

Health Profession Agreement

**Chiropractic
Board of Australia**

and

**The Australian Health Practitioner
Regulation Agency**

2012 - 2013

Health Profession Agreement

1. Preamble

- 1.1. The Health Practitioner Regulation National Law Act 2009 requires the Australian Health Practitioner Regulation Agency (AHPRA) and the Chiropractic Board of Australia (the Board) to enter a Health Profession Agreement that provides for the following:
 - 1.1.1. the services to be provided by the Agency to the Board to enable it to carry out its functions;
 - 1.1.2. the fees payable by health practitioners; and
 - 1.1.3. the annual budget of the Board.
- 1.2. The National Law framework for this Agreement is set out in Attachment 1.
- 1.3. In developing and signing this Agreement:
 - 1.3.1. both parties agree that a successful Health Profession Agreement is an important element of an effective working relationship;
 - 1.3.2. the Board will do everything it can to make its requirements clear; and
 - 1.3.3. the Agency will do everything it can to provide the services required by the Board to perform its functions.
- 1.4. The NRAS Strategy 2011 -2014 outlines an agreed high level strategy for the joint work of National Boards and AHPRA. See Attachment 2.
- 1.5. Boards commit to actively co-operate and collaborate with other national Boards wherever appropriate, in areas of mutual interest and of wider importance for the implementation of the National Scheme as a whole.

2. Guiding principles for the Agreement

- 2.1. The guiding principles, which underpin this agreement, are as follows:
 - 2.1.1. the Board and the Agency recognise each other's distinct and complementary statutory responsibilities;
 - 2.1.2. the Board and the Agency recognise their mutual accountability and partnership;
 - 2.1.3. the implementation of the agreement provides mutually beneficial outcomes for both parties and the community we jointly serve;
 - 2.1.4. the Board and the Agency are committed to the efficient management and continuous improvement of their respective functions;
 - 2.1.5. the Board and the Agency have a commitment to resolve problems or disputes promptly.

3. Scope of this agreement

- 3.1. This Agreement is for the period 1st July 2012 to 30th June 2013.
- 3.2. Under this Agreement, the Board will recognise its statutory and policy responsibilities. In particular, it will:
 - 3.2.1. advise the Agency of any risks which may impact on its ability to meet its statutory obligations; and
 - 3.2.2. ensure prompt consideration of policy matters necessary to fulfil its obligations under this agreement.
- 3.3. The Board will also recognise the operational responsibilities of the Agency. It will:
 - 3.3.1. provide clear directions on its requirements in relation to the services from the Agency as specified in Schedule 1;
 - 3.3.2. develop a fee structure which provides adequate financial resources to the Agency to enable it to perform its functions under this agreement;
 - 3.3.3. ensure that Board members are accessible to Agency staff;
 - 3.3.4. ensure prompt consideration of operational matters raised by the Agency as a consequence of its fulfilling its obligations under this agreement and in relation to the shared objective of national consistency and improving the ways AHPRA delivers services on behalf of the Board;
 - 3.3.5. ensure adherence to AHPRA's financial responsibilities in procurement and other operational processes in fulfilling the Board's work plans;
 - 3.3.6. direct any requests for additional tasks, beyond those detailed in Schedule 1 of this Agreement, through the Director, National Boards Services. Time frames and impact on other services and priorities will then be negotiated;
 - 3.3.7. authorise the Chair of the Board (or his/her nominee) to act as liaison officer with respect to this Agreement;
 - 3.3.8. provide information requested by the Agency on the Board's performance of its functions for inclusion in the Agency's annual report and other agreed purposes;
 - 3.3.9. liaise and consult with the Agency to develop the Board's strategic and work plans.
- 3.4. Under this Agreement the Agency will recognise its statutory and policy responsibilities. It will:
 - 3.4.1. advise the Board of any risks which may impact on its ability to meet its statutory obligations;
 - 3.4.2. provide policy, secretariat and research support for the Board and its delegate to enable effective and timely decision making including;
 - 3.4.2.1. policy advice
 - 3.4.2.2. advice on regulatory or legislative changes
 - 3.4.2.3. responses to questions from Ministers and parliaments
 - 3.4.2.4. Board appointments
 - 3.4.2.5. Freedom of Information and Privacy legislation and the Ombudsman

3.4.2.6. media, public relations, issues management and communication support.

3.4.3. ensure that services comply with Board policy and relevant laws;

3.5. The Agency will also recognise its operational responsibilities to the Board. It will:

- 3.5.1. fulfil the requirements for the delivery of services as outlined in Schedule 1;
- 3.5.2. provide registration and notification services to delegated decision-makers in accordance with agreed Board delegations, operational policies and the National Law;
- 3.5.3. facilitate Board access to relevant information, facilities and staff of the Agency;
- 3.5.4. ensure that senior Agency staff liaise and consult with the Board to provide guidance and advice and raise issues likely to impact on the Board's strategic and work plans;
- 3.5.5. manage financial resources in an efficient, transparent and accountable way ensuring that there are appropriate internal safeguards which are subject to controls and audit;
- 3.5.6. enter into and manage any third party contracts, agreements or key relationships required by the Board to support its statutory obligations and provide agreed services to support such contracts;
- 3.5.7. develop and implement operational protocols and guidance to promote nationally consistent service delivery which reflects the Board's standards, guidelines and policies;
- 3.5.8. maintain relevant website content in line with Board's direction and expectations including updates relating to board activities;
- 3.5.9. provide responsive customer services including counter, email response and telephone services in support of Board and Agency functions and services;
- 3.5.10. monitor and regularly report on performance and provide feedback on the level of performance in relation to the standards for the agreed services;
- 3.5.11. undertake specific projects as requested by the Board within agreed priorities and agreed timeframes. Additional funding may be negotiated with the Board where the work impacts on normal operational staffing and is considered not to be part of routine roles and functions performed by the Agency;
- 3.5.12. monitor and regularly report on the management of significant risks which may impact the Board's ability to meet its statutory obligations;
- 3.5.13. manage a program of projects to continuously improve the consistency and quality of services, promote innovation and to adopt contemporary business and service delivery models;
- 3.5.14. authorise the Director, National Board Services as the Agency's liaison officer with respect to this agreement.

4. Dispute resolution

- 4.1. If a dispute arises, the parties will raise the matter with each other setting out the issues in dispute and the outcome desired. Each party agrees to use its best endeavours to resolve the dispute fairly and promptly.
- 4.2. If the dispute cannot be resolved, the matter will be referred to the Chief Executive Officer of the Agency and the Chair of the Board.
- 4.3. If the dispute cannot be resolved following the steps above, it will be referred to the Chair of the Agency Management Committee and the Chair of the Board.
- 4.4. Either party may request the appointment of an independent, accredited mediator at any stage in the process.
- 4.5. If the Agency and the Board(s) are unable to resolve the dispute it may be referred to the Ministerial Council, consistent with the requirements of the National Law.

5. Review

- 5.1. The Agency and the Board agree to review this agreement on an annual basis.

6. Schedules

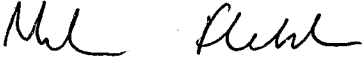

- **Schedule 1: Services to be provided to the Board by AHPRA**
- **Schedule 2: Board's annual work plan**
- **Schedule 3: Income and expenditure budget, balance sheet and budget notes**
- **Schedule 4: Schedule of fees**
- **Schedule 5: Performance indicators and reporting**

This Agreement is made between

The Chiropractic Board of Australia

and

The Australian Health Practitioner Regulation Agency (AHPRA)

Signed for and on behalf of AHPRA by:	Signed for and on behalf of the Chiropractic Board of Australia by:
 Signature of Chief Executive Officer Mr Martin Fletcher	 Signature of the National Board Chair Dr Phillip Donato OAM
Date 19/9/12	Date 19/9/2012

Attachment 1. Legislative framework

Health Practitioner Regulation National Law, as in force in each state & territory (the National Law)

Objectives and guiding principles of the legislation

- (1) The object of this Law is to establish a national registration and accreditation scheme for:
 - (a) the regulation of health practitioners; and
 - (b) the registration of students undertaking;
 - (i) programs of study that provide a qualification for registration in a health profession; or
 - (ii) clinical training in a health profession.
- (2) The objectives of the national registration and accreditation scheme are:
 - (a) to provide for the protection of the public by ensuring that only health practitioners who are suitably trained and qualified to practise in a competent and ethical manner are registered; and
 - (b) to facilitate workforce mobility across Australia by reducing the administrative burden for health practitioners wishing to move between participating jurisdictions or to practise in more than one participating jurisdiction; and
 - (c) to facilitate the provision of high quality education and training of health practitioners; and
 - (d) to facilitate the rigorous and responsive assessment of overseas-trained health practitioners; and
 - (e) to facilitate access to services provided by health practitioners in accordance with the public interest; and
 - (f) to enable the continuous development of a flexible, responsive and sustainable Australian health workforce and to enable innovation in the education of, and service delivery by, health practitioners.
- (3) The guiding principles of the national registration and accreditation scheme are as follows:
 - (a) the scheme is to operate in a transparent, accountable, efficient, effective and fair way;
 - (b) fees required to be paid under the scheme are to be reasonable having regard to the efficient and effective operation of the scheme;
 - (c) restrictions on the practice of a health profession are to be imposed under the scheme only if it is necessary to ensure health services are provided safely and are of an appropriate quality.

The Australian Health Practitioner Regulation Agency

Section 26 of the National Law sets out the requirement as follows.

- “(1) The National Agency must enter into an agreement (a health profession agreement) with a National Board that makes provision for the following:
- (a) the fees that will be payable under this Law by health practitioners and others in respect of the health profession for which the Board is established (including arrangements relating to refunds, waivers, or reductions and penalties for late payment),
 - (b) the annual budget of the National Board (including the funding arrangements for its committees and accreditation authorities),
 - (c) the services to be provided to the National Board by the National Agency to enable the National Board to carry out its functions under the national registration and accreditation scheme.”

Among the functions of the National Agency, section 25(d) provides that the Agency must negotiate in good faith with, and attempt to come to agreement with each National Board on the terms of a health profession agreement. Section 35(1)(f) provides a corresponding function for a National Board.

The National Law in section 32(2) limits the powers of the National Board so that, among other limitations, it cannot enter a contract. In this regard the National Board may only engage services through the National Agency.

The activities provided for in a health profession agreement must necessarily relate to the functions of a National Board and the functions of the National Agency.

Finance

Part 9 of the National Law regulates finance for the national scheme. Section 208 establishes the Australian Health Practitioner Regulation Agency Fund (the Agency Fund), to be administered by the National Agency. Sections 209-211 provide for the payments into and out of the Agency Fund as well as the investment of money in the Agency Fund.

Financial management duties of the National Agency and National Boards are provided in section 212. Duties are imposed on the National Agency to ensure its financial management and operations are efficient, transparent and accountable and its financial management practices are subject to appropriate internal safeguards.

A National Board is required to ensure its operations are efficient, effective, and economical, and to take any necessary action to ensure the National Agency is able to comply with its financial management responsibilities.

The National Law provides in section 236(1) protection from personal liability for persons who act in good faith in the exercise of functions under the law. Any liability that arises in this regard attaches to the National Agency.

Attachment 2. NRAS Strategy 2011 – 2014



National Registration & Accreditation Scheme Strategy 2011-2014

OUR VISION

A competent and flexible health workforce that meets the current and future needs of the Australian community

OUR MISSION

To regulate health practitioners in Australia in the public interest

OUR VALUES

In fulfilling our role:

- We act in the interest of public health and safety
- We work collaboratively to deliver high-quality health regulation
- We promote safety and quality in health practice
- Our decisions are fair and just
- We are accountable for our decisions and actions
- Our processes are transparent and consistent

KEY STRATEGIC PRIORITIES 2011-14

In accordance with the National Law and our values, we will:

1. Ensure the integrity of the National Registers
2. Drive national consistency of standards, processes and decision-making
3. Respond effectively to notifications about the health, performance and conduct of health practitioners
4. Adopt contemporary business and service delivery models
5. Engender the confidence and respect of health practitioners
6. Foster community and stakeholder awareness of and engagement with health practitioner regulation
7. Use data to monitor and improve policy advice and decision-making
8. Become a recognised leader in professional regulation



AHPRA
Australian Health Practitioner Regulation Agency

Chiropractic Dental Medical Nursing and Midwifery Optometry	Occupational Therapy Pharmacy Physiotherapy Podiatry Psychology
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Schedule 1: Services to be provided to the Board by AHPRA

Business Operations

Notifications, registration applications and renewals

Within approved delegations:

- Manage applications for registration consistent with approved registration standards.
- Manage student registrations.
- Receive and investigate notifications about health practitioners and students in relation to performance, conduct or health matters
- Provide effective coordinated support and comprehensive data and advice for state and territory boards, national committees and registration and notifications committees in their decision making about registration and notification matters.
- Manage matters relating to practitioner impairment.
- Facilitate communication with stakeholders and manage key relations.
- Provide support for hearing panels - preparation and circulation of agendas and associated papers, drafting decisions and correspondence.
- The preparation, facilitation and conduct of examinations if required by the Board.
- Establish effective arrangements for professional advisers
- Continuously improve the design and implementation of delegations
- Communications support for issues and media management which is consistent with the Board's media strategy
- Increase national consistency of processes and decision making to implement standards
- Provision of legal advice and services

Online Service Delivery

- Development of online services for health practitioners consistent with agreed business priorities
- Promotion of uptake of online services by health practitioners.

National Registers

- Maintain a current online national register of registered health practitioners and specialists.
- Implement strategies to ensure the accuracy and completeness of data on the registers
- Maintain a current national register of students of the profession.
- Provide the Board and key partners with relevant workforce registration information.

Customer service

- Ensure that practitioners and members of the public can have their phone, email and in person queries dealt with by AHPRA within agreed response times.
- Development and dissemination of communications including production of practitioner newsletters

Compliance

- Monitor those practitioners who are subject to conditions on their registration, undertakings or who are suspended.
- Implement an agreed program of audit of registration standards.

Examinations

- Manage examinations for provisional registrants where agreed with Board.

Business Support

Board and Committee Support

- Development of registration standards, codes, guidelines and policy as agreed with the Board and across Boards on agreed priority areas.
- Stakeholder engagement, government relations including Health Workforce Principal Committee and coordination of whole-of-scheme issues such as community engagement.
- Operational support - arranging Board and committee meetings, travel, accommodation, payment of sitting fees and expenses.
- Secretariat services - preparation and circulation of agendas and associated papers, drafting decisions, correspondence and communiqués for the Board and its committees.
- Project management – delivery of agreed projects on behalf of the Board.
- Communications – Board website, publications, event management and media/issues management advice and support.
- Legal advice - provision of legal advice and services.
- Board effectiveness – services including training, recruitment and succession planning.

Financial Management

- Maintain a specific account for the Board within the Agency Fund.
- Manage funds in accordance with requirements of the National Law
- Provide agreed regular financial and performance reports
- Implement policies and procedures for the collection, refund, reduction and waiver of fees.
- Provide financial support and advice to the Board and relevant Board committees.
- Implement measures to improve efficiency and productivity of AHPRA performance through adoption of contemporary business and service delivery models.
- Manage AHPRA allocated costs.

Risk Management

- Manage an organisation-wide risk management strategy.
- Implement an internal audit function to improve AHPRA's management and mitigation of risk.

Accreditation

- Where accreditation functions are provided by an independent accreditation authority, negotiate and manage an agreement on behalf of the Board for the provision of those functions including any agreed specific projects.
- Manage accreditation arrangements on behalf of Boards where the Board decides in consultation with AHPRA, that accreditation functions should be established within AHPRA.
- Maintain a current and publicly accessible list of approved programs of study for the profession.

Board Work Program

- Delivery of agreed Board-specific work program within agreed priorities, available resources and service standards.

Schedule 2: Business Plan

2012-13 Business Plan derived from Chiropractic Board of Australia Strategy 2012-14

The Chiropractic Board of Australia's strategic plan articulates key strategic priorities for the next two years. This section of the plan details what will be delivered in the 2012-13 financial year.

1. REGISTRATION, NOTIFICATION & COMPLIANCE

Key Objective 1: To provide for the protection of the public by ensuring that only health practitioners who are suitably trained and qualified to practise in a competent and ethical manner are registered.

Business planning goal	Outcome
1. Register suitably qualified and competent persons in the health profession and, if necessary, to impose conditions on the registration of persons in the profession	<ul style="list-style-type: none">• Develop and Implement Registration Decision Making Framework• Appropriate accreditation outcomes/strategies/projects• Appropriate education outcome/strategies/projects• Appropriate assessment outcomes/strategies/projects• Only impose restrictions on the practice of a health profession if it is necessary to ensure health services are provided safely and are of an appropriate quality
1(a) Ensure valid and reliable registration framework for the profession	<ul style="list-style-type: none">• Develop and maintain suitable standards, codes, guidelines and policies for the purposes of granting registration under the National Law• Develop and implement registration decision making framework• Provide feedback on operational and policy issues when they arise.• Develop a registration decision making compendium
1(b) Ensure compliance with registration standards	<ul style="list-style-type: none">• Participate in AHPRA audit project• Engage with stakeholders in order to promote knowledge and understanding of registration issues.
1(c) Provide for timely and appropriate handling of registrations	<ul style="list-style-type: none">• Advise state offices of the opportunity for out of session decision making if required

Key Objective 2: To provide for the protection of the public by ensuring the timely and appropriate handling of notifications

Business planning goal	Outcome
Oversee the receipt, timely assessment and appropriate investigation of notifications	<ul style="list-style-type: none"> • Provide feedback and advise AHPRA on operational and policy issues when they arise • Integrate allocated board members into notification processes • Advise state offices of the opportunity for 'out of session' decision making if required • Registration, Notification and Compliance Committee processes and procedures
Ensure valid and reliable notification processes	<ul style="list-style-type: none"> • Develop and implement notification decision making framework
Establish panels to conduct hearings into the health conduct and performance of practitioners	<ul style="list-style-type: none"> • Establish the panel member recruitment project to identify and prepare members for panel engagement.
Refer appropriate matters to tribunal	<ul style="list-style-type: none"> • Develop and implement Notification Decision Making Framework

Key Objective 3: To oversee the management of health practitioners and students registered, including monitoring conditions, undertaking and suspensions imposed

Business planning goal	Outcome
Develop and implement policy/process on counselling and mentoring	<ul style="list-style-type: none"> • Develop and implement policy/process on counselling, mentoring and supervised practice.
Develop a list of mentors, experts in each State	<ul style="list-style-type: none"> • Develop a list of mentors, experts and in each state and territory • Mentor consistency framework

2. GOVERNANCE, FINANCE AND ADMINISTRATION

Key Objective 1: Work with AHPRA, National Boards and stakeholders to deliver the objectives of the National Law

Business planning goal	Outcome
Deliver best practice regulation that meets the needs of the Australian community now and into the future.	<ul style="list-style-type: none"> • Develop and implement an effective strategic plan, consequential work plan, policies, communication plan, governance charter, board performance, and risk management • Decision making frameworks

Key Objective 2: To work with AHPRA to create the Health Profession Agreement (HPA) for services to the Board by AHPRA	
Business planning goal	Outcome
Review HPA in an open and honest manner	<ul style="list-style-type: none"> • Advise AHPRA re issues of concern and engage in an open and honest manner • Revise HPA each year • Develop and review performance indicators
Fees required to be paid under the scheme are to be reasonable	<ul style="list-style-type: none"> • Detailed budget planning to keep costs and fee rises to a minimum

Key Objective 3: To work with AHPRA to manage the provisions of the Health Profession Agreement	
Business planning goal	Outcome
Manage AHPRA arrangement & achieve budget	<ul style="list-style-type: none"> • Review HPA and financial reports on a monthly basis and formally revise budget elements half yearly. Revise HPA each year • Council on Chiropractic Education Australasia (CCEA) budgets
Assess and monitor Board service arrangements to ensure they fulfil Board requirements.	<ul style="list-style-type: none"> • Note monthly reporting and conduct formal review each year

Key Objective 4: To have efficient and effective delegations	
Business planning goal	Outcome
Delegations should balance risk with workload and operational efficiency	<ul style="list-style-type: none"> • Revise and consult on delegations to consider workload in relation to committee attendance

Key Objective 5: To monitor and review performance of the Board against the objectives of the strategic plan to ensure best practice regulation is achieved	
Business planning goal	Outcome
Ensure Board & committee structure is fit for purpose	<ul style="list-style-type: none"> • Conduct annual review and SWOT analysis
Objectively review Board governance policy	<ul style="list-style-type: none"> • Conduct a review in January each year
Review administrative processes and decision making	<ul style="list-style-type: none"> • Conduct a review in January each year

Key Objective 5: To monitor and review performance of the Board against the objectives of the strategic plan to ensure best practice regulation is achieved

Business planning goal	Outcome
Determine appropriate professional development takes place for Board members	<ul style="list-style-type: none"> Identify continuous personal development (CPD) elements both opportunistically and via annual SWOT analysis

Key Objective 6: To minimise risk

Business planning goal	Outcome
Maintain and implement a Board risk management policy	<ul style="list-style-type: none"> Develop Board risk management policy Integrate risk assessment into all project plans and policy analysis

Key Objective 7: To achieve best practice public sector governance

Business planning goal	Outcome
Operate in a transparent, consistent accountable, efficient, effective and fair way	<ul style="list-style-type: none"> Develop and implement governance framework Develop and implement Board charter and performance assessment framework with KPIs for members and committees Ensure appropriate CPD takes place for Board members

3. NATIONAL REGISTRATION AND ACCREDITATION SCHEME (NRAS) MATTERS

Key Objective 1: To enable the continuous development of a flexible, responsive and sustainable Australian health workforce and to enable innovation in the education of, and service delivery by, health practitioners

Business planning goal	Outcome
To give advice to the Ministerial Council on issues relating to the national registration and accreditation scheme for the profession	<ul style="list-style-type: none"> Provide advice upon request Give sound policy advice Give to the Ministerial Council the assistance or information reasonably required by the Ministerial Council in connection with the National Scheme
To facilitate workforce mobility across Australia	<ul style="list-style-type: none"> To take mobility issues into consideration in policy development and review

Key Objective 2: In conjunction with the National Agency, to keep up to date and publicly accessible national registers

Business planning goal	Outcome
To facilitate access to services provided by health practitioners in accordance with the public interest by ensuring publicly available registers.	<ul style="list-style-type: none"> • Ensure AHPRA performance as per HPA

Key Objective 3: To work with AHPRA and other Boards to achieve national consistency and commonality where possible.

Business planning goal	Outcome
Share feedback on registration, standards, systems and processes where relevant	<ul style="list-style-type: none"> • Ongoing contribution and communication with AHPRA and other Boards

4. STANDARDS, CODES, GUIDELINES AND POLICIES

Key Objective 1: To Develop and maintain standards, codes, guidelines and policies that support the Board's obligations under and the objectives of the National Law

Business planning goal	Outcome
To develop and maintain standards, codes, guidelines and policies that are appropriate, clear and support the obligations of the National Law	<ul style="list-style-type: none"> • To research and make changes as required and review standards, codes, guidelines and policies at least every 3 years • Develop and maintain a English language skills registrations standards policy/standard (cross-profession) that is appropriate, relevant and approved by Ministerial Council • Develop and maintain a criminal history policy/standard (cross-profession) that is appropriate, relevant and approved by Ministerial Council • Develop and maintain a professional indemnity insurance policy/standard that is appropriate, relevant and approved by Ministerial Council • Develop and maintain a recency of practice policy/standard that is appropriate, relevant and approved by Ministerial Council • Develop and maintain robust policy on the definition of 'practice' and 'non practising' • Develop and maintain appropriate policies on returning to practice and changing scope of practice • Develop and maintain limited registration policies/standards that are appropriate, relevant and approved by Ministerial Council

	<ul style="list-style-type: none"> • Develop and maintain appropriate relevant policies and guidelines for the supervision of both practitioners and students • Ensure Code of Conduct is appropriate and relevant • Maintain and review cross professional advertising guidelines to ensure they are effective and workable • Clinical history taking • Acupuncture
To promote consistent and accountable policy decisions	<ul style="list-style-type: none"> • Develop and maintain a policy framework and compendium

5. ACCREDITATION AND ASSESSMENT

Key Objective 1: To facilitate the provision of high quality education and training of health practitioners

Business planning goal	Outcome
Ensure that accreditation standards and first professional competencies are sufficient to provide for the protection of the public by ensuring that only health practitioners who are suitably trained and qualified to practise in a competent and ethical manner are eligible for registration.	<ul style="list-style-type: none"> • Require a review of accreditation standards and first professional competencies on a regular basis, and opportunistically as warranted. • Assist in international projects/collaborations regarding the same
To have an effective partnership with Council of Chiropractic Education Australasia (CCEA).	<ul style="list-style-type: none"> • Work cooperatively with CCEA to facilitate effective accreditation council functions by regular meetings and sharing of knowledge and information on relevant matters. • Work cooperatively with CCEA in matters relevant to the development and operation of the accreditation agreement.

Key Objective 2: To facilitate and oversee the rigorous and responsive assessment of the knowledge and clinical skills of overseas-trained health practitioners whose qualifications are not approved qualifications for the profession and to determine the suitability of applicants for registration in Australia

Business planning goal	Outcome
Ensure that overseas trained practitioners (OTP) assessment is carried out in an appropriate manner by CCEA.	<ul style="list-style-type: none"> • Require CCEA undertake a periodic review process of the OTP assessment

Key Objective 3: To only approve accredited programs of study as providing qualifications for registration or endorsement in the health profession where students are suitably trained to practise in a competent and ethical manner.

Business planning goal	Outcome
Only suitable programs recommended by CCEA are considered for Board approval	<ul style="list-style-type: none"> Undertake an assessment and review of accreditation reports before considering approval

Key Objective 4: To make recommendations to the Ministerial Council about the operation of specialist recognition and endorsed areas of practice in the health profession and the approval of specialties and endorsed areas of practice

Business planning goal	Outcome
To have suitable accreditation standards for specialties and/or area of practice endorsements	<ul style="list-style-type: none"> Support the development of accreditation standards for specialties and/or area of practice endorsements by CCEA in cooperation with stakeholders.

6. COMMUNICATION AND RELATIONSHIPS

Key Objective 1: To deliver timely information and consistent, high quality and responsive services.

Business planning goal	Outcome
To ensure appropriate responses to enquires made directly to the Board or Executive Officer	<ul style="list-style-type: none"> Work cooperatively with AHPRA Communications to develop appropriate responses and strategies to enquiries.
To ensure appropriate responses to enquiries made to AHPRA	<ul style="list-style-type: none"> Work cooperatively with AHPRA to ensure that responses are appropriate. Ensure publications are clear and fit for purpose Develop FAQs and fact sheets to guide and inform stakeholders as well as AHPRA.

Key Objective 2: To engage in best practice consultation

Business planning goal	Outcome
To have an effective stakeholder analysis and engagement plan as well as a consultation policy	<ul style="list-style-type: none"> Engage with relevant stakeholder groups according to the engagement plan and consultation policy Review stakeholder analysis and engagement plan annually
To engage in consultation with relevant stakeholder groups	<p>Include in consultations:</p> <ul style="list-style-type: none"> Govt & NSW Chiropractic Council Education groups

Key Objective 2: To engage in best practice consultation

	<ul style="list-style-type: none">• International groups• Practitioners• Community• Professional bodies• Accreditation Council
To develop and maintain mutually beneficial relationships with key stakeholders	<ul style="list-style-type: none">• Meet at least annually with education providers• Conduct presentations for graduating classes each year• Acknowledge academic and clinical excellence• Meet at least annually with professional bodies• Meet at least annually with NSW Chiropractic Council/Health Care Complaints Commission• Attend international conferences• Participate in international forums and working groups

Key Objective 3: To provide financial or other support for health programs for practitioners and students

Business planning goal	Outcome
Provide appropriate support for health programs as required	<ul style="list-style-type: none">• Provide appropriate support for health programs as required

7. CONTINUING PROFESSIONAL DEVELOPMENT**Key Objective 1:** To have effective CPD undertaken by the profession in accordance with the National Law

Business planning goal	Outcome
To have relevant policies, standards and guidelines to support CPD in the profession	<ul style="list-style-type: none">• Develop and maintain a CPD policy/standard and supporting guideline that is appropriate, relevant and approved by Ministerial Council• Implement CPD policies and initiatives to support effective CPD
To ensure that the CPD undertaken by practitioners is relevant to the requirements of the National Law	<ul style="list-style-type: none">• Enable quality assurance mechanisms to regulate the content and quantum of learning that can be considered CPD

Schedule 3: Income and expenditure budget and balance sheet summary, budget notes

**CHIROPRACTIC BOARD OF AUSTRALIA
BUDGET 2012-13**

Item	\$
Income	
Registration	1,976,690
Interest	106,354
Other income*	1,789
Total Income	2,084,833
Expenses	
Board and committee expenses (see budget note 2)	304,725
Other Board costs(see budget note 3)	297,272
Legal, tribunal costs and expert advice (see budget note 4)	364,343
Accreditation (see budget note 5)	193,000
AHPRA allocation (see budget note 6)	1,065,750
Total Expenses	2,225,090
Net Surplus (Deficit)	(140,257)
Equity at start	981,913
Change	(140,257)
Equity at End	841,656

* Other income includes cost recoveries and miscellaneous fees

Budget Notes

1. Registrant numbers	<p>The registration income is derived from the following assumptions. See also the Board's fee schedule.</p> <p>Forecast Registrants:</p> <table> <tr> <td>at 1 July 2012:</td><td>4,420</td></tr> <tr> <td>at 30 June 2013:</td><td>4,560</td></tr> </table> <p>Forecast new applications 2012/13: 190</p> <p>Forecast non-renewals 2012/13: 50</p> <p>Forecast net change in registrations: 140</p>	at 1 July 2012:	4,420	at 30 June 2013:	4,560				
at 1 July 2012:	4,420								
at 30 June 2013:	4,560								
2. Board and committee expenses	<p>Total \$304,725</p> <p>This covers the meeting costs of the National Board and its committees, which have the delegated authority to make decisions about individual registered health practitioners.</p> <p>Costs include sitting fees, travel and accommodation while attending meetings for the Board.</p>								
3. Other Board costs	<p>Total \$297,272</p> <p>Costs associated with the Board's work on registration standards, policies and guidelines. See work plan 2012/13.</p> <p>This includes the costs involved in consultation with the community and the profession, research and development, engagement of consultants necessary to support the work of the Board, and publication of material to guide the profession, such as the Board's newsletter, Board member professional development, policy development and projects.</p>								
4. Legal, tribunal costs and expert advice	<table> <tr> <td>External legal costs</td><td>\$222,336</td></tr> <tr> <td>Tribunal fees</td><td>\$113,840</td></tr> <tr> <td>Other direct costs e.g. panel fees, impaired practitioner costs, expert opinions and performance and health assessments</td><td>\$28,167</td></tr> <tr> <td>Total</td><td>\$364,343</td></tr> </table> <p>Note: These legal costs do not include the significant proportion of the Board's direct costs (including sitting fees) and a substantial amount of the work of its committees relates to managing and assessing notifications.</p> <p>A substantial proportion of the staff costs in each state and territory office relate directly to staff who support work about notifications about practitioners as well as introducing nationally consistent systems and processes to manage notifications.</p>	External legal costs	\$222,336	Tribunal fees	\$113,840	Other direct costs e.g. panel fees, impaired practitioner costs, expert opinions and performance and health assessments	\$28,167	Total	\$364,343
External legal costs	\$222,336								
Tribunal fees	\$113,840								
Other direct costs e.g. panel fees, impaired practitioner costs, expert opinions and performance and health assessments	\$28,167								
Total	\$364,343								

5. Accreditation	<p>Total \$193,000</p> <p>Accreditation expenses include the costs budgeted for funding accreditation functions and projects associated with accreditation functions. This is separate from the operating cost of the Chiropractic Board of Australia's appointed accreditation authority.</p>
6. AHPRA allocation	<p>Total \$1,065,750</p> <p>Proportion of AHPRA costs allocated to the Board: 1.05% \$1,065,750, compared with 1.10% or \$1,023,000 in 2011/12. The percentage cost allocation for the Board reduced because of the entry onto the National Scheme of the four new professions.</p> <p>AHPRA's operating costs are shared by the National Boards in agreed proportions, based on an agreed formula. The percentage is based on an analysis of historical and financial data to estimate the proportion of AHPRA costs required to regulate the chiropractic profession. In 2012/13, the Boards and AHPRA will review the formula. It is a principle of the National Scheme that there is no cross subsidisation between the professions.</p> <p>Costs include salaries, systems and communication, property and administration costs.</p> <p>AHPRA supports the work of the National Boards by employing all staff and providing systems and infrastructure to manage core regulatory functions (registration, notifications, compliance, accreditation and professional standards), as well as the support services necessary to run a national organisation with eight state and territory offices, and support all National Boards and their committees.</p> <p>The 2012/13 AHPRA business plan sets out AHPRA objectives for 2012/13 and how they will be achieved.</p>

Schedule 4: Schedule of fees effective 1 July 2012

Item	National Fee	Rebate for NSW registrants	Fee for registrants with principal place of practice in NSW
	\$	\$	\$
Application for general registration*	262		262
Application for limited registration*	262		262
Application for non practising registration*	105		105
Application for endorsement of registration*	94		94
Application for fast track registration*	131		131
Registration fee - general registration	518	84	434
Registration fee - limited registration	518	84	434
Registration fee - non-practising registration	105		105
Late renewal fee for general registration	130	22	108
Late renewal fee for limited registration	130	22	108
Late renewal fee for non-practising registration	26		26
Replacement registration certificate	20		20
Extract from the register	10		10
Copy of the register (if application is assessed as in the public interest)	2,000		2,000
Verification of registration status (Certificate of Good Standing)	50		50

*Payment of both an application fee and a registration fee is required at the time of application.

For mutual recognition with New Zealand practitioners

Both application and registration fees are payable.

Health Profession Agreement

Schedule 5: Performance Indicators and Performance Reporting

Reporting principles:

The following principles underpin performance measures and performance reporting:

- Performance measures must be based on consistent and reportable data that is taken from a common electronic data base
- Data for performance measure reporting should be collected automatically as part of a normal business process (i.e. not separately collected after the event)
- Setting of performance target standards will be based on assessment of current baseline performance and planned initiatives that will impact on baseline
- Priority will be given to performance measures and performance reporting that meets requirements of all boards for monitoring of performance. Consideration will be given to developing customised reports for Boards where appropriate.

Business Operations Performance measures

Business domain	Continuing performance measures	Performance measures to commence during 2012-13
Notifications: Notifications management (NB Notifications stages are: Preliminary Assessment Investigation Health Assessment Performance Assessment Panel hearing Tribunal hearing Immediate Action)	Time from receipt of notification to closure by stage at closure by profession	Outcome of preliminary assessment stage of notifications: <ul style="list-style-type: none"> • % closed • % proceeding to other stage (x stage) Outcome of investigation stage of notifications: <ul style="list-style-type: none"> • % closed • % proceeding to other stage (x stage) Average time at stage: <ul style="list-style-type: none"> • preliminary assessment stage • investigation stage Average time from lodgement of notification to finalisation of preliminary assessment. Assessments completed within legislative timeframes: <ul style="list-style-type: none"> • % assessments completed within 60 days.
Registrations: Applications	Time to process applications from receipt of application to date registration finalised in the system by registration type by profession	
Registrations: Renewals	Average time to complete paper based renewals with no disclosures. Target: 8 days Average time to complete paper based renewals with disclosures. Target: to be finalised. Average time to complete online renewals with disclosures. Target: to be finalised. Time to complete online renewals with no disclosures. Target: 98% within 6 days Uptake of online renewals: Target 85%	

Business domain	Continuing performance measures	Performance measures to commence during 2012-13
<i>Public register: Availability</i>	Online availability of public register. Target: 99.5% system availability (excluding scheduled maintenance)	
<i>Customer management: Customer Service Team</i>	<p>Abandonment rate: Proportion of calls abandoned after 60 seconds. Target: 4.5% - 8.5%</p> <p>Grade of service: proportion of calls answered within 90 seconds. Target 70% of calls within 90 seconds</p>	Average time to respond to web based service requests

Business Operations: Reporting Schedule

Report type	Monthly reports	Quarterly reports	End of cycle reports
Dashboard reports	Online availability of public register Customer Service Team: Grade of service and abandonment rate		Average time to complete paper based renewals without disclosures Av time to complete renewals with disclosures: <ul style="list-style-type: none"> paper based submission online submission % of online renewals without disclosures completed within 6 days Take up on online renewals
Trend line reports	Notifications received/closed Registration applications received/closed Registrant numbers Online vs paper based applications Customer Service Team activity levels by channel Customer Service Team service requests created/closed	Mandatory notifications received x profession Immediate actions initiated x profession Number of aged notifications per quarter by profession Number of aged applications per quarter by profession	
Performance reports		Time to process applications from receipt of application to date registration finalised in the system by registration type by profession Time from receipt of notification to closure by stage at closure by profession: average + range Outcome of preliminary assessment stage of notifications: <ul style="list-style-type: none"> % closed % proceeding to other stage (x stage) 	

Report type	Monthly reports	Quarterly reports	End of cycle reports
		<p>Outcome of investigation stage of notifications:</p> <ul style="list-style-type: none"> • % closed • % proceeding to other stage (x stage) <p>Average time at stage:</p> <ul style="list-style-type: none"> • preliminary assessment stage • investigation stage <p>Average time from lodgement of notification to finalisation of preliminary assessment</p> <p>Assessments completed within legislative timeframes: % assessments completed within 60 days.</p>	
Activity reports	Notifications monthly activity levels	<p>Notifications received by:</p> <ul style="list-style-type: none"> • stream • grounds • issue <p>Mandatory notifications by:</p> <ul style="list-style-type: none"> • stream • grounds • outcomes from preliminary assessment <p>Profile of registrants with notifications lodged:</p> <ul style="list-style-type: none"> • age • sex • registration type <p>Registrant numbers by profession/divisions/registration type</p> <p>Student registration numbers by</p>	<p>Outcomes of renewal cycle</p> <p>Late renewals vs on time renewals</p> <p>Nature of disclosures made and validated</p> <p>Number of registrants with disclosures</p> <p>Online renewal take-up by profession</p>

Report type	Monthly reports	Quarterly reports	End of cycle reports
		profession/gender/state Student registrations by profession Notifications received > 12 months: <ul style="list-style-type: none"> • national law/prior law • current stage Registration applications received > 3 months by registration type Customer service requests received by: <ul style="list-style-type: none"> • profession • issue category 	

Business Support

Business domain	Service level standard	Standard reports
Financial management	Monthly report provided at each Board meeting based on financial performance during the preceding month and year to date.	Income and expenditure report with analysis and narrative.
Accreditation		Availability of scheduled reports from accrediting authorities as per the signed agreements.
Legal	Legal Update at end of each quarter.	Quarterly Legal Update providing detail on key matters in progress and key legal advice provided. Legal Practice Notes to all Boards. Legal advices for Boards as required.
Board Support for National and State Boards, committees and panels	<u>Timeliness.</u> Board, committee and panel papers available no later than 5 working days prior to the scheduled date of the meeting.	Quarterly report
	<u>Remuneration.</u> Reimbursement of sitting fees and claims paid by electronic funds transfer on the agreed day each month. Measure will be 90% accuracy based on number of corrections to total payments made. Payments will be for all meetings held more than 5 days prior to the scheduled payment date.	Quarterly report
	<u>Financial Reports and Budgets.</u> Financial reports and budgets delivered to National Boards and committees as per dates indicated in the tables below.	Progress reports to National Boards
Risk management	Quarterly report highlighting the current risk management rating for all significant risks.	Quarterly risk management report, including mitigating strategies for significant risks within IT, Legal, Business Improvement, Board Services, Finance, Human Capital, Compliance, Risk and Business Continuity, Registrations and Notifications.

Business domain	Service level standard	Standard reports
	Administrative complaints handling in accordance with AHPRA policy	Half yearly report of complaints lodged, detailing the total number of complaints for the profession, trends and learning.
Quality of support services	Administration of annual structured survey of quality of service support provided.	Report on survey results Action plan to address issues raised in survey.

Reporting Timetable for 2012/13

Month	Upload to SAI
June	21 July
July	13 August
August	13 September
September	12 October
October	14 November
November	13 December
December	22 January
January	13 February
February	15 March
March	12 April
April	13 May
May	17 June
June	22 July

Budgeting Timetable for 2013-14

Month of Board Meeting	Upload to SAI Global
December	AHPRA tables the budget assumptions and principles for 2013-14
February	National Boards provide to AHPRA the Board assumptions to AHPRA
March	AHPRA tables 1 st draft budget to National Boards
April	AHPRA tables 2nd draft budget to National Boards
May	AHPRA tables proposed final budget to National Boards for approval