

Home Modifications Australia Business/Operational Plan July 2015 – June 2016

Scope of the Plan:

To provide a framework to support the efficient and effective delivery of MOD.A services, projects and programs in accordance with the current Strategic Plan.

Key Strategic Objectives:

1. **Contributing to policy that affects home modifications at all levels of government**
2. **Advocacy and lobbying for quality client outcomes and home modification support mechanisms**
3. **Providing best practice advice, information and resources**
4. **Consulting broadly amongst all home modification stakeholders**
5. **Building sector capacity and sustainability**
6. **Promoting partnerships and collaboration that enhance client outcomes**
7. **Demonstrating and advocating for innovative and proactive supplier approaches that support quality client service and outcomes**

Critical Success Factors / Key Result Areas:

1. **Diversified revenue generation**
2. **Broaden membership**
3. **Alliances and partnerships**
4. **Client focus**
5. **Advocacy, policy and lobbying**
6. **Governance and legal structure**

Rationale:

MOD.A is a national peak body for the home modification sector and has a responsibility to represent and advocate on behalf of its membership as well as promoting the importance of home modifications in enabling the aged and people with disability to stay in their homes. The company is in its first year of operation as a national organisation and the transition from a state-based to a national focus requires a re-evaluation of historical activities and legacy frameworks. This Plan is intended to form the basis of a new framework to guide the company through its first year of operation and to establish its credentials to members, key stakeholders and potential funders.

Note: Areas Key- 1= Internal; 2= Services to members; 3= Member/sector capacity; 4= Clients/public

Key Result Area 1: Diversified revenue generation

Objective 1: To secure peaks, grant and specific project funding to ensure the medium-long term viability of the company.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Investigate options with DSS/DoH for ongoing peak funding opportunities.	Establish key contacts within government departments and lobby for peak funding.	1/3	Key contacts identified. Number of meetings held.	Process for recognition as peak organisation identified.	Travel and accommodation budget. Staff time.	Documents	July - Dec	CEO, Business Manager
	Submit a formal application to DSS/DoH for peaks funding.	1/3	Formal application submitted. Peaks funding of \$200,000 secured.	MOD.A is resourced to develop as an organisation and increase the capacity of the sector.	CEO 0.05 FTE BM 0.05 FTE	Documents Contract(s) Financials	Jan - June	CEO, Business Manager
Investigate grant opportunities available from DSS/DoH for policy and/or sector development.	Work with stakeholders (members, universities, consumer bodies, COTA) to develop applications for available grants.	1/3	Number of joint submissions made. Number of grants awarded. Income obtained.	MOD.A is resourced to develop policy and sector development initiatives.	CEO 0.05 FTE BM 0.05 FTE Gratis stakeholder support.	Documents Contract(s) Financials	July - June	CEO, Business Manager
Investigate and apply for relevant state and commonwealth tender and contract opportunities.	Work with relevant stakeholder (if any) to develop applications for commonwealth tenders and/or contracts.	1/3	Number of applications made. Number of tenders/contracts awarded. Income obtained.	MOD.A is funded to develop/implement specific contracted initiatives.	CEO 0.05 FTE BM 0.05 FTE Gratis stakeholder support.	Documents Contract(s) Financials.	July - June	CEO, Business Manager
Investigate specific contract opportunities from various state governments' Department of Housing for design, development or delivery of home modifications in public housing.	Work members and other relevant stakeholders to develop applications for state government and/or Department of Housing tenders related to home modifications.	1/3/4	Number of applications made. Number of tenders/contracts awarded. Income obtained.	MOD.A and/or member network(s) funded to assist in the design, development, or delivery of home modifications in public housing.	CEO 0.05 FTE BM 0.05 FTE In-kind stakeholder support.	Documents Contract(s) Financials	July - June	CEO, Business Manager
Identify and source funding from non-government sources.	Formal applications to corporate enterprises for sponsorship and/or grant funding.	1	Corporate package for sponsorship developed. Number of corporate sponsors. Income received.	MOD.A income supplemented from corporate enterprises.	CEO 0.05 FTE BM 0.05 FTE	Documents Contract(s) Financials	July - June	CEO, Business Manager
	Develop funding applications for submission to philanthropic organisations.	1	Number of applications made. % of applications successful. Income received.	MOD.A income supplemented from philanthropic organisations.	CEO 0.05 FTE BM 0.05 FTE	Documents Contract(s) Financials	July - June	CEO, Business Manager

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
	Establish an account with MyCharity to accept donations from the public.	1	Account established. Number and value of donations received.	MODS.A income supplemented by public donations.	BM 0.05 FTE	Transaction reports.	July - June	CEO, Business Manager

Objective 2: To develop and implement income generating business activities.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Develop a quality assurance/accreditation system.	Explore the feasibility of establishing a home modifications competency framework.	2,3	Preliminary feasibility report prepared and delivered to CEO/Board.	Executive has evidence to determine feasibility of a competency framework.	Sub-contractor 0.3 FTE (5 weeks)	Report.	July – Sep	CEO
	Negotiate with DSS/DoH and the Industry Development Fund (NSW) for financial assistance to develop framework.	2,3	Number of meetings held. Agreement for financial assistance obtained. % of project funded..	MOD.A has financial capacity to develop quality assurance/accreditation system.	Travel budget CEO 0.05 FTE	Documents Financial agreement	July – Sep	CEO
	Research and develop appropriate competencies and standards for home modification providers.	2,3	Key competencies and standards identified.	MOD.A has a standards framework to apply to a home modification QAS.	Sub-contractor 0.3 FTE (20 weeks)	Report.	Oct - Dec	CEO
	Apply for recognition of standards under a quality assurance framework through JAS-ANZ.	2,3	Application to JAS-ANZ made.	QAS standards framework recognised by JAS-ANZ.	Sub-contractor 0.3 FTE (5 weeks)	Documents	Jan- April	CEO
	Develop a business case for certification of service providers under the framework.	2,3	Business case developed. Number of services business case distributed/marketed to.	MJOD.A has a clearly articulated business case for providers to become certified.	Sub-contractor 0.3 FTE (5 weeks)	Documents Distribution list	May- June	CEO
Develop a Social Enterprise model for provision of service(s) within the sector.	Explore potential social enterprise opportunities for MOD.A in collaboration with member network.	4	Number of opportunities identified. Number of members involved in SE activities.	MOD.A has a recognised model for development of SE activities.	BM 0.05 FTE	Documents	July – June	Business Manager
	Seek corporate financing and/or sponsorship to support social enterprise(s).	4	Number of corporates approached. Income obtained exceeds costs.	MOD.A has cost-neutral social enterprise activities that engage members/community.	BM 0.05 FTE	Documents	July - June	Business Manager
Develop and implement a needs-based education and training program for OTs.	Conduct a needs assessment to determine education and training priorities for OTs working in home modifications.	3	Needs assessment developed. 60% response rate. Number of priorities identified.	MOD.A OT education and training program developed based on evidence of need.	Snr OT 0.1 FTE	Summary results	July - Aug	Snr OT

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
	Develop training packages and associated resources.	3	Number of discreet training packages developed.	Evidence based training packages.	Snr OT 0.2FTE	Documents	July – Dec	Snr OT
	Conduct F2F education and training sessions.	3	Delivery of 40 F2F education and training sessions. 450 discreet registrations for education and training sessions. 80% satisfaction rating.	Increased knowledge and skills of OTs working in home modifications.	Snr OT 0.3 FTE Admin support (0.2 FTE)	Training schedule Attendance list(s) Evaluations	Jan – June	Snr OT
			Registration fees cover costs of education and training sessions.	Provision of education and training sessions is cost neutral.	Bookkeeper	Financial statements	Jan – June	Snr OT
Provide OT education and training under direct license/contract arrangements with key stakeholders.	Negotiate with key stakeholders for the provision of fee-for – service education and training (eg NDIS).	3	Number of license agreements and/or contracts signed.	MOD.A identified as preferred supplier of OT education and training in relation to home modifications.	Travel and accommodation budget Staff time	Documents Agreements Financials	July - June	CEO, Snr OT
	Develop training packages and associated resources.	3	Number of discreet training packages developed.	Training packages developed to specifications.	Snr OT 0.2 FTE	Documents	July - June	Snr OT
	Conduct education and training sessions.	3	Number of education and training sessions delivered. Number of attendees per session/in total. 80% satisfaction rating.	Increased knowledge and skills of participants.	Snr OT 0.1 FTE Contract OT 0.2 FTE	Attendance list(s). Evaluations	July - June	Snr OT
			\$80,000 income with 20% margin on costs (profit).	Licensed education and training is profitable.	Bookkeeper	Financial statements	July - June	Snr OT
Sub-contract OT expertise to third parties.	Snr OT to provide clinical consultancy to third parties on a contracted fee-for-service basis.	4	Number of contracts signed. \$40,000 income with 20% margin on costs (profit).	Sub-contracted OT consultancy services are profitable.	Snr OT 0.1 FTE	Documents Financial statements	July-June	Snr OT
	Research and development of reports and/or submissions to inform the role of OTs in home modifications.	3	Number of reports generated. Number of submissions made.	MOD.A regarded as preferred supplier of reports/submissions on the role of OTs in home modifications.	Snr OT 0.1 FTE	Documents	July-June	Snr OT
Development of OT competency framework for delivery of home modifications.	Explore the feasibility of establishing a competency inclusive of RPL framework for OTs delivering I home modifications.	3	Number of stakeholders engaged. Number of meetings held. Feasibility report provided.	The feasibility (or not) of establishing a competency framework is clearly established.	Snr OT 0.1 FTE Gratis stakeholder support.	Feasibility Report	July - Dec	Snr OT

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
	Negotiate with OT Australia and other key stakeholders for financial assistance to develop framework.	3	Number of stakeholders engaged. Value of financial support received.	Dedicated financial support from OT Australia and/or other stakeholders to develop framework is provided.	Snr OT 0.1 FTE Gratis stakeholder support.	Financials	July - Dec	Snr OT
	Research and develop appropriate competencies for OTs delivering home modifications.	3	Number of appropriate competencies identified.	Competency framework developed based on appropriate competencies.	Snr OT 0.1 FTE Gratis stakeholder support.	Documents	Jan – April	Snr OT
	Apply for recognition of competency framework through AHPRA.	3	Application for competency framework completed and submitted.	Competency framework recognised by AHPRA.	Snr OT 0.1 FTE Gratis stakeholder support.	Documents	May- June	Snr OT
	Develop a business case for credentialing of OTs under the framework.	3	Business case developed. Number of OTs/services business case distributed/marketed to.	MJOD.A has a clearly articulated business case for providers to become certified.	Snr OT 0.1 FTE Gratis stakeholder support.	Documents Distribution list.	May- June	Snr OT
Develop and implement an education and training program for builders and other trades-people.	Conduct a needs assessment to determine education and training priorities for builders/trades-persons working in home modifications.	2,3	Needs assessment developed. 60% (member) response rate. Number of priorities identified.	MOD.A builder/trades-person education and training program developed based on evidence of need.	CEO 0.05 FTE BM 0.05 FTE	Summary results	July - Aug	CEO
	Redevelop current “Shed” program and/or develop new training packages and associated resources.	2,3	Number of discreet training packages and/or resources developed.	Evidence based training package.	Contractor 0.3 FTE (20 wks)	Documents Training package(s)/resources	Aug-Dec	CEO
	Convene expert panel to review appropriateness of package/resources.	2,3	Number of participants. Approval rating for package/resources.	Training package and resources approved by expert panel.	Travel and accommodation costs.	Attendance list. Minutes	Jan-Mar	CEO
	Conduct trial education and training session(s).	2,3	At least 1 trial education and training session delivered. Number and profession of attendees. 80% satisfaction rating.	Increased knowledge and skills of builders and other trade-persons working in home modifications.	Venue and catering costs Presenter costs Printing costs	Schedule Attendance list(s) Evaluation reports	Apr-June	CEO

Key Result Area 2: Broaden (and increase) Membership

Objective 1: To increase the number (and type) of service providers that are members of MOD.A.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Increase number of service providers in NSW that are members of MOD.A.	Identify the needs and potential drivers of membership for current and non-members.	1	Number of non-members identified. % non-members contacted. % members contacted.	Needs and drivers of membership identified.	CEO 0.05 FTE BM 0.05 FTE	Documents	July-Sep	CEO, Business Manager
	Develop a membership prospectus that articulates a clear value proposition.	1	Prospectus developed. Number of services distributed to.	Prospectus includes value proposition that addresses needs and drivers of non-members.	BM 0.05 FTE	Document Distribution list	Sep-Oct	CEO, Business Manager
	Actively encourage non-members in NSW to join.	1	20% of non-members join as full members. 40% of non members join as associate members.	Increase in number of NSW service providers joining MOD.A (from September 2015).	CEO 0.05 FTE BM 0.05 FTE	Member list	Oct - June	CEO, Business Manager
Recruit interstate service providers to become members of MOD.A.	Identify service providers in each state and territory.	1	Number of services identified.	Name and contact details of interstate service providers known.	CEO 0.05 FTE BM 0.05 FTE	Contact list	July-Dec	CEO
	Direct contact with service providers to encourage membership.	1	Number of services contacted. Number of services joining.	MOD.A membership includes representation from each state/territory.	CEO 0.05 FTE BM 0.05 FTE	Member list	Oct - June	CEO, Business Manager
Increase number/type of professionals/groups that are associate members	Identify value proposition for non-HMMS providers; OTs; builders; architects; other peaks/stakeholders.	1	Value proposition for non-HMMS providers identified.	MOD.A recruitment of non-HMMS members informed by value proposition.	CEO 0.05 FTE BM 0.05 FTE	Documents	July-Sep	CEO, Business Manager
	Actively market benefits of membership through industry associations.	1	% increase in the number of associate members (by profession).	MOD.A membership incorporates broad range of professional types.	CEO 0.05 FTE BM 0.05 FTE	Member list	Oct - June	CEO, Business Manager
	Establish reciprocal membership arrangements with key groups/agencies.	1	Number of reciprocal arrangements in place.	MOD.A membership includes key groups/agencies.	CEO 0.05 FTE BM 0.05 FTE	Member list	Oct - June	CEO
Review and adjust membership fees as required.	Set membership fees according to value proposition of membership and at a level acceptable to potential members.	1	% of membership that are satisfied with rate of membership fees.	Membership fees generate income exceeding \$100,000 from at least 90 members.	CEO 0.01 FTE BM 0.01 FTE	Fees survey	Oct - June	CEO, Business Manager

Objective 2: To increase the value proposition of membership.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Implement a business development program for member organisations.	Provide business support and development services (business planning, systems, IT, HR, etc) to member organisations.	2	Number and type of services offered. Number of members utilising support services.	Member services function more efficiently and effectively.	BM 0.1 FTE	Support service reports	Jan-June	Business Manager
	Negotiate with industry vendors and suppliers for discounts for member organisations.	2	Number of vendors/suppliers contacted. % agreeing to provide member discounts.	MOD.A is able to offer members discount pricing on a range of goods and services.	BM 0.1 FTE	Documents	Jan-June	CEO, Business Manager
Conduct Annual Survey of Members.	Develop and implement annual member survey to evaluate satisfaction with current service provision.	2	Survey developed. 80% response rate. 80% satisfaction rating.	MOD.A has evidence to validate current range and types of services provided.	BM 0.2 FTE	Survey results	May	Business Manager
	Conduct member Needs Assessment to inform future Strategic/ Business Plans and services provided.	2	Survey developed. 80% response rate. 80% satisfaction rating.	MOD.A has evidence base to plan and implement services that will retain current and expand membership.	BM 0.2 FTE	Survey results	May	Business Manager
Establish member networks to facilitate the sharing of information and resources.	Facilitate regular meetings for regional networks to encourage information sharing and collaboration.	2	Number of networks established. Number of meetings per network.	Member organisations share information, collaborate and function more effectively.	CEO 0.05 FTE BM 0.05 FTE TC fees	Meeting schedule Minutes	Jan-June	CEO
Provide members with expert advice.	Establish specific advisory groups to inform MOD.A support for members through information sheets and other resources.	2, 3	Number of advisory groups established. Number of information sheets and other resources provided.	Members have access to peer reviewed expert advice in the form of resources.	Travel budget TC fees Staff time	Minutes Resources	Jan-June	CEO

Key Result Area 3: Alliances and Partnerships

Objective 1: To develop mutually beneficial relationships with key stakeholders.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Develop and maintain strategic relationships with state and national bodies representing aged care and disability.	Become a member of the National Aged Care Alliance (NACA); (NSW) Council of the Ageing (COTA); Community Care Consortium; ACSA and PWD Australia.	1,3	Number of national bodies MOD.A is a member of. Number of agency reference groups, advisory committees or other	MOD.A recognised as the national voice for home modifications within the aged and disability sector.	CEO 0.2 FTE	Member lists	July-June	CEO
Develop formal relationships with service providers for the aged and disability sector.	Establish and develop joint project submissions with LASA, LifeTec (Queensland) and other ILC's.	1,3	Number and type of project submissions developed. % of submissions successful.	MOD.A recognised as the national voice for home modifications within the aged and disability sector.	CEO 0.2 FTE	Documents	July-June	CEO
Develop formal relationships with government services for the aged and disability sector.	Develop strategic partnership arrangements with NDIA; LTCS and equivalents; DVA; and state housing authorities.	1,3	Number of strategic partnerships developed with government services.	MOD.A recognised as the national voice for home modifications within the government services for aged and disability sector.	CEO 0.2 FTE	Documents	July-June	CEO
Develop formal relationships with professional bodies.	Develop and implement MoU with OT Australia and other professional bodies (eg MBA, HIA).	1,3	Number of MoU's developed.	MOD.A recognised as the national voice for home modifications within professional bodies.	Documents	MoU's	July-June	CEO
Establish collaborative relationship with relevant university departments and other academic bodies.	Maintain and strengthen collaborative relationship with UNSW Dept of the Built Environment/HMInfo and other research centres.	1,3	Number of joint submissions developed. Number of joint policy statements developed. Number of joint research proposals developed.	MOD.A has a substantive influence on the type and nature of research conducted around home modifications across Australia.	CEO 0.2 FTE	Documents	July-June	CEO
Establish collaborative relationship with state and national housing peak bodies and others associated with affordable housing.	Actively participate in and/or contribute to policy statements, budget submissions, research proposals and other activities.	1,3	Number of joint budget submissions, policy statements and research proposals: * developed * contributed to.	MOD.A has a substantive influence on the type and nature of budget submissions, policy statements and research proposals developed by peak bodies for affordable housing.	CEO 0.2 FTE	Documents	July-June	CEO

Key Result Area 4: Client Focus

Objective 1: Increase public awareness of the benefits of home modifications to health and well-being and how to access.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Increase awareness within the general community (targeting aged and disability) on the importance of home modifications and home modifications service providers.	Develop and implement an awareness raising campaign targeting the general community – include News Releases and feature articles in Domain and other community accessible information points.	4	Number of news releases. Number of featured articles. Number and type of other communications to the general community.	Increased awareness among the general public about the benefits of home modifications.	PPO 0.1 FTE	Documents Survey	Jan-June	Policy and Projects Officer
	Investigate option of ABC/SBS news and current affairs programs to feature (benefits of) home modifications and how to access.	4	Number of options identified. Number and type of news or current affairs reports on home modifications and/or service providers.	Home modifications, their importance and information on how to access is broadcast to a national audience.	PPO 0.1 FTE	Documents Survey	Jan-June	Policy and Projects Officer
Develop a specific project to determine the type of information consumers need and how they obtain it in order to make an informed decision on home modifications.	Investigate and review current information and resources available for consumers – what, where and how to access?	4	Number and type of resources reviewed and evaluated.	A summary report on resources available for consumers and how they are accessed is developed.	PPO 0.05 FTE	Summary report	July-June	Policy and Projects Officer
	Identification of gaps in available information and resources for consumers.	4	Number and type of gaps identified. Summary report on gaps.	MOD.A is aware of gaps in current information and resources and is able to develop appropriate strategies to address.	PPO 0.05 FTE	Summary report	July-June	Policy and Projects Officer
	Establish Consumer Advisory Group Consult with consumer stakeholders to identify consumer needs related to information/resources on home modifications; providers; and person-centred/Consumer Directed Care.	4	Constitution, location and TOR of Consumer Advisory Group are approved by MOD.A Board. Consumer Advisory Group established. TOR approved by Board. Number and type of members consultations. Number of meetings.	Consumer needs related to information and resources on home modifications, providers and person centred/CDC are identified so that strategies to address can be developed.	PPO 0.05 FTE	Meeting schedule Minutes	July-June	CEO, Policy and Projects Officer

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Encourage service providers to provide information and resources to clients to assist decision making within CDC framework.	Negotiate with DSS/DoH for specific funding to develop information and resources on CDC for distribution to consumers.	2,4	Submission (joint with HMInfo) is developed and provided to DoH and/or DSS Funding agreement finalised. Income obtained.	MOD.A is financially resourced to develop consumer accessible information and resources on CDC framework.	PPO 0.1 FTE	Funding agreement	Jan-June	Policy and Projects Officer
	Develop and make available to members consumer-accessible information and resources on CDC framework.	2,4	Number and type of information and other resources developed. % members distributing to clients.	Service providers are provided with appropriate CDC resources to distribute to consumers.	PPO 0.1 FTE	Resource list	Jan-June	Policy and Projects Officer
	Encourage members to share pre-existing materials with other members.	2,3	Number of members that share pre-existing materials. Number and type of materials shared.	Service providers are able to distribute pre-existing CDC materials to consumers.	PPO 0.1 FTE	Resource list	Jan-June	Policy and Projects Officer
Assist service providers to adopt a person-centred approach to their practice.	Identify and develop appropriate resources to assist service providers.	3	Number and type of resources developed. % members utilizing resources.	Service providers adopt a person-centred approach to their practice.	PPO 0.1 FTE	Resource list	Jan-June	Policy and Projects Officer
	Showcase current examples of good person-centred practice by service providers.	3	Number of services showcased.	Services that have implemented good person-centred practice are identified and showcased by MOD.A.	PPO 0.05 FTE	Documents	Jan-June	Policy and Projects Officer

Key Result Area 5: Advocacy, policy and lobbying

Objective 1: To improve client outcomes and home modification support mechanisms.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
Advocate on behalf of home modification service providers.	Develop resources that identify the importance of home modification service providers and the benefits they provide.	2	Number and type of resources developed Number and type of agencies resources are distributed to.	Home modification service providers are recognised for benefits they provide.	PPO 0.05 FTE	Resources	Jan-June	Policy and Projects Officer
Advocate the importance and benefit of home modifications.	Develop and distribute position papers and policy statements that reiterate the importance and benefits of home modifications to health, well-being and re-ablement.	4	Number of position papers and policy statements developed. Number and type of agencies position papers and policy statements are distributed to.	Home modifications are recognised for their importance and benefits they provide to health, well-being and re-ablement.	CEO 0.01 FTE PPO 0.05 FTE	Documents Distribution lists	Jan-June	CEO Policy and Projects Officer
	Identify and promote relevant literature and evidence base that supports home modifications.	3,4	Number and type of literature and other evidence base identified. Number of instances literature and evidence base promoted.	The evidence base supporting the importance and benefits of home modifications is cited by third parties.	PPO 0.05 FTE	Documents	Jan-June	Policy and Projects Officer
	Incorporate known evidence-base in submissions and policy contributions to aged and disability reforms.	3,4	100% of submissions and policy contributions include reference to identified literature and/or evidence base.	MOD.A submissions and policy contributions are valued and highly regarded.	PPO 0.05 FTE	Documents	Jan-June	Policy and Projects Officer
	Develop and distribute position statements on Ageing, Disability and Housing that reiterate the importance of home modifications.	3,4	100% of position statements on reiterate the importance of home modifications. Number of organisations position statements distributed to.	Home modifications are seen as integral to national Ageing, Disability and Housing policy and initiatives.	CEO 0.01 FTE PPO 0.05 FTE	Documents Distribution lists	Jan-June	CEO Policy and Projects Officer
Influence national policy on the provision of suitable housing for the aged and people with disability.	Provide critical analysis of government and sector policy initiatives that impact provision of home modifications to the aged and people with disability.	3,4	100% of government and sector policy initiatives that impact the provision of home modifications are critically analysed. Number and type of responses provided on policy initiatives.	The negative impact of government and sector policy initiatives on the provision of home modifications is minimised.	CEO 0.01 FTE PPO 0.05 FTE	Documents	Jan-June	CEO Policy and Projects Officer

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
	Provide informed, constructive and consensus feedback on government and sector policy initiatives that impact affordable housing.	3,4	100% of government and sector policy initiatives that impact affordable housing are provided informed, constructive and consensus feedback. % of MOD.A members and stakeholders engaged in developing feedback.	The negative impact of government and sector policy initiatives on the provision of affordable housing is minimised.	PPO 0.05 FTE	Documents	Jan-June	Policy and Projects Officer
	Ensure that home modifications are included wherever possible in policy initiatives that impact affordable housing.	3,4	100% of policy initiatives that impact affordable housing are reviewed to determine inclusion of home modifications. Number and type of responses provided on policy initiatives.	Home modifications are incorporated into policy initiatives that impact affordable housing.	PPO 0.05 FTE	Documents	Jan-June	Policy and Projects Officer
To be an effective lobbyist for home modifications and service providers.	Regular meetings with relevant Ministers and/or Departments to argue the importance of home modifications.	3,4	Number of Ministers/ Department representatives met. Number of meetings/Minister or Department representative. Number and type of government/sector appointed reference groups or other committees that include MOD.A.	Government Ministers and senior members of DSS/DoH understand the importance of home modifications.	CEO 0.05 FTE	Meeting schedule Minutes	July-June	CEO
	Regular meetings with key national stakeholders (MBA, HIA) to argue the importance of home modifications.	3,4	Number of national stakeholders met. Number of meetings/national stakeholder.	National stakeholders understand the importance of home modifications.	CEO 0.05 FTE	Meeting schedule Minutes	July-June	CEO
	Regular meetings with insurance companies to offer new or modify existing products to incorporate home modifications.	4	Number of insurance companies met. Number of meetings/insurance company. Number of products that incorporate home modifications.	Insurance companies offer products that either directly target or specifically reference home modifications.	CEO 0.05 FTE	Meeting schedule Minutes	July-June	CEO

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
	Regular meetings with banks and other financial institutions to offer new or modify existing products that allow the aged and people with disability to fund home modifications.	4	Number of financial institutions met. Number of meetings/financial institution. Number of products that allow funding of home modifications.	Financial institutions offer products that either directly target or specifically reference the funding of home modifications.	CEO 0.05 FTE	Meeting schedule Minutes	July-June	CEO

Key Result Area 6: Governance

Objective 1: To ensure the company has appropriate governance, systems, infrastructure and procedures.

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
The MOD.A board functions efficiently and effectively.	Develop job description for directors and Company Secretary that identify pre-requisite skill sets.	1	100% of directors have job description. Company Secretary has job description.	Board members are aware of their duties and responsibilities.	BM 0.05 FTE	Documents	July-Dec	CEO
	Actively recruit directors with specific skill sets.	1	100% of directors appointed to board based on skills and experience.	MOD.A board functions efficiently and effectively.	CEO 0.05 FTE	Documents	July-Dec	CEO
	Provide opportunities for education and training to ensure directors are up-to-date with their obligations.	1	100% of directors are offered professional development opportunities during their tenure.	Board members are aware and up-to-date on their fiduciary responsibilities.	CEO 0.05 FTE	Documents	July-June	CEO
	Schedule at least 4 regular board meetings per year.	1	4 board meetings are scheduled each calendar year.	MOD.A board is aware of and has proper oversight of company activities.	CEO 0.05 FTE	Board calendar	July-June	CEO
	Schedule regular executive meetings.	1	6 executive meetings are held per calendar year.	MOD.A executive is aware of and has proper oversight of company activities.	CEO 0.05 FTE	Executive calendar	July-June	CEO
	Identify and implement appropriate membership advisory structure.	1	Membership advisory structure identified and implemented.	MOD.A board is aware of key issues and challenges facing membership.	CEO 0.05 FTE	Board calendar	Jan-June	CEO
	Board reporting includes reference to summary dashboard indicators.	1	Dashboard indicators identified and reported on at each board meeting.	MOD.A board is aware of how the company is tracking against key indicators.	CEO 0.05 FTE	Documents	July-Dec	CEO
Schedule and conduct AGM in compliance with constitution.	Schedule and conduct annual general meeting as per the constitution and ASIC requirements.	1	AGM scheduled and conducted by end November. % of members attending.	MOD.A complies with ASIC requirements regarding the holding of the AGM.	CEO 0.05 FTE	Board calendar	November	CEO
Implement appropriate financial systems to satisfy Board and ASIC requirements.	Maintain third-party financial management and monthly/annual financial reporting.	1	Third party financial management maintained. Monthly financial reports provided to CEO.	MOD.A CEO and Board are constantly aware of company's income and expenditure and cash position.	CEO 0.05 FTE Financial management costs.	Financial documents	July-June	CEO

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
	Develop annual budget and review against variance quarterly.	1	Annual budget developed and approved by Board prior to the start of financial year. Budgeted income/expenditure variance reviewed quarterly.	Activities of the company are managed according to budgeted income and expenditure.	CEO 0.05 FTE Financial management costs.	Financial documents	Apr-June	CEO
	Conduct annual audit and supply ASIC with annual audited accounts.	1	Annual financial audit completed and submitted to ASIC before end October.	MOD.A complies with ASIC requirements regarding annual financial audit.	CEO 0.05 FTE Approved Auditor costs.	Audit report	Aug-Oct	CEO
	Ensure annual acquittals are completed as required.	1	100% of acquittals completed.	MOD.A complies with all contractual acquittal requirements.	CEO 0.05 FTE Financial management costs.	Contracts Financial documents	Aug-Oct	CEO
	Review financial policies and procedures annually.	1	100% of financial policies and procedures reviewed annually.	MOD.A financial policies and procedures are kept current and up to date.	CEO 0.05 FTE BM 0.05 FTE	Finance Manual	May	CEO
Develop and implement appropriate human resource policies and procedures.	Develop, implement and annually review human resource policies and procedures.	1	100% of human resource policies and procedures are reviewed annually.	MOD.A human resource policies and procedures are kept current and up to date.	BM 0.01 FTE	HR Manual	May	Business Manager
Develop and implement policies and procedures as required.	Develop, implement and annually review WH&S, administration, ICT, governance and other policies and procedures.	1	100% of (non HR) policies and procedures are reviewed annually.	MOD.A human resource policies and procedures are kept current and up to date.	BM 0.01 FTE	Policies and Procedures	May	Business Manager
Identify and source appropriate infrastructure to ensure the smooth operation of the company	Quarterly review of company ICT and other infrastructure assets to ensure fit for purpose.	1	100% of company ICT and other infrastructure assets are fit for purpose.	MOD.A staff are able to operate at maximum efficiency.	BM 0.01 FTE	Assets register. Maintenance logs.	Aug, Nov, Feb, May	Business Manager
Implement a comprehensive marketing and promotion strategy.	Develop a comprehensive marketing plan that includes social media.	1	Marketing Plan developed.	MOD.A activities and achievements are widely known among stakeholders.	BM 0.2 FTE	Marketing Plan	Jan-June	Business Manager
	Consistent application of branding across all collateral.	1	100% of collateral materials are consistently branded.	Materials developed by MOD.A are consistent and easily recognisable.	BM 0.01 FTE	Materials	July-June	Business Manager
	Develop and implement new website.	1,2	New website consistent with MOD.A branding developed.	MOD.A web presence is current and consistent with other collateral materials.	BM 0.02 FTE	Website	Aug-Dec	Business Manager

Strategies	Activities	Area	KPIs	Outcomes	Resources	Data	Timeframe	Ownership
	Monthly publication of electronic newsletter that includes relevant information for subscribers.	1,2	12 editions of electronic newsletter developed. 100% of subscribers receive each newsletter.	Newsletter subscribers are kept up to date on latest information related to the home modification sector.	CEO 0.05 FTE BM 0.01 FTE PPO 0.05 FTE	Electronic records. Distribution list.	Monthly	Business Manager
	Plan and deliver (bi) annual conference.	1,2,3	Conference planned and delivered. Number of delegates. \$50,000 in revenue generated.	MOD.A recognised as the peak body by members, stakeholders and suppliers to the home modification sector.	CEO 0.05 FTE BM 0.05 FTE Contracted Conference Manager	Conference Handbook/ proceedings	Aug-April	CEO, Business Manager
	Develop and produce industry magazine twice-yearly that actively promotes MOD.A, service providers and health and well-being benefits of home modifications.	1,2,3	2 publications annually. Advertising revenue exceeds costs by 20% (profit).	Home modifications, client and provider stories and information are recognised and increasingly understood in the community. Suppliers are able to promote to the home modifications industry and to the community. Increase in the awareness and understanding of the importance of home modifications among the aged and disability sector and key policy stakeholders.	CEO 0.1 FTE BM 0.1 FTE PPO 0.1 FTE Printing and distribution costs.	Magazine. Subscriber survey.	January April July October	CEO, Business Manager

Reporting Framework

OBJECTIVE 1:
From above.

Strategies	Activities	KPIs	Outcomes	Progress to Date
Copied from above	Copied from above	Copied from above	Copied from above	