

Sports CONNECT 2010

Connecting sport and people with disability locally

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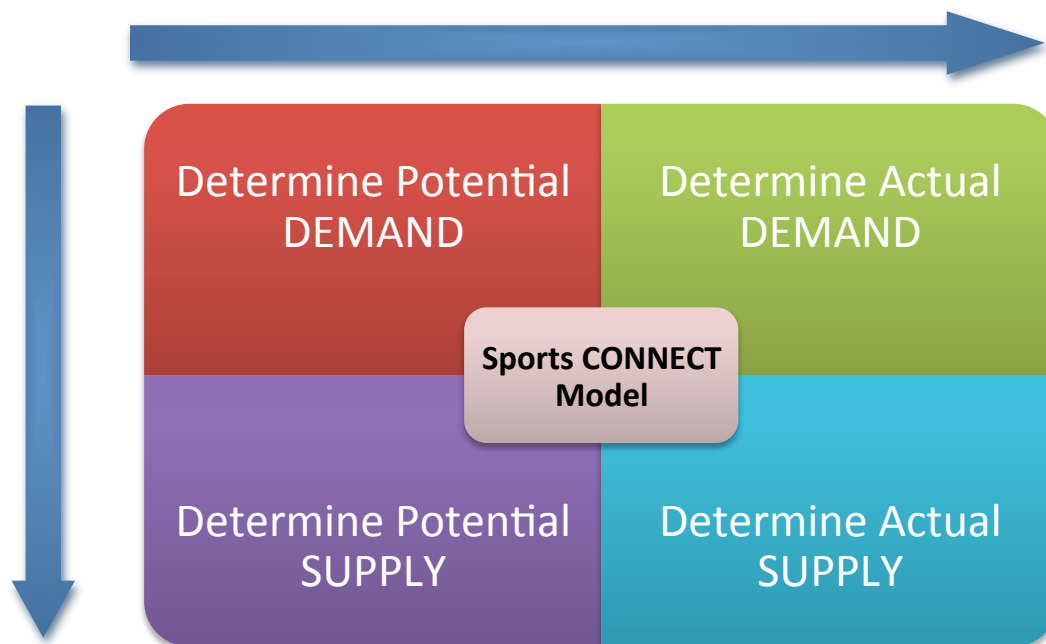
Connecting sport and people with disability locally

If Sports CONNECT is to make a significant impact on the participation of people with disability in sport and active recreation then it needs to be DEMAND DRIVEN locally. This is in recognition of the fact that opportunities occur in a local environment when positive connections are made between sports that SUPPLY inclusive sport and agencies that have a DEMAND for sport direct from people with disability. There is little point in improving the supply, for example, working with a local underwater hockey club to make them inclusive, if no people with a disability want to do underwater hockey in that area.

While our research tells us that there is strong demand for increased opportunities in sport generally, we need to be aware of (1) our capacity as a network and national program, and (2) how and who we engage in Sports CONNECT for maximum impact. In this respect the use of the Readiness Assessment Tool (RAT) will be important to help us determine:

- 1) Potential Demand
- 2) Potential Supply
- 3) Actual Demand, and
- 4) Actual Supply

Figure 1: The Sports CONNECT Model



Determine Potential DEMAND = involves an assessment of the issues that impact on the DEMAND for inclusive sport from the disability sector at national, state and regional levels.

Determine Potential SUPPLY = involves an assessment of the issues that impact on the SUPPLY of inclusive sport from the sport sector at national, state and regional levels.

Determine Actual DEMAND = involves an assessment of the issues that impact on the DEMAND for inclusive sport locally.

Determine Actual SUPPLY = involves an assessment of the issues that impact on the SUPPLY of inclusive sport locally.

The model above reinforces the core DEMAND driven approach of CONNECT whilst at the same time recognizing that an assessment also needs to be made on Potential DEMAND and SUPPLY prior to assessment of the Actual DEMAND and SUPPLY. In other words, what systems and support mechanisms need to be in place to give the best possible chance of success at the local level.

Being demand driven – what does this mean?

Being DEMAND driven means ‘taking the lead’ from the disability sector in how we engage sports organizations locally. ASC research with disability service providers and people with disability directly informs us that people are most concerned with opportunities in their local environment.

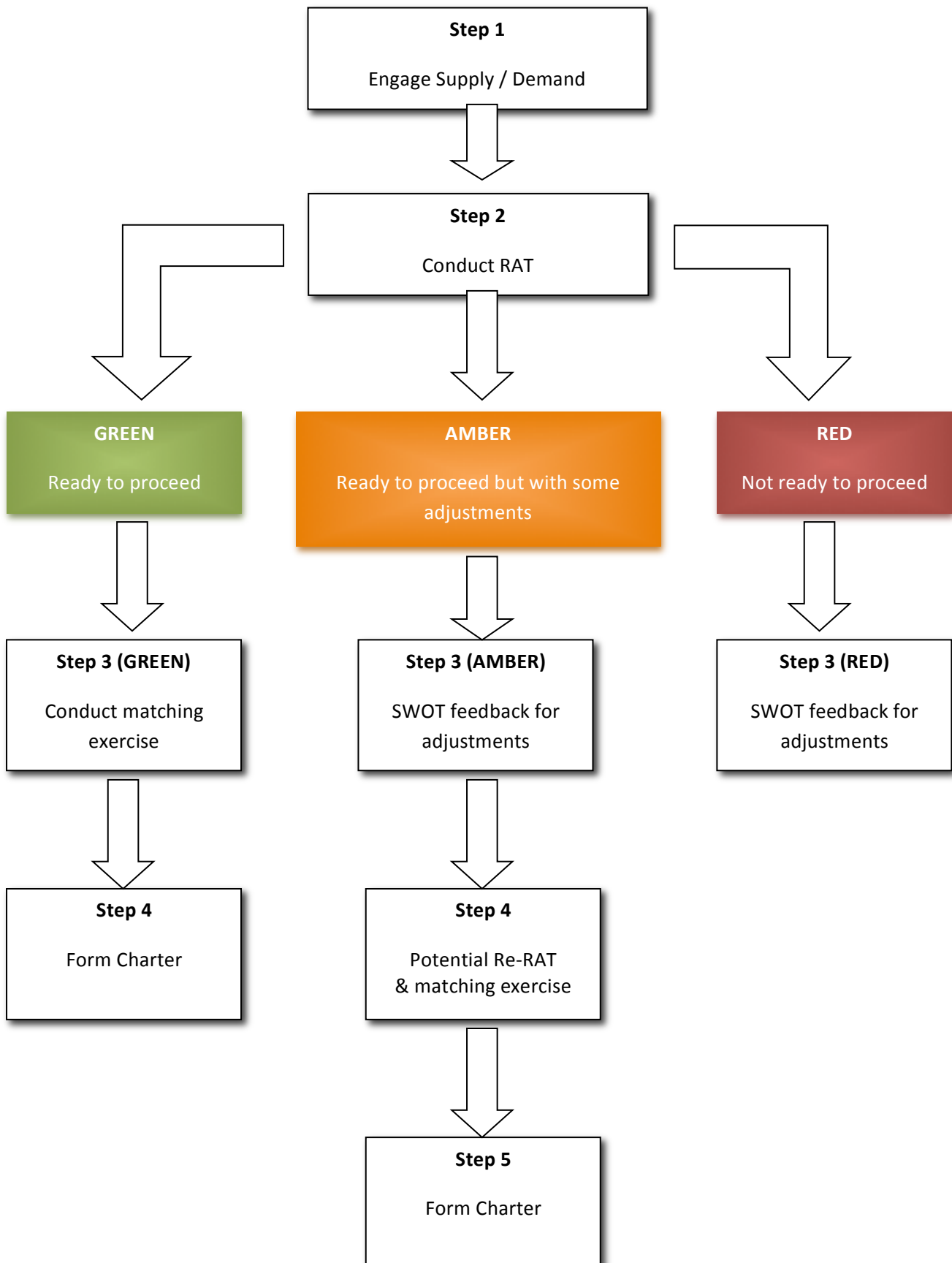
They want to know what is happening in their own backyard. It is here where participation outcomes are achieved, with input from local people and support from local organizations. State and national sports organizations play a role in helping to shape local opportunities, as do regional and state disability sector organizations. But the actual delivery of sport happens in the playing fields, gymnasiums and courts of our communities.

The challenge facing Sports CONNECT and its many partners is identifying the contributions that organizations at various levels make, both within sport and disability sectors, toward local outcomes. Then determining the level of assistance required to ensure that, as far as possible, actual local outcomes are achieved.

We know that certain sports and activities are more popular with people with disabilities than others. For example, according to the UTS Online End User Survey (Interim Report, 2010) the most common activities were swimming, going to the gym, walking, tenpin bowling, basketball and cycling.

Although these activities appear to require relatively little structure it was found that the main activities undertaken are predominantly organized (73%) where participants pay membership fees at a club. We also know that a high percentage of disability service users already deliver or facilitate sport and physical recreation and that sport and physical recreation is highly valued by disability service providers. All this is good news as it indicates to us that there is significant potential demand that we can tap into.

The Sports CONNECT Process



Step 1: Engage Supply / Demand Organizations

The first step of the Sports CONNECT process is to engage organizations. This could be through a variety of ways. For example through forums, face to face meetings, activity days or events. You will need to gauge the right moment in time to approach key individuals within organizations and gain an impression as to their potential for Sports CONNECT. Make sure that key people are fully aware of what Sports CONNECT is about and what the process is to get more people with disability involved in sport on a sustainable basis.

The engagement process may take some time. Preliminary work may be necessary prior to the conduct of a RAT to establish relationships and to gain clarity about expectations.

You may wish to disclose the detail of the RAT process. Many organizations welcome the opportunity to have such an assessment conducted, so providing them with a good snapshot of 'where they are at' in terms of their potential for greater participation. Disclosing the 'score' derived from the RAT may help focus attention on specific factor areas so that work can be done in addressing these.

On other occasions it may not be appropriate to disclose the detail of the RAT process. While the RAT can still be used to help guide decisions it could seem threatening to organizations who may see it as exposing their shortcomings in some way. Remember, the RAT is primarily a tool for the Sports CONNECT Network. Discretion will be needed in deciding if the detail of the RAT is to be discussed.

Step 2: Conduct the RAT

Ideally, the RAT will be used in a meeting between the Sports CONNECT Network and key individuals within the relevant organization/s. At least two representatives of the Sports CONNECT Network should be present at this meeting, one to lead and guide conversation and another to ensure that the process is fully covered and recorded.

Often it will be necessary to conduct further research following your meeting. There may be specific points that you need clarity on or more information about the organization that you can only gain from elsewhere. When sufficient information has been gathered to make an assessment the RAT form should be completed.

Clearly, there is a huge diversity of organizations within both sectors. So it is necessary to have a consistent and structured approach to how we engage organizations in Sports CONNECT. The RAT gives us that structure and consistency.

The RAT is the tool that can be used to help determine the preparedness of organizations to include more people with disability into sport and active recreation. It allows us to focus on what factors, either potential or actual, impact on participation outcomes locally. It gives us quantitative measures of how we view the preparedness of organizations for inclusion. In broad terms a factor can be described as:

“something that contributes to or has an influence on the outcome of something”

For Sports CONNECT the *outcome* is increased participation in sport and active recreation for people with disability. So a RAT factor is something that contributes to or influences this outcome. A key here is focusing on what elements of each factor contribute to or influence local outcomes. This is more problematic when assessing what influence a national or state body has on local outcomes but it is still important to consider these factors carefully.




The RAT may contain up to seven factors. These factors are simply a way of structuring our assessments.

Each factor will have a rating out of 5 according to the following scale:

- 1 Need to urgently deal with the issue
- 2 Not dealing with the factor adequately and this will likely cause serious issues
- 3 Dealing adequately with the factor but there may be some significant issues that could provide barriers
- 4 Dealing reasonably well with the factor but there may be some underlying minor issues that need addressing
- 5 Dealing well with the factor

The RAT is something that will be used immediately following discussions with a particular organization about their involvement in Sports CONNECT. Clearly, while the rating scale this is a good guide for the RAT there is a degree of interpretation required in conducting the assessment. The critical issue here is consistency in the way that the assessments are applied. If you have consistency then it is possible to make better judgments on the validity of each assessment.

As a guideline the RAT uses a 'Traffic Lights' system on the total score over the six factors.

-  Not Ready to proceed (0 – 10)
-  Ready to proceed but with some adjustments (11 – 20)
-  Ready to proceed

So say you have conducted a RAT in a meeting with a state based agency in the disability sector. After considering the relevant factors the RAT score you determine is 19 out of a possible 30 points. So the agency is in the *amber* category – 'Ready to proceed but with some adjustments'.

The RAT process will help you determine which specific areas need further work prior to making more direct links to local organizations in the network of the respective state body. For example, if during the RAT process you discover that there is limited communication between state agencies and their local branches one of the actions you may consider is facilitating a meeting between the state agency and targeted branches to discuss options in sport and recreation.

RAT forms are contained in the Appendices to this document.

Step 3 (GREEN): Conduct matching exercise

Following the RAT process if an organization is '*ready to proceed*' then, over time, there needs to be a matching exercise between supply and demand organizations that are both *ready to proceed*. Here, we are trying to bring two organizations together. One from the disability sector and one from the sports sector. Our goal in doing this is to try to create opportunities for participation in sport and active recreation.

The matching exercise will be context specific. As we are being *demand driven* then our lead for matching two organizations needs to come from the disability sector. We need to listen to the needs of the disability sector agencies that we engage through the RAT process. Simply, if a disability sector agency identifies a specific sport through the RAT process then this is the sport that we need to target in the matching exercise.

In some instances this may be as straightforward as organizing a meeting between the two organizations to discuss possible strategies for participation. Other times the process may take longer and entail a series of meetings and even events to establish relationships and process.

Step 3 (AMBER & RED): SWOT Feedback for Adjustments

It is important that good timely feedback is provided to organizations that go through the RAT process. All organizations that take part in the RAT process have made a commitment to exploring the issues around inclusion of people with disability, regardless of the outcome of the RAT itself. So it is important that each organization has the benefit of receiving feedback about their readiness for inclusion as identified through the RAT process.

Ideally, this would be done verbally and in writing within one or two weeks of the RAT taking place. In the past, feedback has been provided successfully using a form of SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This is particularly useful as it highlights the areas that an organization may need to work on to improve how inclusive they are. Most organizations are very receptive to having this type of feedback and see it as a positive regardless as to whether they continue with Sports CONNECT. It is important that all feedback is provided in a positive manner and that this part of the process is not seen as being critical of any organization. Feedback is not meant to appear as a 'pass' or 'fail' exercise but simply a constructive process that seeks to help the organization improve how inclusive they are.

Feedback should be provided to all organizations that go through the RAT process but for AMBER and RED organizations this is particularly so. For example, it may be that an organization that has an AMBER assessment only needs to work on one or two issues before

Feedback Form for Sports CONNECT

Organisation: _____

Date: _____

Background:

[example text]

On [date] [name of Sports CONNECT representative/s] from [State/Territory coordinating agency] met with [organisation representative/s] from the [organisation].

At this meeting, [Sports CONNECT representative/s] used the Australian Sports Commission's Readiness Assessment Tool (RAT) to gather information on [the organisation] inclusiveness of people with a disability. Information was grouped under factors which the Australian Sports Commission has identified as having an influence on an organisation's "readiness" to include people with a disability into sport and active recreation. Ratings were assigned to each factor (on a scale of 1-5 as per the KEY on the summary page) and have enabled us to compile the following SWOT analysis providing feedback to [the organisation] on the way forward with Sports CONNECT.

Strengths:

[Insert dot points]

Determine Potential Demand

This research is significant in that it helps us determine the potential for demand in any given sport. There are other factors to consider however, including what influence state and regional disability sector agencies have on determining actual demand for sport. This is harder to determine as there are invariably a number of factors involved, including:

- The *commitment* of state and regional staff to sport and physical activity;
- The *capacity* of state and regional agencies to support sport outcomes in a volunteer based industry that has low disposable income and is 'time poor';
- The *impact* any single agency may have on participation outcomes;
- The effectiveness of *partnerships* that exist or could potentially exist that influence participation locally;
- The effectiveness of *communication* systems in place between state, regional and local agencies, and
- Do the states and regions have a history and experience of facilitating the *delivery* of outcomes at the local level?

These are all factors that need to be considered in determining the potential for demand from any specific agency locally.

Being DEMAND driven means making an assessment of these factors **prior** to determining actual demand and then matching that demand with the appropriate supply locally. There is a strong logic in the Potential v's Actual hierarchy.

In the past there has been a tendency to 'cherry pick' local disability sector agencies in isolation to the broader support necessary to achieve sustainable outcomes. There has not been a consistent strategy to determine demand which has lead to less than 50% of RATs in the disability sector being 'ready to proceed'.

So a more comprehensive assessment of the potential for demand at the regional and/or state level within the disability sector is necessary as the first 'point of contact' in the Sports CONNECT process.

Using the RAT as the basis for determining potential demand means assessing the following factors:

1. **Commitment**
2. Capacity
3. Impact
4. Delivery
5. Partnerships
6. Communication

Factor 1

Commitment is the most important factor in assessing potential demand. Local outcomes may be achieved without the full commitment of state and/or regional associations. However, to enable the best

chance of success locally there needs to be support provided 'through the organizational system' in both the disability and sport sectors. Fortunately, indications are that there is a strong commitment to sport and physical recreation outcomes within the disability sector. If there is a lack of commitment at the state and/or regional level it makes the prospect of local outcomes more difficult and ad hoc.

Demonstrated willingness to provide people with disability opportunities to participate in sport and active recreation

Factor 2

Organizational **capacity** at the state and/or regional level is also important for local outcomes. For example, a state head office may express strong commitment to sport and active recreation yet have limited financial and human resources available for branch offices. This is particularly the case for many not-for-profit agencies that provide care services on a limited budget. They are time poor and typically focus on higher order needs. They may be supportive of more involvement in sport and active recreation but be unable to actually provide any meaningful level of support.

Demonstrated organisational ability to support the development of opportunities at the local level

Factor 3

Similarly, organizations may be willing at state and/or regional level yet ultimately have little **impact** on local outcomes. This may be for a variety of reasons, such as, poor communication between various levels of the organization or the nature of the organizations core work may not be conducive to sport and physical activity. So the 'idea' of more sport and activity is appealing to an organization but, even if they have capacity, the impact may be minimal because of small numbers or competing priorities at the local level.

Demonstrated effect on the provision of opportunities to participate in sport and active recreation at the local level

Factor 4

To support the best chance of success at the local level then there needs to be some history of the facilitation of **delivery** of opportunities at the regional and/or state level. This is different from the 'actual' delivery as this relates to how the organization at different levels supports the delivery of opportunities. For example, the state office of an organization may have produced guidelines on the delivery of specific programs locally. While they not be directly sport related this still gives an indication

Demonstrated history of supporting the direct delivery of outcomes at the local level

Factor 5

It is important that state and/or regional disability sector agencies have an experience and are willing to develop **partnerships** that effect local outcomes. The success of Sports CONNECT locally is highly dependent on effective partnerships between disability sector agencies and sports clubs and/or associations. If disability sector agencies at state/regional level have already developed links and partnerships, both formal and informal, the chances are that they will be better placed to support local partnerships in the long run.

Demonstrated ability to develop key partnerships with local service providers

Factor 6

The disability sector is extremely diverse and often complex. Agencies deal with a range of issues that impact profoundly on the day to day lives of people with a disability. In short, agencies are nearly always busy and have to deal with very diverse issues as a matter of routine. In this environment it is essential that good **communication** systems are in place. Communication between state/regional agencies and local branches

Demonstrated effective internal and external communication systems

Figure 2: The RAT for Determining Potential Demand

Determine Potential DEMAND

Readiness Assessment Tool – Determine Potential Demand
To be used for state and regional disability sector organisations

State: ACT
 Organisation Name:
 Date: 1/01/2008
 Summary:

Facilities

Commitment Demonstrated willingness to provide people with disability opportunities to participate in sport and active recreation	1
Capacity Demonstrated organisational ability to support the development of opportunities at the local level	1
Impact Demonstrated effect on the provision of opportunities to participate in sport and active recreation at the local level	1
Delivery Demonstrated history of supporting the direct delivery of outcomes at the local level	4
Partnerships Demonstrated ability to develop key partnerships with local service providers	3
Communication Demonstrated effective internal and external communication systems	1
The total for this organisation is	1

RED (1 – 10) ☐
AMBER (11 – 20) ☐
GREEN (21 – 30) ☐

Factor: **Commitment**

Demonstrated willingness to provide people with disability opportunities to participate in sport and active recreation

Suggested Measures:

- Key people in the organization express their commitment to increased sport and physical activity and articulate the benefits of greater participation
 - The organization has a history of participation in sport or physical recreation
 - The organization has written policies related to sport and physical recreation
 - The organization has conducted programs related to sport and physical recreation
 - Key people in the organization have attended sport related meetings and forums
 - Organization documents and/or electronic media depict people with disabilities involved in sport and physical recreation
 - The organization has facilitated events/activities that involve a sport or physical recreation component
-

Suggested Strategies:

- Conduct of disability awareness training for organization staff and volunteers
- Invitations to Sports CONNECT meetings and forums
- Conduct of Sports Ability training and activity days
- Provide examples of how other disability sector agencies have promoted sport and physical recreation
- Provide relevant case studies as examples of the benefits of greater involvement in sport and physical recreation
- Give invitations for staff and volunteers to attend inclusive events and activities

Factor: **Capacity**

Demonstrated organizational ability to support the development of opportunities at the local level

Suggested Measures:

- The organization has part-time and/or full-time staff that support the development of opportunities at the local level
 - The organization has a history of supporting outcomes at the local level
 - The organization has a written commitment to supporting outcomes at the local level
 - The organization has staff/volunteers that focus on creating lifestyle opportunities at the local level
 - The organization has a solid financial base and has previously made financial commitments to achieving outcomes at the local level
-

Suggested Strategies:

- Examine ways to utilize volunteers from the sport sector
- Initiate discussions between state/regional staff and local staff around capacity issues
- Inform organisational staff about grant opportunities in the sport and recreation sector

Factor: **Impact**

Demonstrated effect on the provision of opportunities to participate in sport and active recreation

Suggested Measures:

- Increase in the number of pwd regularly participating in sport and active recreation
- An increase in the number and type of opportunities available for regular participation, including non-competitive active recreation through to organized competitive sport opportunities (inclusion spectrum) in local area
- Happier, healthier, more motivated, more confident, more relaxed, less stressed and more social clients (assessment by DSP worker / family / carer)
- An increase in potential 'citizenship opportunities' (employment, education, new friends etc) outside of sport and active recreation as a direct result of initial participation
- Increase in pwd to move through sport pathways
- Increase in the number of DSP's actively engaged in facilitating and delivering sport and active recreation opportunities for their clients (flow-on effect)

Suggested Strategies:

- Promoting Sport CONNECT forums through DSP information networks
- Conducting Sport CONNECT forums and information sessions with DSPs
- Meetings / education session with interested / committed DSP
- Identify DSP champions to help determine demand within organization.
- Up skill DSP champion to educate internally within organization, promote existing 'supply menu' options to organization in local area.
- Liaise with sport and active recreation providers regarding any specific constraints e.g. times, transport, cost and necessary support. Help negotiate solutions.
- Regular self assessment survey of participants measuring
 - Health and fitness
 - Frequency of participation and satisfaction of participation
 - Other benefits – Achievement, enjoy company of friends, improve self esteem etc
- DSP assessment of the participation of pwd including
 - Improved health outcomes
 - Sense of achievement
 - Increased energy levels
 - Increased social opportunities – making new friends
 - Other citizenship opportunities

Factor: **Delivery**

Demonstrated history of supporting the direct delivery of outcomes at the local level

Suggested Measures:

- Increase in the number of pwd regularly participating in sport and active recreation
 - An increase in the number and type of opportunities available for regular participation, including non-competitive active recreation through to organized competitive sport opportunities (inclusion spectrum) in local area
 - Happier, healthier, more motivated, more confident, more relaxed, less stressed and more social clients (assessment by DSP worker / family / carer)
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 - Other benefits – Achievement, enjoy company of friends, improve self esteem etc
- DSP assessment of the participation of pwd including
 - Improved health outcomes
 - Sense of achievement
 - Increased energy levels
 - Increased social opportunities – making new friends
 - Other citizenship opportunities

Factor: Partnerships

Demonstrated ability to develop key partnerships with local service providers

Suggested Measures:

- Presence of existing partnerships with people or organizations in other sectors.
- A specific focus on targeting organisations who already provide 'sport' services to people with disability
- A set of objectives that support inclusion of people with disability in sport and active recreation
- Presence or evidence of human resources capable of building on previous community connections, knowledge and networks in order to work with communities, working groups and across sectors

Suggested Strategies:

- Establishment of a local working group tasked with promoting the service locally; recruiting and supporting volunteers; ensuring the quality of the service in the region and establishing and maintaining local networks and advocating on behalf of clients.
- Development of a local community simple action plan based on evidence, best practice and local input;
- Working in collaboration and partnerships with other agencies and across sectors (including communities)
- Use of a diverse range of quality training and capacity building programs provided locally and at low cost;
- Training and workforce support of local paraprofessionals to provide appropriate training at community level.
- Continue to work with community networks or working groups to review and progress action plans.
- Seek opportunities to provide support and consultancy services to workers in other regions, who will be implementing similar models including people with disability in their communities.

Factor: Communication

Demonstrated effective internal and external communication systems

Suggested Measures:

- The general state of communications in the organization is good; There are human resources with a focus on communication, promotion and marketing with (internal) and about (external) this organization
This organization has regular structured mechanisms and processes to communicate (internally and externally) including:
 - Newsletters: hard copy and online
 - Client/member tracking system/ database/
 - Links to community such as local paper
 - Is a focus area for some staff
-

Suggested Strategies:

- Identify who help from existing resources– can bring a group of employees together to discuss options.
- Define a communication strategy showing attention to planning, an understanding of the situation, an ability to carry out the work, and clear identification of the goal.
- Work with existing personnel to assign roles when implementing the strategy.
- Identify who will be communicated to and how this will happen: Including internal staff and existing clients as well as people from local communities, who are the direct beneficiaries of the offer.
- Identify people who can make use of their previous community connections, knowledge and networks in order to communicate and promote what is happening. This will include local network of organizations or individuals as well as promoting what is happening more widely via regional and state platforms in other sectors such as state sport organisations and education providers.
- Once the communications strategy has been defined and communicated, it must be implemented. The best — although perhaps not the easiest — way to ensure that the strategy is developing according to plan is to hold regular team meetings to get updates on the situation. Are we following our plan? What is left to do? Who does what? What are the deadlines?

Determine Actual Demand

Actual Demand is different to *Potential Demand* in that this is where the real delivery takes place – in the community – the parks, gymnasiums, clubs and schools locally. We are trying to determine what people with disability want to do – what sports they are interested in and have done previously.

From an organizational perspective it is more straightforward as the emphasis here is making an assessment of the ability of the organization to create and/or facilitate real outcomes in sport and active recreation. Here, seven factors are important in the assessment process:

- The *commitment* of staff to sport and physical activity;
- The *capacity* of the local agency to support sport outcomes;
- The *impact* any single agency may have on participation outcomes;
- The effectiveness of *partnerships* that exist or could potentially exist that influence participation locally;
- The effectiveness of *communication* systems in place between state, regional and local agencies;
- Does the agency have a history and experience of the *delivery* of outcomes at the local level, and
- Have adequate and appropriate *access* issues been addressed that are important to sport and active recreation.

These are all factors that need to be considered in determining the actual demand from any specific agency locally.

Using the RAT as the basis for determining actual demand means assessing the following factors:

1. **Commitment**
2. Capacity
3. Impact
4. Delivery
5. Partnerships
6. Communication
7. Access

Figure 3: The RAT for Determining Actual Demand

Determine Actual DEMAND

Readiness Assessment Tool – Determine Actual Demand
To be used for local disability sector organisations

State: ACT
 Organisation Name:
 Date: 1/01/2008
 Summary:

Factors

Commitment Demonstrated willingness to provide people with disability opportunities to participate in sport and active recreation	1
Capacity Demonstrated organisational ability to support the development of opportunities at the local level	1
Impact Demonstrated effect on the provision of opportunities to participate in sport and active recreation at	1
Delivery Demonstrated history of supporting the direct delivery of outcomes at the local level	4
Partnerships Demonstrated ability to develop key partnerships with local service providers	3
Communication Demonstrated effective internal and external communication systems	1
Access Demonstrated appropriate access	1
The total for this organisation is	1

RED (1 – 10)

AMBER (11 – 20)

GREEN (21 – 30)

Factor 1

Commitment is the most important factor in assessing actual demand. In an industry that is predominantly volunteer based and stretched financially and in terms of human resources the single most important factor is commitment. There are many reasons 'not to do' sport for local agencies with such limited resources but a strong commitment to sport can elevate sport to a higher organizational priority.

Demonstrated willingness to provide people with disability opportunities to participate in sport and active recreation

Factor 2

Organizational **capacity** of a local organization is also an important factor. Local organizations can be anything from small volunteer based agencies providing support for a small number of people with disability to large professional agencies that provide a range of services for people throughout the region. Clearly, capacity issues will differ between agencies. What is important here is to determine the ability of the agency to deliver direct sports opportunities.

Demonstrated organizational ability to support the development of opportunities at the local level

Factor 3

Similarly, organizations may be willing at state and/or regional level yet ultimately have little **impact** on local outcomes. This may be for a variety of reasons, such as, poor communication between various levels of the organization or the nature of the organizations core work may not be conducive to sport and physical activity. So the 'idea' of more sport and activity is appealing to an organization but, even if they have capacity, the impact may be minimal because of small numbers or competing priorities at the local level.

Demonstrated effect on the provision of opportunities to participate in sport and active recreation

Factor 4

To support the best chance of success at the local level then there needs to be some history of the facilitation of **delivery** of opportunities at the regional and/or state level. This is different from the 'actual' delivery as this relates to how the organization at different levels supports the delivery of opportunities. For example, the state office of an organization may have produced guidelines on the delivery of specific programs locally. While they not be directly sport related this still gives an indication

Demonstrated history of supporting the direct delivery of outcomes at the local level

Factor 5

It is important that state and/or regional disability sector agencies have an experience and are willing to develop **partnerships** that effect local outcomes. The success of Sports CONNECT locally is highly dependent on effective partnerships between disability sector agencies and sports clubs and/or associations. If disability sector agencies at state/regional level have already developed links and partnerships, both formal and informal, the chances are that they will be better placed to support local partnerships in the long run.

Demonstrated ability to develop key partnerships with local service providers

Factor 6

The disability sector is extremely diverse and often complex. Agencies deal with a range of issues that impact profoundly on the day to day lives of people with a disability. In short, agencies are nearly always busy and have to deal with very diverse issues as a matter of routine. In this environment it is essential that good **communication** systems are in place. Communication between state/regional agencies and local branches

Demonstrated effective internal and external communication systems

Factor 7

The disability sector is extremely diverse and often complex. Agencies deal with a range of issues that impact profoundly on the day to day lives of people with a disability. In short, agencies are nearly always busy and have to deal with very diverse issues as a matter of routine. In this environment it is essential that good **communication** systems are in place. Communication between state/regional agencies and local branches

Demonstrated appropriate access

Factor: **Commitment**

Demonstrated willingness to provide people with disability opportunities to participate in sport and active recreation

Suggested Measures:

- Communication or organisational commitment to inclusion by CEO and senior management.
 - Designation of key staff within the organisation as catalysts for networking and discussion.
 - Annual targets for inclusion set and reviewed.
 - There is a focus on servicing people with disability which is actively promoted.
 - There are there existing inclusive sport and recreation outcomes being delivered.
 - There are there existing relationships with Disability Service Providers in place.
-

Suggested Strategies:

- Face-to-face training that focuses on the fundamental principles of inclusion and relevance to the organisation's stated mission.
- Provision of useful resources including checklists, videos, manuals, guidelines and local sport sector specific information.
- Ongoing technical assistance through face-to-face meetings, telephone calls and email communication.
- Providing partners with referrals and introductions in their geographic areas of work to foster partnerships.
- The development of an action plan for inclusion within the organisation that sets measurable targets for success.
- Technical assistance to local leaders in the local disability service provider

Factor: **Capacity**

Demonstrated organizational ability to support the development of opportunities at the local level

Suggested Measures:

Suggested Strategies:

Factor: Impact

Demonstrated effect on the provision of opportunities to participate in sport and active recreation

Suggested Measures:

Suggested Strategies:

Factor: **Delivery**

Demonstrated history of supporting the direct delivery of outcomes at the local level

Suggested Measures:

Suggested Strategies:

Factor: **Partnerships**

Demonstrated ability to develop key partnerships with local service providers

Suggested Measures:

Suggested Strategies:

Factor: **Communication**

Demonstrated effective internal and external communication systems

Suggested Measures:

Suggested Strategies:

Factor: Access**Demonstrated appropriate access**

Suggested Measures:

Suggested Strategies:

Determine Potential Supply