

IFDS Strategic Action Plan

IFDS has been authorized by ISAF, the World Governing Body for Sailing, to be responsible for Disabled Sailing world-wide. Working in partnership with its members and ISAF, and affiliated to IPC, IFDS promotes all aspects of sailing for people with all types and degrees of disability.



**International Association
for Disabled Sailing**

VISION

To establish sailing as the premier inclusive sport for people with disabilities world-wide

VALUES

Equity of access, opportunity to excel, and empowerment for sailors with disabilities

1. DEVELOPMENT	Grow the number of people with a disability actively sailing worldwide		
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> • Raise awareness of the range and choice of sailing opportunities for recreation, rehabilitation and competition 	<ul style="list-style-type: none"> • Develop a broad "opportunities for inclusion, participation & competition" document and website information 	DEV	2012
	<ul style="list-style-type: none"> • Provide regular flow of information to ISAF, MNAs, the public and sailing media about sport opportunities for people with a disability 	DEV / SEC	Ongoing
<ul style="list-style-type: none"> • Support countries to develop and maintain national sailing programs 	<ul style="list-style-type: none"> • Assign ISAF country groups to IFDS ExCom members • Develop and publicise a "pathways" model 	EXC DEV	Ongoing–TBA
<ul style="list-style-type: none"> • Develop and provide access to educational materials 	<ul style="list-style-type: none"> • Provide links to existing educational resources • Adapt or develop modular training materials for: <ul style="list-style-type: none"> - Volunteers (Disability Awareness) - Clubs - Instructors & Coaches - Officials - Recommendations of adapting national training programs to include people with a disability 	DEV DEV	March 2012 2012-2013
	<ul style="list-style-type: none"> • Add training materials & sailing manual images to website 	SEC/DEV	Ongoing
<ul style="list-style-type: none"> • Conduct seminars, conferences, workshops and provide website resources 	<ul style="list-style-type: none"> • Develop and expand the YES Program of conferences and follow-up activities • Conduct seminars and workshops at IFDS Events • Conduct seminars and workshops at ISAF Annual Conferences • Conduct seminars and workshops for RNAs or other groups subject to demand 	DEV DEV DEV DEV	Ongoing

2. EVENTS		Coordinate a broad range of events	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> Coordinate and maintain calendar of events 	<ul style="list-style-type: none"> Encourage event organisers to provide information for the ISAF/IFDS Website Develop a target IFDS events schedule projecting 10 years Seek expressions of interest in conducting IFDS events 4 years in advance 	SEC ESC ESC / SEC	Ongoing
<ul style="list-style-type: none"> Encourage a variety of events from entry level to high performance 	<ul style="list-style-type: none"> Promote event opportunities to RNAs, Class Associations & Regional Games organisers Ensure continued participation of the Paralympic classes in the ISAF Sailing World Cup Encourage the development of and promote existing events that include sailors with a disability 	ESC / SEC EXC ESC	Ongoing Ongoing Ongoing
<ul style="list-style-type: none"> Grow the number of nations offering competitive and recreational events 	<ul style="list-style-type: none"> Promote event opportunities to non-RNA MNAs 	ESC / SEC	Ongoing
<ul style="list-style-type: none"> Evaluate event proposals and authorise accredited IFDS events 	<ul style="list-style-type: none"> Develop an IFDS Expression of Interest / Bid Process Document process for evaluating Expressions of Interest / Bids Review IFDS Event Contract template Ensure all events have a signed IFDS Event Contract 	ESC / GPC ESC / GPC ESC / GPC ESC	2011 2011 2013 Ongoing
<ul style="list-style-type: none"> Provide technical advice to event organisers 	<ul style="list-style-type: none"> Develop safety and risk management guidelines for events Maintain regular reviews of the IFDS Race Management Manual 	ESC / MED / TEC ESC / TEC	2013 Annual
<ul style="list-style-type: none"> Develop and promote standard event results format 	<ul style="list-style-type: none"> Recommend preferred results software and / or results publishing format 	ESC	2011
<ul style="list-style-type: none"> Establish and maintain sailor rankings 	<ul style="list-style-type: none"> Develop schedule of ranking events 2 years in advance Liaise with ISAF regarding processing and publication of rankings 	ESC ESC/SEC	2011 Ongoing
<ul style="list-style-type: none"> Provide volunteer training for event organisers 	<ul style="list-style-type: none"> Adapt or develop training modules for delivery by Technical Delegates or other IFDS personnel: <ul style="list-style-type: none"> Disability Awareness Event Management Race Management 	ESC / TEC	2012
<ul style="list-style-type: none"> Identify, advise and recommend appointment of event officials 	<ul style="list-style-type: none"> Maintain register of preferred and potential race officials 	ESC / TEC	Ongoing
<ul style="list-style-type: none"> Technical Delegate Manual 	<ul style="list-style-type: none"> Develop guidelines for use by IFDS Technical Delegates 	ESC / TEC	Achieved
<ul style="list-style-type: none"> Identify and develop IFDS Technical Delegates 	<ul style="list-style-type: none"> Provide mentoring of Assistant TDs at IFDS Championships 	ESC / TEC	Ongoing
<ul style="list-style-type: none"> Grow competition opportunities within the Paralympic Sailing Competition 	<ul style="list-style-type: none"> Develop proposal for two additional Paralympic disciplines Establish Blind Match Racing event for commencement in 2020 Establish Single Person Multihull event for commencement in 2020 	EXC ESC / TEC ESC / TEC	Achieved 2014 2014
<ul style="list-style-type: none"> Work in partnership with IPC and the host nation to deliver the Paralympic Sailing Competition 	<ul style="list-style-type: none"> Appoint Technical Delegate & Assistant TD 4 years in advance of Paralympic Sailing Competition 	EXC	4 th year of Paralympic quadrennium

3. MEDICAL		Provide expertise on classification and medical issues	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> • Develop and manage the IFDS Functional Classification System 	<ul style="list-style-type: none"> • Publish the FCS each 4 years in accordance with the Paralympic cycle • Review the FCS annually 	MED MED	4 th year of Paralympic quadrennium
<ul style="list-style-type: none"> • Be responsible for IFDS classification • Publish and maintain list of internationally classified athletes 	<ul style="list-style-type: none"> • Conduct passport administration and classification of sailors as designated IFDS events • Maintain online database of athlete classifications • Publish current athlete classifications to ISAF/IFDS website 	MED MED / SEC	Ongoing
<ul style="list-style-type: none"> • Expand, train & support a team of national and international classifiers 	<ul style="list-style-type: none"> • Develop and publish “pathways” information for potential classifiers • Encourage conduct of National Classification Seminars • Conduct International Classification Seminars annually in different parts of the world • Recommend classifier appointments for IFDS events 	MED/SEC MED MED	Ongoing
<ul style="list-style-type: none"> • Follow IPC and WADA Anti-Doping procedures 	<ul style="list-style-type: none"> • Cooperate with ISAF to manage WADA requirements • Maintain flow of information from and to ISAF, IPC & WADA • Publicise any changes to prohibited substances or procedures • 	MED/EXC/SEC MED/EXC/SEC MED / SEC	Ongoing
<ul style="list-style-type: none"> • Vision Classification 	<ul style="list-style-type: none"> • Review vision classification procedures and potential to include visual field weighting. 	MED	2012
<ul style="list-style-type: none"> • Intellectual Disability Classification 	<ul style="list-style-type: none"> • In consultation with INAS-FID and IPC, investigate classification system for sailors with an intellectual disability 	MED	2020
<ul style="list-style-type: none"> • Advise sailors and event organisers regarding safety issues 	<ul style="list-style-type: none"> • Publicise key safety issues witnessed in training and competition 	MED / TEC / SEC	Ongoing

4. EQUIPMENT & TECHNICAL		Develop expertise on equipment and technical issues	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
<ul style="list-style-type: none"> • Select equipment for Paralympic Sailing Competition 	<ul style="list-style-type: none"> • Formalise composition of Equipment Evaluation Commission • Review and formalise equipment evaluation criteria • Publicise submission deadlines • Schedule equipment evaluation process for two-person equipment for 2016 & 2020 • Schedule equipment evaluation process for single-person and three-person equipment for 2020 & 2024 	GPC / EXC EEC / EXC EEC / SEC EEC EEC	<i>Quad 2nd year of quad</i> <i>Achieved</i> 2014
<ul style="list-style-type: none"> • Identify appropriate classes 	<ul style="list-style-type: none"> • Develop criteria for IFDS Recognised Classes • Develop draft proposal to IPC for Blind Sailing and Multihull Paralympic disciplines 	EEC EXC	2012 Achieved
<ul style="list-style-type: none"> • Collecting and sharing information about equipment, adaptations and safety 	<ul style="list-style-type: none"> • Publish information about IFDS Recognised Classes on Website • Develop database of technical information and photographs of adaptive equipment 	TEC / SEC TEC / MCC/DEV	2012 Ongoing
<ul style="list-style-type: none"> • Encourage innovative development of equipment and adaptations 	<ul style="list-style-type: none"> • Establish annual IFDS Innovation Award 	TEC / EXC	TBA
<ul style="list-style-type: none"> • Identify and appoint measurers for IFDS events and the Paralympic Sailing Competition 	<ul style="list-style-type: none"> • Liaise with Class Associations to identify and develop suitably experienced and qualified measurers • Recommend measurers for IFDS events • Appoint measurers for IFDS events 	CMC CMC EXC	Ongoing
<ul style="list-style-type: none"> • Advise class associations regarding class rules and compliance 	<ul style="list-style-type: none"> • Liaise with Class Associations regarding the relationship of class rules and IFDS documents governing events • Liaise with Class Associations regarding compliance issues 	CMC CMC	Ongoing

5. GOVERNANCE & MANAGEMENT		Maintain an appropriate management structure and effective use of resources	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
• Maintain IFDS Income Stream	<ul style="list-style-type: none"> • Grow membership through increasing the number of nations participating in IFDS events & seminars • Maintain a range of appropriate and affordable membership types • Invoice membership fees annually and follow up where required • Maintain a realistic Classification Administration Fee • Establish online payment facility for Classification Admin Fees • Prepare and submit proposals for corporate sponsorship • Seek philanthropic donations • Develop fundraising initiatives • Identify grant opportunities • Prepare and submit grant applications 	All EXC TRE / SEC EXC / MED TRE/MED FRC FRC FRC FRC FRC	Ongoing
• Follow sound spending practice	<ul style="list-style-type: none"> • Maintain IFDS Financial Policy • Maintain expense reimbursement procedure • Restrain expenditure 	EXC TRE EXC	Annual
• Maintain annual accounts	<ul style="list-style-type: none"> • Maintain accurate financial records • Prepare comprehensive financial statements and following year budget ahead of Annual General Meeting • Prepare annual finance report for publication in Annual Report 	TRE TRE TRE	Annual
• Audit	• Submit accounts for audit each year	TRE	Annual
• Legal Advice	• Identify legal advisor to support IFDS	EXC	Achieved
• Insurance	<ul style="list-style-type: none"> • Review insurance policies • Maintain Public Liability & Officers' Indemnity insurances 	EXC TRE	2011 Annual
• Maintain Key Relationships	<ul style="list-style-type: none"> • Sailors • Members • ISAF • IPC • WADA • Sport Specific International Organisations 	All EXC President / EXC Delegate / EXC MED / EXC EXC	Ongoing
• Maintain Key IFDS Documents	<ul style="list-style-type: none"> • Deed of Incorporation • By-Laws • Annual Reports • Publication of Minutes 	GPC / EXC / SEC GPC / EXC / SEC GPC / EXC / SEC EXC / SEC	Ongoing
• Strategic Planning	<ul style="list-style-type: none"> • Develop Annual Strategic Action Plan in consultation with all stakeholders • Report progress annually at AGM • Review annually following AGM • Full review of Strategic Plan each quadrennium 	GPC / EXC / All EXC EXC GPC	Annual Annual Annual Quad
• Meetings schedule	• Schedule and publicise IFDS Meetings well in advance	SEC	
• Professional Development	• IFDS Committee members and officials attend relevant education and training	EXC/DEV/MED TEC/ESC/MCC	

6. COMMUNICATION		Facilitate and enhance information exchange with and among sailors, members (RNA's) and related organisations	
<i>Objective / Strategy</i>	<i>Policy / Initiative / Action</i>	<i>Responsibility</i>	<i>Target Date</i>
• Communication Standards	<ul style="list-style-type: none"> • Review Corporate Identity Standards Manual as required • Review IFDS Communication Guidelines as required • Maintain Corporate Identity Standards Manual & IFDS Communication Guidelines 	EXC EXC SEC	Ongoing Ongoing Ongoing
• Develop and maintain an effective and accessible website	• Develop and expand www.ifds.org	DEV/EXC	Ongoing
• Website Content	<ul style="list-style-type: none"> • Maintain up to date information in all areas • Maintain ISAF disabled sailing web pages 	SEC/EXC SEC	Ongoing
• IFDS Bulletin Email Newsletter	<ul style="list-style-type: none"> • Seek publishable content for Bulletin from RNAs, event organisers & IFDS Committees • Publish IFDS Bulletin on a monthly basis 	SEC/EXC SEC/EXC	Ongoing
• Sailor Communication	<ul style="list-style-type: none"> • Conduct sailors forum at events • Establish accessible online sailors' forum on website 	TD/EXC/SAC SAC/DEV	Ongoing
• Improve media coverage of IFDS events and non-competitive activities	• Provide regular media releases to ISAF and sailing media about opportunities in sailing for people with a disability	SEC	Ongoing
• Transparency	• Ensure all IFDS meeting minutes are published to the website and circulated to RNAs	SEC	Ongoing

Abbreviations:

AGM = Annual General Meeting

COA = Coaches Commission

CSC = Classification Sub-Committee

DEV = Development Committee

EEC = Equipment Evaluation Commission

ESC = Events & Scheduling Commission

EXC = Executive Committee

FRC = Fundraising Committee

GPC = Governance & Procedures Committee

IPC = International Paralympic Committee

ISAF = International Sailing Federation

MCC = Measurement/Classes Committee

MED = Medical Committee

MNA = ISAF Member National Authority

RNA = IFDS Recognised National Authority

SAC = Sailors Advisory Council

SEC = Secretariat

TD = IFDS Technical Delegate

TEC = Technical Committee

TRE = Treasurer