

Strategic Plan

20/20



Contents

Introduction	2
At a Glance	3
Values	4
Vision & Mission	5
Three Year Goal	6
Focus Areas	
Growth & Development	8
High Performance	10
Technical Development & Education	12
Business Operations	14
Monitoring, Evaluating & Reporting	16

Introduction

Irish Wheelchair Association - Sport is delighted to present our Strategic Plan 2017 – 2020.



Irish Wheelchair Association-Sport (IWA-Sport) is a leading National Governing Body (NGB) in Ireland for people with a physical disability.

Since our foundation in 1960 our organisation has led the way in providing participation opportunities across a range of sports catering for all levels, from first time participants to elite athletes.

Today, our strong tradition as a provider of sport, physical and recreational activities, and associated services, for people with a physical disability in Ireland continues.

Significant progress was made as an organisation in progressing through the 2012-2015 IWA-Sport strategy objectives. The purpose of this, the IWA-Sport 20/20 strategy, will be to build on our strengths and to address the challenges and issues that were identified during the planning process.

The consultation process involved surveying and meeting our members, learning from the feedback and identifying how we would work to improve our services into the future.

Our members, external stakeholders, the IWA-Sport National Sports Executive Committee, staff and IWA services were all consulted in the process. We would like to extend our thanks to all who contributed and provided vital feedback and responses during the consultation process.

Significant effort has gone into finalising IWA-Sport's 20/20 Strategy. Thank you to all who participated and contributed, thus ensuring a comprehensive, detailed and ambitious strategic plan for the next three years.

This easy-to-read document sets out 20 objectives under 4 specific focus areas to be achieved by 2020. It is an ambitious and challenging strategy that will add another great chapter to the life and times of IWA-Sport and we look forward to everyone playing a part in the journey.

Nicky Hamill

Director of Sport, IWA-Sport.

Declan Slevin

*Chairperson,
National Sports Executive Committee.*

At a Glance

About IWA

- Founded in 1960, Irish Wheelchair Association (IWA) is a national organisation with charitable status.
- Our services - National community support services, assisted living services and supported living services, holiday services, daily transport services, driving tuition, motoring advice and assessment services, issuing of parking permits, youth activities, access consultancy, education and training, information and advocacy services.

About IWA-Sport

- A Sport Ireland funded National Governing Body for people with a physical disability.
- National profile
- 7 wheelchair basketball clubs
- 4 wheelchair rugby clubs
- 9 junior multi-sport clubs
- Also run/support athletics, swimming, archery, table tennis, hand cycling, tennis, table tennis, boccia, bowls and table cricket programmes.

National competition programme, events, initiatives, services

- We deliver over 40 multi-sport competitive and non competitive events annually.

- We support a wide range of partnership programmes including LSP, NGB and NRH programmes.
- We promote the inclusion of our members in all sporting and physical activity environments, including schools, third level, NGBs and sports facilities.

International teams

- Internationally recognised as the national federation for wheelchair basketball, wheelchair rugby and para powerlifting.
- We directly support the following international teams in their respective competition programme;
 - *Wheelchair Basketball Senior team*
 - *Wheelchair Rugby Senior team*
 - *Para Powerlifting*
 - *Athletics*
 - *Our members also compete at European and World Championship level in swimming, hand cycling, archery, tennis and table tennis.*

Governance

- Uniquely, all of our clubs are an integral part of IWA meaning their full range of activities are consolidated under the IWA umbrella.

Values of IWA & IWA-Sport

People are at the heart of everything that we do and this is enshrined in all of our values:

1. **Integrity:** IWA is proud of what we do and how we do it – we behave responsibly with the highest standards of **integrity**. Our work is informed by need. We operate to the highest standards of governance and we are accountable to our members, funders and the wider public.
2. **Excellence:** IWA's commitment to **excellence** in the provision of services and corporate governance drives our development and growth as we strive to attain the highest standards in everything we do. We are results focused and operate with independence in all areas of our work.
3. **Leadership:** IWA is the **leading** influencer in shaping public policy and societal attitudes to advance social inclusion for people with physical disabilities. We see beyond boundaries and identify new approaches for an improved world for people with physical disabilities.
4. **Respect:** IWA is committed to a culture of mutual **respect** between members, staff and volunteers. We listen with an open mind to what our people have to say and value their diversity and contributions.
5. **Equality:** IWA believes in a fair and inclusive society. We work actively to ensure that every person with a physical disability in Ireland can achieve their right to an independent life, with **equal** access to opportunities, services and supports within their communities.
6. **Positivity:** IWA is immensely proud of our heritage, achievements and our people. We **believe** in the determination of our members, staff and volunteers to be instrumental in the achievement of a new, inclusive Ireland.
7. **Fun:** IWA-Sport's ethos is that having **fun** should be at the heart of everything we do.
8. **Belonging:** IWA-Sport is dedicated to fostering and instilling a sense of **belonging** and camaraderie through involvement in our programmes.
9. **Empowerment:** IWA-Sport believes that our members will be **empowered** to achieve greater independence, by building confidence and self determination, through involvement in our programmes.



Vision

Our vision is for everyone with a physical disability to enjoy sport, physical and recreational activities on a fully inclusive basis in any environment.

Mission

To develop and promote sport, physical and recreational opportunities for people with a physical disability to reach their full potential.

Three Year Goal

Irish Wheelchair Association-Sport is recognised as Ireland's leading organisation for people with physical disabilities.

We are a thriving NGB, facilitating, advocating and promoting inclusion in the sporting environment, both recreational and competitive, through a programme of quality events and activities.

2017
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC

2018
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC

2019
JAN
FEB
MAR
APR
MAY
JUN
JUL
AUG
SEP
OCT
NOV
DEC

2020
JAN



Focus Areas



Growth & Development

To grow and develop to ensure we continue as the leading physical disability National Governing Body in Ireland.



Strategic Objectives

1. We will raise our profile so that IWA-Sport is recognised as Ireland's leading NGB for people with physical disabilities.
2. We will support our existing clubs to develop and become sustainable and identify areas to establish new clubs.
3. We will grow our membership by 10% annually.
4. We will review and improve our current events and competition structures to meet the needs and retention of participants.
5. We will schedule a full programme of sports events annually to cater for all levels of participation.

What will this look like in 2020?

- ✓ We will be nationally recognised and understood for who we are and what we do.
- ✓ We will support our clubs to grow and develop and we will see an increase in the number of our clubs nationally.
- ✓ We will have 3000 registered members.
- ✓ We will host a multi-sport National series of events to cater for all levels of participation.

High Performance

To support our athletes, teams and coaches to compete and perform for Ireland at the highest international level.



Strategic Objectives

1. We will develop sports specific performance strategies to support progress in world rankings.
2. We will establish a talent identification model to identify and support athletes to ensure they are exposed to sports where they may be best suited to reaching their potential.
3. We will host a comprehensive schedule of National and specific International Competitions.
4. We will work closely with Paralympics Ireland to represent our members and ensure they are supported to achieve their potential.
5. We will build relationships with sports service providers that will support IWA-Sports development.

What will this look like in 2020?

- ✓ Documented sports specific strategies which set out a clear pathway for progress.
- ✓ Documented talent identification and talent transfer strategy in place.
- ✓ We will have hosted an annual programme of National Championships and at least one major International Competition.
- ✓ Our members will have competed at European, World and Paralympic Games level.
- ✓ We will establish formal relationships with providers in key service areas.

Technical Development & Education

To develop and provide technical information about our sports and inclusive practises. Support and increase the quality and quantity of our coaches, officials and volunteers.



Strategic Objectives

1. We will dedicate funding and personnel resources to achieve the goals set out within the area of technical development.
2. We will develop an athlete development model specific to our sports.
3. We will develop sports specific technical coaching material and deliver a corresponding annual coaching plan.
4. We will develop sports specific officials' material and support the delivery of an officials' training programme.
5. We will deliver a high quality disability awareness programme with particular emphasis on inclusion in the sport, recreation and physical activity environment.

What will this look like in 2020?

- ✓ A Technical Development Officer will be in situ and will operate with a dedicated budget.
- ✓ We will have developed a long term athlete development model specific to our members.
- ✓ We will have developed and received Sport Ireland accreditation for sports specific coaching material in wheelchair basketball, wheelchair rugby and para powerlifting and deliver a corresponding annual coaching plan.
- ✓ We will have developed sports specific officials' material in wheelchair basketball, wheelchair rugby and para powerlifting and deliver a corresponding training plan.
- ✓ We will have delivered disability sport awareness resources, training and workshops in a wide range of environments including other NGBs, schools, universities, public bodies, and businesses with a stated objective of promoting inclusive practices.

Business Operations

To develop best practise strategic governance and operational management practises to ensure efficient, effective and innovative leadership.



Strategic Objectives

1. Governance – we will develop and implement quality processes that facilitate and promote best practice in NGB, charity sector and sports club governance.
2. Human resources – we will ensure that the needs of the Strategic Plan are met through appropriate human resource allocation and support.
3. Financial management and sustainability – we will focus on achieving long term financial sustainability and diversifying revenue streams through the implementation of a commercial strategy and identifying other funding opportunities.
4. Partnerships – we will develop and maintain an appropriate level of influence and leadership through representation on appropriate boards, committees, technical positions and through other key appointments.
5. Promotion and communication – we will target and enhance marketing and communications relationships with key internal and external audiences.

What will this look like in 2020?

- ✓ We will be a leading NGB in terms of Governance standards and best practice.
- ✓ We will ensure that the objectives set out within this plan are achieved through appropriate human resource allocation and support.
- ✓ We will have increased our turnover by 20% annually.
- ✓ We will formalise relationships with key organisations to promote and facilitate the inclusion of our members.

Monitoring, Evaluating & Reporting

This plan will be monitored, evaluated and reported upon against operational plans to the stakeholders below:



Stakeholders

1. IWA-Sport National Sports Executive Committee:
A minimum of 8 times annually.
2. IWA CEO and IWA Board of Directors:
A minimum of 8 times annually.
3. Quality and standards department:
Quarterly.
4. Sport Ireland:
Biannually.
6. IWA-Sport membership:
Annually.

Irish Wheelchair Association-Sport
Blackheath Drive
Clontarf, Dublin 3

T 01 818 6400
F 01 833 3873
E info@iwasport.com

www.iwasport.com

