

COMMISSION OF INQUIRY NO. 1 OF 2005
MEDICAL BOARD OF QUEENSLAND

This is the annexure marked "**JPO-23**" mentioned and referred to in the Statement of **JAMES PATRICK O'DEMPSEY** dated this 17th day of May 2005.

OPERATIONAL PLAN 2003-2004

OFFICE OF HEALTH PRACTITIONER REGISTRATION BOARDS

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INTRODUCTION

The *Operational Plan 2003-2004* documents those objectives we will implement to achieve the corporate strategies detailed in the *Strategic Plan 2003-2007*.

The hallmark of our planning process was, once again, the extensive input received from staff in the organization. In this regard we have sought the views of all staff at the Strategic Planning Workshops held in late 2002. Additionally, senior managers and two representative staff members have participated in a two day operational planning workshop. Input of this significance and value ensures that the Office's operational objectives are both informed and influenced by those who will have a key role in achieving our outcomes. In this regard, I would like to express my appreciation to all staff for their contribution in achieving the majority of our operational objectives in 2002-2003.

The central themes of our Operational Plan for 2003-2004 are:

- To progress implementation of the strategic plans of the Office and the Boards.
- To consolidate initiatives implemented from last year, particularly in relation to complaints management, registration processes and enhancement of information technology and software.

I look forward to working with all staff in the exciting year ahead.

Jim O'Dempsey,
Executive Officer

REGISTRATION SERVICES

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To implement the approved recommendations from the Registration Review Project.</p>	<p>Steering Committee to consider final draft Report by June 2003.</p> <p>Working Party to be constituted in July 2003 to: (a) further develop a Registration Policy and Procedure Manual; (b) develop standard management information reports; and (c) inform the design process for registration software.</p> <p>Standard management information reports to be completed by August 2003.</p> <p>Registration Policy and Procedure Manual to be completed by April 2004.</p>	<p>Within existing resources of proposed budget.</p> <p>Working Party to be constituted by JOD, Deputy Registrars, Assistant Registrars and Renewals Officer.</p> <p><u>AQC Opportunities to be Progressed</u></p> <ol style="list-style-type: none"> 1. Better identify data required to make management decisions. 2. Ensure data is easy to use and is timely and reliable and that data is analysed. 3. Improve access to data – perhaps by allowing broader access to report generation. 4. Better develop the processes around innovation. 5. Develop standard work processes and systematic approach to improving them.

COMPLAINTS MANAGEMENT SERVICES

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To implement the approved recommendations from the Complaints and HAM Review Project.</p>	<p>Steering Committee to consider final draft Report by May 2003.</p> <p>Implementation plan(s) for those recommendations approved by the Executive Officer completed by June 2003.</p> <p>Submission completed for those recommendations to be placed before the Boards by June 2003.</p> <p>Implement plan(s) from July 2003 as per schedule approved by Executive Officer and Boards.</p>	<p>Within existing resources of proposed budget.</p> <p><u>AQC Opportunities to be Progressed</u></p> <ol style="list-style-type: none"> 1. Better identify data required to make management decisions. 2. Ensure data is easy to use and is timely and reliable and that data is analysed. 3. Improve access to data – perhaps by allowing broader access to report generation. 4. Better manage complainants' expectations. 5. Better develop the processes around innovation. 6. Develop standard work processes and systematic approach to improving them.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>2. To review the administrative procedures of the Complaints Unit.</p>	<p>Review proposal to be completed by July 2003 for consideration by Senior Managers in August 2003.</p> <p>Review to be undertaken as per schedule approved by Executive Officer.</p> <p>Report and recommendations of the Review to be completed for consideration of the Executive Officer by November 2003.</p> <p>Implement the recommendations approved by the Executive Officer from January 2004.</p>	<p>Within existing resources of proposed budget.</p> <p>Review proposal to be developed by Complaints Co-ordinator in consultation with the Complaints Team.</p>
<p>3. To review the outcomes of using a panel of external investigators.</p>	<p>Review proposal to be completed by September 2003 for consideration by Senior Managers in October 2003.</p> <p>Review to be undertaken as per schedule approved by Executive Officer.</p> <p>Report and recommendations of the Review to be completed for consideration of the Executive Officer and the Medical Board by February 2004.</p>	<p>Within existing resources of proposed budget.</p> <p>Focus of review proposal is whether the outcomes detailed in the initial submission establishing the panel have been achieved.</p> <p>Review proposal to be developed by EP in consultation with Complaints Co-ordinator.</p>

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>4. To implement Version 1 of the Professional Standards Information System.</p>	<p>Implementation proposal to be completed by December 2003 for consideration by Executive Officer in January 2004.</p> <p>Implementation to be undertaken as per schedule approved by Executive Officer.</p>	<p>Complaints and HAM Co-ordinators jointly responsible for preparing implementation proposal.</p> <p>Will require temporary staff for data entry and this is included within existing resources of proposed budget.</p> <p><u>AQC Opportunities to be Progressed</u></p> <ol style="list-style-type: none"> 1. Better identify data required to make management decisions. 2. Ensure data is easy to use and is timely and reliable and that data is analysed. 3. Improve access to data – perhaps by allowing broader access to report generation. 4. Better manage complainants' expectations. 5. Better develop the processes around innovation. 6. Develop standard work processes and systematic approach to improving them.

HEALTH ASSESSMENT AND MONITORING SERVICES

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To implement the approved recommendations from the Complaints and HAM Review Project.</p>	<p>Steering Committee to consider final draft Report by May 2003.</p> <p>Implementation plan(s) for those recommendations approved by the Executive Officer completed by June 2003. Submission completed for those recommendations to be placed before the Boards by June 2003.</p> <p>Implement plan(s) from July 2003 as per schedule approved by Executive Officer and Boards.</p>	<p>Within existing resources of proposed budget.</p> <p>Steering Committee to be constituted by JOD: VOB; JC; JL; (vacancy); MB; AO3 Complaints and HAM</p> <p><u>AQC Opportunities to be Progressed</u></p> <ol style="list-style-type: none"> 1. Better identify data required to make management decisions. 2. Ensure data is easy to use and is timely and reliable and that data is analysed. 3. Improve access to data – perhaps by allowing broader access to report generation. 4. Better manage complainants' expectations. 5. Better develop the processes around innovation. 6. Develop standard work processes and systematic approach to improving them.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>2. To implement the plan approved by Cabinet to progress the outcomes of the Siggins Miller Review.</p>	<p>Plan approved by Cabinet reviewed by June 2003 for development of Board implementation submission (to include development of Board submissions to legislative review components of plan approved by Cabinet).</p> <p>Submission to Board for consideration by August 2003 (to include development of HAM resource package to increase awareness of HAM program among health professionals).</p> <p>Implement as per schedule approved by Board.</p>	<p>Within existing resources of proposed budget.</p> <p>Board submission to be informed by Health Assessment and Monitoring Committee.</p>

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>3. To implement Version 1 of the Professional Standards Information System.</p>	<p>Implementation proposal to be completed by December 2003 for consideration by Executive Officer in January 2004.</p> <p>Implementation to be undertaken as per schedule approved by Executive Officer.</p>	<p>HAM and Complaints Co-ordinators jointly responsible for preparing implementation proposal.</p> <p>Will require temporary staff for data entry and this has been included in the proposed budget.</p> <p><u>AQC Opportunities to be Progressed</u></p> <ol style="list-style-type: none"> 1. Better identify data required to make management decisions. 2. Ensure data is easy to use and is timely and reliable and that data is analysed. 3. Improve access to data – perhaps by allowing broader access to report generation. 4. Better manage complainants' expectations. 5. Better develop the processes around innovation. 6. Develop standard work processes and systematic approach to improving them.

BOARD MEETING SUPPORT SERVICES

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To develop and implement a service change proposal based on the evaluation report completed in June 2003.</p>	<p>Proposal developed with Deputy and Assistant Registrars completed for senior managers' consideration by July 2003.</p> <p>Submission to Boards proposing service changes, their implementation and evaluation completed by August 2003.</p> <p>Service changes approved by Boards implemented from October 2003 and evaluated as per schedule approved by Boards.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better identify data required to make management decisions. 2. Ensure data is easy to use and is timely and reliable and that data is analysed. 3. Improve access to data – perhaps by allowing broader access to report generation. 4. Better develop the processes around innovation. 5. Develop standard work processes and systematic approach to improving them.

POLICY DEVELOPMENT AND STATUTORY COMPLIANCE

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To develop a policy position on 'Recency of Practice'.</p>	<p>Recruit Project Officer in July 2003. Develop project plan by August 2003 for consideration by all Boards in August/September 2003. Implement as per schedule approved by all Boards.</p>	<p>Project Officer @ AO6 X 12 months and printing Discussion Paper included in proposed budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better develop the processes around innovation. 2. Develop standard work processes and systematic approach to improving them. 3. Consult with all stakeholders in a systematic way.
<p>2. To co-ordinate submissions to the review required under s.33, <i>Health Practitioner Registration Boards (Administration) Act 1999</i>.</p>	<p>Terms of Reference approved by Minister to be considered by Senior Managers by June 2003. Submission requirements identified and responsibility assigned by July 2003. Contribute to review as per schedule approved by Minister.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p>JOD responsible for co-ordination process.</p> <p><u>AQC Opportunities Identified</u></p> <p>Clarify roles of the Boards and the Office with regard to governance of the whole organisation – and to operate as one organisation.</p>

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>3. To commence development of 'Codes of Practice' for each Board.</p>	<p>Develop project plan by December 2003 for consideration by all Boards in January/February 2004.</p> <p>Implement as per schedule approved by all Boards.</p>	<p>Project plan to be developed by project officer engaged for 'Recency of Practice Project'.</p> <p>Ministerial Guidelines for Codes of Practice to be used in development of project tools.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Consult with all stakeholders in a more systematic way. 2. Incorporate external influences in a more strategic, deliberate and systematic way. 3. More systematically identify customer needs - particularly registrant customers. 4. Better predict customer expectations and deploy this including via performance criteria.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>4. To redevelop the structure and content of the Annual Reports of the Boards and the Office.</p>	<p>Structure and content requirements identified with senior managers by July 2003.</p> <p>Draft structure and content completed by August 2003 (to include assignment of data collection responsibility) and the development of tools to measure KPIs and a compliance schedule for the requirements of the <i>Financial Administration and Audit Act 1977</i>.</p> <p>Data collection for Annual Reports commenced by August 2003 and completed by August 2004.</p> <p>Draft Annual Reports to be completed by 30 September in each year.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. To deploy an operational planning process throughout the organisation. 2. To better develop measures in operational plans. 3. To involve staff more in the planning of the work of the Office. 4. To develop systems for measuring customers' perception of value and for deploying this information. 5. To develop an approach to internal and external benchmarking. 6. To develop and measure indicators of sustainability. 7. Service Agreements require better development of KPIs to measure success.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>6. To develop for Board consideration a communication infrastructure to achieve strategic priorities.</p>	<p>Identification of current infrastructure and its effectiveness undertaken with senior managers by September 2003.</p> <p>Proposed infrastructure with costings and implementation plan completed by December 2003.</p> <p>Submission to Boards proposing infrastructure completed by March 2004 (for inclusion in Budget 2004-2005).</p>	<p>Within existing resources of general administration and staffing budget.</p> <p>Communication infrastructure refers to that which enables the Boards to communicate with registrants and other key staff.</p>
<p>7. To co-ordinate Board specific corporate governance and risk analysis and to undertake Office corporate governance and risk analysis.</p>	<p>Corporate governance and risk analysis commenced in July 2003.</p> <p>Evaluation report and recommendations completed by October 2003 for Board/senior managers consideration in November 2003.</p> <p>Implement those recommendations approved by the Boards/ Executive Officer from December 2003.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <p>Clarify roles of the Boards and the Office with regard to governance of the whole organisation – and to operate as one organisation.</p>

CORPORATE SUPPORT SERVICES - HUMAN RESOURCE MANAGEMENT

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To implement the Human Resource Management Policy and Procedure Manual.</p>	<p>Twelve month implementation plan completed for presentation to senior managers by July 2003 (to include evaluation strategy).</p> <p>Evaluation to be commenced from April 2004.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Develop a culture and systems that supports creativity, listening, learning and sharing throughout all parts of the organisation. 2. Develop an organisation wide approach to developing leadership. 3. Identify opportunities to better impact on the environment and community contribution of the organisation. 4. Develop a workplace health and safety strategy and policy. 5. Better develop the processes around innovation.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>2. To implement the Staff Development and Training Plan.</p>	<p>Twelve month Staff Development and Training Plan completed for presentation to senior managers by July 2003. (To include staff communication and evaluation strategies.)</p> <p>Implement as per plan approved by Executive Officer from July 2003.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Identify existing knowledge. 2. Develop a training plan and ensure that a proper induction process is developed. 3. Develop an ongoing training system for customer contact personnel.
<p>3. To implement approved Office Communication Standards and Structure.</p>	<p>Implementation proposal completed by June 2003 for consideration by senior managers.</p> <p>Implement as per proposal approved by Executive Officer from July 2003.</p> <p>Evaluation commenced from March 2004.</p>	<p>Within existing resources of general administration and staffing budget.</p>

CORPORATE SUPPORT SERVICES - FINANCIAL MANAGEMENT

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To implement the Financial Management Policy and Procedure Manual.</p>	<p>Implementation Plan completed for presentation to senior managers by August 2003.</p> <p>Implement as per plan approved by Executive Officer from September 2003.</p> <p>Evaluate and review policies and procedures from results of internal and external audit.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Clarify delegations in some areas of the organisation. 2. Better identify data required to make management decisions. 3. Ensure data is easy to use and is timely and reliable and that data is analysed. 4. Improve access to data – perhaps by allowing broader access to report generation. 5. Work more systematically with suppliers to reduce cost and improve quality. 6. Ensure that staff interacting with suppliers have appropriate authorities. 7. Develop standard work processes and systematic approach to improving them.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>2. To implement quality improvements in the financial management and reporting framework.</p>	<p>Implement from July 2003 as detailed by the Executive Officer in the budget submission in May/June 2003.</p> <p>Monitor and evaluate monthly in 2003-2004 against outcomes detailed in the budget submission.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better identify data required to make management decisions. 2. Ensure data is easy to use and is timely and reliable and that data is analysed. 3. Improve access to data – perhaps by allowing broader access to report generation. 4. Better develop the processes around innovation. 5. Develop standard work processes and systematic approach to improving them.

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>3. To implement the internal audit function for compliance and quality outcomes in financial management.</p>	<p>Audit Charter, four year strategic plan, annual operational plan approved by Executive Officer implemented from July 2003.</p> <p>Internal audits to be undertaken as per schedule detailed in annual operational plan.</p>	<p>Within general administration and staffing budget.</p>

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>4. To develop and implement five year financial modelling.</p>	<p>Internal Audit to review and redevelop the Queensland Nursing Council model for use of Office and Boards from September 2003.</p> <p>Model review and re-development completed for Executive Officer's consideration in November 2003.</p> <p>Modelling to be incorporated in budget development and budget submissions from March 2004.</p>	<p>Financial management advice as per internal audit contract @ \$4000.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better leverage all organisational assets. 2. Better identify data required to make management decisions. 3. Ensure data is easy to use and is timely and reliable and that data is analysed. 4. Improve access to data – perhaps by allowing broader access to report generation. 5. Better develop the processes around innovation. 6. Develop standard work processes and systematic approach to improving them.

CORPORATE SUPPORT SERVICES - RECORDS MANAGEMENT

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>1. To implement the approved recommendations from the records management evaluation project.</p>	<p>Evaluation report and recommendations to be completed by July 2003 for consideration of senior managers.</p> <p>Implementation plan for those recommendations approved by Executive Officer to be completed by September 2003 for consideration of senior managers.</p> <p>Implement as per plan approved by Executive Officer from October 2003.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better develop the processes around innovation. 2. Develop standard work processes and systematic approach to improving them.
<p>2. To review the role, responsibilities and organisation of information management.</p>	<p>Review process to be developed with the information management and information technology teams by November 2003 for consideration by senior managers.</p> <p>Review process approved by Executive Officer to commence from February 2004.</p> <p>Review report and recommendations to be completed by April 2004 for consideration of senior managers.</p> <p>Review recommendations approved by Executive Officer to be implemented from June 2004.</p>	<p>Review to be conducted by expert in contemporary organisational information management and such costs have been included in the proposed budget.</p>

CORPORATE SUPPORT SERVICES - INFORMATION TECHNOLOGY

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
1. To implement information system best practice in terms of government standards and guidelines.	<p>Implementation proposal completed by August 2003 for consideration by IMC.</p> <p>Implementation to be effected by 30 June 2004.</p>	<p>Implementation of each standard or guideline will necessitate alterations to the <i>Information Systems Policy and Procedure Manual</i>.</p>
2. To implement Version 1 of the Professional Standards Information System for the HAM and Complaints Unit.	<p>HAM/Complaints Unit Design Project Steering Committee approve the approach to development by 30 June 2003.</p> <p>Project plan prepared and endorsed by 30 June 2003.</p> <p>System design is finalised and signed off by users by 31 August 2003.</p> <p>Version 1 is implemented by January 2004.</p>	<p>Version 1 refers to an in-house development within the existing REGIS environment.</p> <p>There are no external costs associated with this project.</p> <p>HAM and Complaints Unit staff and IT staff will be required during development and implementation.</p>

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>3. To implement and further develop the Information Systems Policy and Procedure Manual.</p>	<p>Implementation proposal completed by July 2003 for consideration by senior managers.</p> <p>Implement proposal approved by Executive Officer from July 2003.</p> <p>Prepare proposal for review of data management processes for consideration of senior managers in February 2004.</p> <p>Commence review data management processes including methodology of data capture, categorisation, storage, dissemination, retrieval, archiving and destruction in March 2004.</p> <p>Prepare report and recommendations from data management review for consideration by senior managers in June 2004.</p>	<p>Within existing resources of general administration and staffing budget.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better develop processes around innovation. 2. Develop standard work processes and systematic approach to improving them.
<p>4. To develop and implement a systems hardware plan which enhances capacity, performance, physical and logical separation, fault tolerance redundancy and disaster recovery.</p>	<p>Hardware plan completed by July 2003 for consideration of senior managers.</p> <p>Plan approved by Executive Officer implemented from August 2003.</p> <p>Implementation to be completed by June 2004.</p>	<p>Within existing resources of general administration and staffing budget.</p>

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>5. To ensure proprietary software enhances productivity and client services.</p>	<p>Consideration of REGIS evaluation report and recommendations to be finalised by senior managers by July 2003.</p> <p>Capital funding submission for Project to Boards to be completed by August 2003 on the basis of redevelopment option(s) approved by Executive Officer.</p> <p>Project plan to be completed by October 2003 for consideration of senior managers.</p> <p>Project plan implemented as per schedule approved by Executive Officer from October 2003.</p>	<p>To be the subject of separate capital funding submission to the Boards.</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better leverage all organisational assets. 2. Better identify data required to make management decisions. 3. Ensure data is easy to use and is timely and reliable and that data is analysed. 4. Improve access to data – perhaps by allowing broader access to report generation. 5. Better develop the processes around innovation. 6. Develop standard work processes and systematic approach to improving them.
<p>6. To develop and implement a Project for an integrated worldwide website for the Boards and the Office.</p>	<p>Project plan completed by September 2003.</p> <p>Submission to senior managers by October 2003 detailing project plan.</p> <p>Project implemented as per schedule approved by Executive Officer from October 2003.</p>	<p>To be the subject of a separate capital funding submission to the Boards.</p> <p><u>AQC Opportunities Identified</u></p> <p>Better develop processes around innovation.</p>

OBJECTIVES	MILESTONES	RESOURCES AND NOTES
<p>7. To enhance organisational ownership of information systems.</p>	<p>Information Management Committee to identify strategies to enhance organisation ownership, functionalities which may be devolved and the related training requirements by August 2003.</p> <p>Proposal to enhance organisational ownership to be presented to senior managers in September 2003.</p> <p>Proposal approved by Executive Officer to be implemented from October 2003.</p>	<p>Within existing resources of general administration and staffing budget</p> <p><u>AQC Opportunities Identified</u></p> <ol style="list-style-type: none"> 1. Better leverage all organisational assets. 2. Better identify data required to make management decisions. 3. Ensure data is easy to use and is timely and reliable and that data is analysed. 4. Improve access to data – perhaps by allowing broader access to report generation. 5. Better develop the processes around innovation. 6. Develop standard work processes and systematic approach to improving them.