



IMAS Strategy Plan 2017-2021

**International Mixed Ability Sports
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Bradford**

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1. Executive Summary

International Mixed Ability Sports (IMAS) is a not for profit organisation who have developed and are championing the Mixed Ability Model. The Mixed Ability Model promotes social inclusion through education and by encouraging players of all abilities to be equal members of mainstream sports clubs.

The Model represents an innovative and radical approach to broader social inclusion challenging the stereotypes and status quo of elite and grassroots sport establishments. Our sports and educational activities aim to create a fully inclusive and safe environment for everyone regardless their age, gender, background or ability. We want to engender a sustainable and long-lasting change offering new opportunities to participants who have faced a wide range of barriers to participating in sport.

IMAS are recognised as World leaders in inclusive sport and activities by several national and European sports governing bodies and are working in partnership with a number of Universities to evaluate the impacts of the Mixed Ability Model. IMAS have accessed a range of funding streams including grants, consultancy and training delivery and built an Affiliation Community to further support anyone interested in joining the Mixed Ability movement.

In order to fulfil its mission and deliver strategic objectives, IMAS needs to secure sustainable funding, promote the Mixed Ability Model worldwide raising visibility and attracting sponsorship and CSR funding, as well as increasing its organisational capacity and infrastructure.

In 2015 IMAS organised the 1st Mixed Ability Rugby World Tournament attended by more than 500 players from 12 different countries. In the last 2 years IMAS has educated 15 grassroots rugby clubs, 12 Premiership Rugby Foundation and Community staff and supported the development of 8 new Mixed Ability teams in England. In 2016 IMAS secured Sport England funding to expand its activities into 7 new sports, delivering theoretical and practical training into grassroots clubs, societies, service providers, and healthcare professionals reaching over 3000 people across Europe. In August 2017 IMAS organised the 2nd International Mixed Ability Rugby Tournament in Vitoria-Gasteiz (Spain) attended by over a thousand players and delegates from all over the world. Following this international expansion, IMAS has also secured EU funding to trial the Mixed Ability Model in rugby in Italy, Spain, Ireland and Belgium and a 3rd IMART is due to be held in Cork (Ireland) in 2020 expanding beyond rugby.

IMAS fills a gap in the sport and educational market as illustrated by the competitive matrix in this report, but one of the biggest challenges faced is the resources required to growth between the current and the proposed revenue.

The Executive Directors have begun to address the factors highlighted as critical for growth in both MBA Report and the Social Footprints recommendations (2017) including restructuring the Board, and seeking specialist expertise. This plan summarises the vision and actions required in the immediate future to construct a solid platform for expansion.

2. The IMAS Vision

To enable people of all abilities to be equal members in clubs and communities using the power of sport and education.

3. The Business

IMAS is a Bradford based Community Interest Company (CIC) founded in 2014 stemming from the experience of the first English and Italian Mixed Ability rugby teams, developed by the passion and commitment of two education specialists. We promote a proven model of inclusive sports through education, peer engagement and practical participation in communities. Mixed Ability not only involves players, coaches, and volunteers of all abilities in the same mainstream sport activities, but provides a safe, welcoming and non-judgemental environment for all.

IMAS addresses an identified need for people with Learning and Physical Disabilities or facing wider barriers to participation nationally and internationally, to play mainstream sport rather than adapted disabled sports.

Our Mission...

Is to promote social inclusion challenging the established sport orthodoxy of separating participants into tiers or providing only adapted activities. We want to increase sustainable participation in sport, breaking down barriers between able-bodied and disabled participants, addressing social exclusion and generating long-term positive change. We have developed and roll out a Model of inclusion in sport within grassroots sport clubs involving a wide range of partners such as National Governing Bodies (NGBs), Community Sports Partnerships (CSPs), educational providers, disability advocacy groups and third sector organisations globally.

Our Values...

Underpin our work. We believe that everyone can experience disability or barriers at some point in life, that's why we want to focus on what people can do. We believe that categories and classification perpetuate stigma and lack of understanding, while education and shared involvement are paramount in changing perceptions, attitudes and behaviours. Mixed Ability is not a special sport, it is sport for all.

4. Strategic Objectives

IMAS key objectives are to:

- increase provision and participation in sports for able bodied and disabled citizens of all ages and abilities by involving grassroots sports clubs in adopting the Mixed Ability Model, engaging new players, volunteers and creating sustainable opportunities
- raise awareness about equality and equal opportunities, to challenge stereotypes, prejudices and break down the traditional perception of disability, encouraging players of all abilities to mix and socialise
- enable disabled people to become active club members and influence the decision-making of sports institutions, reinforcing equality and social inclusion
- strengthen cooperation between NGBs, third sector associations and grassroots clubs committed to adopting the Mixed Ability Model at local, national and international level
- promote the IMAS Mixed Ability Manifesto and encourage the creation of a global Mixed Ability community: <http://www.mixedabilitysports.org/mixed-ability-manifesto/>

5. Legal Structure

IMAS is a Community Interest Company limited by guarantee (9017084) based in Bradford.

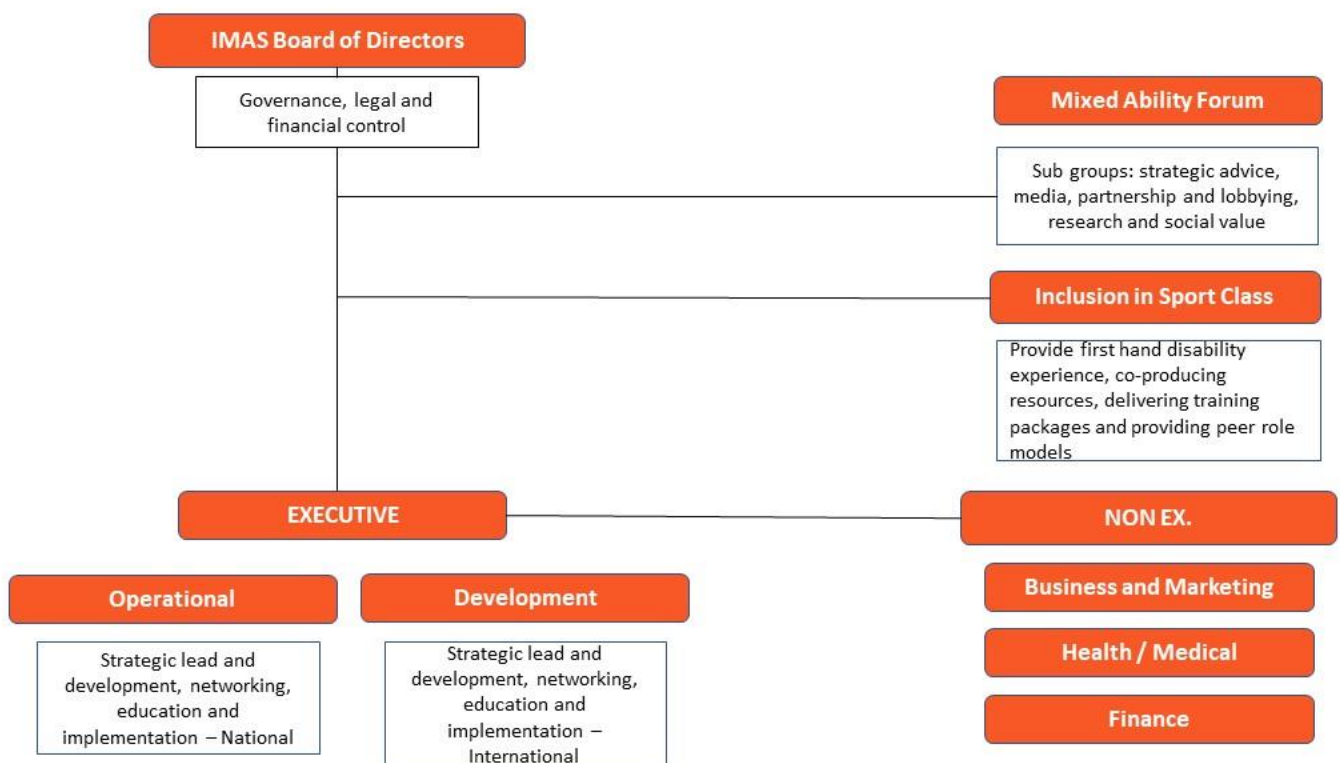
6. Management structure

IMAS is managed by a Board of Directors, including Non- Executive Directors, who represent the company, give vision and provide strategy and directions, running the day to day affairs and make decisions on major IMAS issues. Namely, their duties and responsibilities are to:

- govern the organisation and establish objectives
- select, appoint, support and review the performance of staff members
- ensure the availability of adequate financial resources
- approve annual budgets
- be legally accountable for all the relevant policies and procedures.

The Board are committed to continuing professional development and regularly engage in training across the relevant subjects for both Directors and future staff. IMAS recognise that entrepreneurial training programmes are particularly relevant and have an outstanding application with the School for Social Entrepreneurs, and we are continually striving to identify appropriate courses.

Please see Chart below and break down of roles and responsibilities.



IMAS Board Members

Mark Goodwin – Managing Director

Martino Corazza – Managing Director
Roy Smith – Non Ex. Director
Hugh Brown – Non Ex. Director
Dr Mark Purvis – Non Ex. Director
Ian Chin – Non Ex. Director

Mixed Ability Forum

The Mixed Ability Forum (MAF) is the advisory body to IMAS. The Forum has the mandate to provide guidance and expertise on social impact, research, strategy, policy, and future development.

The Mixed Ability Forum is made up of participants, coaches, professionals and experts who share our vision to grow into an ever more innovative organisation

Marilena Giuliacci – Psychologist, Mixed Ability Forum Chair
Anthony Waddington – Project Director, Participate Projects
Carole King – Head of Public Affairs, Provident Financial
Dr Jennifer Dyer – Lecturer in Environment and Development, University of Leeds
Iosu Izuskizta – Teacher and President of Down Araba (Spain)
Sarah-Jane Murray – Unorthobox CIC and Mixed Ability coach
Eneko Gañan Valverde – FER referee (Spain)
Dr. Mark Purvis – NHS
Gwilym Lewis – Mixed Ability Ambassador

IMAS Ireland

Alan Craughwell

IMAS Spain

David Izquierdo
Oier Barruso

IMAS Italia

Enrico Colzani

IMAS Argentina

Daniel Fernandez

Inclusion in Sport Group

15 Mixed Ability Sport participants with learning and/or physical disabilities providing peer experiences

IMAS recognises that there is a need for the Board to have a more diverse representation and we are committed to achieving that by the end of the strategic planning period, specifically recruiting from women and the disabled and BAME community.

We have started to implement the plan through attendance at networking events, and the most recent example is the recruitment of a Non-Executive Director with legal expertise. IMAS has made a direct approach to high profile sports personalities and recruited the former Chair of British Rowing, Anna Marie Phelps as an Ambassador.

We are still seeking to build on the current membership of the Mixed Ability Forum. As shown in the chart above, IMAS is committed to giving equal value to all of our advisory bodies including the Non-Executive Directors, the MAF and the disabled students of the Inclusion in Sport classes.