INTERNATIONAL WHEELCHAIR RUGBY FEDERATION
STRATEGIC PLAN – 2015 through 2018

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INTRODUCTION

Dear Friends,

In February 2015, the International Wheelchair Rugby Federation Board of Directors, along with the chairs of our Classification, Competitions, Development and Technical Committees met in London to attend Educational and Strategic Planning meetings. Over four days the team participated in multiple sessions presented by leaders of Independent Sport Federations and Governing Bodies, and together discussed ways to deal with challenges that our organizations have in common. We also reflected on the IWRF’s Mission, Vision, and Core Operating Values, and evaluated our performance against the previous strategic plan to determine key areas of importance that needed to be added or revised in the new plan.

The result of those collaborations are presented here as the new IWRF Strategic Plan, which covers the period of 2015 through 2018. This important document outlines the short and long term goals that will guide our sport and federation into the future, along with the strategies that will help us achieve them. Our focus to provide strong leadership, effective governance, high quality services, and a world class competition structure for our membership will continue. The need to increase participation and create more sanctioned competitions within every zone is addressed, so that countries at all levels of play will have the opportunity to challenge and improve their world ranking. The IWRF will also begin providing crucial online services that will promote Excellence in Athlete Welfare before the end of 2015.

As our sport continues to grow, so does the demand for other variations of the game that can be played by people ineligible for Paralympic Wheelchair Rugby. Several wheelchair rugby variants already exist, most of which are played with an oval ball and follow the traditional rules of rugby. Other versions that are similar to our game are available as well. Because the IWRF is inclusive, and wants wheelchair rugby to be accessible to all who wish to play, we will engage with other variants of the sport with a goal of forming working relationships, and growing the global Wheelchair Rugby Family.

Duncan Campbell, a founder of Wheelchair Rugby and an IWRF Board Member recently said, “It was inevitable that someone would eventually come up with a game which more closely resembles able bodied rugby. As they develop we need to respect their desire to play the game. The IWRF needs to be involved with these game variants for a couple of reasons. One, to help another emerging sport develop through sharing our experience, and two, to ensure the game we have developed is maintained and protected as the Paralympic Sport that it has become.”

The IWRF Board of Directors and I are excited about the future of our sport, and are pleased to present this Strategic Plan to all of our members and stakeholders. We look forward to implementing the stated goals, and are committed to upholding the core values that make the IWRF a Leader in Wheelchair Sport. As a member of global Wheelchair Rugby Family we hope that you share our enthusiasm, and encourage you to provide us with your continued direction and support.

Yours in Sport,

John Bishop
President, IWRF

www.iwrf.com
A BRIEF HISTORY

Since its early origins in Winnipeg, Canada in the late 1970’s, the sport of Wheelchair Rugby has continued to expand and evolve. Originating from five men in a university gymnasium, today the global Wheelchair Rugby Family has grown to include more than three thousand athletes, coaches, officials and volunteers, along with many times that number of fans around the world.

Since 2010, the governance and growth of Wheelchair Rugby has been under the direction of the International Wheelchair Rugby Federation (IWRF), which is recognized as the global governing body responsible for the sport. Today the IWRF is a voting member of the International Paralympic Committee, and our sport has secured its place at both the Rio 2016 Paralympics, and the Tokyo 2020 Paralympic Games.

The purpose of the International Wheelchair Rugby Federation is to develop, promote, and regulate the sport of Wheelchair Rugby on a global basis. The sport is currently played in more than 35 countries with many others in development.

PREVIOUS STRATEGIC PLANS

The first IWRF strategic planning session took place in Christchurch, New Zealand following the 2006 World Championship. This landmark document laid out the mission and values of the sport, and outlined the strategies that would guide the IWRF to become an independent sport Federation in 2010. The successful transition to independence marked the completion of the planning cycle begun in 2006, and opened a period of great opportunity for the sport.

In 2011, the IWRF Board of Directors in collaboration with our sport partner, World Rugby (formerly IRB), drafted a new Strategic Plan to guide the sport to 2015 and beyond. This included a renewed vision and mission for the IWRF, along with key values and goals that remain the foundation of our sport and federation today.

ACKNOWLEDGMENT

The IWRF would like to thank our sport partner World Rugby, and Great Britain Wheelchair Rugby for their generous contributions in making the IWRF 2015 Strategic Planning Conference possible. Their professional guidance and ongoing support to our sport and federation is truly appreciated. We are honored that they are part of the global Wheelchair Rugby Family.

www.iwrf.com
IWRF VISION

World Leader in Wheelchair Sport

IWRF MISSION

Growing and Supporting the Wheelchair Rugby Family

IWRF VALUE PROPOSITION

Wheelchair Rugby is an exciting Paralympic Sport that provides inspiring role models and changes lives

www.iwrf.com
IWRF VALUES

Passion
The Wheelchair Rugby Family is passionate about the Sport. The Game creates excitement, emotion, and a sense of belonging within the global Rugby Family.

Inclusiveness
The Wheelchair Rugby Family is open and welcoming to all who share the values of the sport; there are opportunities for everyone who wants to be involved.

Athlete Focus
The Wheelchair Rugby Family recognizes and respects that our athletes, who created and developed the game, are at the centre of the sport.

Respect
The Wheelchair Rugby Family has respect for athletes, teammates and opponents, coaches, officials, spectators, and everyone involved in the sport.

Integrity
The Wheelchair Rugby Family acts with integrity, recognizing that honesty and fair play are essential components of success in sport and life.

Support
The Wheelchair Rugby Family supports all involved in the sport, helping to remove barriers to participation and sharing our knowledge and our passion for the game.
STRATEGIC GOALS

1. Provide strong leadership and effective governance for Paralympic wheelchair rugby, and variants of the sport
2. Develop sustainable financial resources
3. Provide world class competition systems
4. Strengthen member nations
5. Increase and consolidate participation
6. Provide high quality member services
7. Promote excellence in athlete welfare

STRATEGIC AREAS

• Leadership and Governance
• Financial Resources
• Competition Systems
• Classification
• Participation
• Member Services
• Athlete Welfare
STRATEGIES

Leadership and Governance

Strategies
• Approve the Strategic Plan
• Achieve governance of wheelchair rugby variants
• Implement a Board skills matrix
• Update the IWRF Statutes and Bylaws
• Develop a Memorandum of Understanding with World Rugby
• Develop partnerships with National Governing Bodies

Financial Resources

Strategies
• Develop and implement a marketing plan
• Secure sponsorships for IWRF
• Develop IWRF Europe to access EU grants
• Improve financial reporting systems

Competition Systems

Strategies
• Implement new world ranking system
• Review and update Competition Regulations
• Develop enough certified officials to service IWRF event needs
STRATEGIES (continued)

Classification

Strategies
- Ensure compliance with the IPC Classification Code
- Implement classification systems for non-spinal cord injured athletes

Participation

Strategies
- Thirty member countries to satisfy the IPC criteria for widely and regularly practicing the sport
- Five developing countries to establish a plan and program that will allow them to compete internationally
- Ten countries not on the World Ranking List to have implemented wheelchair rugby programs
- Increase participants in member nations currently on the world ranking list by ten percent

Athlete Welfare

Strategies
- Develop and publish a series of health and medical protocols
- Provide access to up to date research on athlete welfare
- Anti-Doping
- Develop supporting documents on athlete pathways
STRATEGIES (continued)

Member Services

Strategies

- Provide support to sanctioned events
- Develop Wheelchair rugby templates
- Improve membership response rate
- Provide online registration system for participants in sanctioned events
- Develop rules for game variants
- Add at least one sanctioned middle tier competition per year in each zone.
- Improve access to sport science research
- Establish a value the volunteer program
- Investigate the establishment of an IWRF Hall of Fame
## PERFORMANCE INDICATORS

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Key Performance Indicators</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide strong leadership and effective governance for Paralympic wheelchair rugby and variants of the sport</td>
<td>Approval of the strategic plan</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Establish governance over one or more variants of the sport</td>
<td>2018</td>
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<td></td>
<td>Establish skills matrix for elected and independent board members</td>
<td>2016</td>
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<tr>
<td></td>
<td>Statutes and By Laws reviewed and updated</td>
<td>2016</td>
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<tr>
<td></td>
<td>Establish MOU with World Rugby</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>Establish IWRF/NGB partnerships</td>
<td>2017</td>
</tr>
<tr>
<td>Develop sustainable financial resources</td>
<td>Title sponsors for IWRF Championship events</td>
<td>2018</td>
</tr>
<tr>
<td></td>
<td>Marketing plan in place</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>$50k KPI of new annual discretionary revenue</td>
<td>2017</td>
</tr>
<tr>
<td></td>
<td>Improved bookkeeping and financial reporting in place</td>
<td>2015</td>
</tr>
<tr>
<td>Provide world class competition systems</td>
<td>World ranking points system implemented</td>
<td>2018</td>
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<tr>
<td></td>
<td>IWRF achieves 100% compliance with revised IPC classification code</td>
<td>2017</td>
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<tr>
<td></td>
<td>Competition regulations documentation completed</td>
<td>2016</td>
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<tr>
<td></td>
<td>Identify improvements to classification system for non-SCI athletes</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>Top priority for classification system addressed</td>
<td>2018</td>
</tr>
<tr>
<td>Increase and consolidate participation</td>
<td>30 countries satisfy IPC criteria for widely and regularly practicing the sport</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>Five developing countries have established a plan and program to compete internationally by 2019</td>
<td>2017</td>
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<tr>
<td></td>
<td>Ten nations not on the world ranking list have implemented wheelchair rugby programs</td>
<td>2019</td>
</tr>
<tr>
<td>Strengthen Member Nations</td>
<td>Increase participants in member nations currently on the world ranking list by 10%</td>
<td>2019</td>
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<tr>
<td></td>
<td>Add at least sanctioned competition for middle tier countries per year in each zone</td>
<td>2018</td>
</tr>
</tbody>
</table>
## PERFORMANCE INDICATORS (continued)

<table>
<thead>
<tr>
<th>Strategic Goal</th>
<th>Key Performance Indicators</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide high quality member services</td>
<td>Introduction to wheelchair rugby templates for clinics available</td>
<td>2015</td>
</tr>
<tr>
<td></td>
<td>75% member response rate for requested information and surveys</td>
<td>2016</td>
</tr>
<tr>
<td></td>
<td>On line event registration process in place</td>
<td>2017</td>
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<td></td>
<td>Rules developed for wheelchair rugby variants</td>
<td>2017</td>
</tr>
<tr>
<td>Promote excellence in athlete welfare</td>
<td>Protocols in place for concussion, infectious disease, blood injury, autonomic dysreflexia, hydration</td>
<td>2015</td>
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<tr>
<td></td>
<td>Anti-doping education</td>
<td>Ongoing</td>
</tr>
<tr>
<td></td>
<td>Research programs continue</td>
<td>2019</td>
</tr>
</tbody>
</table>