The sport
Swimming has always been a core activity for recreation and rehabilitation for people with impairment. It provides competition opportunities for male and female athletes who perform freestyle, backstroke, breaststroke, butterfly, and medley and relay events. IPC Swimming competitions are open to athletes with a physical, visual or intellectual impairment.

Since the Rome 1960 Paralympic Games when 77 swimmers took part, the sport has been an integral part of the Paralympic Movement. It has seen the number of athletes and countries increase every four years since. At the London 2012 Games, 604 swimmers from 74 countries competed in 148 medal events. Furthermore, swimming was the top sport in terms of broadcast time. IPC Swimming is committed to ensuring swimming, the second largest para-sport after athletics, remains a core event on the Paralympic Games programme.

Swimming is governed by the International Paralympic Committee (IPC) through the IPC Swimming Technical Committee as the International Federation (IF) and represents one of nine IPC sports under the umbrella of the IPC. IPC Swimming developed the Swimming Strategic Plan as a sport-specific extension of the overall IPC Strategic Plan 2011-2014 and in line with the mandate of the IPC General Assembly to further strengthen the commonalities and combined strengths, while it also carves out the sport specific long-term strategies and objectives.

The common elements which emerged from the integrated development process are described in more detail in the overarching document “Overall IPC Strategic Plan on IPC Sports.” This present “Swimming Strategic Plan” is an excerpt of the overall plan focusing specifically on the priorities in the area of swimming thus taking into account its specificities and current stage of development. It has been written in a way to be a comprehensive and self-contained document in its own right.

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Context and planning process
The strategic plan development process revealed consensus and a common understanding about the vision, mission and values of the nine IPC sports. It is also considered important to have one common reference to guide and strengthen the sports collectively. Hence here below you find the vision, mission and values applicable to all IPC sports while putting this into the context of swimming.

Vision, mission and values
The strategic plan development process resulted in consensus and a common understanding about the vision, mission and values of the nine IPC sports. It is also considered important to have one common reference to guide and strengthen the sports collectively. Hence here below you find the vision, mission and values applicable to all IPC sports while putting this into the context of swimming.

The swimming context this means to enable swimmers to achieve their dreams and goals while inspiring and exciting the world in an environment of excellence. To ensure the organisation of successful IPC Swimming competitions, and to encourage, promote and contribute to the development of swimming at all levels.

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Vision
Provide a platform for para-athletes to regularly practice and to showcase their ability to their full potential and to reach their sporting pinnacle and dreams

Mission
Organise successful competitions as part of a stable calendar while encouraging participation and development at all levels and promoting the core values of the Paralympic Movement

Values
Professional & Ethical
Collaborative & Engaging
Equitable & Fair play
Transparent & Accountable
Athlete centred
1. Paralympic Games and World Championships

**Strategic priorities**
- Put rules and regulations in place that are in line with the relevant FINA Rules and Regulations, and with overall IPC policies and regulations.
- Support and co-ordinate the development and implementation of accurate, reliable and coherent sport focused classification systems.
- Ensure top-quality hosts are identified for future World Championships.
- Ensure competitions programme and qualification criteria are in line with FINA Rules and Regulations.
- Implement an athlete qualification system that ensures visibility, access and participation of all countries and a representative participation of all genders and all three impairment types from around the globe.
- Ensure top-quality hosts are identified for future World Championships and beyond, according to the current competition cycle.
- Enhance working relationships with all parties involved in the staging major competitions and use of synergies and efficiencies in budgets and resources.
- Secure host(s) and management and monitoring for 2015 World Series and beyond.
- Establish and ensure availability of a number of events, working proactively with support needs.
- Ensure effective STC meetings based on a standardised operating charter.

**Objectives/outcomes**
- Establish a fair classification system in all three impairment classes with support for sports and science evidence.
- Establish a four-year competition cycle from 2013 to 2016, and extend the World Series annually for the top world's athletes.
- Secure hosts, on-going management and monitoring for 2015 World Series annually.
- Ensure swimming remains on the Paralympic Games programme with an optimum number of events, working proactively to stabilise the programme and ensure opportunities for swimmers with high-support needs.
- Clearly lay out the qualification pathway with appropriate Paralympic Games qualifying competitions ensuring balance in terms of affordability and accessibility.
- Ensure that the programme of events is exciting and inspiring and relevant for ticket holders, television audiences, athletes, National Paralympic Committees (NPCs) and all other stakeholders.

2. Athlete Development

**Strategic priorities**
- In conjunction with NPCs, identify education needs, establish the delivery method, develop resources and conduct the educational activities.
- Create an online educational tool for technical officials.
- Maintain, update and translate the classification online course.
- Ensure development activities include new countries and athletes in swimming from all three impairment groups and all classes, including those with high-support needs.
- Ensure education opportunities for athletes and coaches.
- Ensure classification opportunities are available at different levels of competition in all regions.
- Ensure that the nominated Classification Officers (Local Organisers, management team) are well trained and educated to run well-organised, fair and equitable sport.
- Build further regional and youth events for the development of swimming at the expected level of excellence.

**Objectives/outcomes**
- Help on-world and classified swimmers in all regions.
- Establish a multi-year Marketing and Sales plan for the IPC Swimming World Series project.
- Promote the profile of IPC Swimming, IPC Swimming World Series and the role of the IPC Athletes’ Advisory Group and ensure athletes’ input, all to be backed up by the Sports Information and Marketing World Series project.
- Develop key partnerships with NPCs/NFs to ensure regional inside delivery of IPC Swimming Strategic Plan.
- Build strong relationships with the Athlete Foundation.
- Leverage expertise and resources of partners such as NPCs, NFs, organisations to IPC Swimming.
- Establish an IPC Swimming Coaches Advisory Group, Swimming Science Advisory Group and ensure athlete talent, local, off- line advice to the Sport Technical Committee (STC).
- Ensure the best pool of talent for IPC Swimming.
- Ensure education opportunities for swimmers with high-support needs.
- Develop and maintain the annual budget and present financial reports.
- Develop attractive sponsorship packages based on key points, around events and around pools for youth.

3. Paralympic Brand

**Strategic priorities**
- Establish a public-relations plan that supports the IPC Swimming brand, engages the community, and facilitates understanding of the uniqueness of swimming (including classification).
- Ensure broad awareness (including public broadcast), TV production and other targeted media partnerships are in place for all major championships.

**Objectives/outcomes**
- Secure one/two commercial partners and secure sponsorship agreements (in kind), service commitments, funding offering a dedicated investment for swimming by 2015.
- Reach in/sell events. With Paralympic Games broadcast rights.
- Use broadcast visibility to gain support for Paralympic Games working with the IPC Swimming Strategic Plan.
- Engage the community, and facilitates understanding of the uniqueness of swimming (including classification).
- Ensure education opportunities for swimmers with high-support needs.
- Develop and maintain the annual budget and present financial reports.
- Develop attractive sponsorship packages based on key points, around events and around pools for youth.
- Make use of awareness, learn to swim, water safety, local Para-sport and IPC Swimming.
- Secure classified swimmers, local, off- line support to the Sport Technical Committee (STC).
- Ensure education opportunities for swimmers with high-support needs.
- Develop and maintain the annual budget and present financial reports.
- Develop attractive sponsorship packages based on key points, around events and around pools for youth.

4. Funding

**Strategic priorities**
- Provide leadership to IPC Swimming based on modern principles of corporate governance.
- Provide top-quality support and local Organisers of competitions.
- Cultivate a volunteer network across all regions through education at all events, including programmes for technical officials, classifiers, competition management, and other competition officials.
- Establish an IPC Swimming Coaches Advisory Group, Swimming Science Advisory Group and ensure athlete talent, local, off- line advice to the Sport Technical Committee (STC).
- Ensure the best pool of talent for IPC Swimming.
- Ensure education opportunities for swimmers with high-support needs.
- Develop and maintain the annual budget and present financial reports.
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**Objectives/outcomes**
- Develop and maintain the annual budget and present financial reports.
- Develop attractive sponsorship packages based on key points, around events and around pools for youth.

5. Organisational Capacity

**Strategic priorities**
- Enhance working relationships with all parties involved in the staging major competitions and use of synergies and efficiencies in budgets and resources.
- Secure host(s) and management and monitoring for 2015 World Series annually.
- Establish an IPC Swimming Coaches Advisory Group, Swimming Science Advisory Group and ensure athlete talent, local, off- line advice to the Sport Technical Committee (STC).
- Ensure the best pool of talent for IPC Swimming.
- Ensure education opportunities for swimmers with high-support needs.
- Develop and maintain the annual budget and present financial reports.
- Develop attractive sponsorship packages based on key points, around events and around pools for youth.

**Objectives/outcomes**
- Establish a multi-year Marketing and Sales Plan, outlining clear revenue targets.
- Seek new partnerships with professional marketing companies.
- Develop and maintain the annual budget and present financial reports.
- Develop attractive sponsorship packages based on key points, around events and around pools for youth.

6. Strategic Partnerships

**Strategic priorities**
- Partner with appropriate institutions/universities/NGOs that are committed to promotion of IPC Swimming.
- Improve IPC relations with FINA and Asian Para Games.
- Develop key partnerships with NPCs/NFs to ensure regional delivery of IPC Swimming Strategic Plan.
- Develop partnerships with ISDSs, structures within FINA, the United Nations, in sport and in the disability field.
- Partner with appropriate institutions/universities/NGOs that are committed to promotion of IPC Swimming.
- Improve IPC relations with FINA and Asian Para Games.
- Develop key partnerships with NPCs/NFs to ensure regional delivery of IPC Swimming Strategic Plan.
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