



WorldBoccia

Strategic Plan 2023 - 28

Our Vision

BOCCIA: The sport for everyone

We hope you like our new vision which attempts to capture what we want boccia to be by the time of the 2028 Los Angeles Paralympic Games: a sport which is truly global, completely inclusive and which can be played by anyone, anywhere.

Competitive boccia has grown exponentially over the last 10 years; there are now on average 12 sanctioned competitions per year and at peak times during the Paralympic Games we reach a global viewing audience of several millions. However, there is still scope to develop and expand the sport into regions and populations which are currently underserved (e.g. Africa; the Caribbean; South East Asia and the Pacific Islands; schools; older people.)

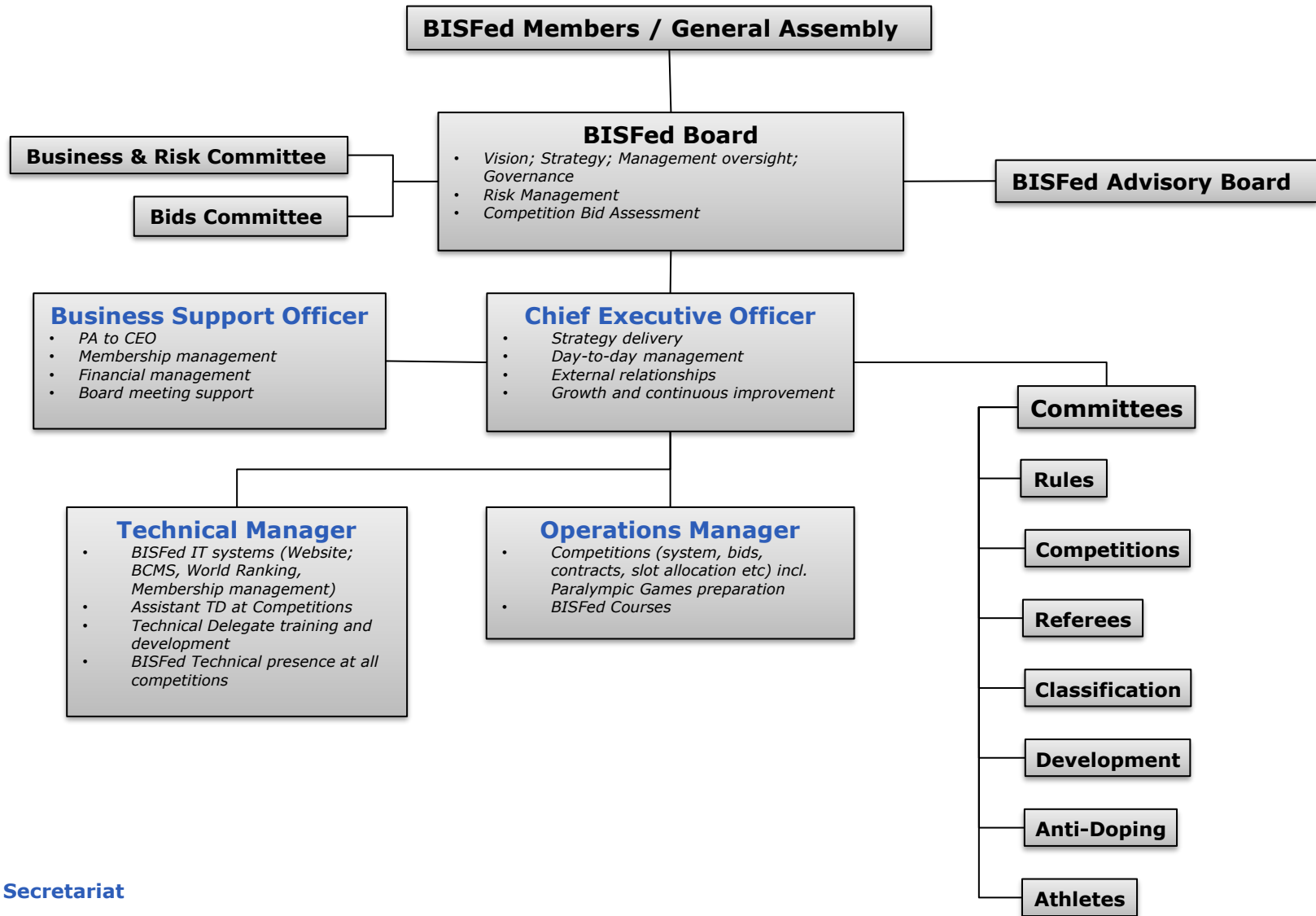
This Strategic Plan sets out how we will consolidate and build on the good progress we have made so far and how we will secure the future of our sport. The Plan will guide the Board's agenda over the next five years - what we plan to do; how we will do it; what investment is needed; and who will be responsible for the work. Where more detailed plans are necessary these will be prepared by those responsible for the task. In this way, we will stay true to our founding objectives of:

- Governing boccia internationally
- Promoting boccia amongst stakeholders
- Promoting and representing the interests of our Members
- Creating a network amongst our Members for the exchange of ideas about boccia

World Boccia's Governance: an overview

- The ultimate decision-making authority of World Boccia lies with the Membership of BISFed who formally exercise their authority at the biennial General Assembly. BISFed (the Boccia International Sports Federation), is the legal trading name for World Boccia.
- Governance of the Federation's affairs is delegated to BISFed's Board, whose members are appointed according to the BISFed Articles of Association. The Board meets at least 6 times a year, normally by internet conference call. There is also an appointed, non-executive Advisory Board of senior independent individuals who are available to provide advice to the Board on request.
- The detailed work of the Federation is managed in two ways
 - The Secretariat, comprising the Chief Executive Officer; who manages a small team consisting of a Business Support Officer; an Operations Manager; and a Technical Manager
 - BISFed's Committees advise the Board on issues of relevance and importance to the sport; design solutions to make improvements; and following discussion and approval, implement the solutions
- BISFed currently has nine voluntary Committees:
 - Rules
 - Competitions
 - Referees
 - Classification
 - Anti-Doping
 - Development
 - Athletes
 - Bids
 - Business and Risk
- The Chair of each Committee is invited to observe at Board meetings so as to have the widest practical connection between the Board and the delivery of BISFed's priorities. Committee Chairs are asked to report progress formally to the Board at Board Meetings
- The Board will use this document to maintain a focus on the priorities (which we have explained to our Members) and to review progress against a high level plan. More detailed plans will be prepared by each Committee as necessary to guide the work.

World Boccia Organisation October 2022



Secretariat

Strategic Plan Themes

- The purpose of a Strategic Plan is to describe how we will deliver our Vision of being '**THE sport for everyone**'
- In formulating this Strategic Plan, we identified four main Themes under which we will group the detailed work of the plan:
 - **Theme 1: Growth** - which implies increasing our Membership; taking boccia to new geographical areas; developing boccia at grassroots level where it can have a positive impact on peoples' health and well-being, especially in schools, and growing the game as a leisure activity which everyone can enjoy, however young or old and whatever their ability.
 - **Theme 2: Sustainability** - in the broadest sense, making sure that boccia has the resources and people properly trained and motivated to support our growing competition schedule; that succession plans are in place; and of course that we do everything we can to minimise our impact on the environment
 - **Theme 3: Excellence** - which means we will do everything we can to excel: on the field of play; in how we present our sport; in providing opportunities for athletes to compete at the highest level.
 - **Theme 4: Good Governance** - under which we commit to govern boccia in a professional and transparent way, adhering to the best principles of corporate governance and expecting all associated with the sport to behave in a spirit of fairness and high ethical standards.

Strategic Theme 1: Growth

Background

Boccia is a thriving sport which can be played by anyone, anywhere. Of course, as the International Governing authority, BISFed will always focus on delivering competitive opportunities for the most talented athletes at the highest level – our World Championships and the Paralympic Games where the sport is played by athletes with the most severe impairments in the Paralympic Games programme. Nevertheless, boccia is played much more widely than this, for example in schools, clubs and by older people. It lends itself to both competitive and leisure play without discrimination as to age, gender or physical strength and has positive impacts on the health and well-being of all who play the sport. It is this ‘grass roots’ level of the game which allows the game to flourish at the highest level by producing future athletes with the skills and drive to take their game further, and our Members have an important role to play here.

The purpose of the plan under this theme is to ensure the game continues to grow around the world.

What we will do	How we will do it	Investment Required	By When?	Who is responsible?
1.1 Create more competitive opportunities for more athletes	<ul style="list-style-type: none"> Implement the 2020 – 24 Competition System fully Examine ways to encourage new athletes to enter the Competition System, in as economic a way as possible 	N/A	<ul style="list-style-type: none"> Dec 23 Dec 23 	<ul style="list-style-type: none"> Competition Committee
1.2 Grow the Membership	<ul style="list-style-type: none"> Build on the initial success in staging an African Regional Championship Expand the ‘Making Boccia Accessible’ project in Asia, the Pacific Islands and the Caribbean Continue discussions on including Boccia in the Commonwealth Games Overall target: 100 full BISFed Members by 2028 	N/A TBC	<ul style="list-style-type: none"> Dec 25 Dec 25 Dec 23 Aug 28 	<ul style="list-style-type: none"> CEO Development Cttee President Board, CEO
1.3 Develop user-friendly training aids to encourage grass-roots boccia	<ul style="list-style-type: none"> Survey our Members; develop on-line training aids on how to start and improve at boccia 	TBC	<ul style="list-style-type: none"> July 24 	<ul style="list-style-type: none"> Secretariat and Development Cttee
1.4 Enable the sharing of good practice to support the growth of the game	<ul style="list-style-type: none"> Enable our Members to share their experience of ‘growing the game’ via online forums and workshops Work with partners to share resources which enable the growth of the game 	N/A	<ul style="list-style-type: none"> Jan23 Ongoing 	<ul style="list-style-type: none"> Development Committee

Strategic Theme 2: Sustainability

Background

We have ongoing work from our previous Strategic Plan still to complete to make our sport robust for the future. A worrying development is that during the last two years, the world has changed in very significant ways (the global pandemic and dangerous international conflict) which will create unwelcome effects on all our lives. In this uncertain environment we need to find ways to ensure that our sport can still flourish.

What we will do	How we will do it	Investment Required	By When?	Who is responsible?
2.1 Identify and train sufficient International Technical Officials to support our growth plans	<ul style="list-style-type: none"> • Technical Delegates: 15 more fully qualified TDs • International Referees: 30 more fully qualified IRs • Classifiers: 30 more fully qualified International Classifiers • Coach Educators: 20 more 	TBC	<ul style="list-style-type: none"> • Dec 25 • Dec 24 • Dec 28 • Dec 28 	<ul style="list-style-type: none"> • Secretariat • Referees Cttee • Classification Cttee • Dev't Cttee
2.2 Examine ways to lower the cost of competitions	<ul style="list-style-type: none"> • Implement the 2022 – 24 Competition System • Work with HOCs to examine ways to lower costs for competitors • Agree long-term arrangements with selected HOCs 	N/A	<ul style="list-style-type: none"> • Dec 22 • Dec 23 • Jun 23 	<ul style="list-style-type: none"> • Comp Cttee • CEO • Bids Cttee
2.3 Develop a plan for acquiring a small number of high impact ethical commercial partners	<ul style="list-style-type: none"> • Create a new income generation & commercial framework strategy 	£5K	<ul style="list-style-type: none"> • June 23 	<ul style="list-style-type: none"> • CEO; Business & Risk
2.4 Develop a plan to ensure that everything BISFed does promotes environmental sustainability	<ul style="list-style-type: none"> • Create an environmental sustainability plan to minimise impact on the environment • Work with HOCs to minimise impact on our environment during the delivery of competitions 	TBC	<ul style="list-style-type: none"> • Dec 24 • Dec 26 	<ul style="list-style-type: none"> • CEO, Business & Risk, Bids & Competitions Committee

Strategic Theme 3: Excellence

Background

Over the last 10 years, we have seen the standard of competition play improve out of all recognition. The excellence and professionalism of the athletes is clear to see. As an International Federation, we need to ensure that all our activities support and match the excellence we see on the field of play.

What we will do	How we will do it	Investment Required	By When?	Who is responsible?
3.1 Work with respected academic institutions to conduct research which supports the development of boccia	<ul style="list-style-type: none"> Identify key areas where research is required and which will benefit our development, e.g. Classification methodologies 	TBC	<ul style="list-style-type: none"> Research brief: Oct 22 Research findings June 24 	<ul style="list-style-type: none"> Committees
3.2 Create a fully functioning Athlete's Commission which can advise and influence decision-making	<ul style="list-style-type: none"> Work with an inclusive athletes representative working group to develop the framework and Terms of Reference for an 'Athletes Commission' Support a virtual platform through which the 'Athletes Commission' can function 	<ul style="list-style-type: none"> £5K 	<ul style="list-style-type: none"> June 23 Dec 23 	<ul style="list-style-type: none"> Board, Athlete Representative, Business & Risk
3.3 Identify sources of funding which can support research into ways to develop and improve boccia as a sport	<ul style="list-style-type: none"> Work with existing, respected global organisations institutions & regional programmes (e.g. Erasmus) to identify resources which can support research and development which supports the improvement and growth of boccia Agree a research and development programme for the strategy cycle 2023-28 	<ul style="list-style-type: none"> TBC TBC 	<ul style="list-style-type: none"> Dec 24 Dec 24 	<ul style="list-style-type: none"> Board, CEO & Development Committee
3.4 Identify how technology could be used to improve how boccia is managed and played	<ul style="list-style-type: none"> Review our IT systems to ensure they are up-to-date and fit for purpose Continue to use technology to engage with our Members and stakeholders, minimising impact on the environment and globalising the game 	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> CEO & Technology Manager
3.5 Identify further ways to make the game more exciting for the spectator	<ul style="list-style-type: none"> Review the use of technology to further improve the spectator experience of Boccia 	<ul style="list-style-type: none"> TBC 	<ul style="list-style-type: none"> Dec 24 	<ul style="list-style-type: none"> CEO, Committees

Strategic Theme 4: Good Governance

Background

Good Governance is a fundamental requirement for an International Governing body; it requires not only that we comply with the normal standards (audit, legal etc), but that we seek always to act in an ethical way and when faced with difficult decisions. In short, we 'do the right thing.' However we need to go further by engaging even more with our Members and the wider boccia community.

What we will do	How we will do it	Investment Required	By When?	Who is responsible?
4.1 Create a communications strategy	<ul style="list-style-type: none"> Develop a communications strategy, enabling two way communication with our members, stakeholders and partners 	TBC	<ul style="list-style-type: none"> Mar 23 	<ul style="list-style-type: none"> CEO, Board
4.2 Deliver an annual member perception survey	<ul style="list-style-type: none"> Create an annual Member Perception Survey enabling feedback on our Federation and Members' ideas for the future 		<ul style="list-style-type: none"> Mar 23 	<ul style="list-style-type: none"> Secretariat
4.3 Continue Regional Member Engagement Sessions	<ul style="list-style-type: none"> Deliver three virtual regional Member engagement sessions per year 		<ul style="list-style-type: none"> Ongoing, Mar, June, Sept 	<ul style="list-style-type: none"> Board & Secretariat
4.4 Governance Improvement Plan	<ul style="list-style-type: none"> Agree an annual Governance Improvement Plan to support future development on the topics of: <ul style="list-style-type: none"> Integrity The Boardroom Vision, mission & purpose Standards, systems and controls Accountability & Transparency 	N/A	<ul style="list-style-type: none"> June 23 	<ul style="list-style-type: none"> Board & Business & Risk
4.5 Develop an Equality, Diversity & Inclusion Strategy	<ul style="list-style-type: none"> Create an EDI strategy to further embed the principles of equality & diversity across all aspects of the Federation 	TBC	<ul style="list-style-type: none"> Sept 23 	<ul style="list-style-type: none"> Task and Finish Working Group representative of World Boccia

WORLD BOCCIA

OUR VISION IS (what we want to achieve) **BOCCIA: The Sport for Everyone**

Our Values

Our Strategic Themes

Growth Sustainability Excellence Good Governance

Being Athlete Focussed

Being Bold & Innovative

Champions of Equality & Diversity

Listening to our Members & Stakeholders

Acting with Integrity and transparency

Caring for our Planet

We will achieve this by (our enablers)

Working with and developing great PEOPLE & PARTNERS who can enable our sport to thrive

Generating sufficient RESOURCES to invest in our programmes and people

Being socially responsible, & INCLUSIVE, in our approach to people & our environment

Being athlete focussed and by using EVIDENCE & INSIGHT to improve our performance

Being INNOVATIVE and using technology to improve services

Our approach will focus on People

Our Athletes Our Members Our Boccia Communities Our Stakeholders & Partners

Our priority/key areas of focus will be

Growth
 1.1 Create more competitive opportunities for more athletes
 1.2 Grow the Membership
 1.3 Develop user-friendly training aids to encourage grass-roots boccia
 1.4 Enable the sharing of good practise to support the growth of the game

Sustainability
 2.1 Identify and train sufficient International Technical Officials to support our growth plans
 2.2 Examine ways to lower the cost of competitions
 2.3 Develop a plan for acquiring a small number of high impact ethical commercial partners
 2.4 Develop a plan to ensure that everything BISFed does promotes environmental sustainability

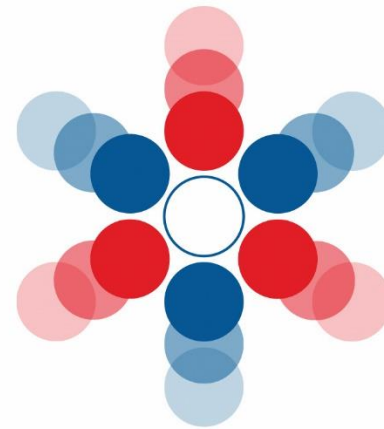
Excellence
 3.1 Work with respected academic institutions to conduct research & development
 3.2 Create an Athlete's Commission
 3.3 Identify sources of funding which can support research & development
 3.4 Identify how technology could be used to improve boccia
 3.5 Identify ways to make the game more exciting for the spectator

Good Governance
 4.1 Create a communications strategy
 4.2 Deliver an annual member perception survey
 4.3 Continue Regional Member Engagement Sessions
 4.4 Governance Improvement Plan
 4.5 Develop an Equality, Diversity & Inclusion Strategy

Our Governance **A Respected, Well Governed Federation that Leads with Integrity**

Success Measures

- Growth in our community game
- More athletes, with more countries winning medals
- Sustainability at our core



WorldBoccia