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TASMANIA

# New Horizons Tasmania

**2019-2023**

***Strategic Snapshot***

*Approved March 2019*



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## **Mission**

**Building inclusive communities through sport and recreation**

## **Vision**

**Leading the way through sport and recreation to champion inclusion and empowerment for Tasmanians with disability**



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## Values

### Inclusion

**Empowerment** |

Achieving dreams

**Health** |

We're improving people's wellbeing

**Innovation** |

We're doing things better

**People** |

We care

# Strategic Pillars & Goal Areas



# Inclusion

Community Capacity

Programs

Growth

**Aspiration:** New Horizons Tasmania is recognised as the peak body for inclusive sport and recreation partnering to deliver a diverse range of regular, state-wide programs to a growing number of Tasmanians annually

## Strategies & Actions:

1. Educate community and sporting organisations and schools regarding inclusive sport and recreation
2. Increase cultural diversity and size of New Horizons membership with a focus on new members aged 5-12 years
3. Partner with schools, disability and sporting organisations for increased participation in and diversification of programs
4. Establish and maintain high level formal partnerships with peak Tasmanian and Australian sporting organisations
5. Be recognised as the voice to government and community regarding best practice and access to inclusive sport and recreation



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**Inclusion - Strategies & Actions**

**1. Educate community and sporting organisations and schools regarding inclusive sport and recreation**

- a) Develop resources (workshops/training modules/online)
- b) Develop business model for delivery of inclusive education programs
- c) Upskill staff in training delivery
- d) Investigate RTO status
- e) Develop an annual state-wide Inclusion Conference

**2. Increase cultural diversity and size of New Horizons membership with a focus on new members aged 5-12 years**

- a) Develop Membership Strategy
- b) Coordinate school engagement programs
- c) Form partnerships with children focussed organisations

**3. Partner with schools, disability and sporting organisations for increased participation in and diversification of programs**

- a) Develop/update a database of state-wide contacts
- b) Develop a Contact Plan for DSPs/SSAs/Schools & LACs
- c) Initiate engagement (written/meetings/surveys etc)
- d) Ensure state-wide delivery
- e) Coordinate a state-wide Sports Inclusion Alliance

**4. Establish and maintain high level formal partnerships with peak Tasmanian and Australian sporting organisations**

- a) Review/deliver on current partnerships
- b) Identify key players in inclusive sport
- c) Seek new sports partnerships
- d) Promote and embed NHT as Inclusion experts

**5. Be recognised as the voice to government and community regarding best practice and access to inclusive sport and recreation**

- a) Formalise training relationship with key DSPs
- b) Strengthen Government partnerships
- c) Meet regularly with key Government branches (Minister, CSR, HDCS)

# Our People

Communication

Members

Coaches & Officials

Staff and Volunteers

**Aspiration:** New Horizons values and supports its people to achieve their best in the provision of and participation in inclusive sport and recreation

## Strategies & Actions:

1. Provide sporting skills to members through the provision of high quality inclusive sport programs
2. Develop and resource our coaches and program volunteers to deliver high quality programs and member experiences
3. Review and provide guidance to the sector regarding participant to coach ratios
4. Increase the number of people with lived experience of disability in the provision of New Horizons services and leadership
5. Proactively and positively manage the organisation's alignment to the NDIS and resultant culture shift



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**Our People - Strategies & Actions**

**1. Provide sporting skills to members through the provision of high quality inclusive sport programs**

- a) Provide accredited training to all coaches and volunteers
- b) Ensure access to quality resources, programs, equipment and venues

**2. Develop and resource our coaches and program volunteers to deliver high quality programs and member experiences**

- a) Determine desired coaching and volunteer skill sets (skills matrix)
- b) Identify gaps between current and desired coach and volunteer delivery
- c) Upskill coaches and volunteers through training opportunities
- d) Ensure regular feedback and input from members regarding quality of experience
- e) Develop annual professional development and program improvement plans for key services, staff, coaches and volunteers

**3. Review and provide guidance to the sector regarding best practice in inclusion**

- a) Research and develop best practice inclusion guides for sport based on evidence and lived experience

**4. Increase the number of people with lived experience of disability in the provision of New Horizons services and leadership**

- a) Include lived experience as a desired skill set for NHT Board
- b) Develop a peer-led leadership program, overseen by a Board committee comprising Directors and members
- c) Actively include members in decision making processes and leadership informally and through mentor relationships

**5. Ensure equity and strong club culture regardless of funding pressures**

- a) Embed the NHT values in all aspects of decision making and service delivery
- b) Develop a fair internal process to enhance the participation of all members
- c) Prioritise equity and access to opportunities



# Our Business

Partnerships

Sustainability

Profile

**Aspiration:** New Horizons Tasmania is financially secure and positioned as a well respected state-wide provider and peak body with strong connections to the sport and disability sectors within Tasmania and nationally.

## Strategies & Actions:

1. Increase the number and quality of partnerships with Tasmanian and national sporting organisations
2. Increase the quality of and impact to the sector of collaboration with other disability sport providers and the disability sector
3. Strengthen and solidify the financial sustainability of New Horizons through increased and diversified funding streams
4. Increase philanthropic and corporate financial and reputational support for New Horizons Tasmania
5. Ensure systems are fit for purpose through review and upgrade of CRM, IT, OH&S, policy, communication and compliance operations
6. Review of organisation structure to ensure best fit
7. Expand and upskill the Board through increased diversity and professional development
8. Increase volunteer and professional staff capacity



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**Our Business - Strategies & Actions (1 of 2)**

**1. Increase the number and quality of partnerships with Tasmanian and national sporting organisations**

- a) Identify organisations with synergy of priorities and purpose within Tasmania and nationally
- b) Develop NHT prospectus
- c) Progress stakeholder partnerships in conjunction with Inclusion Strategy 3

**2. Increase the quality and impact to the sector of collaboration with the disability sector**

- a) Identify organisations with synergy of priorities and purpose within Tasmania and nationally
- b) Develop individualised value propositions for discreet partnerships
- c) Develop evidence based and case studies showcasing successful individual, organisational and sector outcomes through partnership

**3. Strengthen and solidify the financial sustainability of New Horizons through increased and diversified funding streams**

- a) Annually identify and review current and potential funding opportunities at local, state and federal levels
- b) Align funding opportunities to the strategic plan
- c) Apply for funding opportunities where alignment exists
- d) Maintain financial risk assessment oversight
- e) Actively diversify NHT funding streams

**4. Increase philanthropic and corporate financial and reputational support for New Horizons Tasmania**

- a) Develop and strengthen relationships with philanthropic and corporate sectors
- b) Develop donations and bequests campaign and systems
- c) Enhance and review current marketing and communications material and align updates to target audiences



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**Our Business - Strategies & Actions (2 of 2)**

**5. Ensure systems are fit for purpose**

- a) Upgrade CRM and IT systems
- b) Annual review of WH&S policy and practices
- c) Review and update Communications Plan and practices, and embed into daily work tasks at Board and staff level
- d) Review compliance against statutory obligations and streamline processes accordingly
- e) Maintain Policy Review Register

**6. Review of organisation structure to ensure best fit**

- a) Environmental scan or similar organisation structures based on purpose nationally
- b) Review to assume a maintenance of current needs and funding
- c) Draft ideal structure
- d) Recommend change strategy to move to desired structure

**7. Expand and upskill the Board through increased diversity and professional development**

- a) Create a skills matrix outlining the desired skills and diversity of the Board required to complete the strategic plan
- b) Conduct a skills and diversity gap analysis comparing the skills and diversity of the current board to the skills matrix
- c) Recruit Directors to fill identified skills and/or diversity gaps
- d) Provide professional development across the Board where there are identified common skills gaps

**8. Increase volunteer and professional staff capacity**

- a) Undertake a skills audit and gap analysis
- b) Develop annual professional development plans for staff and volunteers
- c) Monitor and resource professional development plans
- d) Recruit to fill skills gaps as opportunities arise