



**World Confederation
for Physical Therapy**

A large, thick blue curved graphic element that starts from the bottom left and curves upwards and to the right, ending in a horizontal bar at the top right.

Strategic Plan 2017 - 2021

Table of contents

Introduction	1
A note on methodology.....	1
Vision.....	2
Mission	2
Strategic plan outcomes	3
Outcome 1 – our ideal	4
Outcome 1 - Short term outcomes: by the end of 2017	4
Activities that will support the achievement of this outcome.....	4
Outcome 1 - Medium term outcomes: by the end of 2019	6
Activities that will support the achievement of this outcome.....	6
Outcome 1 - Long term outcomes: 2020 and beyond	8
Activities that will support the achievement of this outcome.....	8
Outcome 2 – our ideal	10
Outcome 2 - Short term outcomes: by the end of 2017	10
Activities that will support the achievement of this outcome.....	10
Outcome 2 - Medium term outcomes: by the end of 2019	11
Activities that will support the achievement of this outcome.....	11
Outcome 2 - Long term outcomes: 2020 and beyond	12
Activities that will support the achievement of this outcome.....	12
Outcome 3 – our ideal	13
Outcome 3 - Short term outcomes: by the end of 2017	13
Activities that will support the achievement of this outcome.....	13
Outcome 3 - Medium term outcomes: by the end of 2019	14
Activities that will support the achievement of this outcome.....	14
Outcome 3 - Long term outcomes: 2020 and beyond	15
Activities that will support the achievement of this outcome.....	15
Outcome 4 – our ideal	16
Outcome 4 - Short term outcomes: by the end of 2017	16
Activities that will support the achievement of this outcome.....	16
Outcome 4 - Medium term outcomes: by the end of 2019	17
Activities that will support the achievement of this outcome.....	17
Outcome 4 - Long term outcomes: 2020 and beyond	18
Activities that will support the achievement of this outcome.....	18

Outcome 5 – our ideal	19
Outcome 5 - Short term outcomes: by end 2017.....	19
Activities that will support the achievement of this outcome.....	19
Outcome 5 - Medium term outcomes: by end 2019.....	20
Activities that will support the achievement of this outcome.....	20
Outcome 5 - Long term outcomes: by 2020 and beyond	21
Activities that will support the achievement of this outcome.....	21

Introduction

This Strategic Plan has been prepared by the Board and is the outcome of consultation with you. It is addressed to our member organisations, our regions, our subgroups, our networks and individual physical therapists around the world. WCPT is a confederation of our member organisations, and our aim is to build global consensus on priorities for our profession and act on these in support of our member organisations. The Board thinks it is also important for WCPT to offer support to physical therapists who cannot for a variety of reasons be active members of an organisation, for example, where no such organisation exists or is permitted.

The Plan runs from 2016 through to 2019 and also describes our long-term vision for WCPT. It starts from the key outcomes the Board would like WCPT to achieve during the period to the next General Meeting in 2019 in Geneva. It is intended to be relevant to all member organisations and to all physical therapists, wherever they practice – in national health systems, in private practice, in education, the community, in health policy, management and many more environments.

The Strategic Plan is a visionary and ambitious document. It also details some of the activities that are needed to bring about those outcomes. The operational work needed to realise it is contained in the Business Plan.

Everything in this plan has a visible, direct or indirect relationship to the patients, clients, service users and the physical therapy service they experience.

A note on methodology

The Board started with the long term outcomes we want to see, for the profession and for the people who use our services, and for global populations. We then worked backwards, identifying intermediate outcomes, and the activities that would bring them about.

The Board wanted this Strategic Plan to be a collaborative effort and that desire has been realised. We used a series of videos and polls to stimulate discussion and participation in the global physical therapy community, and have incorporated the results of those polls into the plan. We also consulted a representative sample of member organisations, some stakeholders, including the staff at the WCPT Secretariat, and we are very grateful for the insights this gave us. This is the first time WCPT has developed its strategic plan in this way, and it has proved very successful in engaging our many stakeholders. Our consultation *WCPT Look Forward Together* generated great excitement and participation and lends strong credibility to the plan.

This is the final version of the Strategic Plan, which has been resoundingly endorsed by the global physical therapy community, and reflects its views as comprehensively as possible. We believe that this degree of collaboration will guarantee ownership, engagement and joint pursuit of our agreed goals.

The plan has been amended to reflect comments and suggestions received during the consultation. To find out exactly what comments were received, and what changes were made, please refer to the report on the consultation (<http://www.wcpt.org/strategic-plan>).

The plan was developed in line with WCPT's already agreed vision and mission.

Vision

WCPT's vision is to move physical therapy forward so the profession is recognised globally for its significant role in improving health and wellbeing.

Mission

As the international voice of physical therapy WCPT's mission is to:

- unite the profession internationally;
- represent physical therapy and physical therapists internationally;
- promote high standards of physical therapy practice, education and research;
- facilitate communication and information exchange among member organisations, regions, subgroups and their members;
- collaborate with national and international organisations; and
- contribute to the improvement of global health.

Strategic plan outcomes

- 1** A global community of physical therapists, where everyone feels connected
- 2** A community that has global influence and brings about changes to health policy and practice
- 3** A global community that promotes the unique role/value of physical therapy
- 4** An organisation that shares knowledge
- 5** An organisation that is fit for purpose

There are short, medium and long term outcomes that have to be achieved to realise the ultimate aim – our ideal future, beyond 2020. These are detailed below.

Outcome 1 – our ideal

A global community of physical therapists, where everyone feels connected and engaged, and is free to contribute to WCPT and draw on its benefits. The profession is strong and respected, well educated, up to date, constantly renewing itself and supporting its member organisations and their members, who number over a million.

Outcome 1 - Short term outcomes: by the end of 2017

We should see:

- O1: S1** Visible professional leadership generating excitement and engagement in WCPT.
- O1: S2** Members of our community feeling heard, being fully aware of WCPT's position on key issues, volunteering to contribute to our planning process, and to other WCPT activities.
- O1: S3** Frequent and effective communications between all parts of WCPT.
- O1: S4** Clear relationships between all parts of WCPT.
- O1: S5** Continued collaboration with and between member organisations and others (eg Physiopedia) to uphold high standards of education, practice and research

Activities that will support the achievement of this outcome

-
- | | |
|-------------------|---|
| Leadership | <ul style="list-style-type: none">• Generate and spread excitement about the Strategic Plan and the future of WCPT.• Clarify and share the vision of a global community of physical therapists.• Ensure the whole Board advocates for the vision and the plan.• Continue with Board development. |
|-------------------|---|
-

Community	<ul style="list-style-type: none"> • Develop and implement an engagement plan that puts WCPT more in touch with member organisations, regions, subgroups and networks, and maintains and strengthens a pattern of two way communication. • Work with member organisations and others to identify growth opportunities. • Build on the experience of other agencies to identify new roles and opportunities for volunteers as: <ul style="list-style-type: none"> – translators – ambassadors – curators (people who are knowledgeable in key areas, and willing to take responsibility for assembling and managing parts of the knowledge portal) – international facilitators (eg of meetings or working groups convened by WCPT) – developers of thought leadership. • Target potential volunteers for high profile roles, eg ambassadorial or international advocacy roles.
Communication	<ul style="list-style-type: none"> • Develop a draft language and communications policy, including social media, building on the existing communications strategy. • Develop technology to further facilitate international communications.
Relationships	<ul style="list-style-type: none"> • Engage with member organisations, regions, subgroups and networks, to open negotiations about a more formal description of the roles, relationships and mutual obligations within WCPT: the beginnings of a new membership agreement. • Develop a common understanding of the role, scope and organisation of regions and the alignment of their work with WCPT's; and to facilitate and strengthen these roles. • Clarify and develop WCPT's role with key partners.
Education and professional development	<ul style="list-style-type: none"> • Develop a revised approach to WCPT's involvement in education and professional development and a work programme that aligns with this Plan (to include topics such as capacity building, partnership working and inter-professional collaboration). • Seize opportunities for promoting the role/value/impact of physical therapist educational activity eg World Physical Therapy Day. • Ensure the continuation of an accreditation service for professional entry level (and possibly other) programmes with the emphasis on countries where there is no alternative and operating on a cost-neutral model.

Outcome 1 - Medium term outcomes: by the end of 2019

We should see:

- O1: M1** WCPT messages are spread effectively and in a targeted way to member organisations, regions, subgroups, networks and individual physical therapists.
- O1: M2** Well respected professional leadership developing throughout all sections of WCPT.
- O1: M3** An active international group of volunteers, working in a range of roles.
- O1: M4** Greater quality and volume of international collaboration.
- O1: M5** Member organisations as strong collaborators within WCPT, growing in numbers and strength, sharing news and information effectively with WCPT.

Activities that will support the achievement of this outcome

Leadership	<ul style="list-style-type: none"> • Distribute leadership further throughout WCPT and member organisations, regions, subgroups, networks and others. • Equip everyone to share the vision. • Develop capacity building tools tailored to WCPT, provided by WCPT, member organisations, regions, subgroups, networks (eg WCPT Future) and others to include issues such as leadership succession planning, advocacy, governance, recruitment of new members. • Consult on the concept of a Leadership Academy (initially focussed on WCPT Future) which would facilitate and develop strong national and international leadership and succession planning. It would build on and complement existing offers from some member organisations to their members, whilst also identifying and filling gaps in provision.
<hr/>	
Community	<ul style="list-style-type: none"> • Consult widely over the timing of various national, regional and international events, in order to maximise attendance and benefits to all. • Continue (via the International Scientific Committee and others) to ensure that congress acts as a showcase for the vision and culture (collaborative, inclusive and affordable for as many people as possible). • Ensure future General Meetings (GMs) reflect the vision and culture (inclusive, participative and globally representative – see governance). • Find more ways to share WCPT Congress effectively with those not present or to duplicate the effect of congress in the 'off' year (eg regional conferences). • Find other ways of spreading enthusiasm about international

collaboration in physical therapy between meetings eg Continuing Professional Development (CPD) events.

International collaboration

- Facilitate and support international collaboration:
 - multiple routes of access to WCPT resources
 - continuing opportunities at congress for groups and subgroups to meet and do long term planning
 - opportunities to collaborate between congress, eg regional and specialist forums.
 - Consult widely on issues regarding competition for attendees at regional and international events.
 - Support member organisations in countries where representation is low (eg by using technology to enable participation).
 - Research ideas for international collaboration - design and cost programmes that command widespread support.
-

Volunteers

- Recruit volunteers for WCPT who share the vision (individuals or those affiliated to subgroups, and networks).
 - Develop a charter for volunteers (eg must be a member of member organisation.)
 - Facilitate training, certification and rewards for volunteers in a wide range of roles.
-

Communication

- Commission press, PR and social media campaigns that reach out to newer audiences: live the message, be arresting, contemporary and joyful as well as professional. Issues identified in the polls include:
 - direct access/first point of contact
 - the unique role of physical therapy
 - role of physical activity.
 - Draft and consult on language and communication policy, to include:
 - translations: when and how; which languages (including British Sign Languages (BSL) and other sign languages)
 - communication styles (eg 'plain English' a style developed to make official documents easy to understand)
 - reasonable adjustments eg regarding dyslexia
 - cross cultural communication
 - further use of and support for social media.
-

Relationships

- Negotiate membership agreement – reciprocal roles and responsibilities spelled out and accepted by all.
 - Spell out the offer to member organisations and to individuals (different categories); role and service levels from Secretariat also
-

clear.

- Support for membership recruitment campaigns.
- Support for networks and subgroups is clarified and costed.

Education and professional development

- Consider areas where new or revised approaches and work programmes are needed.
 - Consult on and implement new and revised approaches and work programmes.
 - Build capacity to fund projects that support educational and professional development work.
 - Deliver one good example of international collaboration in education leading to improved physical therapy services.
 - Understand how to promote physical therapists as trusted and autonomous professionals (addressing issues of esteem for the profession including terms and conditions); research possible measures for understanding this issue.
-

Outcome 1 - Long term outcomes: 2020 and beyond

We should see:

- O1: L1** A stronger and more autonomous profession, giving an ever better service at every level
- O1: L2** WCPT is seen as an model organisation for volunteering
- O1: L3** Language and communications are further improved
- O1: L4** International collaboration that is easier and increased; all parts of the world are well represented

Activities that will support the achievement of this outcome

-
- Leadership**
- WCPT Leadership Academy is up and running and expanding its offer to include CPD (possibly via MOOCs).
 - Faculty and participants link from all over the world.

-
- Volunteers**
- Design and deliver accredited training for volunteers.

-
- Communications**
- Develop resources on for ensuring that intercultural competence is a core skill for those involved in WCPT, recognising that much that is important to the profession and to the WCPT community is differently expressed in different languages and cultures.
-

**International
collaboration**

- Identify ways of supporting good mechanisms for international collaboration and mobility eg:
 - secondments
 - exchanges
 - collaborative projects
 - disaster teams
 - internships
 - CPD opportunities.

Relationships

- Support recruitment opportunities for growth in membership in member organisations
- Ensure all stakeholders feel valued and understand each other's needs

**Education and
professional
development**

- Facilitate commitment to, and leadership of, the implementation of our agreed internationally accepted set of core competencies for entry into the practice of physical therapy.
 - Deliver many examples of collaboration – set targets.
 - Measure trust in physical therapists as professionals.
-

Outcome 2 – our ideal

A physical therapy community that commands respect, is constantly in demand and is automatically consulted by global organisations who act on WCPT’s advice and therefore bring about changes in global health policy and practice, which delivers more equitable care/service.

Outcome 2 - Short term outcomes: by the end of 2017

We should see:

- O2: S1** WCPT has identified all the forums where it should be included, and is seeking and receiving more invitations and strategically determining how and where it will be involved.
- O2: S2** WCPT is a natural, cooperative and effective partner in global inter-professional dialogue.
- O2: S3** WCPT is always identified as the lead organisation, or the one to include, when physical therapy, rehabilitation, physical activity and health are being discussed.
- O2: S4** WCPT regions and member organisations continuing to influence changes in regional and national health policy and practice.

Activities that will support the achievement of this outcome

Forums	<ul style="list-style-type: none"> • Research the forums where WCPT is needed. • Get invited, make contributions. • Develop partnership skills.
Reputation, press and public relations	<ul style="list-style-type: none"> • Support WCPT in creating an even higher profile for the profession, including on social media. • Publicise WCPT endorsement of support for international policy statements, such as the United Nations (UN) Declaration on Disability.
Cooperation and competition	<ul style="list-style-type: none"> • Develop an explicit strategy (and/or support member organisations, regions, subgroups and networks to develop a strategy) about cooperation and/or competition with other health/fitness/movement practitioners
International collaboration	<ul style="list-style-type: none"> • Work with member organisations and other stakeholders in areas where physical therapy is under-resourced and under-developed to deliver the support they need in areas such as advocacy. • Consider an explicit programme (possibly funded externally) to

encourage and support participation in all aspects of WCPT from those currently under-represented, for example the World Dental Federation has such a programme.

- Regions**
- Investigate funding a position to facilitate regional engagement and influence.
-

Outcome 2 - Medium term outcomes: by the end of 2019

We should see:

- O2: M1** WCPT is a vital presence in all relevant discussions and forums, and contributions are highlighted.
- O2: M2** WCPT has defined its role in international development and humanitarian work, and is carrying out this role effectively.
- O2: M3** WCPT regional secretariats collaborate effectively with relevant regional organisations.

Activities that will support the achievement of this outcome

-
- Leadership**
- Ensure WCPT leaders are all recognised contributors (supported by Leadership Academy).
 - High profile successes are publicised and properly acknowledged.
-
- International collaboration**
- Define WCPT's role in international development and humanitarian work – report to be commissioned.
-
- Regions**
- Ensure WCPT regional secretariats collaborate to change regional policy and receive support from WCPT for doing so.
-
- Education and professional development**
- Work with stakeholders to develop a long term strategy about inter-professional collaboration (see outcome 4)
 - Ensure education programmes include topics and skills that will equip physical therapists to take on leadership roles eg:
 - advocacy
 - 'political' understanding of health care systems
 - principles of equality, diversity and inclusion e.g. access to physical therapists, also access to the profession
 - business, marketing and entrepreneurship.
 - Investigate ways of supplementing funding for educational activities.
-

Outcome 2 - Long term outcomes: 2020 and beyond

We should see:

- O2: L1** Physical therapy is taken into account in all relevant policy discussions.
- O2: L2** Global health policy changes relating to key priorities: age, obesity, noncommunicable diseases.
- O2: L3** Regional health policy changes.

Activities that will support the achievement of this outcome

Leadership	<ul style="list-style-type: none"> • Develop global leadership capacity in regions and countries in collaboration with member organisations, regions, subgroups, networks and individual physical therapists. • Ensure WCPT leaders, both national and international, are recognised contributors in national and international forums (supported by Leadership Academy). • High profile successes are publicised and properly acknowledged.
Community	<ul style="list-style-type: none"> • Develop a globally sensitive policy in collaboration with stakeholders regarding the movement of physical therapists as health professionals, so that physical therapists can opt to go to places and settings of need.
International collaboration	<ul style="list-style-type: none"> • Continue with agreed international development and humanitarian work. • Work with member organisations, regions, subgroups, networks and relevant stakeholders to target global health issues where WCPT can add value (eg ageing, obesity, non-communicable diseases etc) and advocate/campaign around these issues. • Work with member organisations, regions, subgroups, networks and global health policy makers on sustainable models of health care, and the integral role of physical therapy and rehabilitation.
Regions	<ul style="list-style-type: none"> • Support regional secretariats in collaborating to change regional policy.

Outcome 3 – our ideal

A global community of trusted and valued professionals, which promotes the unique and expanding role/value of physical therapy across the life span, so that populations are more active, and is part of a popular movement for health. Physical therapy is seen as making a vital and integral contribution, and is automatically included in all health/movement settings.

Outcome 3 - Short term outcomes: by the end of 2017

We should see:

- O3:S1** Better recognition of WCPT globally, including in areas where physical therapy is still in the early stages of development.
- O3:S2** Growing acceptance of the benefits of physical therapy across the life span.
- O3:S3** WCPT's vision is widely recognised and understood, so that WCPT is leading a 'movement for movement' (a world wide movement that recognises the value of movement for health, and recognises the vital role of physical activity across the life span). In this vision WCPT works with other fitness and health professionals to campaign and organise activities that enable all populations to understand the value of physical activity in their daily lives and ensure they have access to all the professionals who can support them in being as active as they want to be.

Activities that will support the achievement of this outcome

Leadership	<ul style="list-style-type: none"> • Consult on changing the colloquial name for WCPT, as part of a strategy to increase global recognition of WCPT and the profession. • Measure recognition of WCPT and set benchmark.
Community	<ul style="list-style-type: none"> • Identify and research key audiences.
International collaboration	<ul style="list-style-type: none"> • Seize opportunities to work together to increase global recognition of WCPT identified by consultees, eg: <ul style="list-style-type: none"> – direct access – research demonstrating benefits across life span – increased emphasis on inter-professional collaborative practice – the role of physical therapy in addressing non-communicable diseases – the expanding role of physical therapists in the community and other settings such as schools and industry – campaigns about pay and terms and conditions.

-
- Continue to seek funding to support WCPT in carrying out its agreed role in international development and humanitarian work.
 - Consult on the viability and possible role of an international research network.

-
- Communication**
- Consider commissioning new or updated IT/telecoms to facilitate global communications (possibly with new and different audiences).
 - Develop a marketing strategy that highlights the unique role and value of physical therapists as autonomous professionals throughout the life span.
-

Outcome 3 - Medium term outcomes: by the end of 2019

We should see:

- O3: M1** Increased recognition of WCPT globally.
- O3: M2** Physical therapy is an integral part of primary care in more parts of the world.
- O3: M3** Physical therapy is seen as central to health promotion.
- O3: M4** Physical therapy is more visible in many settings, including those of disaster recovery and rehabilitation.
- O3: M5** More examples of expanding the role of physical therapists.
- O3: M6** Even more effective regulation of the profession.

Activities that will support the achievement of this outcome

-
- Leadership**
- Continue to promote WCPT and member organisations, regions, subgroups and networks
-
- Community**
- Ensure World Physical Therapy Day:
 - gets name recognition
 - gets recognition for physical therapy in all key settings
 - gets sponsorship relating to alternative settings eg workplaces
 - raises profile of physical therapy in specific domains which may be emerging or under-recognised eg palliative care, mental health, men's health
 - gets recognition for the expanding scope of practice.
-
- International collaboration**
- Communicate actively (in culturally appropriate ways) with different audiences.
 - Develop the website to attract and be relevant to even more health professionals, policy makers and educators.
-

Outcome 3 - Long term outcomes: 2020 and beyond

We should see:

- O3: L1** Everyone (large numbers of people) knows what a physical therapist is and does
- O3: L2** Everyone who needs to knows how to access a physical therapist
- O3: L3** Physical therapy is present in all relevant settings, including community, industry, education, sport and those of disaster recovery

Activities that will support the achievement of this outcome

Leadership	<ul style="list-style-type: none"> • Continue to promote WCPT and member organisations, regions, subgroups and networks. • Front press, public relations (PR) and other campaigns.
Community	<ul style="list-style-type: none"> • Build on previous success and increase targets for World Physical Therapy Day. • Organise press and PR campaigns regarding: <ul style="list-style-type: none"> – physical therapy as a career – physical therapists as an effective first point of contact – physiotherapy at work (with International Trade Union Confederation, International Labour Organisation).
International collaboration	<ul style="list-style-type: none"> • Communicate (differently) with more identified audiences, including the general public (and particular segments of it eg disabled people).

Outcome 4 – our ideal

An internationally acclaimed knowledge sharing organisation that creates, collects, curates, disseminates knowledge, and adds value to it, so that health policy and practice are supported by best available evidence and thinking.

Outcome 4 - Short term outcomes: by the end of 2017

We should see:

- O4: S1** Knowledge sharing systems that work well for member organisations, regions, subgroups and networks.
- O4: S2** A website that is exemplary and continues to be very accessible and welcoming to all.
- O4: S3** And facilitates all kinds of international knowledge sharing.
- O4: S4** Promotes and publishes research outcomes that support inter-professional collaboration.
- O4: S5** Success stories that support this Strategic Plan eg:
 - the value of physical therapy
 - the economic benefits of physical therapy
 - success in advocacy

Activities that will support the achievement of this outcome

-
- | | |
|-------------------|--|
| Leadership | <ul style="list-style-type: none"> • Develop attitudes that are generous in sharing knowledge, and seek like minded partners. • Revise WCPT's internal policies and work programme so that it lines up with the Strategic Plan, drives it and is driven by it. |
|-------------------|--|
-
- | | |
|------------------|---|
| Community | <ul style="list-style-type: none"> • Continue data collection (already underway) so that we know: <ul style="list-style-type: none"> - who physical therapists are - where they are - where they practice/work - what education and professional development they have had - pay, terms and conditions - expertise and willingness to contribute/volunteer. • Leverage this work and use it strategically. |
|------------------|---|
-

-
- Investigate the appetite among member organisations, regions, subgroups and networks for active participation in the **management** of knowledge sharing activities.
 - Choose categories where member organisations and members want more from the website, eg:
 - evidence to use in advocacy with governments
 - arguments to use when recruiting new members
 - arguments when advocating on behalf of particular groups, such as disabled people.
 - Research what other audiences want and need eg online forums.

Education and professional development

- Consider how the knowledge portal and WCPT education and professional development activities can deliver synergies, supporting both kinds of work.
-

Outcome 4 - Medium term outcomes: by the end of 2019

We should see:

- O4: M1** Knowledge sharing that works well for health professionals and educational establishments.
- O4: M2** A knowledge exchange that is more interactive – people feed in and take out more.
- O4: M3** Inter-professional collaboration facilitated by a knowledge portal/gateway that shares content from all WCPT, regional, subgroup conferences; from the Leadership Academy and other educational activities; from campaigns and successful examples of advocacy etc.

Activities that will support the achievement of this outcome

Leadership

- Maintain determination to communicate and engage as widely as possible.

Community

- Share knowledge in ways that enhance physical therapists' feeling of community.
 - Share knowledge in ways that enhance participation from the full scope of the profession (eg by including representatives from a range of interest groups such as member organisations, subgroups, networks such as WCPT Future, Physical Therapist Educators).
-

International Collaboration

- Develop a framework to identify current resources, synergies and potential collaboration and opportunities with other health organisations.

Communication

- Monitor who feeds in to the knowledge exchange and how.
- Monitor who takes out and how.
- Collect qualitative feedback and act on it.

Outcome 4 - Long term outcomes: 2020 and beyond

We should see:

O4: L1 Knowledge sharing works well for general public.

O4: L2 WCPT website is a comprehensive portal, recognised as authoritative and easy to access.

O4: L3 WCPT is recognised as having leading thinkers.

Activities that will support the achievement of this outcome

Leadership

- Maintain determination to communicate and engage as widely as possible.

Community

- Collect and act on qualitative feedback.

Communication

- Ensure continual renewal and upgrading of IT capacity to meet changing and growing demands.

Outcome 5 – our ideal

WCPT is an exemplar organisation:

flexible | outward looking | egalitarian | creative | communicative | professional

It is financially sustainable and well governed, so that all members, staff and other stakeholders feel included, respected, welcomed and valued.

Outcome 5 - Short term outcomes: by end 2017

We should see:

- O5: S1** The Board vision and strategy is clear.
- O5: S2** Business plan commands agreement and support from member organisations.
- O5: S3** The Board knows what it wants regarding governance, and what it wants to achieve.
- O5: S4** Member organisations, regions, subgroups, networks and individual physical therapists are reassured by the Board.

Activities that will support the achievement of this outcome

-
- | | |
|-------------------|--|
| Leadership | <ul style="list-style-type: none"> • Firm up on and own this plan. • Develop elevator pitch. • Work collaboratively on the business plan. • Promise to re-visit fees, fundraising and strategic spending of subscription income. • Continue to build trust with member organisations, regions, subgroups, networks, and individual physical therapists. |
|-------------------|--|
-
- | | |
|-------------------|--|
| Governance | <ul style="list-style-type: none"> • Engage with member organisations and others regarding global governance. • Tackle key issues re governance: <ul style="list-style-type: none"> ○ Outward facing issues: <ul style="list-style-type: none"> – make One Member One Vote a lived experience as well as a principle – consider positive action for General Meetings and other kinds of participation – design General Meetings so that all voices can be heard |
|-------------------|--|
-

-
- make decision making processes clear and transparent (eg decisions between meetings, decisions when there is disagreement)
 - promise to re-visit fees (see above)
 - communicate regularly and openly with member organisations.
 - o **Inward** facing issues
 - Board roles and responsibilities are understood by all, and shared round
 - fundraising
 - stakeholder mapping and engagement – develop the map, and common understanding
 - risk register.
-

Outcome 5 - Medium term outcomes: by end 2019

We should see:

- O5: M1** Vision and strategy are updated regularly.
- O5: M2** WCPT is well led.
- O5: M3** Funding is on a different footing – role of sponsorship etc. clarified.
- O5: M4** Governance is revised to deliver long term objectives, for example relating to:
 - participation
 - access to leadership posts
 - diversity
 - accessible procedures
 - training/development for new delegates.

Activities that will support the achievement of this outcome

-
- | | |
|-------------------|--|
| Leadership | <ul style="list-style-type: none"> • Re-visit Strategic Plan and Business Plan regularly. • Continue to develop as leaders, and to develop others. • Implement engagement plan. |
|-------------------|--|
-
- | | |
|----------------|---|
| Funding | <ul style="list-style-type: none"> • Develop and implement a global fundraising strategy, including a specific post to support this activity. • Achieve one or two high profile successes (target). |
|----------------|---|
-
- | | |
|-------------------|--|
| Governance | <ul style="list-style-type: none"> • Build on the work of the ongoing organisational review to revise governance to deliver long term objectives. |
|-------------------|--|
-

-
- Ensure governance learning and development is ongoing.
 - Develop positive action project regarding GMs.
-

Outcome 5 - Long term outcomes: by 2020 and beyond

We should see:

- O5: L1** WCPT is well led, effective, with high rates of participation from all parts of the world.
- O5: L2** Succession is secured.
- O5: L3** Funding works well, long term arrangements are in place.

Activities that will support the achievement of this outcome

Leadership	<ul style="list-style-type: none">• Continue succession planning.
Funding	<ul style="list-style-type: none">• Achieve some long term funding agreements (target).
Governance	<ul style="list-style-type: none">• Develop global leadership capacity in regions and countries in collaboration with member organisations, subgroups, networks and individual physical therapists.

Acknowledgements

With thanks to Annie Hedges of the EW Group for facilitating the development of WCPT's Strategic Plan and Business Plan.