



AUSTAT Strategic Plan 2019-2025

- 1 – Tasks that are perceived as being urgent and important,
- 2 – Tasks that are important but not urgent,
- 3 – Tasks that are unimportant but urgent,
- 4 – Tasks that are unimportant and not urgent

A motion to adopt and implement this plan was passed at Austat Council Meeting 368 November 3 2019.

This plan is based on the objects of AUSTAT, reproduced here from the Rules of AUSTAT.

The objects of AUSTAT are:

- a) To establish and maintain standards and codes of professional conduct and integrity amongst teachers of the F. M. Alexander Technique of Re-Education as outlined in the published works of F. M. Alexander (hereinafter called "the Alexander Technique") and to establish and enforce bye-laws for maintaining such standards and codes.
- b) To establish for teachers of the Alexander Technique in Australia a professional body which will represent the interests of its members in all States and Territories.
- c) To certify and monitor Teacher Training courses in the Alexander Technique.
- d) To further the exploration of the teaching of the Alexander Technique and to promote and encourage specific projects of research into the Alexander Technique in selected fields.
- e) To encourage members to play a vital and contributing role in the activities of AUSTAT.
- f) To promote within Australia a greater awareness of the value of the Alexander Technique.
- g) To maintain close relations with The Society of Teachers of the Alexander Technique (S.T.A.T.) in the United Kingdom and its affiliated societies with a view to recognising such societies as fellow bodies with full rights of reciprocal membership.
- h) To endeavour to introduce the Alexander Technique into schools and other places of education and to obtain recognition for its Teacher Members as approved teachers in these institutions.
- i) To seek publicity for the Alexander Technique in order to promote public awareness of its value and importance.
- j) To set up and maintain a resources library.
- k) To seek and receive subscriptions, donations, grants and legacies and to conduct fund raising activities for the purpose of applying the proceeds to achieve any of the objects of AUSTAT.
- l) To pursue official recognition from appropriate institutions for Alexander Technique Teacher Training Schools certified by AUSTAT.
- m) To pursue official recognition of the Alexander Technique and the status of AUSTAT's Teacher Members as professional teachers of that Technique by Medical Funds, both Public and Private, and Insurance Companies, so that members of the general public who wish to have lessons in the Alexander Technique may receive some rebate or refund from these institutions for lessons undertaken.
- n) To do any act or thing, consistent with the objects and the Constitution of AUSTAT and permitted by the Act and the Regulation which, in the opinion of the Council, will promote the best interests of AUSTAT.

1. Training schools and assessment

1. Training school prospectus

Goal: Invite training schools to provide a pdf downloadable prospectus on the AUSTAT website for people wishing to train.

Working Group: KN

Other Resources: volunteer time, website admin

Time frame: 08/2019 - 09/2019

Comment: KN to contact heads of training schools for prospectuses and then load onto website.

Level: 1

2. Assessment Project

Goal: To establish an assessment project team that evaluates the possibility of assessment standards as a pathway for entry to AUSTAT Teacher Membership, design and develop potential assessment frameworks.

Stage 1) The design of a possible assessment plan. Consultation with stakeholders. Consultation with all members and the provision of a first recommendation report to AUSTAT Council (est. 6 months). Stage 2 the design and development of assessment tools and instruments to be used (est. 18 months).

Working Group: Simon Fitzgibbon & Michael Stenning

Other Resources: volunteer time

Time frame: 06/2019 - 06/2021 (Stage 1: 06/19 - 12/19, Stage 2: 1/20 - 06/21)

Level: 2

3. Moderation

Goal: Revise moderation document clarifying procedures and evaluating effectiveness of moderation since inception

Working Group: TCSC

Resources:

Time frame: in process

Comment: On TCSC agenda.

Level: 1

2. Professional Development (Building practices, CPD, Conference)

1. Successful practice skills

Goal: To provide annual workshops of how to run a successful Alexander practice. Include in sharing weekends, stand alone workshops, at the conference. Use Zoom to enable online webinars (& add recording on website for later viewing).

Working Group: Appoint a Council member to coordinate CPD events and opportunities for members.

Resources: volunteer time, cost of hiring expert professional where appropriate

Time frame: annually, 10 hours set up

Comment: Such events could be held at the AUSTAT Conference and at future sharing weekends. Costings need to be done on staging these sessions. To be considered – cost of expert presenters, use of Zoom and recording of sessions. Any sessions would placed be on the website for future reference.

Level: 2

2. Business Mentors

Goal: Create list of available mentors from: (a) private industry, teaching institutions and training organisation (eg University of Melbourne, business that focus on health and wellbeing) and (b) internal within AUSTAT membership. Distribute to the membership.

Working Group: vacant, seeking volunteers

Resources: volunteer time, link provided by MS <https://www.business.vic.gov.au/support-for-your-business/grants-and-assistance/small-business-mentoring-program>

Time frame: 2021 – 2022

Comment: Council to investigate the mentoring program available from Business Victoria. (Task to be assigned)

Level: 2

3. CPD development

Goal: To hold a session at the 2019 conference on “how to get the most of our your CPD activities”

Working Group: Conference committee

Resources: volunteer time

Time frame:

Comment: To develop a positive culture around CPD so we use it as a chance to grow as teachers. Teachers be encouraged to use CPD as a time to:

- Reflect on their practice
- Assess learning needs
- Actively participate in some hands on work either with one other person, in groups, workshops and conferences
- Evaluate what was good about that experience
- Act on their learning goals
- Evaluate the outcome of their cpd activities
- To be included in the AUSTAT Conference program

Level: 1

4. Mandatory CPD

Goal: To hold a session at the 2019 conference on the possibility of improving AUSTAT’s credibility either by introducing mandatory CPD for all members or redefining the ‘health care provider’ stream into tiered membership.

Working Group: Conference committee

Resources: volunteer time, admin time for collating CPD records and auditing

Time frame: Immediate to facilitate discussion prior to an AGM motion

Comment: This topic is worthy of further discussion with members at the AUSTAT conference, but any changes would need to be voted on at the AGM

- Suggested panel members to lead discussions at the AUSTAT conference – Jeremy Woolhouse, Aniko Ball and Chris Raff

Matters for consideration

- should CPD be mandatory?
- Should we set up 'tiers' such as Professional Fellow, Associate Member, etc.
- Why CPD is important – ongoing education, maintaining professional standards etc.
- Temporary suspension of health fund status. The intention and belief is that AT lessons will be reinstated for private health fund rebates.

Level: 1

5. CPD reporting

Goal: A new CPD sheet be developed with clearer assessment and evaluation.

Resources: volunteer time

Time frame: complete by July 2020

Comment:

Level: 2

6. Conference

Goal 1: To hold a conference every two years and that each state has sharing sessions at least twice a year on the non-conference year

Goal 2: Sharing days/CPD events: to have each state appoint a Sharing Day/s/CPD convener who will see that sharing sessions or alternatively a “professional development event” happen at least twice a year on the non-conference year.

Place in draft: 8.2

Resources: volunteer time (conference committee), venue hire, catering, guest teacher

Time frame: bi-annual: 2019, 2021, 2023

Level: 1

8. Social Media /IT training

Goal: To establish if members would be interested in learning how to utilize social media and related IT training for promoting their AT business and, if so, provide webinars and/or zoom learning sessions.

Resources: Volunteer time, budget to pay for expertise, zoom meetings

Time frame: 6 months – 1 year

Comment: KN to get details re: Telstra training. Get expression of interest via enews or ITM

Level: 3

3. Engaging Membership

1. ITM Q+A

Goal: Invite questions from members on any aspect of teaching or practice management - request answers from other teachers. Publish both Q & A. Investigate possibility of engaging with international associations.

Resources: volunteer time, ITM editor

Time frame: 3 months, ongoing.

Comment: ITM Editor to co-ordinate

Level: 3

2. ITM CPD Articles

Goal: That an article / report from each state appears in every ITM so that there is always a CPD update with stories and pictures.

Place in draft: 5.2, 8.2

Resources: volunteer time, ITM editor - rep from each state to coordinate

Time frame: ongoing

Comment: ITM Editor to co-ordinate

Level: 3

3. ITM Articles

Goal: To approach each member with an invitation to submit an article for ITM

Resources: ITM Editor time

Time frame: ongoing

Comment: ITM Editor to co-ordinate

Level: 3

4. Communications

Goal: To revise communication channels and investigate ways to keep membership educated and informed about current issues. To promote constructive collegial discussion about issues pertaining to motions being placed at an AGM

Resources: ITM Editor and other expertise in appropriate areas

Time frame: ongoing

Comment: Continue to improve channels of communication to members. Currently we are using ITM, the newsletter, and the AUSTAT website, however there is not a lot of engagement from members. We need to convey to members the importance of the AGM, issues raised and voted on at the AGM, and why their involvement is encouraged.

Other suggested modes of communication:

Online forum, blogs, session a conference and other AUSTAT events.

Level: 1

5. Member Survey

Goal: Conduct a survey of AUSTAT members.

The purpose is to:

- a. gather statistical information on member sentiment towards:
 - i. council's communication
 - ii. controversial issues which may be leading towards an AGM motion
 - iii. effectiveness of council's operations (strategic plan)
- b. profile teachers' practices so council can better understand needs of members and track changes in the profession over time
- c. gather information about where AT is being taught for promotional purposes.

Survey at the conclusion of the Strategic plan to asses effectiveness. Repeat at 5-year intervals in accord with strategic plan renewal.

Resources: volunteer time

Time frame: 6 months, on-going

Comment:

Appendix: Penny's notes on survey, survey questions draft file

Level: 2

6. Non-current members

Goal: Contact teachers who are lapsed members or never been AUSTAT members and encourage participation in AUSTAT events

Resources: Volunteer time

Time frame: Ongoing

Comment: Suggested Actions -

- Penny to draft a letter inviting lapsed members to the AUSTAT conference. Karen to distribute.
- Send out document with membership renewals “Why Be a Member”
- Produce an article for “ITM” - What do people get from their membership?

Level: 2

4. Council processes (audit, budget procedures)

1. Collate procedural documents

Goal: Create a clear place for members to find existing protocols.

Resources: volunteer time

Time frame: 10 hours, medium priority

Comment: Collate currently relevant procedural documents and integrate into the 'Council Procedures 2018' document. Establish protocol of entering all ongoing procedures into this document/folder when voted on in council meetings. Reference with other documents (eg rules). Establish protocol for referring to the existing content of this document when considering new procedures.

Level: 2

2. Tag documents

Goal: Create a short list of categories for tags on files to apply to all new documents

Resources: volunteer time,

Time frame: 3 hours, high priority

Comment: This will make searching for existing resources more efficient. An example of a tag might be "strategic plan" which would be attached to all documents related to that tag. This removes the need for a catalogue or database

Level: 1

3. Council Calendar

Goal: Create a council calendar / diary with flags dates of document reviews, council meetings, legal obligations, AGM etc.

Resources: possible subscription costs if an appropriate free online service is not found, admin time, council member time to research and set up

Time frame: Immediate

Comment: This advice is also in the Audit

Level: 1

4. Audit

Goal: Implement actions proposed in audit. Recruit members to support admin in tasks which can be delegated.

Resources: volunteer time, admin time

Time frame: 3 months, medium priority

Comment: Some items are just admin and can be completed easily, others will require council vote to implement.

Level: 2

5. Position descriptions

Goal: Update 'position descriptions' for various council related roles including ordinary member, treasurer and secretary, public officer, complaints committee and ATAS rep.

Resources: volunteer time, most effective if involves current office bearers

Time frame: 20 hours, medium priority

Comment: An important document to give prospective council members and office bearers a positive impression of council's organisation and clear outline of what to expect.

Level: 2

6. Code of Professional Conduct

Goal: Establish a sub-committee to review the Code of Professional Conduct. Draft a motion to 2019 AGM to formally include the Code of Professional Conduct as a bye-law to the rules

Resources: volunteer time

Time frame: 20 hours, medium priority

Comment:

Appendix: N

Level: 2

7. Annual Budget

Goal: To create an annual budget presented to the members at each AGM. Budget to make a forecast of expected income for 12 months and a proposal for allocation of funding based on historic spending and strategic plan projects.

Place in draft: 6.1, 6.3

Resources: Treasurer time

Time frame: Immediate - for strategic plan, ongoing - annually prepared before AGM

Comment:

- Keep \$25,000 balance, we need to know what is available for strategic plan projects to know if the plan is achievable.
- Budget according to priority
- Refuse funding outside the budget proposed at AGM
- Recurring expenses need to be accounted for.
- Other expenses need to be rationalised with cost benefit. (look at risk benefit at items such as conferences)
- Percentage of members fees goes into 'surplus' account.
- Budget meeting needed to resolve some of these issues.

Level: 1

8. Funding

Goal: Investigate alternate sources of income - grants and philanthropy - possibility of getting charitable status to be able to accept donations tax free.

Place in draft: 6.2

Resources: volunteer time

Time frame: 6 – 12 months

Comment: Mark Baker to start investigating this.
People can then donate to AUSTAT as a tax-deductible expense. This would include deceased estates and corporate donations/sponsorship.

Appendix: N

Level: 3

5. Promotion and marketing

1. marketing and promotion sub-committee

- Goal:** The role of this sub-committee will be to:
- Form a marketing and promotion sub-committee.
 - Develop a marketing plan for AUSTAT
 - Present ideas to council for approval
 - Report to council on progress regarding the marketing plan
 - Present to members, get their collaboration.

Resources: volunteer time

Time frame: 6 weeks Medium priority

Comment:

- CB and MS to form marketing sub-committee
- Recruit other sub-committee members from outside council

Level: 2

2. Marketing Plan

Goal: Develop a marketing plan - with long term vision and annual goals.

Place in draft:

Resources: volunteer time, professional consultation - Michael Shellshear, Caroline Blackshaw

Time frame: 3-4 months Medium priority

Comment:

- Two to three achievable goals per year
- consider and include where appropriate suggestions from Simon Crease
- consider other suggestions on advice from those with appropriate expertise
- Long term goals of:
 - increasing visits to Alexander Technique teachers through building awareness and understanding of the technique in the community and amongst potential referees
 - building recognition of AUSTAT as a credible voice in the AT community and the health care sector.
 - Building AUSTAT membership
 - Identify overlapping areas in the strategic plan

Level: 2

3. Public version of ITM

Goal: Create a version of ITM for public circulation:

- to be emailed to anyone who subscribes via AUSTAT website
- Advertise teacher's public events
- Promote AT through articles (many of which are existing on member's blogs) targeted to general public

Resources: volunteer time, ITM editor

Time frame: ongoing

Comment: Gives AUSTAT a context for capturing email addresses and communicating with current of potential students. Provides something for interested parties to forward to friends etc.

- Kieran Stubbs to be approached by KN to take on the role of editor of ITM
- Kieren/Karen to produce a public version of ITM.
- And to set up a signup button which will automatically send a requested issue.

Level: 1

6. AUSTAT Website

1. website review team

Goal: Establish a website review team to assess the website's function as:

- a. Representing AUSTAT as the peak body for AT in Australia
- B. Connecting public to teachers
- C. Informing public about AT and research
- D. A resource for members

Resources: volunteer time: Anikó Ball, Ben O'Loughlin (Aniko will also invite Mick Gleeson), potentially SEO expert

Time frame: High priority, 3 months for initial review, then review every 3 months to refine as necessary

Comment:

- JW and AB to recruit other members to join the website review team.
- There is a possibility of using an expert with wordsmithing and SEO experience once the team has reviewed the existing site and has a clearer plan.

Appendix: Jeremy's recommendations on members section

Level: 1

7. Standing in society (research, qual recognition, health funds)

1. Funding

- Goal:** Seek public/private funding to
- a. initiate or support research that is designed to investigate the efficacy of the AT
 - b. Publicise research.

Resources: volunteer time, possible recruit a funding broker

Time frame: On-going

Comment:

- may include grants, philanthropy, bequests, crowd-funding, donations, tax-exempt (charitable organisation) status.
- RT to be asked to investigate further.

Level: 1

2. Health fund provider status

- Goal:** Pursue reinstatement of Health fund provider status.
- a. Prepare submission to review panel,
 - b. solicit relevant politicians,
 - c. submit letters to the editor to counter negative publicity of removal from the list

Resources: volunteer time - [Anikó +]

Time frame: immediate

Comment: Process has begun.

Level: 1

3. Recognition with health care umbrella organisations

Goal: Investigate feasibility of creating a pathway for entry into highly regarded associations such as National Alliance of Self-Regulating Health (NASHRP)

Resources: volunteer time, less than 10 hours

Time frame: low priority

Comment: Currently AUSTAT doesn't meet criteria for NASHRP membership. Bachelor's degree minimum is required. Investigate if criteria below this level would be accepted. (Bronwyn Munro to be asked to investigate this JW)

Level: 3