

IFDS Strategic Action Plan (DRAFT)

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

VISION

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

VALUES

Equity, 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 “opportunities” document and website information • Provide regular flow of information to ISAF, MNAs, the public and sailing media about sport opportunities for people with a disability 	DEV 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 Executive Committee members • Develop and publicise a “pathways” model 	EXC DEV	2009 - 2020
<ul style="list-style-type: none"> • Develop educational materials 	<ul style="list-style-type: none"> • Adapt or develop modular training materials for: <ul style="list-style-type: none"> - Volunteers (Disability Awareness) - Clubs - Instructors & Coaches - Officials - Event Managers • Add training materials & sailing manual images to website 	DEV SEC	2010
<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	2009 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 organizers 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 organizers 	ESC / SEC	2009
<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	2010
<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	2010 2010 2009 2009
<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	2009 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	2010
<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	2009 2010
<ul style="list-style-type: none"> Provide volunteer training for event organizers 	<ul style="list-style-type: none"> 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	2010
<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"> 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"> 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 	<p>MED</p> <p>MED</p>	<p>4th year of Paralympic quadrennium</p>
<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 	<p>MED</p> <p>MED / SEC</p>	<p>Ongoing</p>
<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 	<p>MED/SEC</p> <p>MED</p> <p>MED</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> • Follow IPC and WADA Anti-Doping procedures 	<ul style="list-style-type: none"> • Maintain flow of information from and to IPC & WADA • Publicise any changes to prohibited substances or procedures • Regularly publicise procedures for obtaining TUEs 	<p>MED/EXC</p> <p>MED / SEC</p> <p>MED / SEC</p>	<p>Ongoing</p>
<ul style="list-style-type: none"> • Advise sailors and event organizers regarding safety issues 	<ul style="list-style-type: none"> • Identify and publicise key safety issues witnessed in training and competition 	<p>MED / TEC / SEC</p>	<p>Ongoing</p>

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 Formalise equipment evaluation criteria 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 EEC	<i>(JT to provide timelines)</i>
<ul style="list-style-type: none"> Identify appropriate classes 	<ul style="list-style-type: none"> Develop criteria for IFDS Recognized Classes Develop draft proposal to IPC for Blind Sailing and Multihull Paralympic disciplines 	EEC EXC	2009-2010
<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 Recognized Classes on Website Develop database of technical information and photographs of adaptive equipment 	TEC / SEC TEC / MCC	2010
<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	2009-2010
<ul style="list-style-type: none"> Identify and appoint measurers for IFDS and IPC events 	<ul style="list-style-type: none"> Liaise with Class Associations to identify and develop suitably experienced 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 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
• Insurance	• Maintain Public Liability & Officers' Indemnity insurances	TRE	Annual
• Maintain Key Relationships	<ul style="list-style-type: none"> • Sailors • Members • ISAF • IPC • Sport Specific International Organizations 	All EXC President / EXC Delegate / 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 GPC / EXC GPC / EXC 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 publicize IFDS Meetings well in advance	SEC	

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 IFDS Logotype and Corporate Identity • Review Corporate Identity Standards Manual annually • Review IFDS Communication Guidelines annually 	EXC EXC EXC	2010
• Develop and maintain an effective and accessible website	<ul style="list-style-type: none"> • Evaluation of existing website • Evaluate alternative options • Develop website strategy • Implement website strategy 	DEV/EXC	2010
• Website Content	<ul style="list-style-type: none"> • Maintain up to date information in all areas • Develop and maintain IFDS.org web site 	SEC/EXC SEC/EXC	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/SEC	Ongoing
• Improve media coverage of IFDS events and non-competitive activities	<ul style="list-style-type: none"> • Provide regular media releases to ISAF and sailing media about opportunities in sailing for people with a disability • Prepare media guidelines for IFDS event organizers 	SEC TEC	Ongoing
• Transparency	<ul style="list-style-type: none"> • 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
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