

WORLD SAILING PARA COMMITTEE ANNUAL WORK PLAN 2024-2028

1. Committee Name

Para World Sailing Committee

2. Committee Members

Kay Rawbone (Chair)	Emma Hallen (Vice Chair)	Alfred Pelinka
Betsy Alison	Efstratios Achlatis	Elliot Levy
Gabriel Barroso	Irina Perez le Roux	Jazz Turner
Jenny Davey	Marco Predieri	Ozgur Inam
Paul Adrien Cuvillier	Sarah Ogilvie	Yuki Hagiwara

3. Working Groups

Working Group	Lead	Members
Classification	Helen McKenzie	Sarah Ross Jurgen Schwittai Bernard Destrube Jenny Molsen Barbara Caplan Sue Parry Yoshi Yamada Akira Shimzu Kathy Yu Stephen Wilson Pedro Couhtino
Promotion		
Events		
Growth		

Note – Working group titles have been voted on by the PWSC, but leadership and membership has not been assigned except in the case of the Classification Working group.

The working groups have also not been advertised.

The Classification working group is a temporary measure due to Governance oversight, and the appropriate processes are being followed to ensure a submission for the Annual Conference regarding this.

4. Remit and Strategic Alignment

[“Ready for the Future 2025-2029”](#)

[“Olympic Vision”](#)

[“Sustainability Agenda 2030”](#)

[“Steering the Course: Women in Sailing”](#)

[“Para Inclusive Strategy”](#)

At the heart of the Para Inclusive Strategy is a commitment to **Inclusion**, a **Modern Vision**, **Impact & Social Change**, and **Reinstatement in the Paralympics**. These five remits will empower the Committee to drive participation growth, safeguard competition integrity, innovate classification, elevate event integration, and champion Paralympic reinclusion - ensuring sailing remains a world-leading, inclusive sport.

Mission Statement/Remit:

<u>Mission/Remit</u>	Reaffirm the committee's mission
<u>Alignment to WS Strategies</u>	
Expand Global Participation	<p>Remit:</p> <ul style="list-style-type: none"> • Lead initiatives to grow Para sailing participation from 32 to 40 nations across five continents by 2029, in partnership with Member National Authorities (MNAs) and the Inclusive Development Programme (IDP). • Identify and remove regional barriers to entry, providing guidance, resources and targeted support to emerging Para hubs. <p>Alignment:</p> <ul style="list-style-type: none"> • Inclusion: True inclusion requires broad global reach and accessible pathways into the sport • Strategy Objective: "Increase worldwide Para sailing participation to 40 nations on five continents by the end of 2029."
Govern a robust competition programme	<p>Remit:</p> <ul style="list-style-type: none"> • Oversee a quadrennial competition calendar of international Para events, ensuring anti-doping compliance, adherence to the IPC Athlete Classification Code, and implementation of Safe Sport policies. • Monitor and audit events for governance standards, anti-doping education/testing, and classification integrity. <p>Alignment:</p> <ul style="list-style-type: none"> • Modern Vision & Inclusion: Maintains a secure competition programme of annual international events, robust anti-doping, and classification compliance • Strategy Objective: "Maintain alignment with the IPC Athlete Classification Code" and "ensure the highest standards of governance including a robust anti-doping programme."
Innovate Classification and Technical Standards	<p>Remit:</p> <ul style="list-style-type: none"> • Drive continuous improvement of classification processes - streamlining assessments, piloting remote/e-classification tools, and updating technical specifications to enhance fairness and accessibility. • Collaborate with the IPC Classification Working Groups and other sports to pilot innovations while safeguarding athlete welfare. <p>Alignment:</p> <ul style="list-style-type: none"> • Modern Vision: "Maintain alignment with the IPC Athlete Classification Code while continuing to innovate". • Strategy Objective: Innovating classification underpins a modern, forward-thinking approach to Para sailing governance.
Integrate and elevate Para Disciplines in Major Events	<p>Remit:</p> <ul style="list-style-type: none"> • Ensure Para classes and activity are fully integrated into the World Sailing Championships (e.g., Fortaleza 2026, Gdynia 2027) and other flagship regattas. • Curate and publish the comprehensive quadrennial calendar of Para Inclusive events, maximizing media exposure and spectator engagement. <p>Alignment:</p> <ul style="list-style-type: none"> • Modern Vision: "Create a comprehensive quadrennial competition calendar of Para Inclusive events" • Impact & Social Change: High-profile integration amplifies the societal impact of Para sailing by showcasing athlete excellence on the world stage.
Advocate for Paralympic reinclusion and Social Impact	<p>Remit:</p> <ul style="list-style-type: none"> • Liaise with the IPC and other stakeholders to position sailing for reinstatement to the Paralympic Games, leveraging data on global reach and competition standards. • Develop impact measurement frameworks to demonstrate how Para sailing fosters community inclusion, wellbeing, and social change. <p>Alignment:</p>

	<ul style="list-style-type: none"> • Reinstatement in the Paralympics: “Position sailing with the best chance towards reinstatement to the Paralympic Games”. • Impact & Social Change: “Explore and demonstrate the societal benefit of Para sport” through targeted research and storytelling
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By executing these five remits - anchored in the Para Inclusive Strategy’s four strategic goals, the Para World Sailing Committee will deliver on World Sailing’s mission of growing participation, broadening the community, and improving accessibility for sailors with disabilities worldwide.

5. Objectives for the Year

List 3–5 specific, measurable, achievable, relevant, and time-bound (SMART) objectives for the year.

Objective 1	<p>1. Grow Global Participation Specific: Increase the number of active Para sailing nations from 32 to 37. Measurable: Track and report on new national class registrations in the World Sailing database and rankings. Achievable: Leverage the IDP mentorship pairing three emerging federations with established Para programmes, and use emerging nations funding to create opportunities for participation. Relevant: Directly supports the Strategy goal to “increase worldwide Para sailing participation” by expanding geographic reach. Time-bound: Achieve this by 31 December 2025.</p>
Objective 2	<p>2. Audit Competition Governance Specific: Conduct governance and compliance audits at all World Sailing supported Para events. These reports should focus on safe, equitable and structured sport, with a focus on classes, anti-doping and classification. Measurable: Audit reports completed for 100% of events, with an action plan for any identified gaps. Achievable: Use the existing pool of trained ITOs including classifiers. Relevant: Ensures “robust competition programme” and alignment with IPC Classification and anti-doping codes. Time-bound: Complete all audits and report outcomes by 30 November 2025.</p>
Objective 3	<p>3. Ensure Classification Code Compliance Specific: Implement and ensure full compliance by the IPC specified deadlines, including a revision of the Para Classification rules for sailing. Measurable: IPC Survey will outline compliance. Achievable: Draw on resources already available and utilise the working group and newly appointed Chair of Classification to support the work. Relevant: Advances the Strategy’s emphasis on innovating classification processes for accessibility, whilst maintaining compliance with IPC Code of Classification. Time-bound: Complete the IPC Survey and relevant documentation by 1st November 2025.</p>
Objective 4	<p>4. Integrate Para Classes into Major Championships Specific: Ensure Para fleets are included in the 2025 and 2026 World Sailing Championships in at least two additional class divisions. Measurable: Number of Para fleets listed in the official Notice of Regatta and Sailing Instructions. Achievable: Coordinate with two Class Associations to add Para divisions to their 2025 and 2026 World Championships. Relevant: Fulfils the remit to “integrate and elevate Para disciplines” and build high-profile exposure. Time-bound: Secure commitments and finalize integration plans by 31 March 2025.</p>
Objective 5	<p>5. Produce a Paralympic Reinclusion Dossier Specific: Collaborate with the Executive to compile a data-driven dossier highlighting participation growth, competition standards, and societal impact to advocate sailing’s reinstatement at the Paralympic Games. Measurable: Deliver a 20-page report with at least five case studies and three impact metrics, that could be presented to the IPC. Achievable: Draw on internal ranking data, event audits, and athlete testimonials collected over the year.</p>

	<p>Relevant: Directly targets the Strategy's "Reinstatement in the Paralympics" goal and "drive impact through Para sport."</p> <p>Time-bound: Submit the dossier by 1 February 2026 for the IPC board session in March 2026.</p>
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6. Key Activities

- Break down the objectives into actionable tasks with deadlines and responsible parties.
- Define key performance indicators (KPIs) to measure progress and success.
- Outline the resources required to achieve the objectives.

OBJECTIVE 1		Grow Global Participation		
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Identify and engage 5 target MNAs	June 2025	PWSC, WS Exec	3 commit to Para Inclusive Sailing support either through competition of hosting of the IDP.	WS Exec office time. IDP
Outreach workshops	August 2025	WS Exec, Networking by PWSC to engage community.	Host 2 Para Inclusive Sailing Development webinars, with attendance of 20 plus participants and NPS score of 70 or above.	WS Exec office time.

OBJECTIVE 2		Audit Competition Governance		
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Create Event toolkits and guidelines	June 2025	WS Exec	Documentation approved and in use by Nov 2025.	WS Exec office time.
Engage with Para Classes and execute event audits	Nov 2025	WS Exec/ ITO's	Event reports for all WS Para Championship title events and WS Property events. Event reports completed within 4-6 weeks of event finish.	WS Exec office time. ITOs Resource to support event attendance.

OBJECTIVE 3		Ensure Classification Code Compliance		
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Revise Para Sailing rules of Classification	Nov 2025	Classification WG.	IPC survey awards World Sailing with compliance.	WS Exec office time, Classification gathering and information session (London, budgeted in Para).

Increase Para Classification opportunities	Nov 2025	ICs	Ensure there are at least 3 opportunities for Classification spread suitable across the 5 IPC continents over the 12 month period.	IC's
Continue research and upgrade work to the Para Sailing Classification database, as well as further research into remote and e-classification.	Nov 2025	IC's, Classification WG.	Ensure database transition to new platform. Offer at least 1 event opportunity to further test remote classification.	IC's, WS Exec office time, Classification database software (budgeted in Para).

OBJECTIVE 4		Integrate Para Classes into Major Championships		
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Work with all Para and Para preferred classes to engage in meaningful and collaborative conversations, working towards agreement similar to the Olympic Classes.	Nov 2025	Led by PWSC outreach and Networking, facilitated by WS Exec.	Create an opportunity to get everyone around the "table" and work towards the framework of an agreement by the AC.	PWSC, Classes, WS Exec office time.
Ensure opportunities for Para Inclusive activity and WS Events, Class Championships and Regional Games.	Dec 2025	PWSC, WS Exec	Ensure Para Inclusive Activity and events at Fortaleza 2026, and work towards increased opportunity across Regional Games. Gain an invite to sailing at at least 2 Regional Games.	PWSC, WS Exec office time.

OBJECTIVE 5		Produce a Paralympic Reinclusion Dossier		
TASKS	DEADLINE	RESPONSIBLE PARTY	KPI	RESOURCE REQUIRED
Compile participation data	Nov 2025	WS Exec, supported by PWSC.	Ensure up to date event results and reporting for 2025, with 0 missed events, and target 98% data accuracy.	WS Exec office time.

Conduct 5 athlete or stakeholder case studies	Nov 2025	PWSC	5 case studies completed.	WS Exec office time, copywriter.
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7. Reporting and Review

Submit quarterly progress reports to the World Sailing Board and present findings at the annual general meeting.

8. Continuous Improvement

<u>Lessons Learned</u>	
<u>Lesson</u>	<u>Notes</u>
<u>Tasks for 2026</u>	
<u>Task</u>	<u>Notes</u>