

Annual Business Planning Policy

Policy Number: G-03.02.00	Next Review Date: 2028
Approved by: NSRDDA Board	Approval Date: August 28, 2025

1. Purpose

The purpose of this policy is to provide a structured and consistent framework for annual business planning at the NSRDDA. Annual business planning enables the Regulator to operationalize its strategic goals, meet its legislative obligations, and respond proactively to emerging regulatory issues and priorities.

Through the development of annual business plans, the Regulator ensures effective resource allocation, performance monitoring, and organizational accountability. This policy supports the alignment of day-to-day activities with the NSRDDA's strategic plan and public protection mandate, while allowing flexibility to address new developments in the regulatory environment or the dental and dental assisting professions. It is also intended to ensure that business planning is integrated with budgeting, risk management, and reporting processes.

2. Scope

This policy is intended for use by:

- The Board
- The Registrar and staff

It applies to the preparation, approval, implementation, and evaluation of the NSRDDA's annual business plan.

3. Principles

The following principles will guide the development of the annual business plan for the NSRDDA:

(a) Evidence-based metrics research relating to the NSRDDA's experience and external trends will be used as a foundation for planning.

(b) The engagement of our stakeholders in contributing to our information base and future priorities is essential to developing a relevant and successful NSRDDA.

(c) The annual business plan must have clearly defined outcomes, annual targets and Key Performance Indicators (KPIs) to enable the Board to monitor the NSRDDA's ongoing achievements under the plan.

4. Policy Statement

(a) Annual Business Planning

The Board and the Registrar will undertake a short-term business planning process annually. The annual business plan translates the outcomes and targets established by the strategic plan into annual outcome goals and targets.

(b) Basic Elements

The basic elements of the annual business plan include:

- Regulatory processes/initiatives to be provided by the NSRDDA
- Communications plan
- Human resources plan
- Technology plan
- EDIRA-related strategies and measures
- Board – annual objectives
- Annual budget

Each element will describe the desired outcomes and KPIs to be monitored by the Registrar and the Board.

(c) Responsibilities

The **Board** is responsible for considering and approving the annual business plan.

The **Registrar** is responsible for initiating the annual business planning process. The Registrar is responsible for developing, implementing and evaluating the annual business plan. Finally, the Registrar is responsible for reporting to the Board on the NSRDDA's progress in relation to the plan.

(d) Annual Business Planning Process

In general terms, the NSRDDA's annual business planning process may be described as follows:

1. The Board's fiscal year runs from January 1 to December 31 each year.
2. As soon as the organization's six (6) month financial results are available, the Registrar will evaluate the NSRDDA's progress against financial and non-financial targets established in the annual business plan and will develop projections for the remainder of the year.
3. The Registrar will report the results of his evaluation of the NSRDDA's progress against the annual business plan and against the strategic plan to the Board.
4. The Board and the Registrar will consider the results of the evaluation and conduct a brief environmental scanning exercise to determine if the directions contemplated in the strategic plan remain valid for the NSRDDA.

5. The Registrar presents initial options for annual outcomes and specific targets that could be **considered** by the NSRDDA during the next fiscal year. The opportunities and risks associated with each option will be outlined as part of the Registrar's presentation to the Board.
6. After full discussion and consideration, the Board will then be asked to provide direction to the Registrar in relation to which option(s) should be emphasized in the annual business plan.
7. Following the environmental scan and preliminary direction-setting, the Registrar will develop a draft annual business plan. The plan will include measurable outcomes and desired targets. It will also identify the KPIs that will be used to track the NSRDDA's progress against the targets.
8. The draft annual business plan will then be submitted to the Board for consideration and approval.

(e) Timetable

The annual business planning process described in the Policy will normally follow the following timetable:

- September - Approval of annual business plan and budget by the board (normally) for the following fiscal year
- February - Approval of Annual Report (minus the Audited Financial Statements approved in May) by the Board

(f) Annual Evaluation and Report

The Registrar will evaluate the NSRDDA's progress in relation to the goals and targets set out in the strategic plan at least semi-annually. The Registrar will present the results of that evaluation to the Board semi-annually in the Spring and Fall of each year.

5. Monitoring and Policy Review

The Chair of the Governance and Human Resources Committee will ensure that this policy is reviewed in accordance with the Board's policy review cycle or as required by significant operational or environmental changes.

6. Accountability

The Board Chair and the Registrar are accountable for ensuring compliance with this policy.