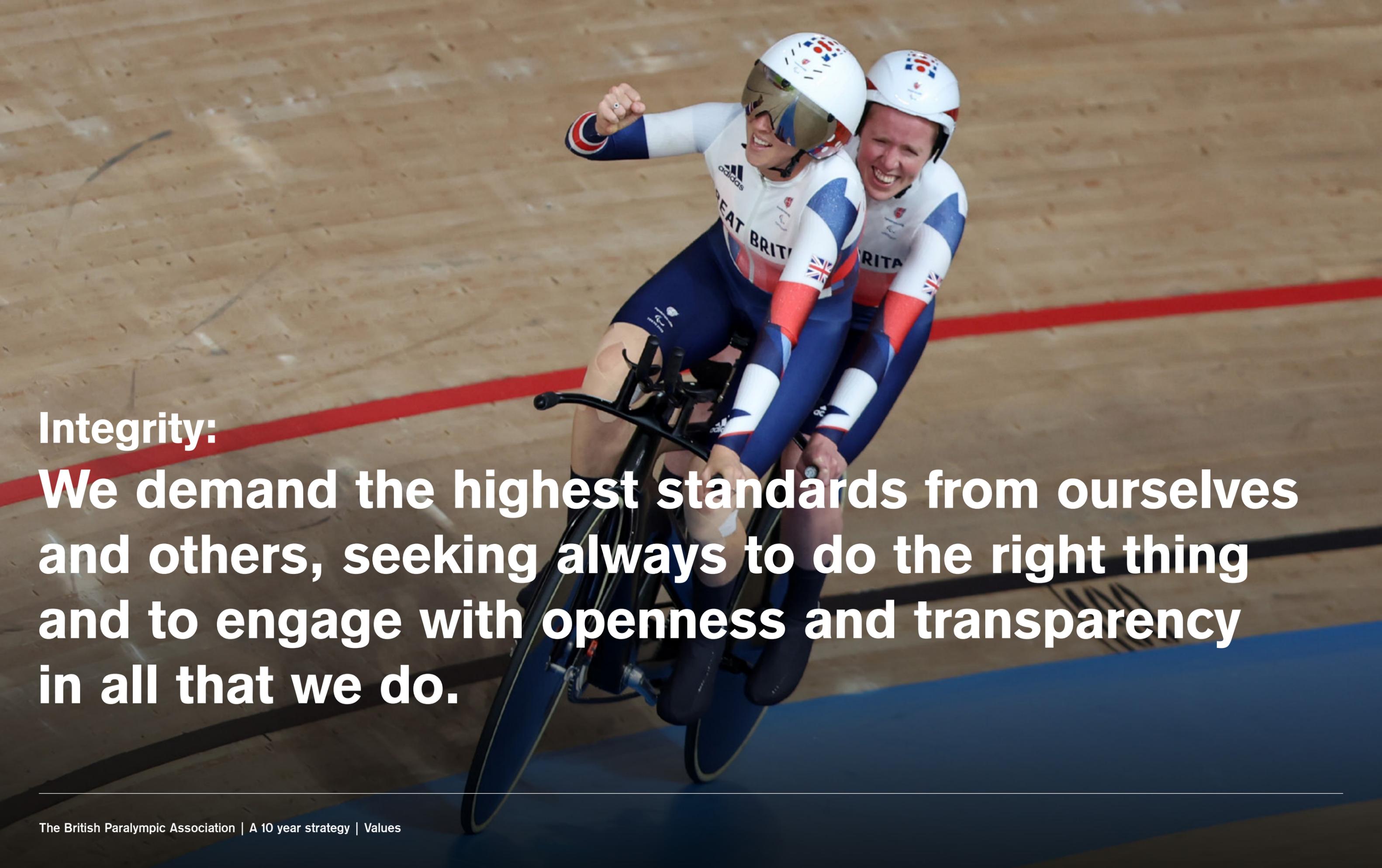
Excellence:

Everything we do reflects our ambition to be world leading. We care deeply about what we do and bring a flexible, positive and progressive approach to our interactions with others. Like the athletes that we support, we will always challenge ourselves and others to do better.



Respect:

Our relationships with each other, our partners and the wider community are based on respect, trust, and a deep-seated belief in diversity, inclusion and the value of our differences.



Integrity:

We demand the highest standards from ourselves and others, seeking always to do the right thing and to engage with openness and transparency in all that we do.

Our Long-term Assumptions

Whilst the long-term impact of COVID-19 is yet to be determined, the pandemic has prompted a reassessment of our strategic planning assumptions:

Impact: Disabled people have been disproportionately impacted by COVID-19 and many now feel more excluded from society. The BPA can make a real and tangible difference to the lives of disabled people over the next 10 years.

Inspiration: The inspirational performances of ParalympicsGB will continue to be a source of inspiration and unity for our nation. We will not let up for one moment in our efforts to create an environment where every athlete can compete at their best.

Collaboration: Collaboration across the UK high performance sport landscape will be more critical than ever. We will continue to play an important leadership role, working in partnership with our membership, with UK Sport and other high performance system partners.

Leadership: The global Paralympic movement will continue to develop at pace under the leadership of the International Paralympic Committee, although the divide between developed and developing Paralympic nations is likely to widen. The BPA has an important role to play to support the continued development of the global movement and the success of the Paralympic Games. Both are critical to our own long-term success.

Partnership: In an ever-more challenging and competitive commercial landscape, partnerships with purpose will be increasingly valued. This will require a long-term, strategic approach to partnerships, seeking out partners who share our ambition for social impact.



Our Strategic Objectives



Our new strategy is built around two long-term strategic objectives to achieve the following outcomes:

The continued success of ParalympicsGB at the Summer and Winter Paralympic Games, ensuring that the UK remains a world-leader in Paralympic sport. This is fundamental to our mandated role as the National Paralympic Committee for Great Britain and Northern Ireland and to our ability to bring about positive social change. It is through the performances of our elite athletes that attitudes will shift and change can happen.

An increased ambition for Social Impact. We will continue to use the positive power of the Paralympics and of our Paralympians to inspire a change in attitudes to disability. Our long-term focus will enable us to build upon this foundation to deliver real and sustainable change in the lives of disabled people across the UK.



Strategic Objective 1

Best Prepared Team

Over the next ten years we will ensure that the UK continues to be a world leader in Paralympic sport.

As global competition increases, future Games success will require a more sophisticated, organisation-wide Games strategy that provides tailored support across National Governing Bodies based on performance, need, the right resources and the right people.

Our ambition is to be Best Prepared. Our commitment is to provide a positive Team experience from start line to finish line and beyond.

We will evolve our approach to Games Planning to mitigate risk by being more proactive and by extending our planning cycle (LA 2028 and beyond) with better long-range Games readiness to maximise resource within the system.

Our 'best prepared team' strategy focuses on four key areas: team culture and identity, unrivalled knowledge of the Team and Games environments, unparalleled Games readiness and the creation of optimal Games-time environments.

1. Create & maintain a positive team culture and strong team identity

With team members at the forefront of our thinking we aspire not only to lead a successful team at each Paralympic Games but also a happy, healthy one. We focus on 'the how of our what': How we do things is as important as what we do.

At the heart of this Strategic Objective is a commitment to create and maintain a positive team culture and strong team identity, underpinned by team welfare, wellbeing and a positive team experience.

Through targeted education and development activities and connecting more closely with the Athletes' Commission, the aim is to bring together athletes to form a proud and united ParalympicsGB Team in Paris, Milan Cortina and LA. A Team whose pride, purpose and 'sense of team' act as catalysts to success on the field of play, in turn inspiring change off it.

2. Unrivalled knowledge of Team and environments

Unrivalled knowledge of the Team and Games environment is the foundation upon which Games readiness is built. The BPA aims to lead in the environment and, in doing so, create a performance edge for the Team.

Emphasis will be placed on time in the environment with Team Leaders, as part of a wider preparation programme, to ensure every NGB plan also reflects how to be best prepared in each unique Games environment.

For future Games planning, early identification of preparation requirements will support the sport system in planning and resources.



3. Unparalleled Games readiness

Each Games is unique. The challenge for Team preparation is the need to acknowledge that each Games presents a different operational environment for up to 22 very different NGB teams who only come together as ParalympicsGB once every four years (summer and winter).

Therefore, our focus is on the development of people and delivery of the complex planning requirements across ParalympicsGB, ensuring the right plans are in place and that these plans reflect the needs of the Team for each Games-specific environment.

Core components include:

- Athlete, staff, supporter and stakeholder Games education and readiness support programmes
- Excellence in the delivery of the BPA's mandated role around Anti-Doping, Classification, Team welfare and all Games related services
- World-class Operations capability
- Value adding performance services which enhance preparation and Games-time Team environments

4. Create & maintain optimal Team environments

We commit to a positive Team experience in all Team environments delivered through consistent, values driven leadership and high quality services and support. In creating optimal Team environments, which are safe and secure, every Team member can deliver personal bests and medal winning performances when it matters most.





Strategic Objective 2

Social Impact

To use the positive power of ParalympicsGB athletes to inspire social change.

Everything we do at the BPA will contribute to our ambition for social change and every team member will play a role. We want to see a more inclusive environment for disabled people in the UK, in sport and in society. We will work towards this long-term outcome in three distinct, yet inter-related, ways:

shifting public attitudes, improving lived experiences for disabled people and creating an environment where all disabled people can thrive.

1: A shift in public attitudes to disability, where people recognise the capabilities and capacities of disabled people as well as the barriers they face.

London 2012 demonstrated the extraordinary power of the Paralympics to inspire a change in attitudes to disability. We will continue to contribute to this through:

- Our Strategic Objective 1: The success of ParalympicsGB and the performances of our athletes at the Paralympic Games
- Our support for the global Paralympic movement and for successful Paralympic Games. As a world-leading NPC we will continue to play a leading role in the movement globally, working with host nations and cities and with the IPC, underpinned by a strategic approach to international relations and international development across the Paralympic sport landscape
- Widening public support for the Paralympics and our Paralympic athletes through celebrating their achievements at both Summer and Winter Paralympic Games
- Providing opportunities and support for Paralympians to be ambassadors for change in society
- Supporting a broader understanding of the social model of disability



- Celebrating the heritage of the Paralympic movement and its roots in Stoke Mandeville in partnership with the National Paralympic Heritage Trust
- Engaging future generations in the history and values of the Paralympics via the Get Set schools' programme

2. An improvement in the lived experience of disabled people.

We will address the societal issues where we can have the most impact, and where our current and former Paralympians tell us we should focus. We will do this through:

- Increasingly seeking out commercial, media and other partners who share our long-term commitment to inclusion and who want to work with us to deliver change.
- Building our own D&I capability so we can better support our partners' internal disability and inclusion agendas.
- Jointly developing projects and programmes with our partners aimed at meeting needs of Paralympians and removing barriers for disabled people.



3. An environment that enables disabled people to thrive.

We will support this through:

- Supporting a healthy Paralympic movement, in the UK and globally. Through our focus on Team culture and wellbeing, we will ensure that every member of ParalympicsGB has a positive Games experience. We will aspire to be world-leading in the areas of Classification, Safeguarding, Anti-Doping and Team Welfare.
- Addressing attitudes to disabled people through impactful campaigns, focused on the period leading up to, during and immediately after each Paralympic Games
- Advocating for change with UK Government and policy-makers as a critical friend and through strategic partnerships with leading disability rights organisations in the UK
- Contributing to greater inclusion in sport and more accessible sport and exercise for disabled people through the BPA Parasport programme.

We believe there is a significant untapped opportunity to engage our community of former athletes as champions of change. Some are already active campaigners for disability rights, but collectively, and with the right support, they could provide a powerful, long-term force for change. This is a priority for early action.

This Strategic Objective will be supported by an evolving and iterative theory of change, reflecting changes to our assumptions and lessons learned as we progress with our work on social impact. It will identify gaps in our portfolio of work and provide an ongoing framework for decision-making. Quality research and evaluation will underpin our work and we will seek strategic partnerships in this area.



Making it Happen

These new strategic objectives are ambitious and the BPA cannot deliver them alone. It requires a new approach to our key relationships with commercial, media and other partners, our community of Paralympians and our partners in national and international sport. It also demands that the BPA is fully aligned behind this strategy and remains a high-performing organisation.





Making it Happen Commercial Success

Delivery of our two Strategic Objectives requires a long term ambition to build deeper, longer-term, more holistic and more valuable commercial partnerships. We will bring a more innovative and ambitious approach to these partnerships, how we drive value from our social impact work and how we define ourselves as a charity.

Commercial Success

- In a commercial landscape where partnerships with purpose become increasingly valued, we will continue to grow our distinctive value proposition as an elite national sports organisation with a strong social purpose.
- Corporate partnerships will continue to provide our primary source of funding. We will enhance our value proposition through a long-term, flexible, values-based approach, seeking out partners that value inclusion and diversity and finding new ways to enhance the value we bring to them. We will grow our in-house D&I capability and our capacity to manage increasingly complex commercial partnerships.
- We will continue to grow the value of the ParalympicsGB brand for our partners, targeting a more diverse fan-base and increased positive brand sentiment. We will invest in new infrastructure and digital communications and data management capability to create new opportunities for partners to invest in.
- An increased focus on philanthropic and major donor income will provide a new and increasingly important source of funding. Whilst the majority of this will be UK based, we will seek out a small number of international supporters through our distinctive proposition as a world-leading National Paralympic Committee, the UK as the birthplace of the Paralympics and our proven track record of delivering social change.
- We will unlock the full commercial opportunity of Paris 2024 to welcome new partners to the inspirational power of the Paralympics and to deepen connections with existing corporate and other partners.
- We will work with the IPC to unlock a greater share of global partnership income for NPCs from the TOP partner commercial model.
- Through our leadership role within the UK high performance sport system and close relationship with UK Sport, we will protect and grow our Lottery funding in line with our ambitions as a world-leading National Paralympic Committee, on and off the field of play.



A Paralympic athlete in a wheelchair is shown in a state of intense celebration, with his mouth wide open in a shout. He is wearing a red team shirt with the Adidas logo and the Union Jack flag. The background is a blurred stadium setting with other athletes and spectators. A semi-transparent white box is overlaid on the image, containing text.

Making it Happen Engaged Athletes

Whilst athletes take centre-stage at the Paralympic Games, our focus is on a positive Team culture and strong Team identity, underpinned by Team welfare, wellbeing and a positive Team experience. Our success, both as ParalympicsGB competing at the Paralympic Games as well as the work we do to translate that success into change in the UK, is dependent on both the athletes and the team around them.

Engaged Athletes

We believe that informed, engaged and involved Paralympians can hugely enrich our work.

We will listen to athletes as we deliver our two strategic objectives, and support our athletes in calling for social change. This means:

- Engaging athletes early in our decision-making through an effective and well-functioning Athletes Commission.
- Connecting athletes more closely to the BPA, before, during and after each Games, so we can better understand their needs at every stage.
- Reconnecting former athletes to the BPA, to one another and to the Paralympic movement.
- Untapping the huge potential of current and former Paralympians to work with us as agents for change. We will listen to what is important to them, tell their stories and involve them in our work with commercial and other partners to help bring about a more inclusive society for disabled people in the UK.





Making it Happen Strong Leadership

We will continue to play a leading role in influencing the future direction and impact of the global Paralympic movement and in the success of the Paralympic Games.

We will continue to play a central leadership role, working in collaboration with UK Sport, EIS, BOA and NGBs across the UK high performance sport landscape.

Strong Leadership

1. International reach and influence

- Working proactively and collaboratively with the International Paralympic Committee, European Paralympic Committee, leading NPCs and with embassies and OCOGs in each host city.
- Working alongside British sport and UK Government to demonstrate the soft power of para sport and provide British input internationally.
- Targeting positions for GB representatives on the IPC Governing Board, Athletes Committee and on key standing committees
- Sharing best practice on Classification and other critical development issues for the movement
- Supporting the development of Paralympic sport in targeted countries

2. UK high performance sport leadership

As a membership body, we will work proactively to support our NGB, National Disability Sport Organisation and Home Country Disability Sport Organisation members through effective and regular communication. We will seek out opportunities to create value through leveraging our brand and the scale of the UK high performance sport system via innovative commercial rights sharing models.





Making it Happen A High-Performing Organisation

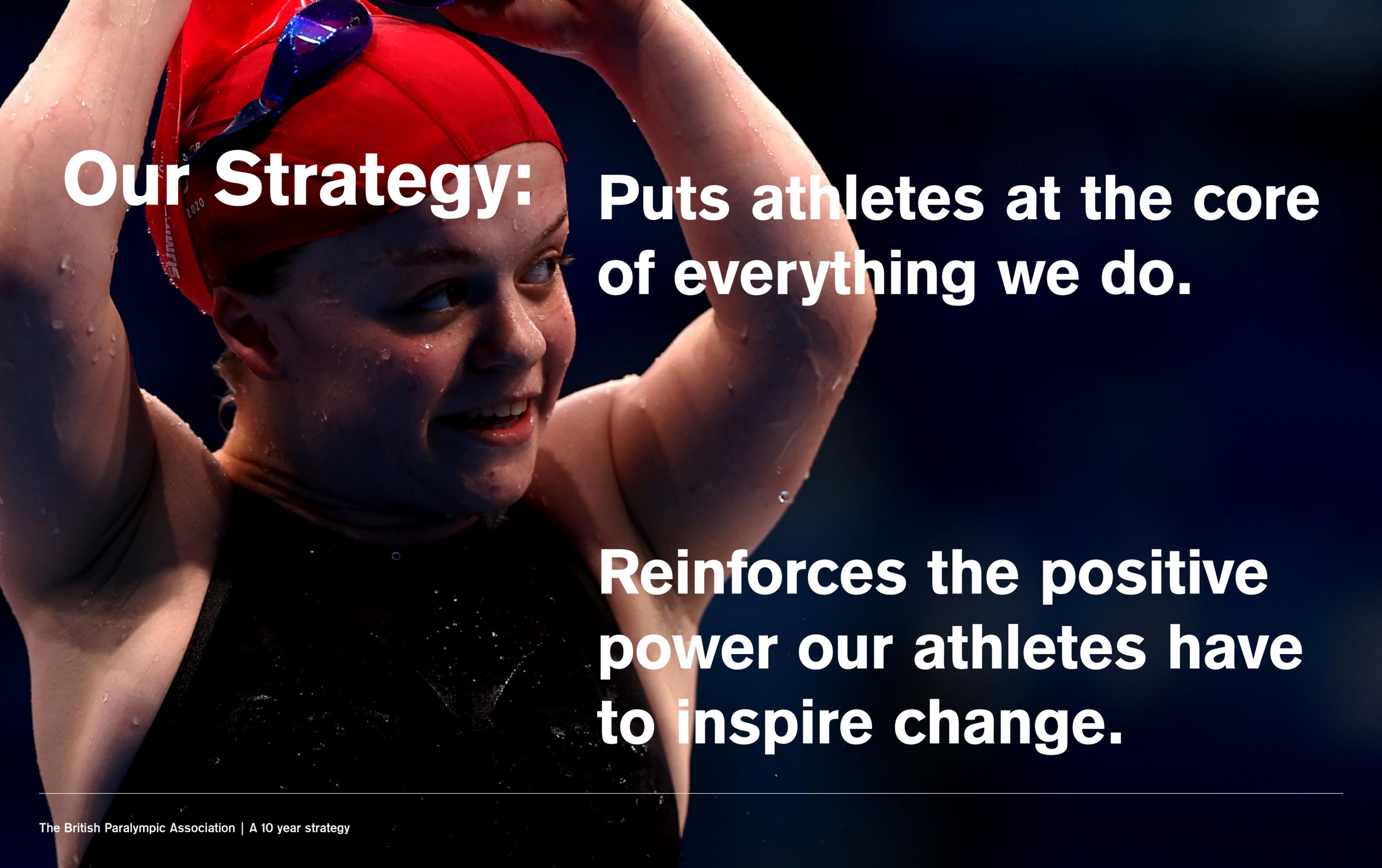
Critical to the delivery of our ambitions over the next 10 years is a high performing, sustainable and robust organisation. This means:

- **Delivering the strategy:** The new strategic objectives are ambitious. We need to remain world-class and build on our track record of operational delivery to ensure we contribute to the continued success of the Team at every Games. To make progress against our ambitions for social impact requires investment, new capabilities, partnerships and cultural change. Both areas require disciplined operational planning, regular review and a commitment to measuring success. We will review our approach to operational planning to ensure these processes are fit for purpose.

A High-Performing Organisation

- **Measuring success:** Through our annual operational plans we will set meaningful and ambitious targets, and then track and evaluate our progress against those targets. In our work towards 'Best Prepared Team' we will measure our success against our values as well as our performance. In Social Impact, our goals will relate to our theory of change and clearly establishing the change we want to see for disabled people.
- **Managing performance:** We will ensure that our long-term strategic objectives and annual operating plans are aligned with each other and stretching for the organisation. Operating plans will be built around financial sustainability, supported by robust budget setting, review and audit processes and clear lines of reporting to the Board.
- **Building an inclusive team:** We recognise the centrality of diversity and inclusion to our vision and mission. We aspire to create a truly inclusive environment where every member of the team can thrive and where every individual feels that their contribution matters, regardless of their identity or background. We will continue to invest in world class individuals and their personal learning and development, underpinned by best practice recruitment and training.
- **Reducing our environmental impact:** Environmental sustainability is an increasingly important issue for athletes, fans, corporate partners, UK Sport and other stakeholders. We have an opportunity and an obligation to be a positive force for change for the wider Paralympic movement. With partners, we will build and deliver a credible approach to environmental sustainability and measurable reductions in our carbon footprint over the next ten years.
- **Ensuring good governance:** We will maintain a diverse and effective Board, providing critical sport, governance, commercial, financial and strategic support and challenge. We commit to continued good governance and full compliance with the UK Charity Commission, UK Sport Governance Code and with the IPC's governance requirements with a particular focus in the areas of Safeguarding, Anti-Doping and Classification.





Our Strategy: Puts athletes at the core of everything we do.

Reinforces the positive power our athletes have to inspire change.

Our Strategy on a Page

Vision

Mission

Values

Through sport, inspire a better world for disabled people

To enable world-leading performance at the Paralympic Games and to drive positive, sustainable change in UK society

Excellence **Respect** **Integrity**

Strategic objectives

Best Prepared Team

Social Impact

Making it Happen

Commercial Success

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