



More Than a Game



Great Britain Wheelchair Rugby

Strategic Plan

2017-2021



**LOTTERY
FUNDED**



**SPORT
ENGLAND**

Charity number: 1130038 Company number: 6108379

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More Than a Game

Welcome to Our 2017-2021 Strategic Plan.

Between 2012 and 2016, we delivered a variety of development programmes throughout Great Britain, aimed at providing opportunities for those with disabilities to experience wheelchair rugby. The success of these programmes is clear to see, with the number of regular participants growing year on year and the number of teams increasing from 7 to 22 over the period. Much of this work was delivered in partnership with others as we laid the foundations for new wheelchair rugby communities to grow and nurtured them through their early stages of development. Through this work we have learned a great deal and are now ready to embark on the next exciting stage of the sport's development.

At the heart of our new strategy, is the knowledge that wheelchair rugby is much *more than a game*. This awareness, born from our experience of growing the sport over the last four years and listening to those who play and deliver it, has shaped our thinking of how best to deliver our charitable mission: *'the relief of disabled people through wheelchair rugby'*.

The Government's *'Sporting Future: a New Strategy for an Active Nation'* published in December 2015, is timely for us because its commitment to focusing on the benefits that sport can bring to people and society is fully aligned to our charitable objects and supports the next phase in the development of our sport.

This Strategic Plan sets out how we will focus on creating new opportunities for disabled people to become part of vibrant wheelchair rugby communities. It details how we will continue our work to identify and meet new areas of demand whilst ensuring we help support and sustain those who are already involved in our sport. Our strategy is inclusive, aimed at providing a variety of wheelchair rugby experiences rather than being constrained by the Paralympic version of the game. It builds on lessons learned from our work to develop the Invictus Games version of the sport and the variants we have developed to meet a wide range of individual and collective needs. Moreover, it seeks to encourage disabled people who are inactive and who may feel isolated, alone or face mental challenges, that there are opportunities for them in our sport and a wheelchair rugby community waiting to embrace them. The power of wheelchair rugby to change lives is something we hear all the time and is well articulated by Luke who as a result of amniotic band syndrome suffered multiple limb amputations:

"It's difficult to overstate the impact that wheelchair rugby has had on me. Within a very short space of time I went from playing no sport and being physically inactive to playing wheelchair rugby at least three times a week and doing gym work too. My perception of what kind of person I was and what I was capable of changed dramatically and I was much happier with my new perception. Furthermore, the change was permanent".

Providing opportunities for those who are talented and demonstrate the potential to become international athletes remains an important element of our new strategy. The GB national team go into the Tokyo cycle ranked 5th in the world and as European Gold Medallists. As part of this strategy we set out how we will further develop our performance system so that we improve our world ranking and begin to achieve medal success in world competitions. A critical part of this will be to find new sources of funding to offset the loss of UK Sport investment and to further develop our processes for identifying talented individuals and to provide them the opportunity to develop their potential as part of a world class performance community.

The volunteer has always been at the heart of wheelchair rugby and occupies a vital position in all of our wheelchair rugby communities. We greatly value the part they play in support of delivering our sport and equally our volunteers frequently tell us about how much they get from being part of the community. As we go forward we want to focus more on developing our volunteers and to ensure that we understand what motivates them to work with us and to support them in their personal development.

This inclusive and ambitious strategy which seeks to enhance the lives of individuals like Luke can only be achieved by working with current and future partners to build vibrant wheelchair rugby communities. Our vision of how we will go about this over the next four years along with our strategic priorities are set out here.



A handwritten signature in dark ink, appearing to read 'Kevin Aitchison'.

Kevin Aitchison
Chairman



A handwritten signature in dark ink, appearing to read 'David Pond'.

David Pond
Chief Executive

Who Are We?

Great Britain Wheelchair Rugby Limited (GBWR) is the National Governing Body (NGB) for the game of wheelchair rugby in England, Scotland and Wales. It is a registered charity¹ and company limited by guarantee² and was incorporated in February 2007. GBWR is a full member of the International Wheelchair Rugby Federation (IWRF) and of the British Paralympic Association (BPA). In both organisations it has full voting rights. GBWR is funded through public, commercial and individual investment.

The charity's governing documents are the Articles which were reviewed and updated in May 2015. The objects of the charity are:

‘the relief of disabled people by the promotion of wheelchair rugby in Great Britain’



¹ Charity Commission Registration Number: 1130038

² Company Number 6108379

Our Vision

To provide an inclusive, accessible, enjoyable, fulfilling wheelchair rugby experience for all

Inclusive we believe in the rugby community. We are open to anyone who shares our values and one who wants to join us –male, female or transgender, able bodied or disabled, young or old, black and ethnic minorities, gay or straight – there is a welcome and a role for all in our sport.

Accessible we want to make it easy for individuals to experience wheelchair rugby by creating opportunities for individuals to take part in the game regularly and to be part of supportive wheelchair rugby communities.

Enjoyable we want wheelchair rugby to be fun and the sport of choice for disabled people.

Fulfilling we want individuals to experience the wider benefits of our sport; to be part of a vibrant community, to enjoy the physical and mental benefits of regular exercise, for the very talented to experience the achievement of representative honours and for personal and career development to be a key feature of the development of our volunteers and workforce.

Wheelchair Rugby Experience we are much more than a sport, we are a community that supports and encourages disabled people to have positive and lasting lifestyle behaviours and experiences.



Our Values

All involved in GBWR wheelchair rugby whether as a staff member, player, coach, official or volunteer is expected to uphold the core values of our sport:

Enjoyment the wheelchair rugby community loves the sport, its excitement, its contact and the feeling of belonging to a community

Excellence the wheelchair rugby community strives to be the best at everything it does

Trust the wheelchair rugby community believe in honesty, integrity and fair play

Respect the wheelchair rugby community has respect for one another, opponents, staff, officials, volunteers and all who come in contact with the sport

Inclusiveness the wheelchair rugby community is open to anyone who shares the values of the sport. It supports and helps others to participate in the game, treating people fairly and equally

Teamwork all in wheelchair rugby are part of a team, part of the wheelchair rugby community



Our Mission

To lead, promote, grow and support wheelchair rugby for the enjoyment of all in England Scotland and Wales, inspiring and achieving excellence and in everything we do



Our Strategic Priorities

STRATEGIC PRIORITY 1

Build and sustain vibrant, diverse, wheelchair rugby communities which bring people together and facilitate their physical and mental wellbeing, promoting healthy lifestyles and social cohesion.

- Identify opportunities for new wheelchair rugby communities and support their formation and development
- Support wheelchair rugby communities to deliver positive, fulfilling experiences
- Support clubs to build strong and mutually beneficial relationships with local partners and enable them to become embedded within their local communities
- Enable and support GBWR clubs to be well governed, resilient and self-sustaining entities

STRATEGIC PRIORITY 2

Deliver innovative and imaginative programmes which introduce people with a range of disabilities and from diverse backgrounds, to wheelchair rugby and encourage them to become part of a wheelchair rugby community.

- Identify groups which are under-represented in wheelchair rugby and create opportunities which make it easy and attractive for them to access and experience the sport
- Support individuals to find and experience wheelchair rugby communities
- Provide support to wheelchair rugby communities to enable them to help individuals throughout their sporting journey

STRATEGIC PRIORITY 3

Build on the success of the BT National Youth Programme, increasing the opportunities for children to experience wheelchair rugby.

- Maximise opportunities for engagement with young people across a range of environments
- Expand the youth programme to provide integrated family and peer group opportunities
- Grow the competition opportunities for young people supporting regional and national events
- Develop mechanisms to ensure young people feel empowered within their wheelchair rugby community
- Explore ways in which wheelchair rugby can be used in educational settings to support the development of an active lifestyle for disabled young people whilst also increasing inclusion and disability awareness

STRATEGIC PRIORITY 4

Achieve and maintain podium success at world level by ensuring the performance and talent pathway identifies talented athletes, and that the performance system supports their development into world class athletes

- Continually evolve the performance pathway, identifying and developing talented athletes and providing a performance environment in which individuals thrive
- Align and monitor athlete development to the GBWR 'What It Takes To Win' model
- Maximize domestic and overseas competition opportunities to optimize individual athlete performance development and team preparation for the Paralympic Games
- Continually evolve the performance system ensuring that it remains at the cutting edge of innovation, technology, sports science and sports medicine

STRATEGIC PRIORITY 5

Deliver high quality domestic and international events

- Support clubs to deliver local and regional competition opportunities
- Deliver the annual Super Series and National Competitions
- Deliver regional and national Youth events
- Deliver an annual national Woman's Event
- Deliver one international event which involves the top ranked world teams
- Develop and deliver a variant competition programme
- Support the delivery of the wheelchair rugby element of the Invictus Games

STRATEGIC PRIORITY 6

Support and enable an effective and dynamic workforce which supports wheelchair rugby communities whilst gaining personal development through the interaction

- Contribute to Sport England's initiative to deliver a workforce strategy for the sports sector
- Ensure all GBWR club coaches achieve a Level 2 coaching certificate by 2018
- Increase the breadth and depth of the GBWR coach education programme
- Increase the diversity of the GBWR active coaching workforce
- Develop and implement an officials' qualification system which meets the needs of all levels of the sport
- Implement the GBWR classification strategy and increase the number of internationally qualified classifiers and activate the national classification database
- Maintain and implement people development strategies and performance evaluation processes
- Develop a succession plan for key post holders
- Develop and deliver a volunteering strategy which also provides personal development for the volunteer
- Ensure workforce programmes recognise and are tailored for both generic and specialised workforce roles

STRATEGIC PRIORITY 7

Broaden the resource base and reduce the reliance on grant funding

- Develop a 4 year revenue generation strategy which targets commercial sponsorship, public sector funding opportunities, fundraising and charitable foundations
- Seek a new title sponsor when the current partnership with BT ends
- Manage current partnerships effectively and seek to maximise further opportunities

STRATEGIC PRIORITY 8

Maintain robust governance, sound financial performance and effective leadership

- Maintain robust annual business, budget, review, risk and audit processes
- Maintain compliance with the new Governance Code for Sport in the UK
- Support and encourage strong, empowered Domestic Management, Performance Management and International Influence Groups
- Ensure compliance with all regulatory requirements and standards paying particular emphasis to safeguarding, health and safety, equality and diversity
- Review and maintain a system for annually evaluating the performance of the Board and its individual members
- Maintain a 'safe and sound' Safeguarding system

STRATEGIC PRIORITY 9

Lead on the direction, development and promotion of wheelchair rugby in Great Britain and positively influence the direction of the sport internationally

- Represent wheelchair rugby specifically and contribute to para-sport more generally through membership of the National Paralympic Committee
- Actively and positively engage with key partners, specifically, Sport England, EIS, BPA, home countries sports organisations, Help For Heroes, the Invictus Games Foundation, RFU and RFU clubs, WRU and WRU clubs, SRU and SRU clubs, disability sport organisations and charities
- Represent GB to the International Wheelchair Rugby Federation(IWRF)
- Maintain positions of influence on the IWRF Board and its committees
- Further evolve and maintain GBWR's International Relations Strategy
- Further strengthen wheelchair rugby's partnership with the able bodied game at every level
- Implement a proactive and positive GBWR communications strategy which maximises online and social media platforms and focuses on the benefits of belonging to the wheelchair rugby community
- Actively use our Patron, Ambassador and GB athletes to promote our key messages

How Are We Governed?

Board of Trustees GBWR has a predominantly independent Board of Trustees (BOT) comprising eight non-executive directors and the Chief Executive who is appointed in an ex officio capacity. The Board appoints a Chair and a Senior Independent Director.

The process for electing Trustees to the BOT is contained in the *'Election Regulations for Elected Directors'*, as noted in the *'Articles of Association'*. The final decision on who is elected to the BOT rests with the Membership of GBWR who vote individuals on to the BOT at the Annual General Meeting. One third of the Trustees are required to stand down at the Annual General Meeting each year but able to offer themselves up for re-election to a maximum of three times three year terms.

The BOT is accountable for ensuring that GBWR meets its charitable objects and for the performance of the company. It has a particular responsibility for ensuring that the awards granted by Sport England investment are managed and controlled effectively in meeting the objectives of the respective agreements. The BOT is responsible for the appointment and performance management of a Chief Executive to lead the organisation, deliver the strategy and to manage operational delivery, financial performance and risk. Formal Board meetings are held quarterly, the minutes of which are posted on the GBWR website.

Governance and Finance Committee the BOT has established a Governance and Finance Committee (GFC) to challenge and support the Executive in the areas of governance, finance, audit, accounting, risk and compliance. The GFC comprises a minimum of two Trustees and the Chief Executive. As a minimum, the GFC meet quarterly, the minutes of which are posted on the GBWR website.

Board of Management the Board of Management (BOM) comprises the Chief Executive and the National Development Director. The GB Elite Team Manager and Head Coach attend the BOM as required. The BOM is accountable for delivering the annual plan to budget. Formal Board meetings are held monthly and the minutes are made available on the GBWR website.

Domestic Management Group the Domestic Management Group (DMG) comprises the National Development Director, the Regional Development Officers, the Corporate and Membership Secretary and a representative from each of the Clubs. It has an important role to play in shaping policy and the domestic programme and for ensuring that the Executive is made fully aware of the views of the Membership. The DMG meet every two months and the minutes are made available on the GBWR website.

Performance Management Group the Performance Management Group (PMG) comprises of the CEO who is the chair, Team Manager, Head Coach and an independent Performance Advisor. The PMG will schedule its meetings twice a year according to the annual performance plan, with meetings usually being held in November and May.

International Management Group the International Management Group comprises of the GBWR International Relations lead as Chair, the CEO and two other members who are appointed by the GBWR Board of Management. The IMG is responsible for developing GBWR's international policy position and for ensuring effective communication is maintained with relevant international bodies, especially the International Wheelchair Rugby Federation (IWRF). It has a particular responsibility for identifying and recommending to the Board of Trustees individuals to be

nominated for key international positions. The IMG will meet as a minimum twice a year. The CEO is the national official delegate for IWRF business and the GB voting member at IWRF Assemblies.

Our Brand

We will deliver our sport under our protected brand below:



Contact GBWR

Central Office

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Twickenham
TW2 7BA

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E: info@gbwr.org.uk
F: 020 8892 9816
Twitter: @GBWRNews
Facebook: GBWheelchairRugby

Board of Trustees

Kevin Aitchison	Chair Board of Trustees
Richard Allcroft	IWRF Board Member
Suzy Christopher	
Mary Daunt	Senior Independent Director
Andrew Flatt*	Finance Lead
Simon LeFevre*	Chair Governance & Finance Committee
Margaret Moore*	
Michael Spence	Vice Chair of Board of Trustees
David Pond*	CEO ex-officio

*also member of Governance & Finance Committee

Governance & Finance Committee

Simon LeFevre*	Chair Governance & Finance Committee
Andrew Flatt*	
Margaret Moore*	
David Pond*	

*also member of Board of Trustees

Chief Executive

David Pond	E: david.pond@gbwr.org.uk
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Corporate Secretary

Daniel Hook	E: danielhook@rfu.com
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