



REFLEXOLOGY ASSOCIATION OF AUSTRALIA CERTIFICATE OF CLINICAL REFLEXOLOGY

CODE

RA16 PP1A

UNIT TITLE

**MANAGE A PRACTICE: BUSINESS PLANNING &
ADMINISTRATION**

DESCRIPTOR

This unit describes the skills required to manage a practice.

Element	Performance Criteria
1. Establish the practice	<ul style="list-style-type: none">• Identify purpose of a <i>business plan</i>• Prepare a <i>business plan</i>• Establish <i>policies and procedures</i>• Source <i>required resources</i>• Comply with <i>statutory and regulatory requirements</i>
2. Implement financial management procedures	<ul style="list-style-type: none">• <i>Manage the finances of the business</i>• Complete <i>financial documentation</i>• Prepare <i>financial reports</i>

Range of Variables

Business plan must include information on:

- Business goals and objectives as a basis for measuring business performance
- Specialist services
- Legal structure
- Statutory and regulatory compliance
- Budget forecasts
- Marketing strategies including market need, size and potential
- Staffing requirements
- Required resources including specialist services and sources of advice
- Management strategies

The comprehensiveness and extent of detailed documentation required in the business plan will depend on a range of factors which may include:

- The proposed size and scale of the business
- The market focus of the business
- The need to raise finance and requirements of lenders
- The level of risk involved
- Different stages in the development of a business

Policies and procedures may include:

- Treatment protocols
- Human resources policies
- Communication procedures
- Emergency procedures
- Stock control procedures
- Financial procedures
- Documentation procedures
- Security procedures

Required resources may include:

- Physical location
- Practice equipment
- Staff
- Administrative equipment and materials
- Communications equipment
- Marketing materials

Statutory and regulatory requirements may include local, state and national legislation and regulations affecting business operations such as:

- Business registration
- Planning and other permissions
- Fire, occupational and environmental legislation
- Taxation, copyright and trademark regulations
- Codes of practice standards
- Anti-competition/monopoly and consumer-based legislation
- Therapeutic goods act requirements.

Manage the finances of the business includes monitoring and making decisions on:

- The current financial state of the clinic (or owner/operator)
- Financial performance to date (if applicable)
- Likely return on investment
- Financial inputs required (sources and forms of finance)
- Projections of likely financial results (budgeting)
- Risks and measures to manage or minimise risks
- Assets

Financial documentation includes:

- Banking documentation
- Credit transactions into journals
- Creditors and debtors systems
- Costing procedures
- Draft financial forecasts/budgets
- Stock records
- Petty cash
- Asset registers
- Payroll records
- Financial reports may include:
 - Cash flow forecasts
 - Budget reports
 - Reconciliations
 - Taxation documentation
 - Profit and loss statements
 - Detailed ledger accounts

Evidence guide

Critical aspects of evidence:

- Demonstrated ability to prepare business plans

Underpinning knowledge and skills

- Knowledge of Australian Tax Office requirements
- Knowledge of legal and regulatory aspects of employing or contracting human resources
- Knowledge of legal rights and responsibilities
- Knowledge of all relevant statutory and regulatory requirements which affect the proposed small business
- Knowledge of insurance requirements
- Knowledge of contractual rights and responsibilities
- Knowledge of record keeping duties
- Knowledge of risk management strategies

Resource implications

Resource requirements may include:

- An appropriately stocked and equipped clinic
- Relevant documentation
- Relevant paper based/video assessment instruments
- Appropriate assessment environment
- Skilled assessors

Method of assessment

Assessment may include:

- Explaining process of business planning: budgeting, marketing, feasibility and operational strategies
- Outlining the setting of goals and objectives
- Explanations of technique, legislative requirements relating to business operation, WHS responsibilities, procedures for identifying hazards of business and evaluation processes
- Explanation of reasons for, and benefits of, business planning
- Identifying and assessing risks to a business
- Developing risk management strategies that include plans for action required
- Oral questioning and discussion

Context of assessment

This unit is most appropriately assessed in the workplace or in a simulated workplace and under the normal range of work conditions. Assessment may contain both theoretical and practical components and cover a range of aspects of practice management.