
PARAFED AUCKLAND
STRATEGIC PLAN

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2002

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1.0 Introduction

In 2002 PARAFED Auckland appointed Visitor Solutions to develop a strategic plan for the Association. The general aim of the strategic plan is to develop a vision and structure for the Association's development.

PARAFED was incorporated on the 21st April 1966 as the 'Auckland Paraplegic and Physically Disabled Association Inc'. PARAFED is an umbrella organisation for individuals with physical disabilities in the greater Auckland region. The Association aims to help foster a positive holistic approach to health, fitness and well being in all individuals with physical disabilities through sport and leisure pursuits.

The Association's operations are dependant on charitable grants and general fundraising. Volunteer support also augments the work of PARAFED's part time managerial and administrative staff particularly when undertaking membership activities. The Association currently facilitates a wide variety of recreational and leisure activities for its members.

PARAFED Auckland office is based at the Auckland Spinal Unit in Bairds Road Otara. The Association facilitates the memberships use of many different recreational and leisure venues throughout the wider Auckland region.

The first section of the PARAFED Strategy outlines the Association's vision and desired outcomes. The objectives that the strategy seeks to achieve are then outlined. The individual strategies by which these objectives will be achieved are then discussed. Finally a table is provided to assist in the planning and implementation of each strategy.

2.0 Strategy Foundations

2.1 Vision

PARAFED's vision is to be an efficient high quality facilitator of sport and leisure activities for all its members. PARAFED aims to achieve this vision by working towards:

- Assisting/ facilitating/administering sport and leisure activities
- Providing access to specialised equipment
- Assisting participation in society through equal opportunity
- Encouraging excellence and friendship among members
- Assisting members in leading a fulfilled life

2.2 Desired Outcomes

The desired outcomes of the PARAFED strategy or the results that are envisaged as a consequence of implementing the strategy are:

1. A holistic and sound governance and management structure.
2. A clear organisational identity.
3. Improved accountability systems.
4. Increased member satisfaction.
5. An increased membership.
6. Increased membership participation.

2.3 Objectives

The strategic objectives in no fixed order are:

Objective 1: To improve the governance and management of PARAFED.

Objective 2: To position PARAFED as a core organisation within the disability sector.

Objective 3: To deliver the best possible service to the PARAFED membership.

Objective 4: To grow PARAFED's annual funding budget.

Objective 5: To grow PARAFED's membership.

Objective 6: To remain a viable and relevant organisation long term.

3.0 Strategies to achieve objectives

Objective 1: To improve the governance and management of PARAFED.

Strategy 1a: Review and update PARAFED's 1966 constitution.

Strategy 1b: Reorganise the PARAFED committee structure.

Strategy 1c: Develop a list of committee roles and responsibilities.

Strategy 1d: Develop a committee induction kit for new committee members.

Strategy 1e: Develop procedural guidelines for communication between the committee, employees and contractors.

Strategy 1f: Develop a prioritised list of annual objectives for PARAFED.

Strategy 1g: Develop a list of annual objectives for each committee member and employee or contractor.

Strategy 1h: Develop a clear hierarchical management structure.

Strategy 1i: Negotiate contracts with all PARAFED employees or contractors.

Strategy 1j: Establish a clear and auditable accountability system both internally and with external organisations.

Objective 2: To position PARAFED as a core organisation within the disability sector.

Strategy 2a: Undertake a review of all existing organisations within the sector.

Strategy 2b: Organise a meeting with all sector organisations operating within Auckland.

Strategy 2c: Clearly differentiate each organisations role and responsibility.

Strategy 2d: Develop a sector wide agreement, which states what each organisation's role is.

Strategy 2e: Maintain contact between sector organisations through an annual meeting.

Objective 3: To deliver the best possible service to the PARAFED membership.

Strategy 3a: Survey members regularly to identify what activities they are most interested in.

Strategy 3b: Survey members regularly to ascertain their satisfaction with PARAFED services.

Strategy 3c: Survey members for suggestions on service improvements.

Strategy 3d: Establish membership satisfaction as a performance indicator.

Strategy 3e: Maintain regular communication with members through newsletters and e-mail updates.

Objective 4: To grow PARAFED's annual funding budget.

Strategy 4a: Review all potential funding sources within Auckland and nationally.

Strategy 4b: Establish clear annual operational budgets.

Strategy 4c: Target funding applications to particular operational areas.

Strategy 4d: Differentiate PARAFED from other sector organisations.

Strategy 4e: Highlight PARAFED's accountability processes.

Strategy 4f: Report back to funding organisations on how their support was beneficial to PARAFED's operations.

Objective 5: To grow PARAFED's membership.

Strategy 5a: Set annual membership targets.

Strategy 5b: Retain existing active members.

Strategy 5c: Increase 'word of mouth' referrals.

Strategy 5d: Develop membership packs.

Strategy 5e: Develop a targeted marketing strategy.

Objective 6: To remain a viable and relevant organisation long term.

Strategy 6a: Align growth with funding levels.

Strategy 6b: Review the organisation's role and position in the sector every five years.

Strategy 6c: Review the PARAFED constitution every ten years

4.0 Description and Explanation of proposed strategies

Objective 1: To improve the governance and management of PARAFED.

Strategy 1a: Review and update PARAFED's 1966 constitution.

The PARAFED constitution underpins the organisation's governance and direction. PARAFED's constitution has not been updated since the society was incorporated in 1966 as 'The Auckland Paraplegic and Physically Disabled Association Incorporated' and is now out of date.

Issues that should be considered when updating the constitution include, but are not limited to:

- PARAFED's objectives and role
- Governance structures
- The Associations geographic focus
- Conflict of interest issues
- Good management practices

Those Involved	Methodology/ Tasks
Committee	Draft updated constitution
Management	Provide advice to the Committee
Membership	Vote on constitutional amendments

Strategy 1b: Reorganise the PARAFED committee structure.

The PARAFED Committee should be streamlined and consist of no more than five or seven committee members. Smaller committees are more rapidly assembled and require smaller numbers of members to reach a quorum.

The Committee could be structured to enable an individual to be co-opted to provide specialist advice and expertise at particular times as the need arose. This individual would not necessarily hold voting rights.

Those Involved	Methodology/ Tasks
Committee	Review committee structure
Management	Provide advice to the Committee
Membership	Vote on new committee structure (if required)

Strategy 1c: Develop a list of committee roles and responsibilities.

A clear list of Committee roles and the responsibilities should be developed. The list should be disseminated to all PARAFED members in advance of committee elections so individuals can evaluate if they have the available time to commit to the Committee should they be successfully elected.

The list should clearly indicate what each committee member is expected to do prior to, during and after each committee meeting. Committee members are vested with providing PARAFED with governance and not management. The responsibility for daily management rests with the CEO rather than the Committee. The Committee's role is to set PARAFED's strategic direction and review management's performance against agreed performance criteria.

Those Involved	Methodology/ Tasks
Committee	Discuss & prepare list of roles/ responsibilities
Management	Provide advice to the Committee
Membership	Receive & read prepared material

Strategy 1d: Develop a committee induction kit for new committee members.

A committee induction kit should be developed and distributed to all new Committee members. The kit should include the following material:

- A list of committee member roles and responsibilities.
- An organisational flow diagram.
- A diagram of the sector and PARAFED's position within it.
- A profile on PARAFED's employees and contractors.
- A list of employee and contractor performance targets.
- A copy of the PARAFED Strategic Plan.
- The previous years annual accounts.
- The previous years annual report.
- The coming years proposed operational targets.

Those Involved	Methodology/ Tasks
Committee	Prepare draft material for the induction kit.
Management	Finalise and package the induction kit.

Strategy 1e: Develop procedural guidelines for communication between the committee, employees and contractors.

A clear set of procedural guidelines should be developed to guide appropriate communication between the Committee, employees and contractors. These guidelines should be hierarchical and align with responsibilities set out in individual contracts.

The guidelines should also be mindful of the division between governance and management.

Those Involved	Methodology/ Tasks
Committee	General discussion
Human Resources Consultant	Provide advice to the Committee if required
Committee Representative	Negotiate guidelines with management
Management	Negotiate guidelines with the Committee

Strategy 1f: Develop a prioritised list of annual objectives for PARAFED.

One of the key responsibilities for each incoming Committee is the setting of a prioritised list of annual objectives. This list should be realistic and take into account organisational resources and align with the PARAFED strategic plan.

The objectives should initially be developed by the CEO and then be presented to the Committee for discussion. The final list of objectives must be ratified and passed as a Committee resolution.

Those Involved	Methodology/ Tasks
Management	Draft objectives
Committee	Discuss, amend and ratify objectives

Strategy 1g: Develop a list of annual objectives for each committee member and employee or contractor.

Each member of the Committee should be provided with an annual list of objectives for their particular position. Many of the objectives will be universal to all Committee members while others may be unique to a particular role. Objectives may include, but not be limited to:

- Attending 80% of PARAFED's Committee meetings.
- Disseminating comprehensive meeting minutes within five working days of a Committee meeting.
- Reviewing financial information within agreed timeframes.
- Responding to all minuted tasks prior to the commencement of the following Committee meeting.
- Contributing written material to the PARAFED newsletter.

Each employee or contractor will have a set of objectives for the year. Each individual objective will also have a set of corresponding performance measures, which align with the objective. These measures can be used to assess the employee or contractors performance over the course of the year. An example is set out below:

Objective: Maintain a high level of member satisfaction

Performance measure: 60% of PARAFED members should be satisfied with the organisations levels of service when surveyed.

Respond to 95% of member's information requests within five working days.

The Committee should initially set draft objectives and performance measures for the CEO. A designated member of the Committee should then negotiate and finalise both the objectives and their corresponding performance measures with the CEO. These objectives should align with the strategic plan. Both the CEO and the Committee representative should sign off the final document.

The CEO should be responsible for drafting objectives and performance measures for additional employees or contractors. The CEO should then negotiate the final objectives and performance measures with the employees or contractors concerned. These objectives and performance measures should align with the PARAFED Strategic Plan and the CEO's own objectives when required.

Regular performance reviews should be held at least twice a year for PARAFED employees and contractors. Committee members should be reviewing their own performance, while the Committee as a whole should review the CEO and the CEO should review any additional employees and or contractors in accordance with the Associations management structure.

Those Involved	Methodology/ Tasks
Human Resources Consultant	Provide advice to the Committee and CEO
Committee	<ol style="list-style-type: none"> 1. Set objectives for each Committee position. 2. Discuss & prepare draft list of objectives / performance measures for CEO. 3. Review performance of CEO.
Committee Representative	Negotiate objectives / performance measures with CEO.
CEO	<ol style="list-style-type: none"> 1. Negotiate own objectives / performance measures with Committee representative. 2. Negotiate subordinate employee/ contractor objectives / performance measures. 3. Review performance of employees / contractors.

Strategy 1h: Develop a clear hierarchical management structure.

A clear hierarchical management structure should be established and presented diagrammatically. The diagram should clearly define both the linkages and separation between the governance and management arms of the Association and the roles of different employment and contractual positions within PARAFED. The diagram should also establish how members and other sector organisations interact with PARAFED.

Those Involved	Methodology/ Tasks
Management Consultant	Provide advice if required.
Management	Develop draft management structure.
Committee	Discuss and endorse final structure.

Strategy 1i: Negotiate contracts with all PARAFED employees or contractors.

All PARAFED employees and contractors should have formalised legally binding contracts. The development of these contracts will require the services of a lawyer familiar with employment law. The employee or contractors objectives and performance measures will be linked into the contract as a schedule. This schedule can be renegotiated as required.

Those Involved	Methodology/ Tasks
Lawyers/ Human Resources Consultants	Provide advice & draft contracts
Committee	Discuss contract with CEO
Committee Representative	Negotiate contract with CEO
CEO	Negotiate contracts with subordinate employees/ contractors

Strategy 1j: Establish a clear and auditable accountability system both internally and with external organisations.

An accountability system should be developed which enables PARAFED management to trace capital grants throughout the organisation. Contracts should be developed with those individuals or organisations that receive support from PARAFED. The contracts should clearly state what PARAFED is assisting with and what the assistance is being provided to achieve. Failure to fulfil contracts should result in ineligibility to receive further assistance for a set period or the return of the capital grant or asset.

Ensuring financial accountability should be a fundamental objective of all employees, contractors and Committee members.

Those Involved	Methodology/ Tasks
Management	Develop accountability systems
Committee	Adopt accountability systems

Objective 2: To position PARAFED as a core organisation within the disability sector.

Strategy 2a: Undertake a review of all existing organisations within the sector.

A review should be conducted to ascertain what all of the existing organisations within the sector are. The review should determine the following information:

- The size of individual organisations (membership and staff).
- The 'core business' of each organisation.
- Historical development of organisations.
- Annual operational budgets.
- Planned areas of service growth.

Those Involved	Methodology/ Tasks
Management	Undertake review and present findings
Committee	Review findings

Strategy 2b: Organise a meeting with all sector organisations operating within Auckland.

Many organisations operating in the sector have a poor understanding of each other's operational capacities and areas of 'core business'. Increasingly organisations are running the risk of competing for the same pool of grant funding and duplicating services unnecessarily.

A meeting with all sector organisations operating in Auckland will provide a forum to discuss issues and address sector wide threats. The review of sector organisations undertaken by PARAFED (Strategy 2a) can serve as a starting point for discussion. Achieving Strategy 2c can be the meeting's primary objective.

Those Involved	Methodology/ Tasks
Management	Initiate and organise meeting
Committee Representative	Attend meeting and report back to Committee
Committee	Review findings

Strategy 2c: Clearly differentiate each organisations role and responsibility.

A significant proportion of the groundwork for achieving this strategy will be established during the sector meeting (Strategy 2b). PARAFED is likely to be required to assume a lead role to maintain the momentum of the process.

Those Involved	Methodology/ Tasks
Management	Work with other sector organisations on clarifying roles and report back to Committee.
Committee	Review findings and PARAFED's role.

Strategy 2d: Develop a sector wide agreement, which states what each organisations role is.

It will take time and in all probability a degree of negotiation and compromise to achieve a sector wide agreement outlining each organisation's role. However, it remains vital that this is achieved within the medium term. The alternative is that funding organisations may start making more arbitrary decisions about what they will and will not fund each organisation to provide. These decisions may or may not be beneficial to the sector as a whole.

Those Involved	Methodology/ Tasks
Consultant (If required)	Initiate and negotiate sector wide agreement
Management	Alternatively management may initiate and negotiate sector wide agreement
Committee	Ratify agreement

Strategy 2e: Maintain contact between sector organisations through an annual meeting.

Institutional knowledge of what each organisation does within the sector is lost with staff turnover. The lack of regular formalised contact prevents the sector from working holistically. The gains achieved through strategies 2a to 2d must be maintained through a regular annual meeting. PARAFED may need to take a proactive approach in organising these meetings.

Those Involved	Methodology/ Tasks
Management	Organise & set the agenda for annual meetings

Objective 3: To deliver the best possible service to the PARAFED membership.

Strategy 3a: Survey members regularly to identify what activities they are most interested in.

It is important to remain in contact with members' activity needs so management can adapt programmes and direct funding to the required areas. However, it is important to remain realistic, offering too many activities and stretching available funding too thinly is counterproductive. It is important to remember that it is often better to do less and do it well than try and take on too much with too few resources.

Dissatisfaction is often higher amongst members when activities are taken on and poorly delivered than when they are not taken on at all. Explaining the impact of budgetary constraints can moderate member's expectations.

This information gathered on activity needs can be used to make a case to funders that additional financial support is warranted.

Those Involved	Methodology/ Tasks
Consultant (If required)	Establish questionnaire survey methodology.
Management	Implement questionnaire survey & process data.
Committee	Review findings

Strategy 3b: Survey members regularly to ascertain their satisfaction with PARAFED services.

Satisfaction levels are very important to all organisations particularly those that are funded through charitable grants. Understanding what makes members satisfied is important in order to deliver a better service, grow the membership base and demonstrate to funders that the organisation is functioning appropriately. News of dissatisfaction inevitably reaches funding organisations and may adversely impact upon future grant applications.

Those Involved	Methodology/ Tasks
Consultant (If required)	Establish questionnaire survey methodology.
Management	Implement questionnaire survey & process data.
Committee	Review findings

Strategy 3c: Survey members for suggestions on service improvements.

Members should feel as if they are participating in the organisation. One method of achieving this is to regularly survey members for their perceptions on how service could be improved. This can be linked to strategies 3a and 3b

Those Involved	Methodology/ Tasks
Consultant (If required)	Establish questionnaire survey methodology.
Management	Implement questionnaire survey & process data.
Committee	Review findings

Strategy 3d: Establish membership satisfaction as a performance indicator.

Strategy 3a, 3b and 3c can be undertaken with the use of a simple survey questionnaire. The questionnaire could be conducted over the phone, via the mail or over the Internet or a combination of these methods.

Satisfaction levels should be linked back as a performance indicator. However, if this is done the questionnaire survey methodology must be carefully developed to avoid bias. It is also important that the satisfaction indicator be realistically set and not weighted disproportionately from other indicators. Satisfaction indicators must also be reviewed in the context of organisational events and constraints.

Those Involved	Methodology/ Tasks
Consultant (If required)	Establish questionnaire survey methodology.
Management	Implement questionnaire survey & process data.
Committee	Review findings

Strategy 3e: Maintain regular communication with members through newsletters and e-mail updates.

An inability to regularly communicate with members is a common reason for dissatisfaction and declining membership. Communication must come from both the governance and management arms of PARAFED. It is also helpful for members to be offered the ability to contribute to regular communication updates. However, the primary contributors to all communication updates will always be the Committee and management.

Communication updates should be put out a minimum of once every three months. These updates should cover but not be limited to past and future events and topical issues.

Those Involved	Methodology/ Tasks
Management	Compile and distribute newsletter.
Committee	Provide a regular contribution to each newsletter.
Membership	Contribute articles

Objective 4: To grow PARAFED's annual funding budget.

Strategy 4a: Review all potential funding sources within Auckland and nationally.

The PARAFED Committee and management should review all the potential funding providers both in Auckland and nationally. This review should examine areas such as:

- The funding organisation's history.
- Management structure.
- Past grant allocations (at least over the previous two years)
- Application criteria

Once gathered the information should be collated and analysed. Potential PARAFED funders should be placed in categories such as 'likely supporters', 'potential supporters', 'unlikely supporters' and 'ineligible'. Application documentation should be requested from all organisations except those that PARAFED is ineligible to receive grants from. Initial focus should be placed on targeting the most likely funders first before working down through those that are the less likely contributors.

It is important that PARAFED develops as wide a funding base as possible. This is important for two reasons. Firstly, potential funders are reassured that they are not being seen as a 'soft touch' (as PARAFED is actively seeking as wide a financial support as possible). Secondly, PARAFED is less likely to be reliant on one or two major financial supporters, which decreases the Association's financial risk.

Those Involved	Methodology/ Tasks
Professional Fundraiser	Review potential funding sources.
Manager	Review potential funding sources.
Committee	Review findings

Strategy 4b: Establish clear annual operational budgets

PARAFED should develop clear annual operational budgets that are prioritised as part of an annual business plan. Should funding fall short of the desired target it should be clear which services or activities would not be offered. Alternatively if funding exceeds expectations the list of services that will be added should also be known.

Operational budgets should be linked with membership targets for that particular year.

Those Involved	Methodology/ Tasks
Manager	Prepare a draft operational budget.
Committee	Review draft & ratify final budget.

Strategy 4c: Target funding applications to particular operational areas.

For increased success funding applications should be targeted towards particular operational areas. Different funding organisations will have a bias or leaning towards funding particular services or physical items. The work undertaken for strategy 4a and 4b will enable specific funding applications to be matched to the most suitable funding organisations thus maximising the potential for financial support.

PARAFED should consider appointing a professional fundraising coordinator to assist in this area so management can focus on core duties.

Those Involved	Methodology/ Tasks
Professional Fundraising Coordinator	Prepare targeted funding applications & monitor responses.
Manager	Review funding applications.
Committee	Review progress.

Strategy 4d: Differentiate PARAFED from other sector organisations.

PARAFED must differentiate itself from other organisations operating in the sector. It is not unlikely that at the time a PARAFED funding application is being considered other applications from sector organisations are also being assessed. Failure to concisely differentiate PARAFED and/ or PARAFED services may lead to reduced funding or a charitable organisation declining funding altogether.

Differentiating PARAFED in applications must be done concisely because the period spent reviewing individual funding applications is likely to be very limited. Information gathered from Strategy 2a, 2b, 2c and 2d should be used in all applications.

Those Involved	Methodology/ Tasks
Manager	Implement strategy 2a, 2b, 2c & 2d and monitor.
Professional Fundraising Coordinator	Implement findings from 2a, 2b, 2c & 2d in funding applications.
Committee	Review

Strategy 4e: Highlight PARAFED's accountability processes.

Applications for funding should highlight PARAFED's accountability processes once they have been formalised in Strategy 1j. Accountability and auditable processes should be used as a selling point for PARAFED.

Those Involved	Methodology/ Tasks
Professional Fundraising Coordinator	Stress accountability processes in all funding applications.

Strategy 4f: Report back to funding organisations on how their support was beneficial to PARAFED's operations.

PARAFED should be proactive in reporting back to organisations that have supported the Association. This proactive approach has two benefits; firstly it keeps the PARAFED name prominent in the minds of those who are making funding decisions. Secondly, it updates organisations on how their funding was utilised and the difference their assistance made.

This report can be as simple as a letter from the Committee thanking an organisation and explaining how their funding was utilised.

Those Involved	Methodology/ Tasks
Manager	Draft update letters.
Committee	Finalise & send update letters.

Objective 5: To grow PARAFED's membership.

Strategy 5a: Set annual membership targets.

The PARAFED Committee and management should set agreed membership targets. These targets should be aligned with the Association's estimated budgets and management priorities. Such targets may form a useful performance indicator for employees or contractors as long as they are appropriately set.

Those Involved	Methodology/ Tasks
Manager	Draft membership targets in alignment with budgets & management priorities.
Committee	Review & ratify targets.

Strategy 5b: Retain existing active members.

Retention of existing active members is another priority area. High membership turnover is an indication that an organisation is not meeting member's expectations. Retention of members is another useful performance indicator for PARAFED contractors and employees.

Information gained from implementing Strategies 3a, 3b and 3c can be used to identify areas requiring improvement. Management should analyse survey data and where possible implement solutions to the identified problems. When particular issues cannot be resolved simply or promptly the reason for this should be explained to the member concerned or if appropriate the entire membership.

If members can see the Association is interactive and responsive they are more likely to retain their membership long term.

Those Involved	Methodology/ Tasks
Manager	<ol style="list-style-type: none">1. Analyse survey data.2. Develop improvement strategies3. Communicate with membership
Committee	Review survey findings & management strategies.

Strategy 5c: Increase ‘word of mouth’ referrals.

Word of mouth referrals are one of the strongest ways to gain new members without the expense of advertising. However, to gain such referrals requires an organisation’s membership to be satisfied and positive. The number of word of mouth referrals received each year can be used as one indicator of the Association’s health.

Implementing the five strategies set out to achieve Objective 3 will also assist in strengthening word of mouth referrals as the Association becomes more responsive to members needs. Implementing strategies 5b and 5d will also have positive outcomes. Incentives could also be established to encourage word of mouth referrals with existing members being rewarded for joining up new members.

Each new PARAFED member should be asked how he or she heard of the Association and why they wanted to join. This information should be recorded for profiling purposes.

Those Involved	Methodology/ Tasks
Manager	1. Monitor referrals. 2. Review the potential for a reward based system. 3. Report to Committee
Committee	Review progress.

Strategy 5d: Develop membership packs.

Management should develop membership packs that can be sent to all members annually. The packs should contain up to date information on available services, the Committee, management, contact numbers and PARAFED’s history.

Smaller non-traditional PARAFED supporters may also be approached to assist with these packs. For example, businesses could be asked to donate discount vouchers or free passes for PARAFED members rather than making financial grants to the Association. These vouchers or passes could then be included in membership packs.

This type of approach may assist in increasing the number of new members (which assists funding applications), retaining existing members, improving satisfaction levels and so forth.

Those Involved	Methodology/ Tasks
Manager	Prepare membership packs

Strategy 5e: Develop a targeted marketing strategy.

Once PARAFED's organisational structure is developed and the existing membership has been catered for a targeted marketing strategy should be developed by management. The strategy should clearly set out who PARAFED's potential new members are and the methods being proposed to attract them to the Association.

This marketing strategy should align with the individual strategies from the PARAFED Strategic Plan.

Those Involved	Methodology/ Tasks
Manager	Develop a marketing strategy.
Committee	Review & ratify strategy.

Objective 6: To remain a viable and relevant organisation long term.

Strategy 6a: Align growth with funding levels.

To remain viable PARAFED must align its growth with available funding levels. This Strategy is linked with Strategy 4b. Imbalance caused by organisational expansion, which outstrips available funding levels often leads to dissatisfaction amongst members as service quality declines. This may in turn lead to a declining membership and decreasing funding support.

Maintaining consistent growth requires both increased funding and quality planning. Organisational growth should be undertaken in incremental stages so that a solid foundation can be established prior to further expansion. The PARAFED Committee and management must be prepared to make hard decisions and at times constrain short-term growth in order to maintain a viable balance.

Increased growth will eventually require additional employee or contractor hours each week.

Those Involved	Methodology/ Tasks
Manager	1. Monitor alignment between organisational growth/ operations & funding levels. 2. Report to the Committee regularly with recommendations.
Committee	Review reports and pass appropriate resolutions.

Strategy 6b: Review the organisations role and position in the sector every five years.

To remain relevant PARAFED must adapt to changes in the sector and be prepared to review the organisation's role. Part of this review will include renewing the PARAFED Strategic Plan. A full review should be conducted every five years. The review may also involve repeating strategies 2a, 2b, 2c and 2d.

The key question that must be asked during the review is:

Is PARAFED still a relevant organisation or are there other organisations that are better positioned within the sector to deliver PARAFED services?

Those Involved	Methodology/ Tasks
Consultant	Renew the strategic plan & PARAFED's role.

Strategy 6c: Review the PARAFED constitution every ten years

The PARAFED constitution, which is the foundation of the Association, should be reviewed every decade to ensure it is still relevant given sectoral changes.

Those Involved	Methodology/ Tasks
Manager	Review constitution and prepare a report for the committee.
Committee	Review both the constitution and management's report.
Members	Vote on changes if required.

5.0 Timeframes

Undertaking all of the aspects of the PARAFED Strategic Plan will involve careful planning on the part of the PARAFED Committee and management. Some strategies are interlinked and must be undertaken in a prioritised order while others are ongoing. Table 1 has been provided to assist in timing different tasks.

Table 1: Suggested Priorities and Timeframes

Objective/Strategy	Year				
	1	2	3	4	5
Objective 1: To improve the governance and management of PARAFED.					
Strategy 1a: Review and update PARAFEDS 1966 constitution	■				
Strategy 1b: Reorganise the PARAFED committee structure		■			
Strategy 1c: Develop a list of committee roles and responsibilities	■				
Strategy 1d: Develop a committee induction kit for new committee members		■			
Strategy 1e: Develop procedural guidelines for communication between the committee and employees and contractors	■				
Strategy 1f: Develop a prioritised list of annual objectives for PARAFED.	■				
Strategy 1g: Develop a list of annual objectives for each committee member and employee or contractor.	■				
Strategy 1h: Develop a clear hierarchical management structure.	■	■			
Strategy 1i: Negotiate contracts with all PARAFED employees or contractors.	■				
Strategy 1j: Establish a clear and auditable accountability system both internally and with external organisations.	■				
Objective 2: To position PARAFED as a core organisation within the disability sector.					
Strategy 2a: Undertake a review all existing organisations within the sector.	■				
Strategy 2b: Organise a meeting with all sector organisations operating within Auckland.	■				
Strategy 2c: Clearly differentiate each organisations role and responsibility.	■				
Strategy 2d: Develop a sector wide agreement, which states what each organisations role is.	■	■			
Strategy 2e: Maintain contact between sector organisations through an annual meeting.	■	■	■	■	■
Objective 3: To deliver the best possible service to the PARAFED membership.					
Strategy 3a: Survey members regularly to identify what activities they are most interested in.	■	■	■	■	■

Strategy 3b: Survey members regularly to ascertain their satisfaction with PARAFED services.	■	■	■	■	■
Strategy 3c: Survey members for suggestions on service improvements.	■	■	■	■	■
Strategy 3d: Establish membership satisfaction as a performance indicator.	■	■	■	■	■
Strategy 3e: Maintain regular communication with members through newsletters and e-mail updates.	■	■	■	■	■
Objective 4: To grow PARAFED's annual funding budget.					
Strategy 4a: Review all potential funding sources within Auckland and nationally.	■				
Strategy 4b: Establish clear annual operational budgets.	■	■	■	■	■
Strategy 4c: Target funding applications to particular operational areas.	■	■	■	■	■
Strategy 4d: Differentiate PARAFED from other sector organisations.	■	■	■	■	■
Strategy 4e: Highlight PARAFED's accountability processes.	■	■	■	■	■
Strategy 4f: Report back to funding organisations on how their support was beneficial to PARAFED's operations.	■	■	■	■	■
Objective 5: To grow PARAFED's membership.					
Strategy 5a: Set annual membership targets.		■	■	■	■
Strategy 5b: Retain existing active members.		■	■	■	■
Strategy 5c: Increase 'word of mouth' referrals.		■			
Strategy 5d: Develop membership packs.		■			
Strategy 5e: Develop a targeted marketing strategy.			■		
Objective 6: To remain a viable and relevant organisation long term.					
Strategy 6a: Align growth with funding levels.	■	■	■	■	■
Strategy 6b: Review the organisations role and position in the sector every five years.					■
Strategy 6c: Review the PARAFED constitution every ten years					▶