



Business Plan: March 2008 – June 2009

Objectives	Initiatives / activities	Measures	Enablers (E) / inhibitors (I)	Strategic “level of influence”	Link with 2005/6 strategic goals
<p>1. Basic Functions</p> <p>Maintain core business functions and member services</p>	<p>1.1 Stabilise secretariat 1.2 Timely response to member enquiries 1.3 Maintain specific core services that meet member needs 1.4 Maintain member appropriate communication tools (eg newsletter, website) 1.5 Prioritise positive revenue activities to ensure core functions can continue</p>	<ul style="list-style-type: none"> • Contingency options are available to buffer secretariat changes as needed • “Office schedule” is reviewed and maintained including critical OT AUSTRALIA NSW activities • Office is adequately staffed to enable completion of required activities of the organisation • Basic business requirements are developed / in place: <ul style="list-style-type: none"> ○ information management reviewed ○ financial systems, human resources systems, legal requirements, IT systems in place • Core services are maintained • Support and development for staff available • Of the options available, positive revenue activities are prioritised 	<p>Staffing and staff skill levels</p> <p>Office contingency systems (I)</p> <p>Limited funds for staff training (I)</p>	<p>Business function and individual member level focus</p>	<ul style="list-style-type: none"> • Ensure continued membership growth and retention • Provide professional support to members and meet the information and continuing education needs of occupational therapists • Be an efficient and effective organisation
<p>2. Business viability</p> <p>Provide sound financial management</p>	<p>2.1 Maintain financial monitoring with regular financial review by ED and Board. Aim to</p> <ol style="list-style-type: none"> a) remain solvent for 2007/8 financial year b) reduce recurring deficit for 2008/ 9 financial 	<ul style="list-style-type: none"> • Solvency maintained • Reduction of recurring deficit • Reporting system in place enabling regular monitoring of financial performance • Budgets developed by May2008 and 2009 respectively and 	<p>Pay / award rises for OTs (E)</p> <p>Current economic situation (I)</p>	<p>Business function level focus</p>	<ul style="list-style-type: none"> • Ensure continued membership growth and retention • Be an efficient and effective organisation



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	<p>year.</p> <p>2.2 Develop budget for 2008/9 and 2009/10</p> <p>2.3 Revitalise traditional revenue options (membership, sponsorship, CPD, advertising)</p> <p>2.4 Explore and implement additional options as opportunities arise eg seeking funding for projects, partnerships etc</p> <p>2.5 Ensure ongoing needs of organisation considered in financial plans / projections</p>	<p>subsequently signed off.</p> <ul style="list-style-type: none"> • Ongoing membership drive strategy developed <ul style="list-style-type: none"> ○ Priorities for membership drive target(s) identified ○ Targeted membership drive activities are conducted as per strategy • Increased revenue from membership / sponsorship / CPD / advertising against 2006/7 performance. • Opportunities for additional for novel revenue options are explored. • Medium and longer term needs of the organisation are incorporated into financial plans and projections 	<p>Long standing equipment / IT needs (I)</p> <p>Skeleton staffing (I)</p> <p>Staff training / needs (I)</p>		
<p>3. Governance Ensure sound governance of the organisation</p>	<p>3.1 Address Board education needs regarding Board functions and responsibilities</p> <p>3.2 Well conducted, documented and effective Board meetings</p> <p>3.3 Good communication between Board and Secretariat via President and ED</p> <p>3.4 Adequate business and reporting systems in place</p>	<ul style="list-style-type: none"> • Orientation for new Board members. • Identify and address training needs of Board • Availability of confirmed Board minutes and agreed Board actions undertaken in timely manner • Regular and effective communication occurs between Executive Director and President. 	<p>Administrative support for Board meetings (E)</p> <p>Lack of funds for Board training (I)</p>	<p>Business function level</p>	<ul style="list-style-type: none"> • Be an efficient and effective organisation



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	3.5 Adequate Board performance 3.6 Adequate governance at all levels within the organisation	<ul style="list-style-type: none"> Executive Director ensures Secretariat, Focus Groups and various committees adhere to established governance requirements 			
4. CPD Revitalise Continuing Professional Development program	4.1 Develop and roll out plans for 2008 and 2009 respectively	<ul style="list-style-type: none"> Plans are developed based on expressed need, profession priorities as well as new opportunities and are advertised. CPD events conducted successfully, within budget and with positive participant response Current identified profession priorities are addressed: <ul style="list-style-type: none"> Home modifications course level 1 conducted. Develop strategy for review of home modifications options beyond level 1 (paeds and advanced review and options) Rural / regional events or opportunities offered 	Skeleton CPD hours (I) Partnership with HMMS (E) "Partnership" with OT AUSTRALIA ACT (E)	Individual member and Profession level focus	<ul style="list-style-type: none"> Ensure continued membership growth and retention Provide professional support to members and meet the information and continuing education needs of occupational therapists
5. Individual member services / benefits Review / improve member services	5.1 Newsletter <ul style="list-style-type: none"> Institute system for assisting members with log in Implement reviewed newsletter structure (better flow) Improve communication 	<ul style="list-style-type: none"> Member log in issues and resolution are recorded and reviewed Reviewed newsletter structure implemented Professional representation activities regularly summarised 	IT consultancy costs (I)	Individual member level focus	<ul style="list-style-type: none"> Ensure continued membership growth and retention Provide professional support to members and



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and benefits	<p>about professional representation activities</p> <p>5.2 Website</p> <ul style="list-style-type: none"> • Institute system for reviewing currency of information on website • Staff training for website manipulation • Renew CPD section on website • Renew use of member discussion board for posting focus group minutes and documents relevant to members <p>5.3 Focus groups</p> <p>Review current status of the focus groups and re-institute connection between focus groups and the broader Association.</p> <p>5.4 Publications (guidelines)</p> <ul style="list-style-type: none"> • Overview OT AUSTRALIA NSW publications to determine if older publications are still appropriate for sale • Determine priority and resources required for necessary reviews <p>5.5 CPD opportunities (listed separately)</p>	<p>for members</p> <ul style="list-style-type: none"> • Information on website is current • Staff able to manipulate website with minimal IT consultant input • CPD section on website • Focus group information available to all members through website • Focus group review conducted and report presented to Board • Strategy in place to ensure information in publications that remain on sale has currency. 			<p>meet the information and continuing education needs of occupational therapists</p>



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	5.6 Planning for novel or improved services in 2009 and beyond (include in objective 8)				
<p>6. Professional issues</p> <p>Respond to or lead relevant professional issues and opportunities (where prioritised & appropriate)</p>	<p>6.1 Summarise and monitor OT AUSTRALIA NSW professional representation activities</p> <p>6.2 Respond to reasonable requests for professional input or representation in timely fashion where this input has strategic benefit</p> <p>6.3 Discuss and prioritise appropriate follow up on significant professional issues as they arise</p> <p>6.4 Undertake / develop specific projects if warranted and adequately resourced.</p>	<ul style="list-style-type: none"> Professional representation summary available to Board and professional representation reviewed regularly Professional representation information available to members Priority OT AUSTRALIA NSW responses are submitted and information made available to members. Professional issues are identified and discussed by the Board. Where required, these issues are prioritised for action and followed up accordingly. Projects undertaken relating to professional issues have clear goals and are well managed with good outcomes. 	<p>Engaged members with relevant expertise (I)</p> <p>Board member capacity (I)</p> <p>Secretariat capacity (I)</p> <p>Funds for new projects / resources to seek funds (I)</p> <p>Profile of the organisation (E/I)</p> <p>Prioritisation of issues (E)</p>	<p>Profession and / or industry level focus</p>	<ul style="list-style-type: none"> Build professional and organisational profile, level of influence and reputation Be an efficient and effective organisation
<p>7. Nationalisation</p> <p>Smooth transition to Nationalisation</p>	<p>(Note: The move to a Nationalisation process is an expressed member preference as per 2007 survey.)</p> <p>Ensure OT AUSTRALIA NSW is “transition ready”</p>	<ul style="list-style-type: none"> NSW transition milestones are identified and addressed in a timely fashion Legal and business matters pertaining to the transition are addressed NSW members regularly kept up to date about plans or any 	<p>NSW Transition group (E)</p>	<p>Profession & business function level focus</p>	<ul style="list-style-type: none"> Build professional and organisational profile, level of influence and reputation Be an efficient and effective organisation



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	Ensure the transition is as smooth as possible for members and staff	changes required by OT AUSTRALIA NSW <ul style="list-style-type: none"> • Evidence that NSW member enquiries and concerns are responded to. • OT AUSTRALIA NSW is transferred to the new organisation with due diligence and care. • NSW input at National level is active and maintained 			
8. Future development Commence longer term planning for OT AUSTRALIA NSW (&/or NSW Division of National organisation)	8.1 Review strategic goals for OT AUSTRALIA NSW whilst being cognizant of the affect of the Nationalisation move on longer term plans. 8.2 Enable strategic discussion / sessions for board	<ul style="list-style-type: none"> • Strategic goals reviewed / updated • Facilitated sessions conducted to allow for development of strategic approaches 	Nationalisation process delays (E/I)	Business function level	<ul style="list-style-type: none"> • Ensure continued membership growth and retention • Provide professional support to members and meet the information and continuing education needs of occupational therapists • Build professional and organisational profile, level of influence and reputation • Be an efficient and effective organisation