

# WWR Strategic Plan 2019 – 2024

## “Mid-term Review” - performance against KPIs

October 2022



# Strategic Plan Review - Objectives

- To review the organisational performance in relation to the 2019- 2024 Strategic Plan
- To identify omissions and required amendments
- To develop a 2023 Operational Plan

# Strategic Plan Review – The Goals

1. Strong leadership and effective governance
2. Growth and development of wheelchair rugby
3. Technical excellence in Paralympic wheelchair rugby
4. Strong partnership with World Rugby
5. Sustained increase in revenues
6. Increased involvement with wheelchair rugby variations
7. Step change in broadcast and communication

# How was performance measured?

The KPI's have been reviewed using the standard RAG system:

- Green means achieved,
- Amber is working on it / solutions to challenges identified,
- Red not working / solutions to challenges not agreed or activated

Each of the following tables has a target date comprised of the year and the quarter. It was project managed using the RACI model.

The acronym RACI stands for responsible, accountable, consulted, and informed. This is how each of the 4 components is defined:

**Responsible:** a team member who is directly responsible for successfully completing a project task.

**Accountable:** the person with final authority over the successful completion of the specific task or deliverable.

**Consulted:** someone with unique insights the team will consult.

**Informed:** a stakeholder who isn't directly involved, but you should keep up to speed.

# Performance against KPIS – 1 Strong leadership and effective governance

Key Performance Indicator	Target	R	A	C	I
Strategic Plan approved	2019 Q4	CEO	Board	Members	Members
Review of organizational structure completed	2019 Q4 2020/22	CEO	Board	Committees	Members
Revisions to organizational structure completed	2020 Q4 2022	CEO	Board	Committees	Members
Member Registration System implemented for communications	2020 Q1	CEO	CEO	Committees	Members
Governance documents reviewed	2020 Q3 2020/21	CEO	Board	Committees	Members
Mid-term review of the Strategic Plan including environmental scan completed	2021 Q3	CEO	Board	Members	Members
Governance documents revised	2022 Q3 2020/21	Board	Members	Committees	Members
Strategic plan for next cycle developed	2024 Q3	Board	Members	Committees	Members
IWRF General Assemblies conducted in accordance with event KPIs	2024 Q4	CEO	Board	Committees	Members

# Strong leadership and effective governance

## Actions Completed

Strategic Goal	Actions Completed
<b>Strong leadership and effective governance</b>	<ul style="list-style-type: none"><li>• Registration of the organisation</li><li>• Review of Statutes and Bylaws</li><li>• Board Structure reviewed</li><li>• Achieved WADA compliance</li><li>• Appointed Anti – Doping Manager</li><li>• Appointed Chief Medical Officer</li><li>• Appointed Independent Judicial Chair</li><li>• Regional General Managers appointed</li><li>• Risk Register formulated</li><li>• Virtual General Assembly delivered</li><li>• Competitions and Development Working Group organisation</li></ul>

## 2. Growth and development of wheelchair rugby

Key Performance Indicator	Target	R	A	C	I
Diversity strategy developed	2020 Q3 Due 2022	CEO	Board	Committees	Members
Event hosting resource published	2021 Q1	Committees	CEO	Committees	Board
Coaching pathway developed and published	2021 Q2	Committees	CEO	Members	Board
Observers program conducted at IWRF championships	2021 Q3	Committees	CEO	Committees	Board Members
International women's wheelchair rugby competition conducted	2021 Q4	CEO	Board	Committees	Members
Diversity strategy implemented	2023 Q1	CEO	Board	Committees	Members
Coaching resources developed and published	2023 Q1	Committees	CEO	Members	Board Members
Member surveys completed	2023 Q4	Committees	CEO	Committees	Board Members
Two to four clinics held in Africa	2023 Q4	Committees	CEO	Committees	Members
Two international competitions held in Africa	2024 Q4	Committees	CEO	Committees	Members
Six to eight African nations play wheelchair rugby	2024 Q4	Committees	CEO	Committees	Members

# Growth and development of wheelchair rugby – Actions Completed

Strategic Goal	Actions Completed
<b>Growth and Development of wheelchair Rugby</b>	<ul style="list-style-type: none"><li>• New Affiliates<ul style="list-style-type: none"><li>• Peru</li><li>• Portugal</li><li>• Costa Rica</li><li>• Chinese Taipei</li></ul></li><li>• Virtual coaching course for Africa delivered</li><li>• Face to Face Coaching and Refereeing Course Scandinavia</li><li>• Coaching Materials for Level 1 coaching produced</li><li>• Asian Paralympic Committee Webinars</li><li>• Establishing a National Member Organisation product produced</li><li>• Commonwealth Games Application</li><li>• Membership Survey completed</li></ul>



### 3. Technical excellence in Paralympic wheelchair rugby

Key Performance Indicator	Target	R	A	C	I
Research committee established	2020 Q2	CEO	Board	Committees	Members
TD Mentoring Program established	2020 Q4	Committees	CEO	Committees	Board
Standards for wheelchair rugby uniforms published	2020 Q1	Committees	CEO	Committees	Board Members
Standards for wheelchair rugby equipment established	2021 Q1	Committees	CEO	Committees	Board Members
Train the Trainer program established	2021 Q4 2023/4	Committees	CEO	Committees	Board
Competition calendar delivered against event KPIs	2024 Q4	CEO	Board	Committees	Members
Compliance with WADA Code is maintained	2024 Q4 2021	CEO	Board	WADA IPC	Members
Compliance with IPC Classification Code is maintained	2024 Q4	Committees	CEO	Committees	Board

### 3. Technical excellence in Paralympic wheelchair rugby – Completed Actions

Strategic Goal	Actions Completed
Technical excellence in Paralympic wheelchair rugby	<ul style="list-style-type: none"><li>• Classification Rules amended</li><li>• Sport Rule amended</li><li>• Rule Change Regulation amended</li><li>• Communication Device Regulation</li><li>• Medical Guidelines published</li><li>• Covid Mitigation Regulation x 3</li><li>• First WWR Medical Conference to become an annual event</li><li>• Delivered Paralympic Competition under extreme pressures from Covid and Japanese Governmental/IPC restrictions and requests (Classification)</li><li>• Classification Appeals process established.</li><li>• Competition Licensing Regulation</li><li>• Competition quadrennial review started</li></ul>

## 4. Strong partnership with World Rugby

Key Performance Indicator	Target	R	A	C	I
Twenty-year partnership agreement is reached with World Rugby	2020 Q2	CEO	President	Board	Members
Partnership models distributed to IWRP and World Rugby member organizations	2020 Q2	CEO	President	Board	Members
Terms of the partnership agreement are implemented	2020 Q4	CEO	President	Board	Members

## 4. Strong partnership with World Rugby– Completed Actions

Strategic Goal	Actions Completed
<b>Strong partnership with World Rugby</b>	<ul style="list-style-type: none"><li>• Anti-Doping assistance – Delegated Testing contract under construction</li><li>• Game Analysis – dedicated analyst</li><li>• Commercial and broadcast function – introduction to RWC Partners</li><li>• Support for IWRC at RWC 2023</li><li>• WWR will be part of RWC 2027 and 2031</li><li>• Support from WR for Low Point game at The world Games 2022</li><li>• Technology Department – Purchase of the .rugby domain name</li><li>• Annual Grant of GBP20k confirmed</li><li>• Support for Commonwealth Games application</li></ul>

## 5. Sustained increase in revenues

Key Performance Indicator	Target	R	A	C	I
Property audit and valuation completed	2019 Q4	Board	President	Board	Board
Sponsor packages are established for sale	2020 Q2	Board	Board	World Rugby	Partners
Joint sponsor agreement reached with Rugby World Cup for IWRW Championship events	2020 Q3	Board	Board	World Rugby	Members
Develop new revenue sources to support increased organizational capacity including two additional staff	2022 Q2	Board	Board	Partners	Members
Grant opportunities are identified and applied for	2024 Q4	CEO Committees	Board	Partners	Members
Membership revenues maintained under new MRS	2024 Q4	CEO	Board	Members	Members

## 5. Sustained increase in revenues – Completed Actions

Strategic Goal	Actions Completed
Sustained increase in revenues	<ul style="list-style-type: none"><li>• WWR Logo, Branding &amp; Partnership Guidelines produced</li><li>• Sport2Sport relationship (now gone)</li><li>• Molten – increase in sponsorship over 4 years</li><li>• Broadcast strategy around the World Championship will generate revenue</li><li>• Grants received from IPC and World Rugby</li></ul>

## 6. Increased involvement with wheelchair rugby variations

Key Performance Indicator	Target	R	A	C	I
Working contacts established with open wheelchair rugby community	2020 Q2	VWG	Board	Partners	Members
Working contacts established with wheelchair rugby sevens community	2020 Q2	VWG	Board	Partners	Members
Technical documents for open wheelchair rugby published	2021 Q1	Committees	CEO	Board	Members
Governance model for open wheelchair rugby developed	2022 Q1	VWG	Board	Partners	Members
Pathway to IWRG recognition of wheelchair rugby sevens developed	2022 Q2	VWG	Board	Partners	Members
Strategies for variations reviewed and updated	2022 Q4	Board	Board	Committees	Members
Paralympic status of current version of wheelchair rugby maintained in perpetuity	2024 Q4	Board	Board	Committees	Members

## 6. Increased involvement with wheelchair rugby variations – Completed Actions

Strategic Goal	Actions Completed
Increased involvement with wheelchair rugby variations	<ul style="list-style-type: none"><li>• Adopted Low Point Discipline</li><li>• Low Point Discipline in The World Games</li><li>• Adopted Wheelchair Rugby 5s including rules (on website)</li><li>• Adopted by GB, Korea and Poland</li><li>• Ceased relationship with WR 7s</li></ul>



## 7. Step change in broadcast and communication

Key Performance Indicator	Target	R	A	C	I
Communications Working Group (CWG) established	2019 Q3	CEO	Board	Members Partners	Members
CWG leader recruited and appointed	2019 Q3	CEO	Board	Board	Members
Broadcast and communication strategy developed	2020 Q2 2022	CWG	Board	Members Partners	Members
Website and social media review completed	2020 Q4 2021	CWG	Board	Committees	Members
Website and social media strategy implemented	2021 Q2	CWG	Board	Committees	Members
Broadcast and communication strategy implemented	2023 Q1	CEO	Board	Members Partners	Members

## 7. Step change in broadcast and communication – Completed Actions

Strategic Goal	Actions Completed
<b>Step change in broadcast and communication</b>	<ul style="list-style-type: none"><li>• Appointment of Board member with appropriate skills</li><li>• Broadcast strategy under construction using World Championship as a basis</li><li>• Communications with membership – 2 x NMO meetings per year, 2 x PQN meetings</li><li>• New name</li><li>• New Brand New website</li><li>• New brand for social media platforms</li><li>• First WWR Annual Medical Conference September 2021</li></ul>