RANZCO Strategic Plan 2024 – 2026

RANZCO

The Royal Australian and New Zealand College of Ophthalmologists

Purpose

To provide lifelong education and support for members in their dedication to ophthalmology and eye health

Our Vision

Excellence and equity in eyecare

Our Mission

To lead eyecare by setting and improving standards, providing lifelong education, promoting research and innovation and advocating on behalf of patients, their communities and our membership

RANZCO

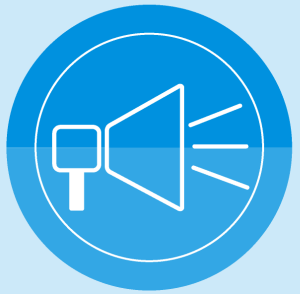
Strategic Pillars

Education

To be the preeminent provider of post-graduate eye health education in our region

Members

Create a valued collegial member experience through engagement and to develop members who are ambassadors for RANZCO and the profession



Advocacy

Advocate for the world's best eye health for the community

A sustainable College - Govern and operate in a responsibile and sustainable manner through continuous improvement of people and systems

RANZCO

Education

To be the preeminent provider of post-graduate eye health education in our region

STRATEGIC PILLAR ONE

Our priorities:

- Consolidate and embed changes to the VTP to continue to enhance the quality of the program and ensure it remains fit for purpose.
- Retain our position as the trusted provider of safe, contemporary ophthalmic education in a changing educational, regulatory and political environment.
- Design, develop and deliver the educational elements of the Australian and New Zealand workforce strategies.
- Increase the number of Aboriginal, Torres Strait Islander and Māori doctors in the VTP through culturally appropriate recruitment, selection, support and retention strategies.

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Priorities:	Initiative	Description	Measures of success
Consolidate and embed changes to the VTP to continue to enhance the quality of the program and ensure it remains fit for purpose	▸ Design, develop and deliver learning activities aligned to new curriculum	Develop and deliver ▸ EyeCamp ▸ The Bi-national lecture series ▸ Online learning modules for trainees and supervisors ▸ Congress sessions for supervisors ▸ Other activities	▸ Evaluation of Eye Camp confirms that intended objectives were achieved ▸ Lectures cover additional 20% of the curriculum annually, until whole curriculum covered ▸ Two new modules developed or two existing reviewed annually ▸ One supervisor session held at each Congress and attendees' evaluations confirm that intended objectives of the session were met ▸ Unplanned activities given a development priority rating and recorded on a register to inform budget planning and KPI review

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Priorities:	Initiative	Description	Measures of success
Consolidate and embed changes to the VTP to continue to enhance the quality of the program and ensure it remains fit for purpose	▸ Embed new VTP assessment program	▸ Support the Progression Committee to make progression decisions based on data obtained from all assessments and requirements of the VTP	▸ V1 analytics dashboards to support decision making available by end September 2023 ▸ V2 Analytics dashboards to support decision making available by September 2024 ▸ Trainee progression decisions based on data obtained from all VTP assessments and requirements considered "BAU" by the Progression Committee

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Priorities:	Initiative	Description	Measures of success
Consolidate and embed changes to the VTP to continue to enhance the quality of the program and ensure it remains fit for purpose	▸ Embed examination changes	▸ Transition, develop and deliver Anatomy, Physiology and Optics and Ophthalmic Pathology examinations to MCQ format ▸ Embed standard setting processes and marking rubrics for all examinations	▸ Deliver Anatomy, Physiology and Optics exams in MCQ format for first time in September 2023 and then annually in September. ▸ Deliver Ophthalmic Pathology exam in MCQ format for first time in 2025. ▸ Standards setting processes applied to all sittings of all examinations by December 2023. ▸ Marking rubrics applied to RACE by semester 1 2024 and then to all subsequent sittings.
	▸ Improve reliability of online assessment tools	▸ Assess alternatives for WBA and ReD	▸ Data transitioned by December 2024. ▸ New applications for WBA and ReD implemented by May 2025.

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Priorities:	Initiative	Description	Measures of success
Consolidate and embed changes to the VTP to continue to enhance the quality of the program and ensure it remains fit for purpose	▸ Support delivery of the VTP	▸ Embed new educational governance structure ▸ Support trainees and trainers to meet the VTP's training and assessment requirements and apply policies and procedures relevant to the program	▸ Committee members have adjusted to new or changed roles and are performing in accordance with the TOR for committee/s by December 2024. ▸ Annual meeting schedule for education committees is "BAU".
	▸ Quality assurance	▸ Conduct and report on accreditation of training posts. ▸ Monitor and evaluate activities to improve and assure quality	▸ 90% of Accreditation Reports finalised no more than three months after an accreditation review ▸ Annual Evaluation Report presented to Board at their May meeting

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Priorities:	Initiative	Description	Measures of success
Retain our position as the trusted provider of safe, contemporary ophthalmic education in a changing educational, regulatory and political environment	▸ Build trusting, positive relationships with regulators and jurisdictions	▸ Actively contribute to consultations and negotiations to achieve best possible educational and reputational outcomes for RANZCO in changing environments	▸ Actively and positively contribute to governments' consultations regarding the recommendations in the National Medical Workforce Strategy 2021-2031. ▸ Work effectively in College Consortium funded through FATES and led by RACS to develop rural training models. ▸ Lead consortium applying for FATES funding to develop aligned supervisor capability requirements and training system. ▸ Actively and positively contribute to activities of appropriate CPMC committees/networks eg National Committee of Medical Educators, Accreditation Network.

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Priorities:	Initiative	Description	Measures of success
Retain our position as the trusted provider of safe, contemporary ophthalmic education in a changing educational, regulatory and political environment	▸ Maintain AMC accreditation	▸ Ensure RANZCO's continual improvement strategies, education policies and activities align with AMC accreditation standards	▸ RANZCO addresses AMC's feedback provided on annual reports within negotiated timeframes ▸ Preparations commence in quarter 4, 2025 for next full accreditation in 2027 (date for accreditation submission likely to be in 2026)

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Priorities:	Initiative	Description	Measures of success
Design, develop and deliver the educational elements of the Australian and New Zealand workforce strategies	▸ Increase size of rural ophthalmology workforce in Australia and New Zealand	▸ Continue to support existing and implement new Rural Enhanced Training Network (RETN) and Specialist Training Program (STP) posts, in accordance government policies and requirements	▸ RETN posts implemented by dates set in RETN plan
		▸ Continue policy of allocating additional points in selection process for the VTP to applicants with rural backgrounds to increase numbers who are recruited and selected	▸ Additional points for VTP applicants with a rural background retained until full evaluation of the selection policy and process conducted
		▸ Run and evaluate pilot training and assessment pathway for SIMGs working in rural areas of need	▸ Pilot completed and evaluated by June 2025

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Priorities:	Initiative	Description	Measures of success
Design, develop and deliver the educational elements of the Australian and New Zealand workforce strategies	▸ Ophthalmology upskilling program for rural GPs	▸ Collaborate with subject matter experts to design and develop ophthalmology upskilling curriculum for rural GPs	▸ IVI upskilling pilot evaluation preliminary report by Dec 2025 and full report by June 2026 ▸ Other practice areas identified for GP upskilling program allocated a development priority rating and recorded on a register to inform budget planning and KPI review

RANZCO

Priorities:	Initiative	Description	Measures of success
Increase the number of Aboriginal, Torres Strait Islander and Māori doctors in the VTP through culturally appropriate recruitment, selection, support and retention strategies	▸ Increase the numbers of Aboriginal and Torres Strait Islander and Māori doctors recruited, selected and retained in the VTP	▸ Continue the policy of allocating additional points in selection process for VTP to applicants who identify as Aboriginal and/or Torres Strait Islander and Māori ▸ Continue policy of interviewing all doctors who identify as Aboriginal and/or Torres Strait Islanders and Māori who apply for selection in to the VTP ▸ Continue to provide financial support to trainees who identify as Aboriginal and/or Torres Strait Islander and Māori ▸ Continue to work with AIDA and Te Ohu Rata O Aotearoa, to provide culturally safe support to trainees who identify as Aboriginal and/or Torres Strait Islander and Māori	▸ Allocation of additional points for applicants who identify as Aboriginal, Torres Strait Islander or Māori retained until full evaluation of selection policy and process is completed ▸ All applicants who identify as Aboriginal, Torres Strait Islander or Māori continue to be interviewed until full evaluation of selection policy and process is conducted ▸ Financial support for Aboriginal, Torres Strait Islander and Māori trainees continues to be provided until full evaluation of the financial support system ▸ Feedback from AIDA, Te Ohu Rata O Aotearoa, Aboriginal, Torres Strait Islander and Māori trainees confirms trainees from these cultural groups are receiving culturally safe support.

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Priorities:	Initiative	Description	Measures of success
Increase the number of Aboriginal, Torres Strait Islander and Māori doctors in the VTP through culturally appropriate recruitment, selection, support and retention strategies	▸ Support members to develop and extend capabilities to work in culturally safe manner	▸ Continue requiring first year trainees to complete cultural safety training program ▸ Continue to require Training Post Inspectors to complete RANZCO's online cultural safety training module ▸ Pilot models for extending cultural safety learning by providing trainees with the opportunity to deliver ophthalmology in Aboriginal and/or Torres Strait Islander controlled or focussed health services	▸ 100% of trainees complete RANZCO's cultural safety online learning modules ▸ 100% of trainees who do not identify as Aboriginal, Torres Strait Islander or Māori complete required face to face cultural safety training programs ▸ 100% of Training Post Inspectors complete RANZCO's online cultural safety modules ▸ Pilot completed and evaluated by June 2026

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Members

Create a valued collegial member experience through engagement and to develop members who are ambassadors for RANZCO and the profession

STRATEGIC PILLAR TWO

Our priorities:

- Deliver a diversity of engaging collegiate experiences and interactions for all members
- Provide valued and valuable lifelong learning
- Provide pathways for the selection and admission of new members that meet the workforce needs of Australia and New Zealand
- Promote diversity and inclusion

RANZCO

Priorities:	Initiative	Description	Measures of success
Deliver a diversity of engaging collegiate experiences and interactions for all members	▸ Congress:	▸ Deliver and continuously improve Congress across – ▸ Delegate experience and compelling content, ▸ Organisation process, ▸ Sustainability	▸ Maintaining 70-80% attendance of Fellows. ▸ Positive feedback from SPC, LOC, etc. ▸ Increased visibility of sustainability initiatives. ▸ Budget close to cost-neutral.
	▸ Communication	▸ Continuously improve the efficacy of communication campaigns and uplift Eye2Eye as it moves to digital publication in 2024	▸ Improved data analytics : ▸ Achieve an average of 65% open rates and 9% click rates on Zoho campaigns. ▸ Achieve consistent growth (3% annually) in follower and engagement rates on social media. ▸ Achieve annual page views over 65,000 for the RANZCO website. ▸ Communication adheres to the branding guidelines. ▸ Increased Eye2Eye click throughs in Flipping Books.

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Priorities:	Initiative	Description	Measures of success
Deliver a diversity of engaging collegiate experiences and interactions for all members	▸ Groups	▸ Support various RANZCO Groups (Women in Ophthalmology, Younger Fellows, Senior Fellows, Museum) to best meet the needs of their members	▸ Groups are visible to their own members and the wider RANZCO membership. ▸ Positive feedback from Group leadership about staff support. ▸ Groups following RANZCO policy, avoiding unnecessary risk and within financial delegation.
Provide valued and valuable lifelong learning	▸ Fully accredited, user-friendly CPD Home	▸ Deploy a CPD ecosystem that is accredited CPD Home, provides simple, engaging and flexible way for CPD users to enter their CPD, PDP and access learning content	▸ Deployed by end of 2024. ▸ 100% of CPD users are using the system by mid-2025. ▸ >98% compliance for annual CPD requirements.
	▸ Compelling content	▸ Collaborate with Fellows to provide compelling and engaging CPD content	▸ By end 2025 develop new content in collaboration with RANZCO SIGS and Groups.
	▸ Professional standards	▸ Curate, develop and promote a range of professional standards resources	▸ By mid-2024, launch the updated NUCLEUS Program. ▸ Congress continues to feature >3 Professional Development Courses.

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Priorities:	Initiative	Description	Measures of success
Provide pathways for the selection and admission of new members that meet the workforce needs of Australia and New Zealand	▸ Selection	▸ Provide a sustainable, efficient, fair and transparent selection process. ▸ Review the selection tools and explore feasibility of asynchronous Mini Multiple Interviews ▸ Adopt more sustainable assessment methods such as remote invigilated SJTs and asynchronous MMI	▸ Committee follows RANZCO policy and avoids unnecessary risk. ▸ Feasibility study into asynchronous MMI. If feasible, launch before the 2024 Selection Round (for 2025 training). ▸ Periodic reviews of Selection tools for efficacy, validity and defensibility, carried out.
	▸ SIMG	▸ Provide a sustainable, efficient, fair and transparent SIMG assessment process	▸ Committee follows RANZCO policy and avoids unnecessary risk. ▸ Review and assess applicants in a timely manner, following prescribed policy and procedures.

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Priorities:	Initiative	Description	Measures of success
Provide pathways for the selection and admission of new members that meet the workforce needs of Australia and New Zealand	▸ Membership for allied health	▸ Review and reform our membership offerings for our allied health members	▸ Before Dec 2025, carry out a cost-benefit analysis for each membership cohort and ascertain what benefits should be added / removed. ▸ Before Dec 2025, perform a governance review to determine if College Committees would benefit from allied members joining them.

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Priorities:	Initiative	Description	Measures of success
Promote diversity and inclusion among the membership	▸ Female representation	▸ Increase visibility of female ophthalmologists and continue to formulate and enact ways to increase the percentage of women joining the VTP and on Committees and leadership roles	▸ Communication and collateral to include female representation. ▸ WIO are well supported, based on feedback from the Executive Group.

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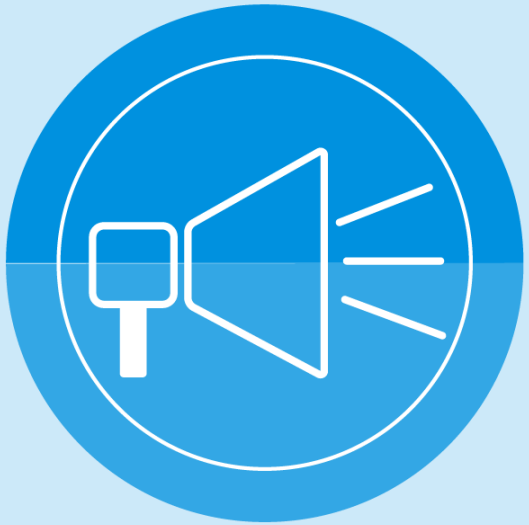

Advocacy

Advocate for the world's best eye health for the community

STRATEGIC PILLAR THREE

Our priorities:

- Advocate for equity of access in eye healthcare.
- Advocate for ophthalmology led patient-centred care.
- Set the standard for eye health care in our region.
- Promote environmental sustainability for ophthalmic practice.

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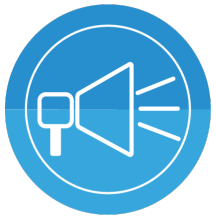
Priorities:	Initiative	Description	Measures of success
Advocate for equity of access in eye healthcare	▸ Identify gaps in service provision by mapping ophthalmologist distribution across Australia and New Zealand relative to population density and need	▸ Work with stakeholders to identify service provision gaps and engage College members to capture service provision data according to subspecialty area	▸ Identified need according to population density and estimated prevalence ▸ Updated membership data in CRM ▸ Completed visual map of workforce distribution
	▸ Develop and implement the Reconciliation Action Plan	▸ Collaborate with Reconciliation Australia, College staff and relevant RANZCO working groups to develop and implement the new 'Innovate' Reconciliation Action Plan	▸ New RAP implemented and deliverables monitored
	▸ Socialise and implement the Te Tiriti Action Plan (TAP)	▸ Collaborate with the Māori and Pasifika Eye Health Committee, Kapo Māori Aotearoa and others to achieve improved health outcomes for Māori	▸ Partner with peak bodies to establish and access pathways and whanaungatanga for Māori Fellows ▸ Established Models of Care to improve access to and service delivery of ophthalmic care for Māori.



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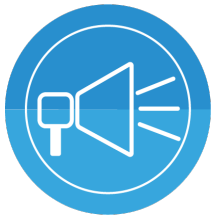
Priorities:	Initiative	Description	Measures of success
Advocate for equity of access in eye healthcare	▸ Continue government and stakeholder engagement on Vision 2030 and beyond	▸ Strengthen existing collaboration with government and stakeholders, and to seek new partners to address issues outlined in the Vision 2030 and beyond and to develop solutions to equitable eye health and improved access to eye care in both Australia and New Zealand	▸ Range of issues including: ▸ Improved ROP service in NSW ▸ Improved public outpatient services in QLD ▸ Established Keratoconus screening program in NZ ▸ Funded biennial eye health checks for CC card holders from age 55 for Māori and Pasifika and 65 for others ▸ CPAC of 46 implemented in NZ.
	▸ Develop strategies to increase awareness and promote prevention, earlier intervention and treatment for DR and children's vision	▸ Work collaboratively with external stakeholders to develop models of care for DR screening and advocate for children's vision screening	▸ Evidence-based stakeholder endorsed statement outlining Models of Care (MOC) for DR screening delivered jointly by optometry and ophthalmologists ▸ Advocate for national framework for Vision Screening for children ▸ Promotion of myopia prevention, early intervention and best practice evidence-based treatments ▸ Advocacy campaigns and marketing collateral generated and socialised. ▸ Stakeholder workshops



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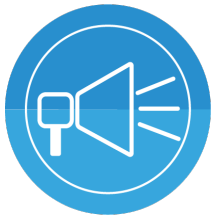
Priorities:	Initiative	Description	Measures of success
Advocate for ophthalmology led patient-centred care	▸ Explore alternative models of care	▸ Build the evidence base for collaborative care arrangements involving health professionals working under supervision of ophthalmologists	▸ Models of care developed
	▸ Develop high-value collaborative models of care for the screening and management of AMD and glaucoma	▸ Develop a centralised database of existing collaborative care models for screening and management of AMD and Glaucoma from Aus, NZ and overseas, and to recommend feasible ones for Australia, including details about rationale, models for metro/regional locations, staffing & clinic layout examples, roles of each craft group, data sharing, storage & confidentiality etc	▸ Survey on ophthalmology and optometry interest in taking up new AMD treatment ▸ Updated evidence-based AMD referral pathway ▸ Centralised database on existing collaborative care models ▸ Recommended collaborative care models for Australia endorsed by stakeholders ▸ Roles of each craft group are clarified and endorsed by stakeholders.



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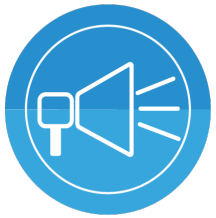
Priorities:	Initiative	Description	Measures of success
Advocate for ophthalmology led patient-centred care	▸ Develop effective and efficient models of care to improve cataract surgery service in Australia	▸ To investigate existing effective collaborative models of care and streamlined referral pathways, explore potential public and private partnerships, and put forward recommendations to shorten waiting times for both inpatient and outpatient care	▸ Stakeholder endorsement of: ▸ parameters and minimum standards for clinically defined urgent cataract surgery ▸ suggested measures to improve outpatient waiting list ▸ streamlined referral pathway for patients who need urgent cataract surgery within recommended timeframe ▸ recommended holistic approach to management and improvement of outpatient waiting list and surgical waiting list ▸ recommended public/private partnership/collaboration models



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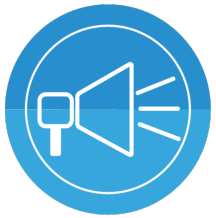
Priorities:	Initiative	Description	Measures of success
Advocate for ophthalmology led patient-centred care	▸ Develop framework and guidelines for responsible use of technology and digital health	▸ Develop evidence-based framework and guidelines about using technology and teleophthalmology etc to improve ophthalmology service delivery, particularly in rural and remote areas, as well as training capacity and education delivery for ophthalmology trainees	▸ Standardised and improved education and training delivery through new technology ▸ Framework and guidelines on using technology endorsed by stakeholders
	▸ Develop and implement advocacy campaigns and strategies	▸ Facilitate prioritising of issues and setting of the agenda for influencing Aus/NZ decision and policy makers ▸ Facilitate government engagement and stakeholder discussions ▸ Develop and implement strategies and messaging	▸ Established trust and confidence in RANZCO's advocacy agenda ▸ RANZCO acknowledged as leader in eye health sector advocating for equitable, quality, accessible services ▸ Fellows enabled to lead on key advocacy issues ▸ Collaborative relationships established and maintained



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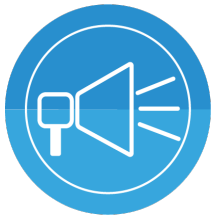
Priorities:	Initiative	Description	Measures of success
Set the standard for eye health care in our region	▸ Strengthen ophthalmology and foster collaboration and support networks for eye health in the Asia-Pacific region	▸ Participate in regional initiatives to build eye health programs in Pacific islands region and develop a suite of activities to facilitate support for Pacific island ophthalmologists and trainees	▸ Develop a tele-ophthalmology network ▸ Scholarship program ▸ GEH workshop ▸ Fellowships program ▸ Samoa National Eye Health Plan. ▸ CHOGM statement on eye health.
	▸ Develop position statements, clinical practice guidelines and responses to relevant consultations to ensure best practice in Australia and New Zealand	▸ Work with relevant Committees and SIGs to reach expert consensus, develop RANZCO guidelines, respond to public consultations, requests from Fellows, and enquiries from external parties	▸ Publication and promotion of Clinical Practice Guidelines and positions statements ▸ Submissions to public consultations
	▸ Ensure RANZCO representation on relevant external forums / working groups to ensure best patient outcomes	▸ Nominate and support RANZCO Fellows to participate and contribute to relevant external committees, expert advisory groups and participate in relevant external policy and advocacy forums	▸ Vision 2020 Australia policy committees ▸ RANZCO Fellows representing the College on Expert Advisory Committees - eg. ACHS Clinical Indicators Working Group, Austroads Implementation Advisory Group, etc



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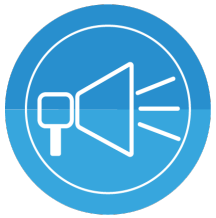
Priorities:	Initiative	Description	Measures of success
Promote environmental sustainability for ophthalmic practice	▸ Conduct operational research to set minimum standards for sustainable ophthalmology practice	▸ Develop evidence base for reducing waste, re-using instruments and recycling in ophthalmic procedures	▸ Launched, promoted and published Sustainable Practice Guidelines on: reducing waste during IVI and Cataract surgery ▸ Submitted to a journal ▸ Marketing collateral created and dispersed.
	▸ Engage with industry to explore development of sustainable procurement pathways and reduction in waste	▸ Address barriers to sustainable practice in ophthalmology	▸ Standards set for procurement division
	▸ Continue engagement with IAPB, EyeSustain and RACP to advocate for sustainable health practices	▸ Collaborate with stakeholders to identify, implement and promote sustainable ophthalmic practices	▸ Advocacy campaigns and marketing collateral generated and socialised



RANZCO

A Sustainable College

Govern and operate in a responsible and sustainable manner through continuous improvement of people and systems

STRATEGIC PILLAR FOUR

Our priorities:

- Maintain strong governance culture and practices
- Maintain robust, effective risk management framework
- Continue to invest in integrated technology that supports engaging member and staff experiences and organisational efficiency
- Responsibly and ethically manage all College resources and ensure compliant partnerships
- Foster an inclusive and diverse College
- Fulfill our corporate and social responsibilities under all applicable legislation and regulations

RANZCO

Priorities:	Initiative	Description	Measures of success
Maintain strong governance culture and practices	▸ Uplift use of Folio	▸ Uplift use of Folio for contract management, subscriptions, licences and security keys	▸ All contracts, subscriptions, licences and security keys are updated in Folio annually
	▸ Manage cyber security and BCP using established frameworks	▸ Manage cyber security, utilising established frameworks, including on-going staff awareness activities	▸ Annual phishing test ▸ Periodic vulnerability assessment and review ▸ Periodic BCP testing completed
	▸ Develop governance framework for bequests and grants	▸ Develop and implement the Grants & Bequests governance policy framework	▸ Governance framework developed and published
	▸ Develop a recurrent donation process	▸ Develop a recurrent donation process that ensures strong governance, donor management and financial efficiency	▸ Implement and rollout a solution if a viable option can be identified
	▸ Maintain our policy suite	▸ Maintain our policy suite. Ensure role and responsibility for policies is covered in on-boarding process	▸ Policy suite remains current and appropriate ▸ Policy responsibility covered within the onboarding process

RANZCO

Priorities:	Initiative	Description	Measures of success
Maintain strong governance culture and practices	▸ Strengthen branch & SIG governance practices	▸ Strengthen governance practices in Branches & SIGs through induction pack, making TOR and other essential documents available via Hubs	▸ All branch chairs, treasurers and secretaries have been inducted ▸ All branches have a dedicated hub to collaborate ▸ Regular updates at branch meetings by the President and CEO
	▸ Promote respectful working relationships among our volunteer workforce	▸ Through induction and awareness campaign, promote respectful working relationships among our volunteer workforce	▸ Delivery of induction to new committee chairs
Maintain robust, effective risk management framework	▸ Develop framework for vendor assessment and implement vendor due diligence	▸ Develop framework for new vendor due diligence assessment and implement supplier due diligence assessment and on-boarding process	▸ Framework agreed that works for all levels of the business and all levels of supplier engagement ▸ Agreed approach on existing suppliers. ▸ Agreed framework implemented across departments.

RANZCO

Priorities:	Initiative	Description	Measures of success
Maintain robust, effective risk management framework	▸ Ongoing risk management	▸ Maintain risk profile and mitigate risk as appropriate	▸ Quarterly reports to FARM
	▸ Improve risk management	▸ Improvement in risk management by defining risk appetite and tolerance	▸ Formal adoption of a risk tolerance and appetite statement
Continue to invest in integrated technology that supports engaging member and staff experiences and organisational efficiency	▸ Align Innovation roadmap with insights from Information Architect project	▸ With Information Architect insights, review and adjust the Innovation Roadmap as appropriate	▸ Revised Innovation Roadmap with priorities and timing aligned with business needs
	▸ Support implementation of CPD / LLL solution	▸ Support the implementation of the new CPD ecosystem and ongoing process of continuous improvement	▸ Successful implementation of the new CPD platform
	▸ Assess WBA, ReD fit-for-purpose and make recommendation for replacement	▸ Explore alternatives for WBA and ReD and prepare a proposal for Board consideration	▸ Proposal tabled at Board for new solution

RANZCO

Priorities:	Initiative	Description	Measures of success
Continue to invest in integrated technology that supports engaging member and staff experiences and organisational efficiency	▸ Leverage existing application suite, functions, tools	▸ Leverage existing application suite, functions, tools	▸ Practice review of user applications conducted ▸ Staff trained to use identified functionalities to better use applications
	▸ Improved data governance	▸ Improve data governance through established Data Governance committee and data management protocols	▸ Reduced concerns with data quality
	▸ Improved data analytics and insights	▸ Improve data analytics through utilising PowerBI and AI to improve decision-making and productivity	▸ Power BI dashboards deployed to key business areas ▸ Tools are part of management decision-making
	▸ Implement an application governance framework	▸ Implement an application governance framework which ensures appropriate business ownership and guidance on business rules and processes before any technical changes are undertaken	▸ Formal adoption of an application governance framework ▸ Designated application owners are identified

RANZCO

Priorities:	Initiative	Description	Measures of success
Responsibly and ethically manage all College resources and ensure compliant partnerships	▸ Review IT suppliers against responsible and ethics standards	▸ Review IT suppliers for compliance against responsible and ethics standards	▸ Existing suppliers have completed supplier questionnaire
	▸ Maintain ESG whilst seeking to explore opportunities for improvement	▸ Maintain/improve the investment portfolio ESG rating whilst maintaining performance	▸ ESG of AA is maintained or improved
	▸ Sustainability reporting	▸ Sustainability reporting on scope 1 and 2 carbon footprint (baseline) for Head Office	▸ Reporting mechanism developed ▸ Annual reporting of College carbon footprint
	▸ Develop recycling and re-purposing of technology policy	▸ Formalise the recycling and re-purposing practices of technology resources	▸ Policy approved and operational
	▸ Develop sustainability goals for the college	▸ Develop a pathway to get to net zero emissions for Head Office	▸ Sustainability Committee endorsed proposal to Board
	▸ Assess Modern Slavery risks within our supply chain	▸ Implement a supplier questionnaire to assess Modern Slavery risks within our supply chain	▸ Supplier questionnaire used to survey identified existing suppliers

RANZCO

Priorities:	Initiative	Description	Measures of success
Responsibly and ethically manage all College resources and ensure compliant partnerships	▸ Ensure succession planning for RANZCO leadership	▸ Review, refresh the curriculum and relaunch the Leadership Development Program to provide clear pathways for developing the future leaders of RANZCO	▸ New curriculum completed ▸ Annual graduation of leaders
		▸ Secure industry sponsorship	▸ Industry sponsorship is secured
Foster an inclusive and diverse College	▸ Implement inclusive recruitment practices	▸ Implement inclusive staff recruitment practices and relationships that will attract candidates from First Nations	▸ Adoption of new inclusive recruitment practices
	▸ Promote gender diversity on College Committees	▸ Celebrate our diversity on committees and raise awareness of diversity target, where required	▸ Gender diversity at 35% target across 70% of committees
	▸ Increase the percentage of Aboriginal & Torres Strait Islander staff employed	▸ Increase the percentage of Aboriginal & Torres Strait Islander staff employed	▸ Establishment of an internship program ▸ Employment of Aboriginal & Torres Strait Islander staff

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Priorities:	Initiative	Description	Measures of success
Fulfill our corporate and social responsibilities under all applicable legislation and regulations	▸ Maintain statutory and regulatory compliance	▸ Maintain compliance with ASIC, ACNC reporting	▸ Annual AIS submitted ▸ Update ASIC & ACNC for director changes
	▸ Maintain tax and accounting compliance	▸ Maintain ATO and accounting compliance	▸ Timely submission of BAS, STP ▸ No management letter items raised it o compliance with accounting standards
	▸ Develop positions statements on corporate and social responsibility	▸ Publish position statements on Modern Slavery, Sustainability	▸ Publication of position statement

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