

PARENT TO PARENT ASSOCIATION QLD INC

Strategic plan

March 2009



1 PARENT TO PARENT ASSOCIATION QLD INC.

1.1 Background

Parent to Parent Association Queensland Incorporated is a statewide non government not for profit organisation providing support and information to families who have a family member with a disability. It was established in 1998 with a seeding grant from the Manager of Central Region Disability Services Queensland (then Disability Operations Department of Families Youth and Community Care), and received recurrent funding in October 1999. Further funding was received from Disability Services Queensland in April 2006 to provide Succession Planning options to families via Futures Planning and Essential Lifestyle Planning. Dads Appreciating Disabilities came under the organisations umbrella in 2008. DAD's provides support and information and community development initiatives for men.

1.2 What we do

Parent to Parent has a State Centre on the Sunshine Coast and Local Networks across the State. Families have a point of reference in their local community for support and information via:

- Connecting family members with other families for information
- Connecting family members to individuals, professionals, services or community resources.
- Connecting grandparents, siblings, foster parents.
- Informing and consulting families on relevant issues.
- Skill development options to family members and people with a disability.
- Person Centred Planning options via Futures Planning and Essential Lifestyle Planning for families and people with a disability.
- Family Action Planning Networks providing opportunities for families to work together to enhance their skills to advocate for their family member, and enable people with a disability to be included with their local community
- Skill development options to interested professionals.
- Information to Government, non-government and community organisations about the issues and concerns of families who have a family member with a disability.
- Connecting Fathers through Dads Appreciating Disabilities via Local Regional Networks, with a high emphasis on IT.

1.3 Organisational objectives and philosophy

1.3.1 Organisational Mission Statement

Families influencing society to recognise people with a disability as valued contributing citizens.

1.3.2 Dads Appreciating Disabilities Mission Statement

Men working together and building positive futures for people who have a disability

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1.3.2 Objectives

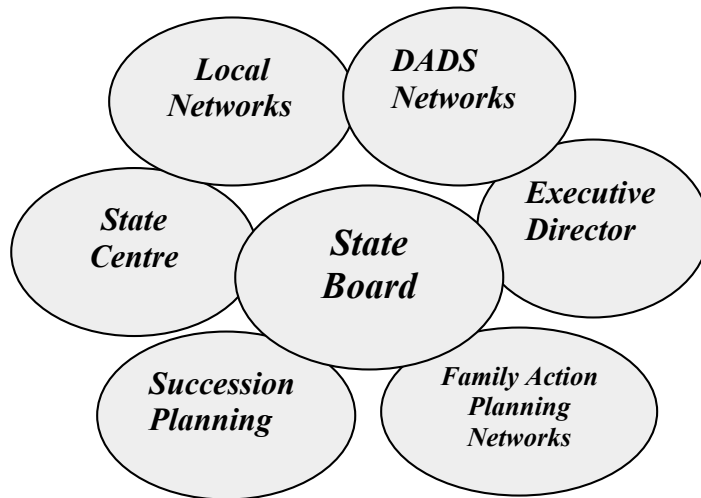
- (1) To provide support and information to parents, caregivers and families who have a member with a disability or health impairment.
- (2) To provide information and a range of skill enhancement and developmental initiatives to enable families to be more effective advocates for their family member, and enable people with a disability to be more self directive.
- (3) To provide futures planning and person centred planning options, for parents, family members and people with a disability (families) to enable them to plan and action a desirable future.
- (4) To provide succession planning options so that families can effectively plan for the future of their family member when they are no longer available to advocate.
- (5) To provide opportunities for fathers and their supporters to take positive action to enhance their own lives and those of people with a disability.
- (6) To provide information and professional development to interested professionals to enhance their capacity to assist families and people with a disability to be supported within, and contribute to, their community.
- (7) Self directed support may be an aspect of this.

1.3.3 Philosophy

The philosophical principles underpinning policy development services and management procedures:

- (1) Parenting is a valued role in our society
- (2) Children and adults with disabilities or health impairments should have the opportunity to lead quality lives.
- (3) Children and adults with disabilities or health impairments and their families are valued for the unique capacities and gifts they bring to their communities.
- (4) Parents frequently face additional ongoing challenges in their parenting role that need to be recognised and valued by the community.
- (5) Participatory learning techniques facilitated by others who have similar life experiences are an effective and empowering means of adult education.
- (6) Families that have access to information in a range of formats, gain skills and strategies to access formal and informal supports⁷ and available services, enabling them to be more self directive.
- (7) Access to person centred planning approaches enhances family autonomy, and informed choice and decision making.
- (8) All of the person centred planning tools used in Parent to Parent reflect the principles, of Social Role Valorisation, and have been developed by people who have a background in upholding such principles.
- (9) In some instances parent/advocate interests may conflict with the principles of Social Role Valorisation. Providing the conflict is within the realms of the law, parents/advocates have the right to be supported by families who are open and non-judgmental about having a different point of view.
- (10) Fathers will have access to appropriate information from their peers
- (11) Positive partnerships between families and professionals will enhance the understanding and knowledge of all concerned, and benefit people with a disability, their families and the community.

1.3.4 ORGANISATIONAL FRAMEWORK:



The Association’s State Centre is based in the outskirts of Yandina. The Managing Board employ an Executive Director who is responsible for the overall management and further development of the agency activities, including Succession Planning.

There is also a State Centre Manager, who is responsible to the Executive Director for the day to day running and supervision of the Association. This includes assisting in the establishment and maintenance of Local Networks via support, information, financial resources and the monitoring of the Local Network Coordinators. The organisation has part-time administration assistants and accounts personnel as well as Family Facilitators, who are supported by the State Centre to provide Succession Planning.

Dads Appreciating Disabilities is managed out of Parent to Parent’s Toowoomba office. DADS regional networks are managed by the National Manager, who is responsible to the Executive Director of Parent to Parent.

1.3.5 Local Networks

There are Local Networks in designated areas across Queensland. Each Local Network is formed by a group or an individual, with the formal approval of Parent to Parent Association Queensland Inc. via signed affiliation documents. Local Networks may also have a Family Facilitator, who may or may not be the Local Network Co-ordinator. Appointments to these positions are made by the Executive Director of Parent to Parent Association Qld Inc. Local Networks may also consist of a number of active members who participate in Parent to Parent activities. Members are accountable to Parent to Parent Association Queensland Inc. Board of Management, via the Executive Director and the State Centre Manager, for all aspects of their functioning.

Local Networks have a high degree of autonomy and their responsibilities include facilitating skill enhancement to families, facilitating families planning together and other planning activities. As well as this, they are required to ensure that the core business of the Association is carried out and that record keeping, finances and reporting mechanisms comply with the Association’s policies and procedures. It is also essential that they meet the Queensland Disability Services Act (2006), the Queensland Disability Service Standards and other relevant legislation. Local Network members are expected to act in a professional manner and maintain confidentiality.

1.3.6 Regional Networks of Dads Appreciating Disabilities

DADS activities occur via Regional Networks that are just beginning to be established across both Queensland and other parts of Australia. As they are developed these networks will each have a manager and will network with each other via the internet. DADS has its own interactive website with opportunities for forums, information exchange and knowledge sharing. DADS networks consist of Managers and volunteers and are accountable to Parent to Parent Association Queensland Inc. Board, via the Executive Director and the State Centre Manager for all aspects of their functioning. As with the Local Networks, they will have a high degree of autonomy and will maintain appropriate reporting mechanisms.

1.3.7 Succession Planning

Vision Statement: *Successfully actioning a vision of extraordinary possibilities*

Succession Planning

Parent to Parent provides Succession Planning options to families upon request. Futures Planning and Essential Lifestyle Planning is facilitated by Family Facilitators who have completed a high degree of professional development including Diplomas in Training and Assessment. The organisation is currently developing a strategy to enable Families Planning Together and Essential Lifestyle Planning to occur in regional areas via Local Networks.

The Futures Planning tools are Planning Alternative Tomorrows with Hope - a graphic facilitation medium, and Pathways to Possibilities, a 5 day course to enable families to identify their family member's gifts and capacities and plan a desirable future.

Essential Lifestyle Planning is the medium used to write person centred plans to enable a person with a disability to be assisted day to day, based on what is important to them.

Family Action Planning Networks are opportunities for families to work together to enhance their skills to advocate for their family member, as well as to work as a team to enable people with a disability to be included within and contribute to their local community.

People with a disability are assisted in small groups, referred to as People Planning Together groups, to develop their own plans as well as to participate in skill enhancement.

1.3.8 Professional Partners

Part of the organisation's uniqueness is its commitment to building parent-professional partnerships. Parents and professionals work together in mutual recognition of their different and complementary skills to build partnerships that strengthen each other's capacities. These partnerships have contributed to the building of mutually supportive relationships. Partnerships occur through training activities and in a number of other ways that see partners being a resource for each other. One of these is where professional partners, as volunteers, facilitate the People Planning Together meetings. The modelling of the relationships has also contributed to the building of positive relationships between direct care and professional staff and families.

In most cases, a Local Network will have a professional who is willing to assist them in their activities, in particular, training.

Professional partners may:

- Support the Local Network Coordinator and the Local Network by assisting in the facilitation

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- of the Communication and Assertion Skills training and are a resource when requested.
- Assist Regional Management and their network in their community activities
- Support Family Facilitators when facilitating P.A.T.H. sessions with families.
- Support Family Facilitator/trainers when facilitating specific training options from time to time.
- Participate in professional development together.
- Work together in ventures that benefit people with a disability, families and community.

It is anticipated that over time Dads Appreciating Disabilities will develop relationships with professionals that suit their regional model and structure.

1.3.9 Agency Member

Parent to Parent is the Queensland Agency Member for National Council on Intellectual Disability, a national association representing people with intellectual disability and their families in Australia. N.C.I.D. was established 30 years ago by parents and friends to make the Australian community one in which people with an intellectual disability are involved and accepted as equal participating members.

1.3.10 Resources

The State Centre negotiates with each Local Network the allocation of available financial resources to support their work. These resources are dependent upon ongoing funding to the Association. The State Centre negotiates with DADS Regional Networks to access appropriate financial resources.

1.3.11 State Board

Members at the Association's Annual General Meeting elect the Board of Management, which comprises a President, Vice President, Secretary/Treasurer (the Executive) and two committee members. According to the constitution, members of the Executive and not less than 75% of the committee, must be the parent of a person with a disability.

The Board uses the Carver Governance model, which creates policies to provide a framework to ensure that the Board provides leadership, guidance and direction. The Board uses Governance Process policies and Key Results to set self management guidelines, Executive Limitation as guidelines to ensure that the Executive Director is accountable and Board-Executive Director Linkage to monitor the performance of the Executive Director.

1.3.12 Human Resources

The Association provides skill enhancement and training to families, who provide their services either paid or voluntarily to Parent to Parent, as well as training and professional development to professionals. Suitably qualified and/or experienced people staff the State Centre. These include parents, a part time financial administrator, a part time administrative assistant, the State Centre Manager and the Executive Director. Volunteers from Volunteering Queensland also contribute substantially to the effectiveness of the organisation. Local Networks have paid part-time or voluntary coordinators, according to funding availability, individual needs and circumstances. The organisation has four full time Family Facilitator positions shared between 5 facilitators. A skilled group of volunteers also facilitates People Planning Together

There are written position descriptions for all roles and ongoing goal setting and reviews are conducted. The organisation has developed a learning culture and believes in supporting the continual personal and role development of its people. It pursues the necessary financial and human resources to provide quality options to achieve this aim, with a particular focus on facilitators who model and inspire leadership.

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2. STAKEHOLDERS

2.1 Key Stakeholders:

- Parents who have a family member with a disability or health impairment
- Relatives and Advocates of people with a disability
- People with a disability
- Local Networks of Parent to Parent and Dads Appreciating Disabilities
- Professional Partners
- Local Communities
- Champions
- Disability, Health and Education Professionals
- National Council on Intellectual Disability

2.2 Other Relationships

- Disability Services Queensland
- Queensland Support Groups and Organisations
- Australian Support Groups and Organisations
- International Parent Support Networks
- Education Queensland

2.3 Funding Organisations

Disability Services Queensland
Gaming Machine Community Benefit Fund

3. STRATEGIC PLAN

3.1 Introduction

Strategic planning is an integral part of Parent to Parent's culture and ongoing development. This plan is an outcome of the introduction of the Carver model of Governance and regular organisational planning. The Key Results are set by the Board and provide a cohesive framework for the required outcomes or ends to be achieved and a structure to monitor these achievements. This plan is a living document, enabling the Board to adjust strategic direction according to identified need.

Since Parent to Parent was established the support and information required by families has remained unchanged. However, ageing carers and unmet need have demonstrated families also have a need for planning initiatives. In order to meet this need, the organisation has developed the capacity to provide a number of internationally accepted Person Centred Planning tools to enable families and people with a disability to be more self determining.

Dads Appreciating Disabilities is a new and unique concept to Australia. There is very little support for men by men who are the fathers or carers of people with a disability. A small group of fathers and their friends in Toowoomba began the establishment of a support network for men. DADS is for any male who would like to make a difference to the lives of people who have a disability or health impairment. This includes husbands, fathers, step-fathers, grandfathers, uncles, cousins, brothers, brothers-in-law or friends.

3.2 Key Results

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The following Key Results are the framework from which Parent to Parent operates. The term families, applies to parents, people with a disability, family members and advocates.

Key Result One.

Families will have access to Local Networks in designated locations across Queensland.

To achieve this result, Parent to Parent will:

- Facilitate the ongoing development and support of Local Networks
- Increase the awareness of Parent to Parent amongst stakeholders and the community
- Facilitate the professional and personal development of Local Network Coordinators, Family Facilitators and Local Network volunteers
- Facilitate the knowledge and enhancement of Local Network members
- Continue to seek appropriate levels of funding for each Local Network
- Support the development of further Local Networks as required and practicable
- Assist Local Network members to develop local initiatives around Person Centred Planning and Self Directed Supports
- Assist Local Network members to participate in the development of their communities that promote self directed supports

Key Result Two

People will have access to Local DADS Regional Networks in designated locations

To achieve this result, Parent to Parent, will:

- Facilitate the ongoing development and support of Local DADS Networks
- Increase the awareness of DADS amongst stakeholders and within the community and business sector
- Facilitate the development of further DADS Networks
- Facilitate the professional and personal development of Regional Network Managers
- Continue to seek financial sponsorship to finance the operations of the Networks
- Develop planning initiatives that meet the needs appropriate to men
- Develop training strategies that meet the needs appropriate to men
- Develop specific areas of expertise amongst regional networks that will enable families to successfully implement self directed supports
- Assist Regional Network members to develop personal and community initiatives that enhance the lives of people with a disability
- Develop an appropriate financial strategy within Parent to Parent

Key Result Three

Families will have access to support from other families.

To achieve this result, Parent to Parent will:

- Facilitate the one-to-one connecting of families/advocates with each other
- Where connecting is not able to occur, inform the requester of alternative options, services or support groups
- Connect families, who are participating in planning activities, to network with each other
- Provide information from other families via internal e-bulletin and newsletters
- Develop an independent brokerage service which offers information and practical assistance to manage self-directed supports

Key Result Four

People who request information will be given a timely and accurate response and families will be informed and consulted on current issues.

To achieve this result, Parent to Parent will:

- Aim to follow up family requests within 48 hours

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- Maintain contact with key sources of reliable information in Australia and overseas
- Seek and provide up-to-date information on support groups locally, nationally, as well as internationally where appropriate
- Provide information about Succession Planning activities
- Provide information about Self Directed Supports
- Ensure that information is disseminated and accept feedback via Information Technology and discussion forums
- Use information technology to inform, consult with, and receive feedback
- Ensure the distribution of regular hard copy newsletters, where desired
- Use stories as a medium
- Facilitate consultation and information forums and conversation days, in local communities according to need

Key Result Five

Families will have access to a range of planning and skill development options.

To achieve this result, Parent to Parent will:

- Offer Person Centred Planning activities to parents, relatives and people with a disability, and encourage Succession Planning and the development of innovative long term options, via Family Action Planning Networks. Other initiatives include service development, to enable people with a disability to contribute and participate in community life
- Offer a range of planning and implementation training workshops and services to compliment planning activities for families
- Ensure that Local Networks have the capacity to facilitate the Communication and Supporting Skills training
- Facilitate access by parents, relatives and advocates to a range of skill enhancement options via formal training, workshops, conferences and courses, within and away from their own locality
- Identify, encourage and support organisational members who have the capacity and desire to develop and impart skills to other families
- Offer People Planning Together and other self determination initiatives where appropriate, that will enhance the autonomy of people with a disability, in their community, and in the services they receive
- Continue to further develop a working relationship with Pathways to Leadership Ltd

Key Result Six

Government, non-government and community organisations will receive accurate and relevant information about the issues of families.

To achieve this result, Parent to Parent will:

- Participate in forums and/or provide feedback to Government upon request, as members of reference groups, sub committees and other relevant consultation and support mechanisms
- Liaise and network with government, non-government and community organisations and individuals
- Provide information and accept feedback and responses via Information Technology
- Provide an annual report to Disability Services Queensland, with a copy to the Minister, Deputy Director General and Director General as well as conversation day reports on systemic issues
- As the Queensland Agency member for National Council on Intellectual Disability:
 - Respond to relevant national issues
 - Liaise and network with other N.C.I.D. agency members across Australia
 - Participate in and contribute resources to, a national strategy to develop and implement an In-Control model in Australia

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Key Result Seven

Interested Professionals will have access to a range of skill development options relating to disability issues.

To achieve this result, Parent to Parent will:

- Facilitate the participation by professionals in appropriate family directed skill development; Person Centred Planning initiatives, workshops and conferences
- Facilitate involvement by families in skill development and training events for professionals as co-participants
- Identify, support and facilitate organisational members as trainers and speakers in skill development and training events for professionals
- Further develop capacity to ensure that the required sessions as part of Certificate 111 and 1V in Community Services (Disability Work) are available to Disability Services Queensland, TAFE and other appropriate organisations
- Further develop opportunities to work in partnership with TAFE and other such institutions
- Develop opportunities to provide professional development to the non-government sector
- Facilitate and further develop the capacity of organisations and direct care workers to embrace and participate in the implementation of self-directed supports

3.3 2008 and Beyond

Parent to Parent expects the demand for its services to increase. Requests from families for assistance in planning and skill development options are growing. These requests are from families and from services that assist families. As the organisation now has the financial capacity to begin to respond to this need, the challenge will be to enhance and expand the professional development of Family Facilitators. Responding to requests will also require the organisation to develop further Family Facilitators in regional areas. The organisation has developed a skill development profile and has identified parents who desire to begin their development path.

3.3.1 Customised workshops

The demand for customised workshops for professionals to build relationships with families is increasing and is expected to continue to expand.

3.3.2. Organisational partnerships

The success of the partnership between Parent to Parent and Pathways to Leadership in developing and facilitating the Pathways to Possibilities workshop series has exceeded expectations, originally funded by the Australian Government's *Stronger Families* initiative. Families who have participated have given highly positive feedback, and this has been partially responsible for the funding provided by Disability Services Queensland for Succession Planning. Family Facilitators will be working with participants who have completed the series, via Family Action Planning Networks, providing further options identified by families to increase the likelihood of long term outcomes.

The organisation is committed to providing services that are relevant to parents/advocates who have a family member with a disability. This includes regularly monitoring the effectiveness of its services and responding to identified need.

N.C.I.D.: In our role as the Queensland Agency Member for National Council on Intellectual Disability, we have continued to respond to national issues via information from Local Networks. In response to information received from individual families and our Networks, we provided feedback to N.C.I.D. who in turn provided updated information about family issues and concerns, as well as Australian Government initiatives. We disseminated that information across Queensland. During 2009 Parent to Parent will begin to develop a parent leadership strategy. Funded by N.C.I.D., the strategy will

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network parent leaders across Australia and link with others overseas. As part of N.C.I.D.'s carriage of In-Control Parent to Parent will participate in initiatives that promote the concept, across Australia.

Foresters Community Finance and Key Housing Solutions: Parent to Parent is continuing its work in Partnership with Foresters to develop a Community Economic Development Corporation, Key Housing Solutions Ltd. Parent to Parent is one of two shareholders in the organisation, together with A Key For Me Ltd. The organisation is being developed to meet the housing and social entrepreneurship requirements of people with a disability.

Regional Disability Councils: Networking with Regional Disability Councils as part of community engagement, Department of Communities, sees the organisation well placed to continue to provide information about the needs of families to policy and decision makers, as well as participate in the development of local communities.

International Alliances: The organisation will continue to build relationships and alliances with organisations and individuals who contribute to the advancement of enabling people with a disability to be recognised as valued citizens, and families to be respected and acknowledged as effective advocates. In particular we are building strong alliances with organisations that provide Succession Planning, as well as services that will support families who participate in planning initiatives. These include the Essential Lifestyle Planning Network in the U.S.A. and Helen Sanderson & Associates whose principal office is within the U.K. Helen Sanderson and Associates (H.S.A.) will be assisting Parent to Parent to continue to move the organisation through a Good to Great process that will provide an enhanced continuous improvement path, together with members of the In-Control network in the U.K, specifically Caroline Tomlinson and the organisation she is part of, Embrace.

During 2009, Parent to Parent will participate in professional development with Lynda Kahn and Jack Pearpoint from Inclusion Canada, Helen Sanderson when she visits Australia in August, Michelle Livesley from H.S.A. when she visits Australia and Deb Watson from H.S.A.