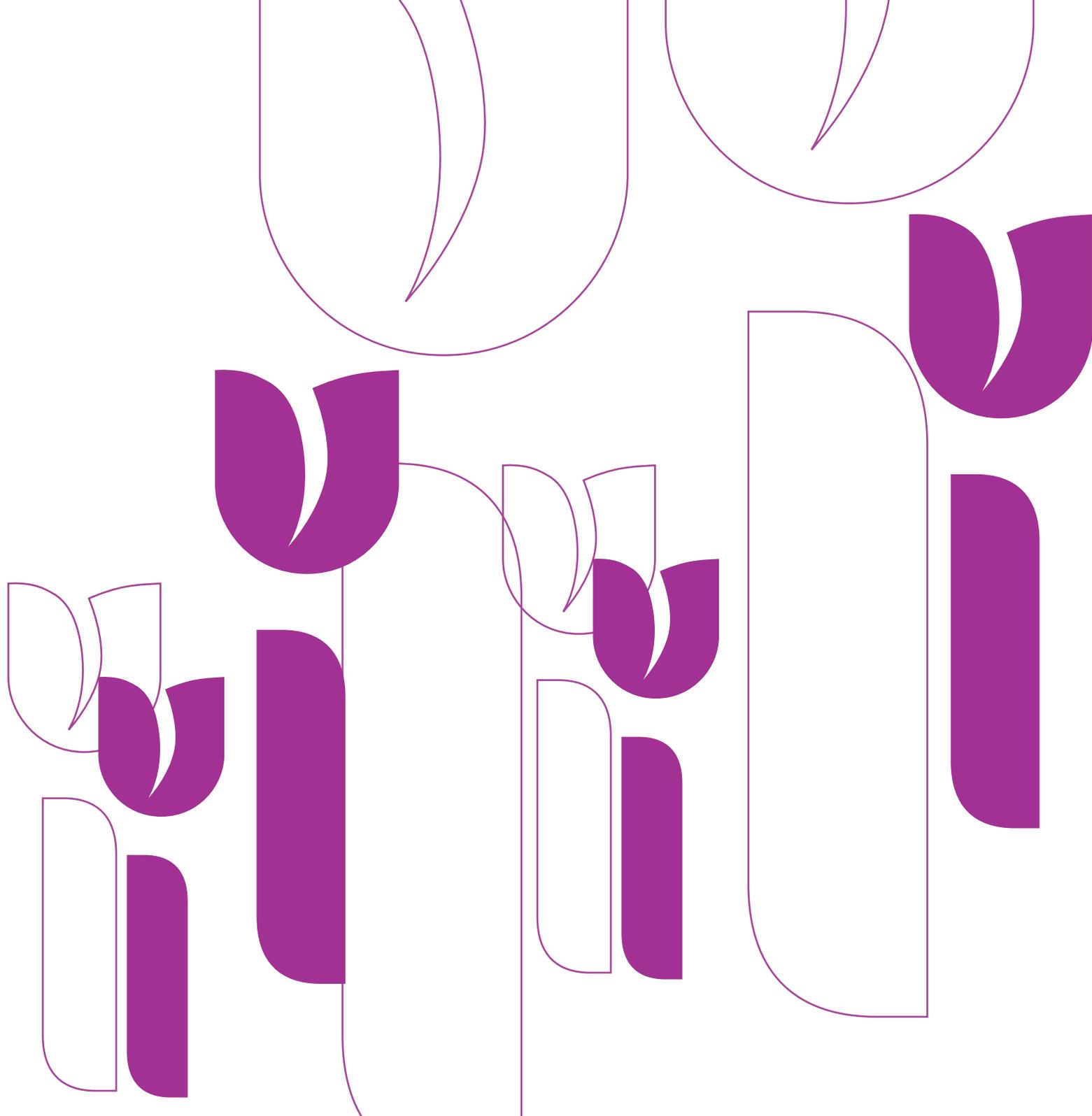




Parkinson's Queensland

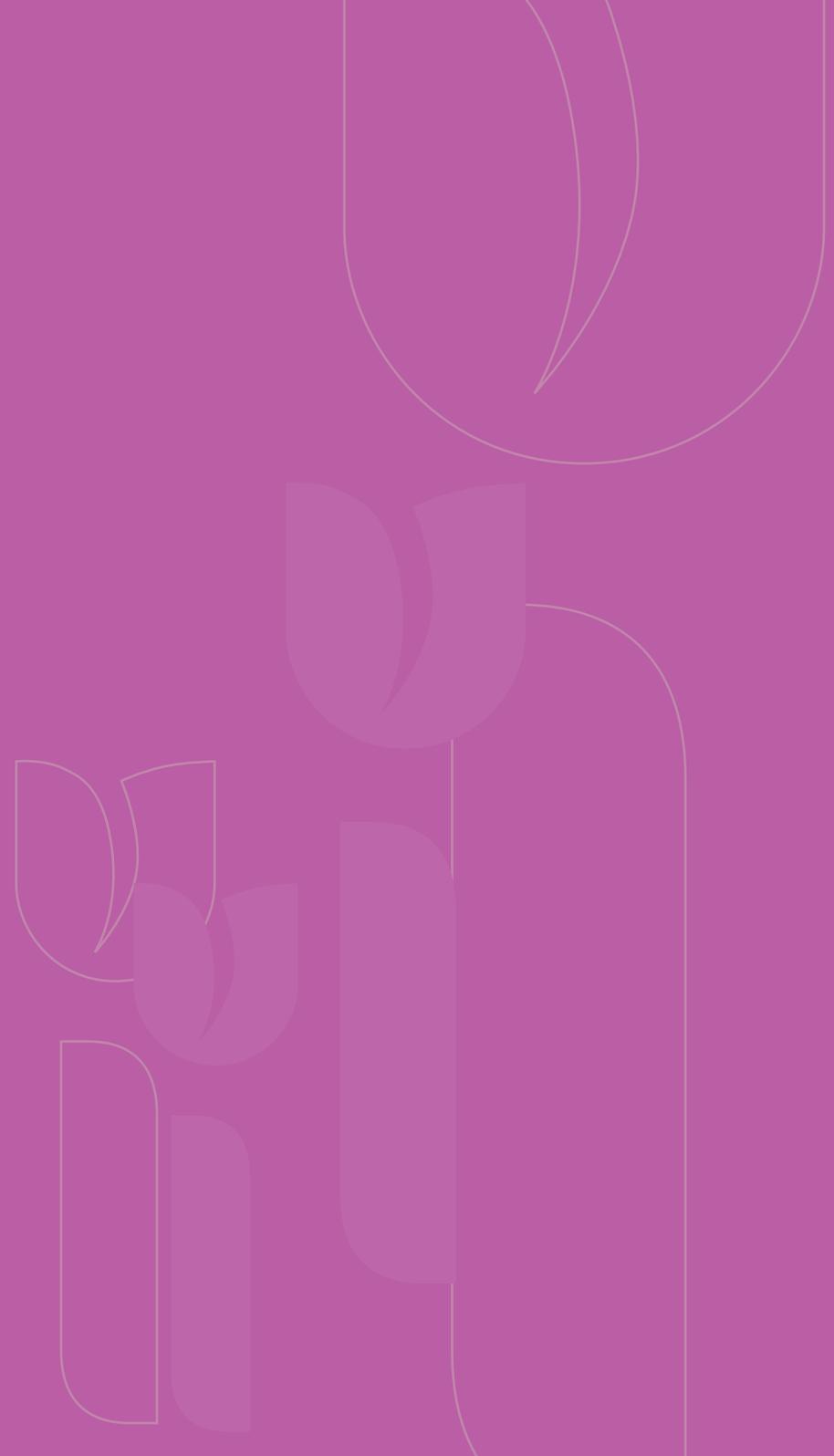
STRATEGIC PLAN 2016-2020

IN THIS TOGETHER
parkinson's
QUEENSLAND



CONTENTS

About Us	2
Leadership Statements	3
Vision, Mission and Values	4
Our Core Business	5
Parkinson's Queensland's Desired Future 2020	6
Parkinson's Queensland's Strategic 'Road Map' 2020	7
Strategic Planning Framework	8
Strategic Initiatives	10
Appendices 1 - 8	20
1. 'Big Picture' Trends and Issues	21
2. Key Drivers	22
3. SWOT Analysis	23
4. Strategic Development Options	24
5. Strategic Competitive Advantage	25
6. Key Internal & External Stakeholders	26
7. Governance & Organisational Structure	27
8. Strategic Risks	28
Endorsement	31



ABOUT US

Since 1985, Parkinson's Queensland has helped thousands of Queenslanders in their journey with Parkinson's and related disorders, not only in the early stages after diagnosis, but throughout the condition's progression.

Parkinson's Queensland Inc (PQI) is a charitable organisation that provides individuals, families and the health, aged and disability sectors with information, support and education for people living with Parkinson's, Dystonia, Multiple System Atrophy, Progressive Supranuclear Palsy, Essential Tremor and Restless Leg Syndrome. We also help fund research into a cure for Parkinson's and improved quality of life.

We provide an essential link between the community and support services to ensure those living with the day-to-day and long term challenge of Parkinson's and related disorders can face the future with confidence and independence.

Parkinson's Queensland provides information, education, encouragement and support to people living with Parkinson's disease, their families and carers. Our organisation works to create better awareness about the disease among health professionals and community workers as well as the general public.

Parkinson's Queensland also provides information sheets and other resources including a lending library addressing various aspects of the disease.

Parkinson's Queensland advocates to all levels of government for better services and treatments for people impacted by Parkinson's and related disorders.

Parkinson's Queensland can assist with referral and access to various health professionals, services and networks.

LEADERSHIP STATEMENTS



George Mellick

President

In August 2016, the Management Committee undertook a major initiative to ensure that Parkinson's Queensland Inc (PQI) would work progressively towards its planned objectives. Developing our Governance and Leadership, Strengthening our Operations, Enhancing our Strategic Relationships, and ensuring our Sustainability were identified as paramount to our future success.

This was also recognised by the Australian Aged Care Quality Agency (AACQA) as a pre-requisite for the progression of our organisation following the recently conducted Quality Review of our Federal grants. The Review and your Management Committee's Strategic Planning has borne fruit in many ways with bonuses such as the development of a 'can-do' culture across the organisation and the programs that strengthen PQI as a whole.

The result of the 2016-2020 Strategic Planning process has resulted in substantial initiatives that will improve service delivery standards and other developments at all levels across Parkinson's Queensland Inc. It is also evidence of the progress PQI has made towards becoming a sound organisation with the capacity for sustainable growth and development.

The plan is the result of your Management Committee and our staff working together and it clearly states the vision and values which underpin the way we do business while setting out what it is that must be achieved and the strategies for doing so.

Your Management Committee is committed to supporting the staff to achieve the outcomes that are identified here.



Mark Hindle

Chief Executive Officer

Parkinson's Queensland's Strategic Plan 2016-2020 is the most important document we have to work with in terms of the future direction and ultimate success of our organisation.

It represents a road-map to development over the next five years and while some roads may close, others will open. We will act accordingly, being mindful of the implications for the overall Plan.

The competitive nature of the community-based service sector is posing new challenges. Our decision to shift from reliance on government grants to a more diversified income model has come at a critical time. But, it also means we must maintain high skill levels and service delivery in order to minimise risk or face possible extinction.

During the course of this Strategic Plan, Parkinson's Queensland staff will be challenged to design and implement programs and services. They are up to that challenge.

We will ensure that whatever we do is done within a framework of quality service provision, always seeking continuous improvement.

Our aim is not to stagnate but to move forward and grow.

OUR VISION, MISSION & VALUES

The achievement of Parkinson's Queensland's Vision, Mission and Values is directly supported by this plan



Vision

A world without Parkinson's



Mission

Identify, develop and promote best practice to support people living with Parkinson's



Values

The Board, management, staff and our support groups place strong emphasis on the people we support to live well with Parkinson's

Our values inform the way that our people relate to each other and to the people we support

EMPATHY

INCLUSIVENESS

INTEGRITY

HONESTY

EMBRACE DIVERSITY

COLLABORATION

TRANSFORMATION

SOLUTION BASED RESULTS

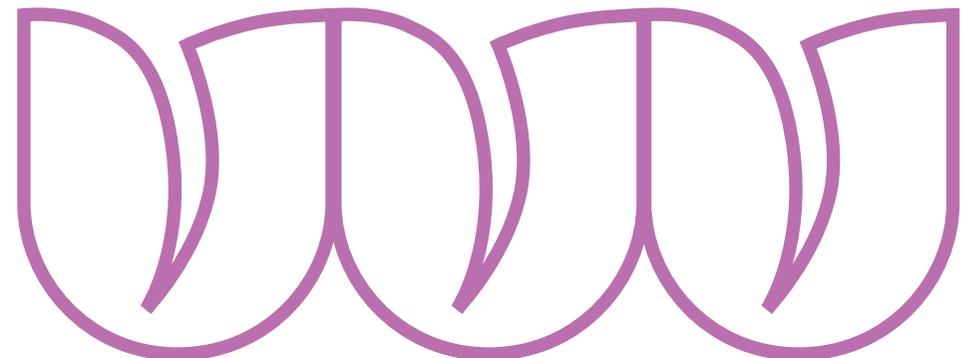
OUR CORE BUSINESS

Parkinson's Queensland's core business or reason for being is:

To improve the lives of people living with Parkinson's

Key services that will be initiated by the Management Committee and developed and delivered by management and staff now and in the future are:

- Support Groups
- Information
- Education and Training
- Advocacy, Research funding and support
- Support and Referrals



PARKINSON'S QUEENSLAND'S DESIRED FUTURE BY 2020

The key characteristics and components that will define Parkinson's Queensland by 2020 are:

Financially Viable

Improving financial position with increased diversity of revenue streams

Governance & Leadership

The appropriate legal, governance and operational structures with the Management Committee governing and the CEO managing

Gold Standard

Parkinson's Queensland sets the 'Gold Standard' for a Peak Association in Queensland

Collaborative Partnerships & Alliances

Collaboration with key stakeholders to form effective partnerships and alliances e.g. Research Institutes, funding bodies, governments, etc.

Highly Effective Support Groups

Parkinson's Queensland volunteer support group network will be a part of the Parkinson's Queensland structure, working together towards agreed strategic initiatives

The Parkinson's Centre

Parkinson's Queensland will be operating from new premises in a community hub working with other community organisations

Effective Operations

Continuing investment in contemporary systems and technologies that supports the work of our staff and volunteers

Broadening Our Impact

Parkinson's Queensland will broaden its reach and engagement to over 80% of all people in Queensland who are living with Parkinson's

Integrated Services

Effective coordination of services across the state will ensure the people living with Parkinson's have access to information and support as they require

PARKINSON'S QUEENSLAND'S STRATEGIC 'ROAD MAP' TO 2020

The Strategic 'Road Map' for Parkinson's Queensland is founded on a clear appreciation of our current and future external environments.

Our response to those environments and the achievement of our vision, mission and desired future will be delivered through the achievement of four strategic initiatives.

The Parkinson's Queensland's management committee's success in achieving these Strategic Initiatives will depend on the achievement of the associated strategic objectives. The strategic objectives will also provide the CEO with the authority and direction required.

STRATEGIC INTENT

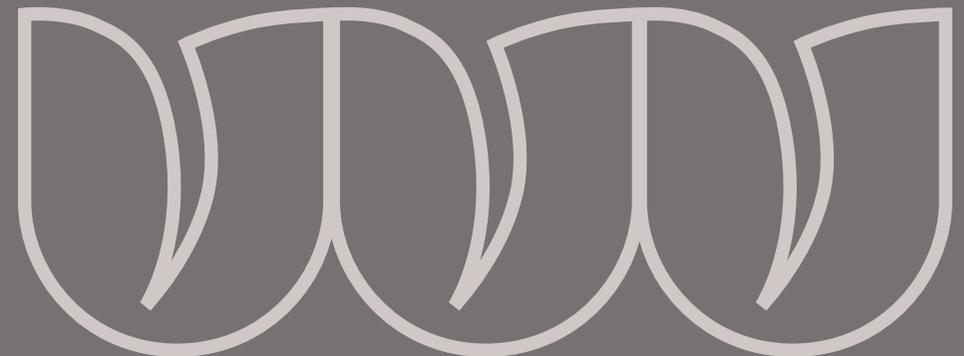


PLANNING FRAMEWORK PARKINSON'S QUEENSLAND

The strategic planning framework (next page) depicts Parkinson's Queensland's strategic plan, operational plans, organisational development plans and planning tools that will be used to implement, monitor and review our strategic initiatives.

The key components and processes of the planning framework are:

1. The allocation of the various strategic objectives contained in the strategic plan will be delivered through the allocation matrix, operational and organisational plans
2. Protecting the organisation and its services are the various organisational development plans e.g. Education and Development Plan
3. The implementation of the strategic plan, operational plans and organisational development plans is the prime responsibility of the CEO
4. The monitoring of progress and annual reviewing of the strategic plan and agreed organisational development plans is the prime responsibility of the Management Committee





**IWPs - Individual Work Plan*

**ICT - Information Communication Technology*

4 STRATEGIC INITIATIVES PARKINSON'S QUEENSLAND

01

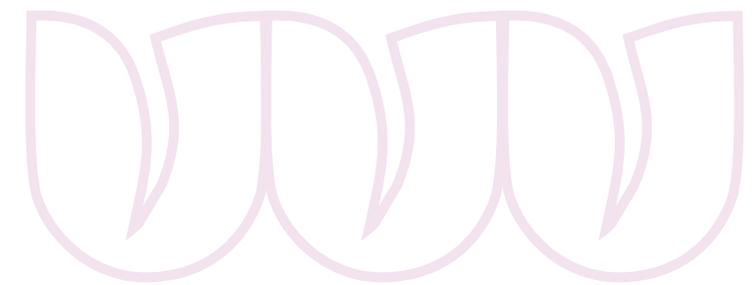
DEVELOP OUR GOVERNANCE AND LEADERSHIP

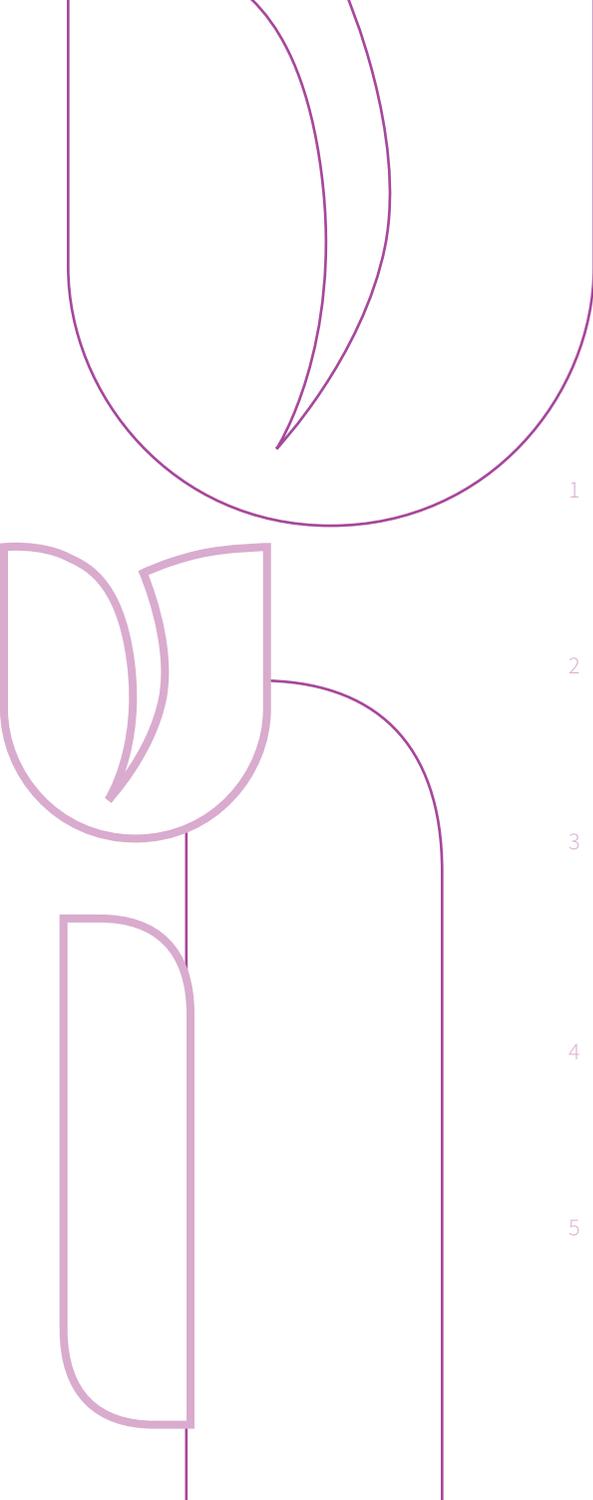


Parkinson's Queensland will continue to invest in its people; we will have legal, governance and operational structures that support the development of our leaders to govern and management, staff and support groups to implement our agreed strategic initiatives

Our key performance indicators will be:

- Legal and governance structures adopted and implemented
- New constitution adopted and implemented
- Management Committee succession strategy implemented
- Cumulative results and trends of annual governance and strategic reviews



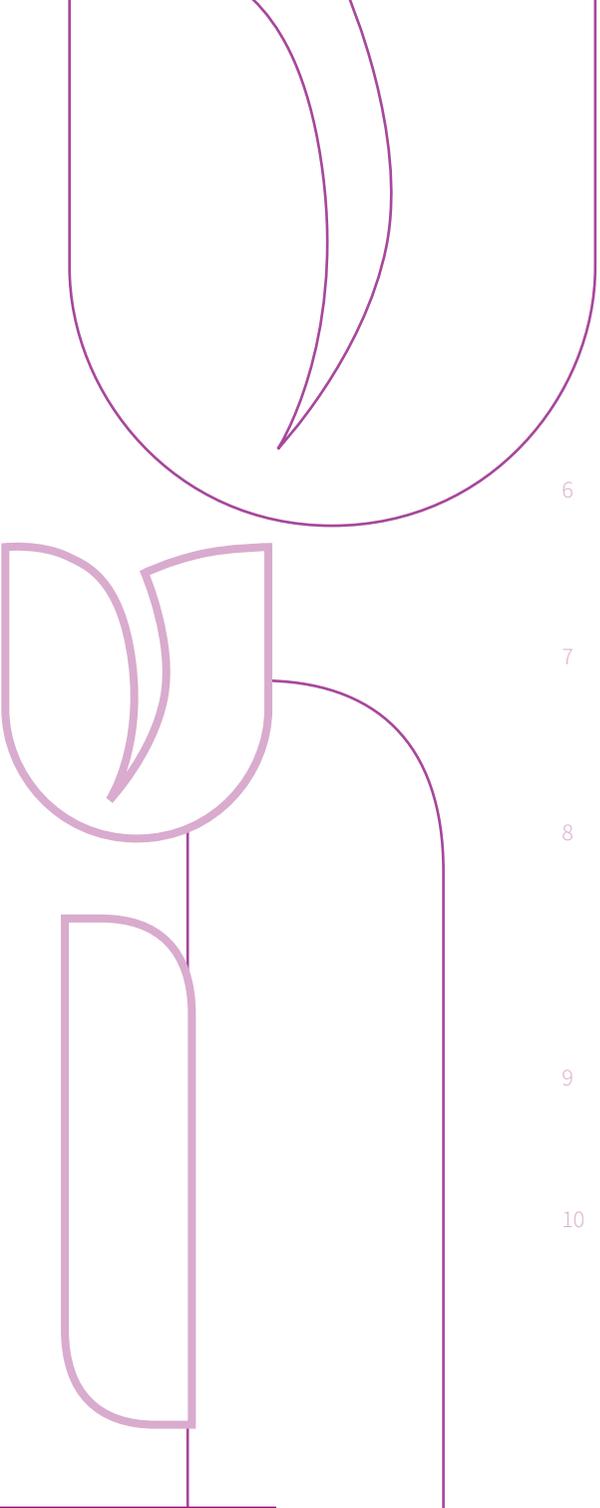


Strategic Objectives

Measures of Success

Who and When

1 Complete a review of the current constitution; revise and update as required	Revised constitution adopted	CEO/ Management Committee/ Legal Consultant 2016
2 Commission a research paper on future options for the legal structure of Parkinson's Queensland	<ul style="list-style-type: none"> • Future options paper tabled • New legal entity decision confirmed 	CEO/ Management Committee/ Legal Consultant 2016
3 Develop and implement a revised governance structure with the necessary sub-committees and taskforces with agreed terms of reference to undertake the work of the board	<ul style="list-style-type: none"> • Governance structure approved, documented and implemented • Results of annual governance review 	CEO/ Management Committee/ Consultant 2016 Reviewed annually
4 Further enhance committee members governance knowledge and understanding and how to practically apply these learnings	<ul style="list-style-type: none"> • Governance workshop completed by all committee members • Annual governance plan approved and implemented 	CEO/ Management Committee/ Consultant 2017
5 Develop and implement the Parkinson's Queensland Management Committee succession strategy	<ul style="list-style-type: none"> • Management Committee succession strategy approved and implemented • Skills matrix completed • New committee members recruited 	Management Committee 2017

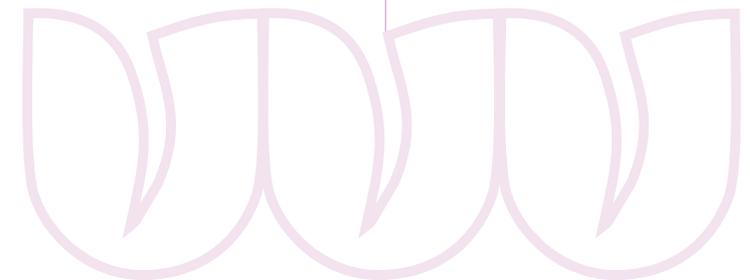


Strategic Objectives

Measures of Success

Who and When

6	Ensure support groups are a part of the new legal/organisational structure	<ul style="list-style-type: none"> Support groups are part of Parkinson's Queensland organisational structure MOU agreement in place with all support groups 	CEO/ Support Group Coordinators 2017
7	Conduct an annual conference for support group coordinators providing information, knowledge, training and expertise to support group coordinators and volunteers	Results and trends of conference review	CEO/ PQI Staff 2017 & Annually
8	Develop and implement an annual directors education program to provide training and education for committee members in areas such as; governance, risk and financial management, fundraising and other strategic issues. Management Committee and Chief Executive Officer to undertake the GAICD program.	<ul style="list-style-type: none"> Results of annual management committee review GAICD graduates 	Management Committee/ CEO Annually
9	The Management Committee will establish a performance review process for Parkinson's Queensland and the CEO	<ul style="list-style-type: none"> Results of annual CEO performance review Results of annual strategic review 	Management Committee/ CEO
10	Obtain and/or develop governance policies and procedures to guide the decision making of the management committee	<ul style="list-style-type: none"> Management committee 'Board Charter' developed and approved Governance policies reviewed and updated annually 	Management Committee/ Consultant 2016/2017



02

STRENGTHEN OUR OPERATIONS

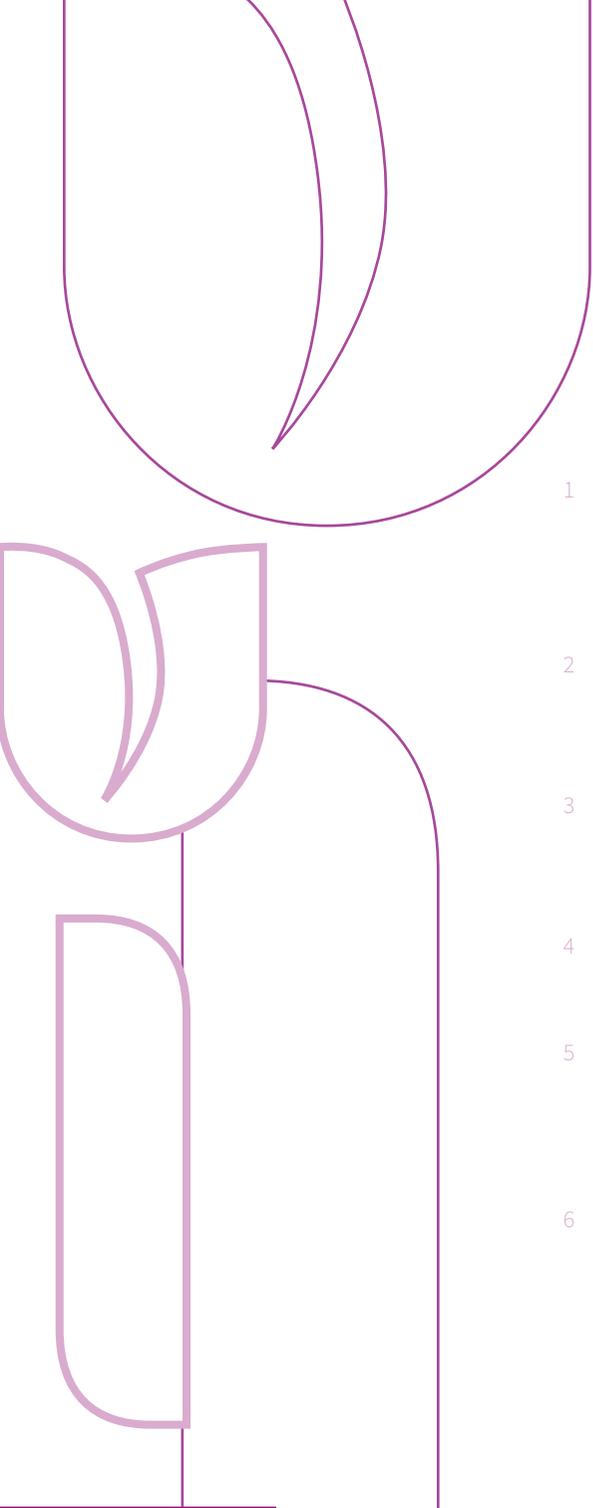


Parkinson's Queensland will continue to invest in efficient operational structures, systems and practices that provide timely and accurate data, information and report to assist staff and volunteers deliver quality information services

Our key performance indicators will be:

- All revised/new systems developed and implemented on time and within budget
- Our website updated
- Our communication and social media strategy implemented





Strategic Objectives

Measures of Success

Who and When

1	Revise and implement the Parkinson's Queensland operational structure, ensuring we have the right people in the right positions	<ul style="list-style-type: none"> Operational structure approved and implemented Recruitment of new staff Result of annual staff reviews 	CEO 2016 (Urgent) Reviewed annually
2	Revise and update IT platform/server to ensure efficient operations and security	IT platform enhanced and operating efficiently	CEO/ IT Consultant 2016
3	Develop and/or enhance Parkinson's Queensland's membership and customer database system (CRM)	<ul style="list-style-type: none"> CRM delivering timely and accurate date and information Results and trends from annual staff reviews 	CEO/ IT Consultant 2017
4	Continue to review and update operational policies and procedures	Operational policies and procedures approved, implemented and annually reviewed	CEO/Staff On-going
5	Develop and implement a communication strategy with the theme of 'Living well with Parkinson's' incorporating a social media strategy	<ul style="list-style-type: none"> Communication strategy developed and implemented Results and trends of annual member and stakeholders surveys 	CEO/Staff 2017 (Urgent) Reviewed annually
6	Review and regularly update and enhance Parkinson's Queensland's website, Connections magazine and other communication mediums to ensure they reflect simple and effective messaging and services available to members and the community state wide	<ul style="list-style-type: none"> Parkinson's Queensland style guide updated Parkinson's Queensland website and other communication mediums updated and inline with the style guide 	CEO/Staff 2016 (Urgent) Reviewed annually

03

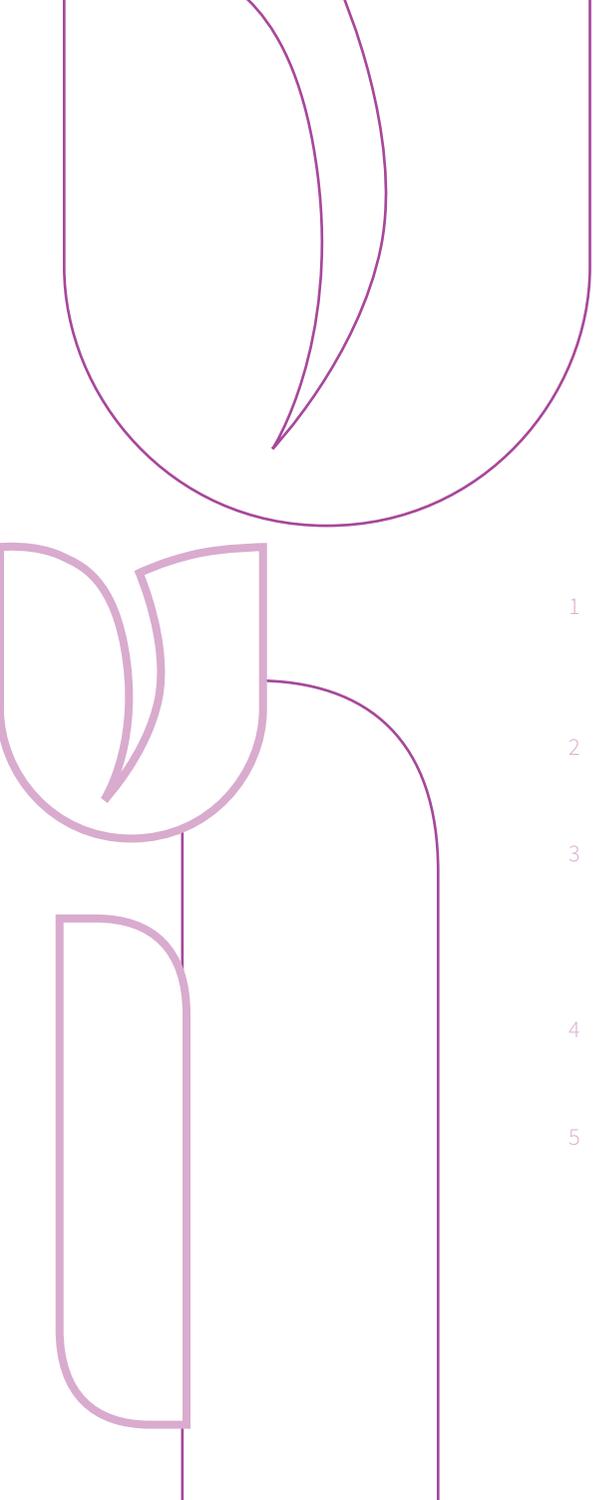
ENHANCE OUR STRATEGIC RELATIONSHIPS

Working collaboratively with like-minded organisations will ensure Parkinson's Queensland is the 'go to' peak association of people living with Parkinson's

Our key performance indicators will be:

- The number and value of partnerships and alliances
- Cumulative results and trends of annual membership and stakeholder surveys
- Research projects commissioned and results published





Strategic Objectives

Measures of Success

Who and When

1	Complete a partner scoping exercise with the aim of reviewing all current partnering, arrangements and identified gaps, and report findings	Partnering report completed and tabled for review	CEO 2016
2	Investigate possible research institutes with expertise in medical research on Parkinson's	Partnership agreement/s developed and approved	CEO On-going
3	Commission research projects with established partners on Parkinson's related matters	<ul style="list-style-type: none"> • Number and value of research project/s • Results of research commissioned and results published 	Management Committee/ CEO On-going
4	Select key stakeholders and develop strategic partnerships e.g. SPARK NeuroCareNetwork	<ul style="list-style-type: none"> • Number and value of strategic partnerships • Results of projects developed and implemented 	CEO On-going
5	Develop and implement an annual 'Roadshow' calendar of events, information sessions and community education	Cumulative results and results from annual members and stakeholder surveys	CEO/ Staff On-going

04

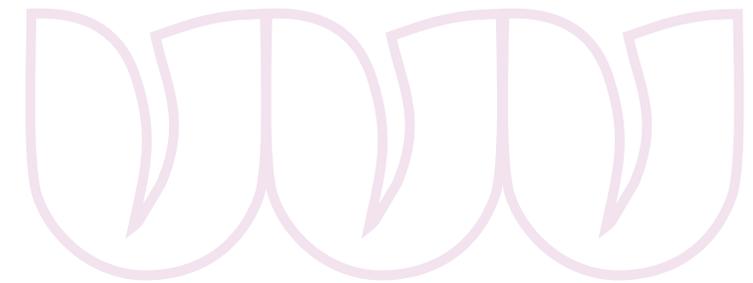
ENSURE OUR SUSTAINABILITY

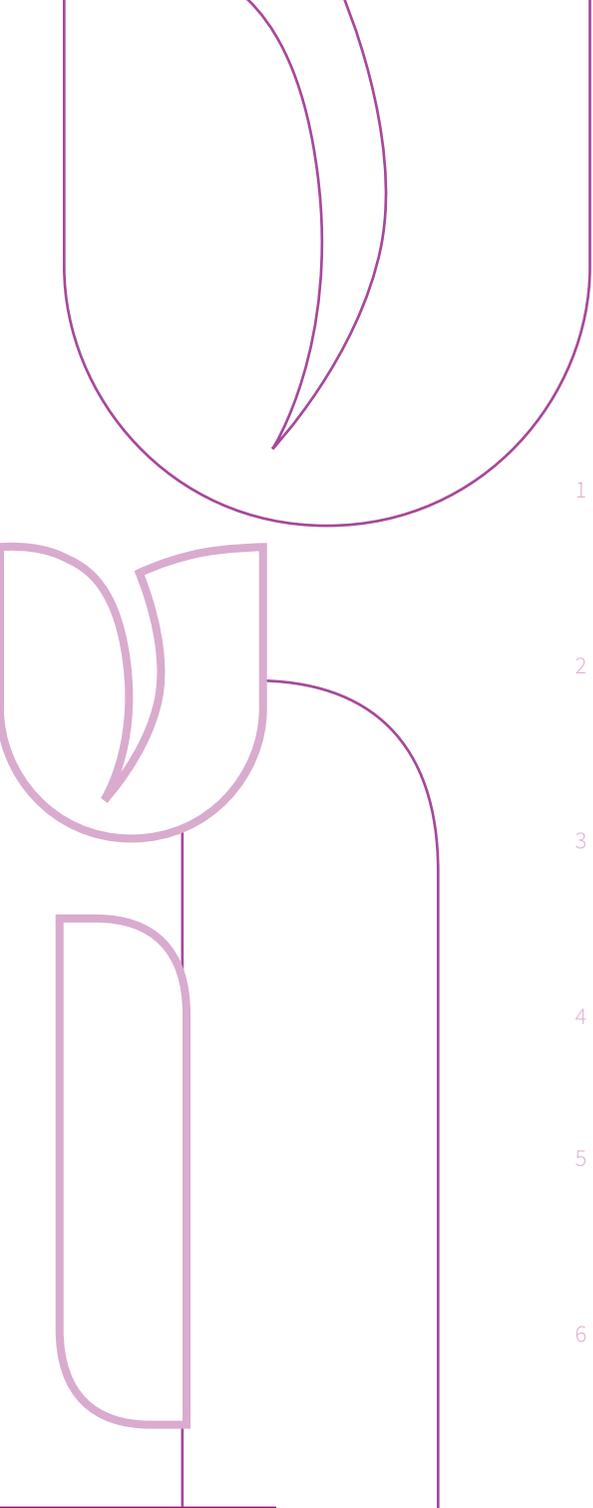


As the peak association for Parkinson's, Parkinson's Queensland will continue to grow its membership, expand its service reach and ensure it has the ability to fund its future

Our key performance indicators will be:

- Increased membership of Parkinson's Queensland
- We meet or exceed all financial targets and budget forecasts
- Our reach has expanded to over 80% of people living with Parkinson's in Queensland





Strategic Objectives

Measures of Success

Who and When

<p>1 Develop and regularly update the strategic finance plan aligned to our strategic initiatives that:</p> <ul style="list-style-type: none"> • diversify revenue streams • increases fundraising activities and bequest programs 	<ul style="list-style-type: none"> • Strategic financial plan approved, implemented and annually updated • Fundraising and financial targets met or exceeded 	<p>CEO/ Management Committee 2016 Annually</p>
<p>2 Develop, implement and robustly monitor the annual operational plan and budget</p>	<ul style="list-style-type: none"> • Annual budget approved, implemented and monitored • Annual operational plan implemented 	<p>CEO/ Management Committee 2016 Annually</p>
<p>3 Develop and implement a membership strategy with the aim of maintaining existing and increasing membership of Parkinson's Queensland</p>	<ul style="list-style-type: none"> • Membership strategy approved and implemented • Results of annual membership statistics and survey 	<p>CEO/ Management Committee 2017 Annually</p>
<p>4 Apply for grants and submissions to government agencies and philanthropic organisations for specific projects as part of our strategic initiatives</p>	<p>Number and value of grant applications annually</p>	<p>CEO/ Staff On-going</p>
<p>5 As part of the Communication Plan develop a media strategy to ensure regular communication with the community on key messages, events and fundraising promotions for Parkinson's Queensland</p>	<ul style="list-style-type: none"> • Communication plan developed and implemented • Media contact network established • Number of articles, features published 	<p>CEO/ Staff On-going</p>
<p>6 Conduct an annual review of Parkinson's Queensland Strategic Plan</p>	<p>Results of annual review</p>	<p>CEO/ Management Committee</p>

APPENDICES

1. 'Big Picture' Trends and Issues	21
2. Key Drivers	22
3. SWOT Analysis	23
4. Strategic Development Options	24
5. Strategic Competitive Advantage	25
6. Key Internal and External Stakeholders	26
7. Governance and Organisational Structure	27
8. Strategic Risks	28

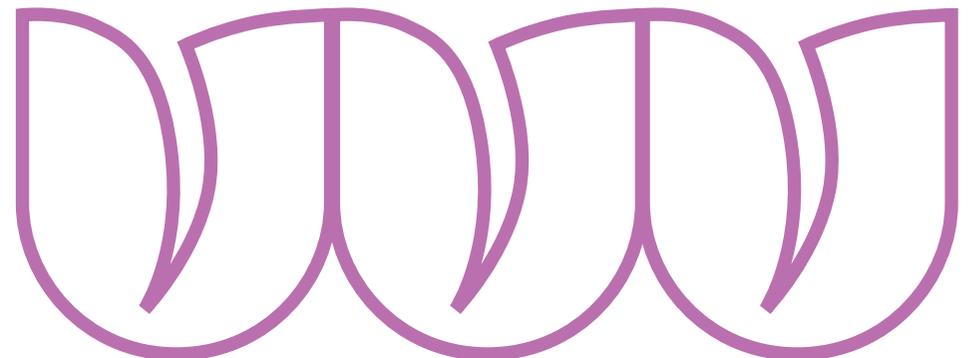
BIG PICTURE TRENDS AND ISSUES

Big Trends and Issues Summary

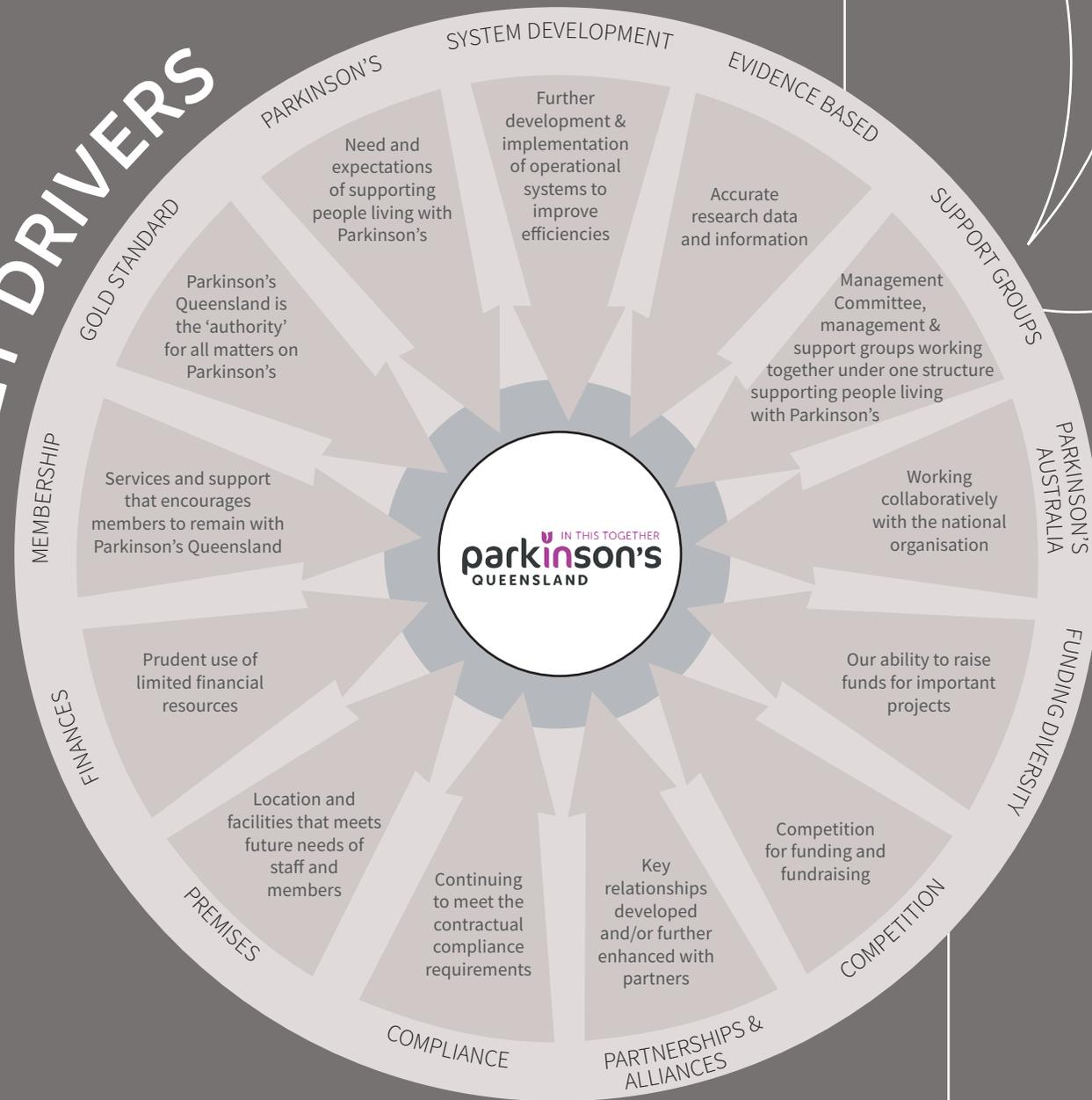
- Increasing expectation for a cure of Parkinson's
- Increasing number of people with Parkinson's
- No new treatments in the near future for Parkinson's
- Greater access to information about Parkinson's on-line e.g. 'Dr Google'
- Misinformation on Parkinson's to the community by health professionals
- The National Disability Insurance Scheme (NDIS) roll out
- Increasing competition for fundraising
- Increasing legislation and regulation on government funded programs
- Consumer Directed Care (CDC) Policy Reform – Governments want the consumer to have more choice for their service provider and use of their funding
- Government funded programs with requirements of user's financial contributions in some cases
- The increasing use of available technology, systems and practices to improve efficiencies

Impacts and implications for Parkinson's Queensland

- Increasing demand for our services
- People with Parkinson's access information from the internet
 - Parkinson's Queensland needs to be the 'Gold Standard' for information
- Need resources/\$ to invest in systems and relevant technologies
- Can we generate surplus funds to reinvest in operation and services?
- Must be clear on our mission, our purpose
- Research and understand the needs of people living with Parkinson's and their support network
- Establish 'The Parkinson's Centre'
 - consider co-location with other like minded organisations
- Important that research fundings are published
- Need partners and alliances
- Need to diversify revenue streams



KEY DRIVERS



The management committee and CEO examined the Key Drivers both in and on Parkinson's Queensland as at 2016. These are summarised here:

SWOT ANALYSIS

A summary of Parkinson's Queensland's strengths, weaknesses, opportunities and threats:

Strengths

- 30+ years history
- Our new CEO
- Dedicated and competent staff
- Part of a national network
- Our Support Groups
- Sound financial position
- Credible partnerships and networks
- Information seminars delivered across the state
- Connections magazine

Weaknesses

- Limited financial resources to invest
- Size and capacity of our organisation
- Our current structure
- Direction driven by requirements of support groups
- Confusion over the role of staff vs role of volunteer/member
- Limited public awareness of Parkinson's
- Decreasing membership renewals
- Large numbers of people with Parkinson's not connecting with Parkinson's Queensland
- Cost of producing Connections magazine
- Parkinson's Queensland website
- Unsuitable premises
- Minimal network and connections with politicians and senior government officials
- No communication and media strategy
- Bookkeeping and financial reporting
- Out of date constitution
- IT infrastructure and information management
- Limited clinical (nurse) expertise
- Limited fundraising capacity
- No succession strategy for next committee members

Opportunities

- Living well with Parkinson's - review the range of programs and services
- Get our legal and governance structures right
- Continue to build strong relationships with key stakeholders e.g. funding bodies, support groups, health care providers and PhNs
- Investigate the partnerships and alliances with like-minded organisations
- Ensure future structures, legal, governance and organisational are contemporary to allow efficient operations
- Invest in improved systems and IT solutions to increase operational efficiency
- National Project - Parkinson's Nurses (State lead)
- Conference for Support Group Coordinators
- Further develop awareness programs/engagement activities e.g. Dancing for Parkinson's
- Survey members and people living with Parkinson's to determine services required
- Ensure we have appropriate metrics to measure our performance
- Commission research projects on Parkinson's with e.g. USQ Toowoomba
- Membership Value proposition review and drive

Threats

- Continued roll out of Federal and State Government reforms and funding changes
- Government funded program searching for efficiencies (lowest price) and social returns on investment
- Competition for skilled and experienced staff
- Difficult economic climate for fundraising
- Competition from other Parkinson's support organisations, e.g. SIU
- National Project - Parkinson's Nurse (failure to meet national performance measures)

STRATEGIC DEVELOPMENT OPTIONS

Parkinson's Queensland has four strategic development options:

Option One: Grow and develop the peak association on our own

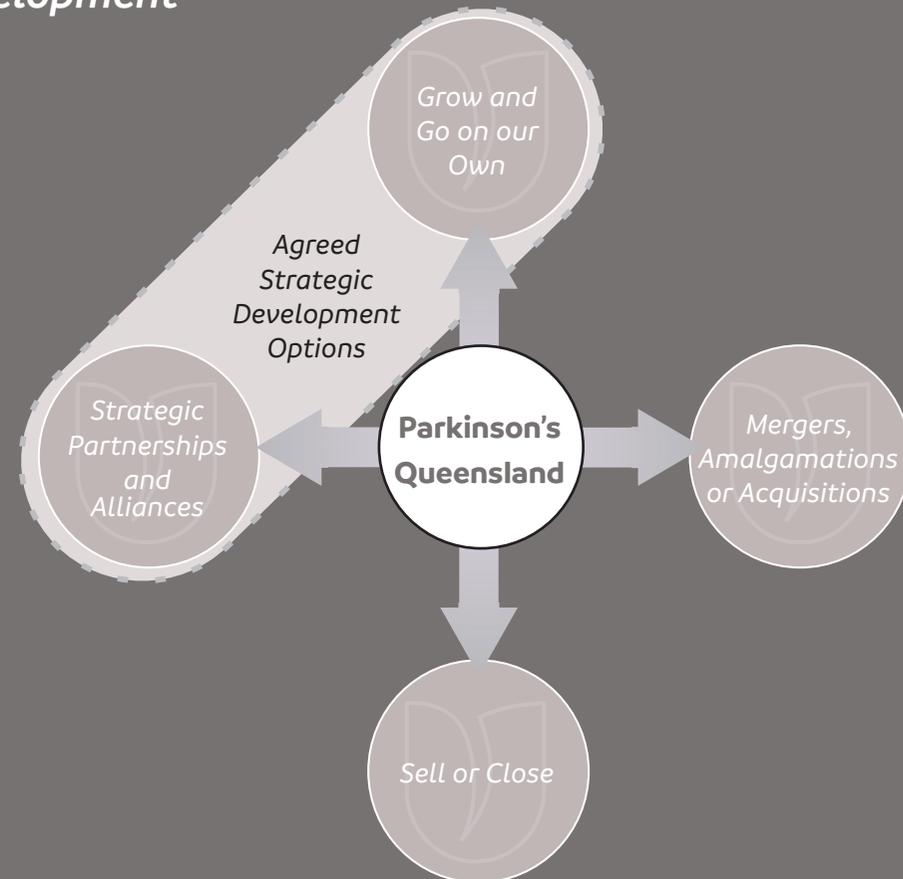
Option Two: Strategic partnerships or alliances

Option Three: Mergers, amalgamations and acquisitions

Option Four: Sell or Close

Parkinson's Queensland's agreed strategic development options for the next 4 years:

- Grow and develop on our own
- Consider working with partners and form alliances with like minded organisations
- Mergers and amalgamations may be considered as a future option
- Selling or closing were not considered options at this time.



STRATEGIC COMPETITIVE ADVANTAGE

Parkinson's Queensland's management committee and staff need to understand and continually strengthen the organisation's competitive advantage

What will keep us effective and relevant?



Parkinson's Queensland is providing information, referrals and support to over 80% of people living with Parkinson's in Queensland



What will be unique and distinctive characteristics that will keep us successful in the future?

Gold Standard

Parkinson's Queensland is acknowledged and recognised as the only peak association for Parkinson's in Queensland

Support Groups

Support groups are working in collaboration with Parkinson's Queensland on our agreed strategic initiatives

Parkinson's Centre

A new location for Parkinson's Queensland as part of a 'hub' of like-minded services

Financially Sustainable

A variety of revenue streams, efficient operations ensuring a financially viable and sustainable organisation

Research

Partnering with credible research institutions to commission research into Parkinson's

Parkinson's Profile

Increased awareness of the size and breadth of Parkinson's in Queensland

parkinson's IN THIS TOGETHER
QUEENSLAND

KEY INTERNAL AND EXTERNAL STAKEHOLDERS

The internal stakeholders are those stakeholder groups which come together to form the organisation known as Parkinson's Queensland:

The external stakeholders are those stakeholder groups which connect or engage with Parkinson's Queensland. We recognise that in the future we could strengthen and further develop:

- The relationship and interaction of its own internal stakeholders with each other as well as to Parkinson's Queensland's strategic direction.
- The relationship with each external stakeholder group

In order to achieve the aforementioned, Parkinson's Queensland will:

- Improve communication with all stakeholders/community
- Improve the commitment and contribution of stakeholders
- Ensure open, transparent and accountable processes
- Inform all internal and external stakeholders how Parkinson's Queensland is progressing in the implementation of its strategic plan.



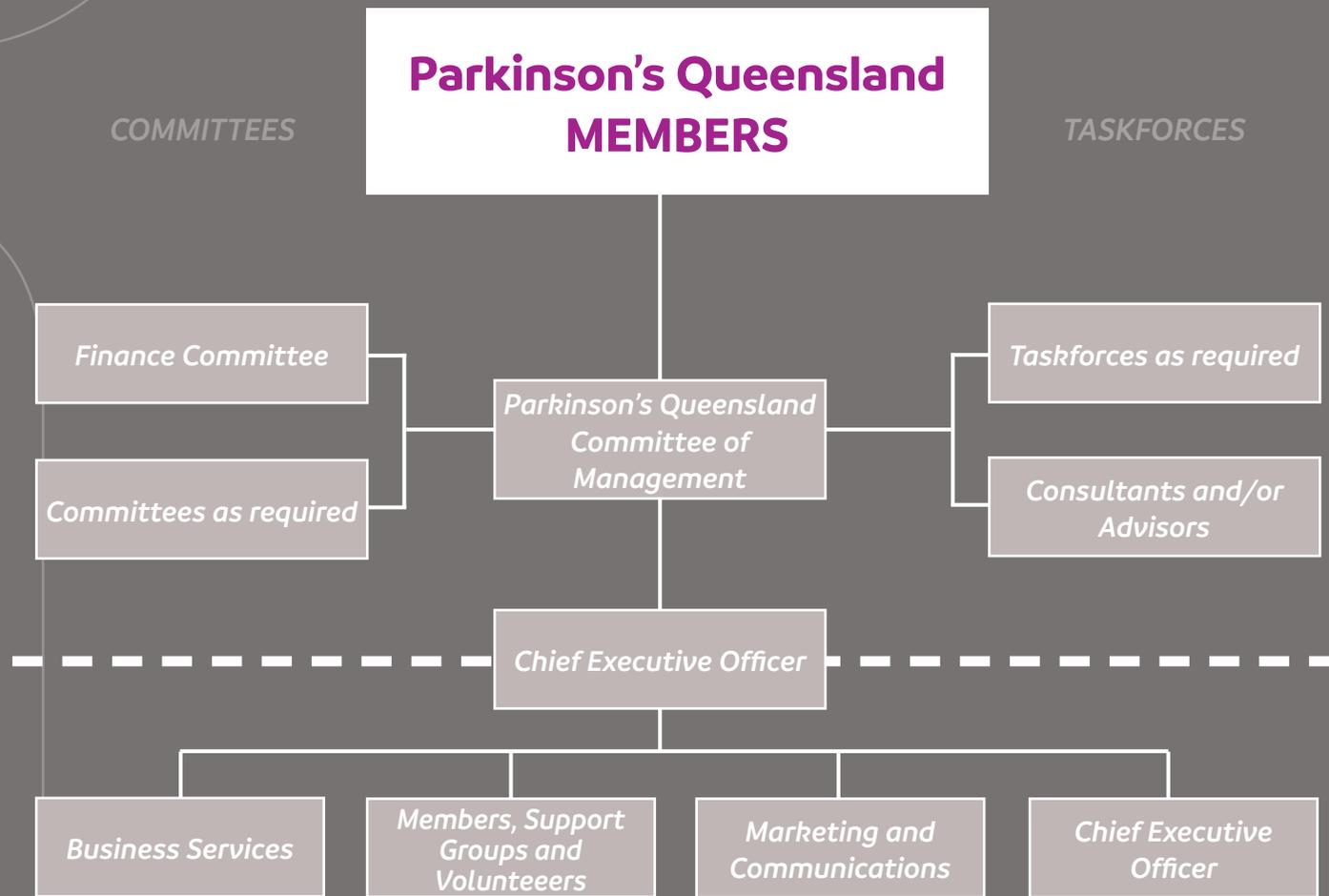
GOVERNANCE & ORGANISATIONAL STRUCTURE

GOVERNANCE

GOVERNANCE

OPERATIONS

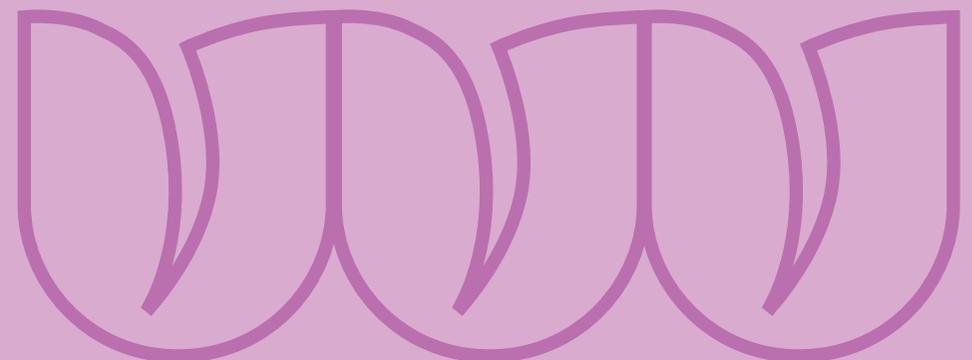
OPERATIONS



STRATEGIC RISKS OF OUR STRATEGIC ‘ROADMAP’

Key Strategic Risks	Risk Rating				Strategies to minimise or mitigate strategic risks
	Likelihood		Consequences		
Leadership Loss of CEO	Certain	<input type="checkbox"/>	Trivial	<input type="checkbox"/>	<ul style="list-style-type: none"> • Ensure all employment documentation is in place for the CEO • Finalise new operational structure • Establish a performance review process for the CEO and staff
	Almost Certain	<input type="checkbox"/>	Minor	<input type="checkbox"/>	
	Likely	<input type="checkbox"/>	Moderate	<input type="checkbox"/>	
	Unlikely	<input checked="" type="checkbox"/>	Substantial	<input checked="" type="checkbox"/>	
	Rare	<input type="checkbox"/>	Intolerable	<input type="checkbox"/>	
Members Declining membership of Parkinson’s Queensland	Certain	<input type="checkbox"/>	Trivial	<input type="checkbox"/>	<ul style="list-style-type: none"> • Develop and implement a members strategy • Ensure support groups participants transition to members • Establish value proposition in revise members ‘pack’ • Regularly communicate with members • Annual survey of members
	Almost Certain	<input type="checkbox"/>	Minor	<input type="checkbox"/>	
	Likely	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>	
	Unlikely	<input type="checkbox"/>	Substantial	<input checked="" type="checkbox"/>	
	Rare	<input type="checkbox"/>	Intolerable	<input type="checkbox"/>	
Competition Competition from other Parkinson’s organisations as the representative for Parkinson’s in Queensland	Certain	<input type="checkbox"/>	Trivial	<input type="checkbox"/>	<ul style="list-style-type: none"> • Establish partnership and/or alliances with credible research institute • Investigate options for collaboration and/or partnership with other Parkinson’s organisations • Develop communication strategy to members and key stakeholder groups
	Almost Certain	<input type="checkbox"/>	Minor	<input type="checkbox"/>	
	Likely	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>	
	Unlikely	<input type="checkbox"/>	Substantial	<input checked="" type="checkbox"/>	
	Rare	<input type="checkbox"/>	Intolerable	<input type="checkbox"/>	

Key Strategic Risks	Risk Rating				Strategies to minimise or mitigate strategic risks
	Likelihood		Consequences		
<p>Parkinson's Leadership</p> <p>Not recognised as a credible voice for the Parkinson's in Queensland</p>	Certain	<input type="checkbox"/>	Trivial	<input type="checkbox"/>	<ul style="list-style-type: none"> • Develop and implement communication plan • Develop policy positions on key issues and advocate to key stakeholders • Regularly provide relevant timely data, facts and information • Maintain a media presence on relevant issues on Parkinson's
	Almost Certain	<input type="checkbox"/>	Minor	<input type="checkbox"/>	
	Likely	<input type="checkbox"/>	Moderate	<input type="checkbox"/>	
	Unlikely	<input checked="" type="checkbox"/>	Substantial	<input checked="" type="checkbox"/>	
	Rare	<input type="checkbox"/>	Intolerable	<input type="checkbox"/>	
<p>Fundraising</p> <p>Unable to raise \$ to fund strategic initiatives</p>	Certain	<input type="checkbox"/>	Trivial	<input type="checkbox"/>	<ul style="list-style-type: none"> • Develop and implement strategic fundraising plan with strategies for diversifying revenue streams • Develop, implement and regularly review fundraising strategies and campaigns
	Almost Certain	<input type="checkbox"/>	Minor	<input type="checkbox"/>	
	Likely	<input checked="" type="checkbox"/>	Moderate	<input type="checkbox"/>	
	Unlikely	<input type="checkbox"/>	Substantial	<input checked="" type="checkbox"/>	
	Rare	<input type="checkbox"/>	Intolerable	<input type="checkbox"/>	



IN THIS TOGETHER
parkinson's
QUEENSLAND



ENDORSEMENT

The Parkinson's Queensland Management Committee have reviewed and discussed the Parkinson's Queensland Strategic Plan and have agreed to support and finance its implementation subject to detailed and agreed financial documentation being presented, when and where required.

The Parkinson's Queensland Management Committee seeks the implementation of the Parkinson's Queensland Strategic Plan via the Chief Executive Officer. The quarterly monitoring and annual reviewing of the Strategic Plan is the responsibility of the Parkinson's Queensland Management Committee.

George Mellick
President



Dated: 22 October 2016

Mark Hindle
Chief Executive Officer



Dated: 22 October 2016

Mark Hindle
CEO

Parkinson's Queensland
2/25 Watland St
Springwood QLD 4127

T : 07 3209 1588
E : ceo@parkinsons-qld.org.au

parkinson's IN THIS TOGETHER
QUEENSLAND

Patrick Herd
Principal Consultant

Community Business Australia
Post Office Box 227
PADDINGTON BC Queensland 4064

T : 07 3368 2575
M : 0404 646 961
E : patrick@cbanow.com.au



**Community Business
Australia**



IN THIS TOGETHER
parkinson's
QUEENSLAND