



PARAFED
CANTERBURY

Strategic Plan
2009 -2012

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ParaFed Canterbury Strategic Plan – 2009 – 2012

Overview

ParaFed Canterbury from our humble beginnings in 1967 has grown to be a leader in what we offer in the sport and recreation field for people with a physical disability.

Always wanting to improve our services, this Strategic Plan is the blueprint for the organisation for the next three years.

- The strategic plan has been developed by the ParaFed Canterbury Board. It is designed to answer the question:
Where will ParaFed Canterbury be in 2012 and how will we get there?
- The plan will act as a guiding foundation upon which the board and staff develop and manage the organization.

The key strategic activities are:

- EFFECTIVE GOVERNANCE.
- EFFECTIVE SERVICES, PROGRAMMES AND FACILITIES.
- INCREASED MEMBERSHIP.
- COMMUNITY AWARENESS.
- SUSTAINABLE RESOURCES.

The key outcomes and objectives from the plan are that:

ParaFed Canterbury confirms and builds on our present services / programmes and maintains the position we hold as the regional leader in sport for people with a physical disability within New Zealand

ParaFed Canterbury Strategic Plan – 2009 – 2012

1. Vision

To be recognised as the leading organisation within New Zealand that provides quality accessible grassroots sport and recreation opportunities for people with physical disabilities within the Canterbury region.

2. Purpose

- To provide sport and recreation opportunities and facilities for our members
- To offer professional advice and services to our members and the community.
- To ensure the appropriate resources are provided to meet our vision.

3. Values

The following values form an integral part of the services we provide:

- Something for everyone
- No Barriers
- Grassroots is the birthplace of greatness
- Start small – think big
- Any activity is better than no activity

ParaFed Canterbury
“Making it Happen!”

4. Goals and Outcomes

Goals	Outcomes
1. Provide Sound Governance	<ul style="list-style-type: none"> • Through maintaining a strong cross section of skills on the Board: <ol style="list-style-type: none"> 1. Develop a strong financial base. 2. Identify a clear strategic vision for the organisation. 3. Remaining aware of community and disability needs. 4. Advocating positive change for people with disabilities. 5. Supporting and engaging staff with the appropriate skill base to deliver the outcomes of the organisation.
2. Provide regional, national and internationally recognised programmes and facilities for our membership.	<ul style="list-style-type: none"> • Programmes are professionally run • All Programmes are barrier free – financially, socially and physically. • All sports have a defined pathway from beginner to elite. • Develop and deliver a range of competitions.
3. Increased the membership of ParaFed Canterbury by:	<ul style="list-style-type: none"> • Removing or reducing the barriers for access to sport and recreation for people with disabilities in Canterbury. • Increase the choice of services and programmes in order to extend appeal and involve more people. • Regularly survey members to ascertain the barriers for participation and to review the range of services and programmes required. • Develop and deliver educational and promotional resources. • Increase presentations and information opportunities to targeted groups • Secure regular media exposure using a mix of post and pre event news and good news stories. • Use high profile members to assist in promotional opportunities
4. To ensure the appropriate resources are provided to meet our vision.	<ul style="list-style-type: none"> • Appropriate fundraising mechanisms are in place. • Appropriate Business Plan to work towards self sustainability. <p>Maintain and Develop Partnerships with stakeholders, funders and sponsors.</p>

5. Targets and Actions

Goals	Targets	Actions	Measures
1 Provide Sound Governance	<ul style="list-style-type: none"> All board positions are filled and there is a strong balance of skills. 3 year plan developed with clear direction and outcomes. Clear communication of procedures and policies 	<ul style="list-style-type: none"> Identify a succession planning model to ensure there is always a mix of experienced and new blood on the Board. With the input of the staff via the Operations Manager the Board will identify long term and short term direction and goals. Operations Manager to develop plan and drive all board communication. Staff will develop an Operations Manual which will incorporate all policies and procedures. 	<ul style="list-style-type: none"> Jan / Feb every year prior to March AGM and announcement of new board. Plan reviewed annually in December against recommended / approved budget. Effective communication system that informs all board members while ensuring timely responses and outcomes. By June 2010 have compiled the Operations manual and keep as a living document. All board members to receive a hard copy.
2. Provide regional, national and internationally recognised programmes and facilities	<ul style="list-style-type: none"> All facilities and programmes offered are professionally run and meeting the members needs. 	<ul style="list-style-type: none"> Appraise and evaluate all facilities and programmes to identify gaps and shortfalls. 	<ul style="list-style-type: none"> Evaluate all services and programmes by June 2010 and Plan how to address gaps and shortfalls Ongoing

Goals	Targets	Actions	Measures
	<ul style="list-style-type: none"> • Create a competition pathway for all sports and communicate this to members 	<ul style="list-style-type: none"> • Work with regional sports to ensure that competition structures and opportunities are in place. Organise competitions for sports not covered in traditional competitions. 	<ul style="list-style-type: none"> • On going – communicate calendar of events at least 3 months but preferably 6 months in advance.
<p>3. Increase the membership of ParaFed Canterbury</p>	<ul style="list-style-type: none"> • Provide the services and facilities that will encourage more people to join ParaFed Canterbury. • Educate and inform the physically disabled community of Canterbury as well as the general public. 	<ul style="list-style-type: none"> • Survey present members on services / facilities offered. • Analyse and develop new services from survey results. • Deliver presentations to target organisations. 	<ul style="list-style-type: none"> • Survey completed June 2009 / 2010 and 2011. Compare membership numbers from each year to gauge any increase and where these come from for future recruiting. • New programmes that have been identified are in place within a predetermined timeline. • Identify 1-2 new services each year, and plan how to resource and implement new services. • 45% Increased participation over 3 years • Monitor retention rates. • 5-10 presentations every 12 months

Goals	Targets	Actions	Measures
		<ul style="list-style-type: none"> • Develop promotional resource for use in the community. • Develop media strategy using different mediums 	<ul style="list-style-type: none"> • Develop and print by March 2010 – 5000 brochures. • Analyse where new members heard about our services and identify what the best medium was for information/recruitment for future campaigns.
<p>4. To ensure appropriate resources are provided to meet our vision.</p>	<ul style="list-style-type: none"> • Meet forecasted budget requirements. • Identify appropriate funders i.e Gaming, Social funders – CCC and sponsors 	<ul style="list-style-type: none"> • Identify all budget requirements and forecast income opportunities. • Ensure all applications are appropriate, complete and professional 	<ul style="list-style-type: none"> • .Monthly Board meeting Financial reports – tracking financial position. • Meeting monthly outgoings. • 75% success rate with funding applications.