

Statement of Corporate Intent 2024–2027

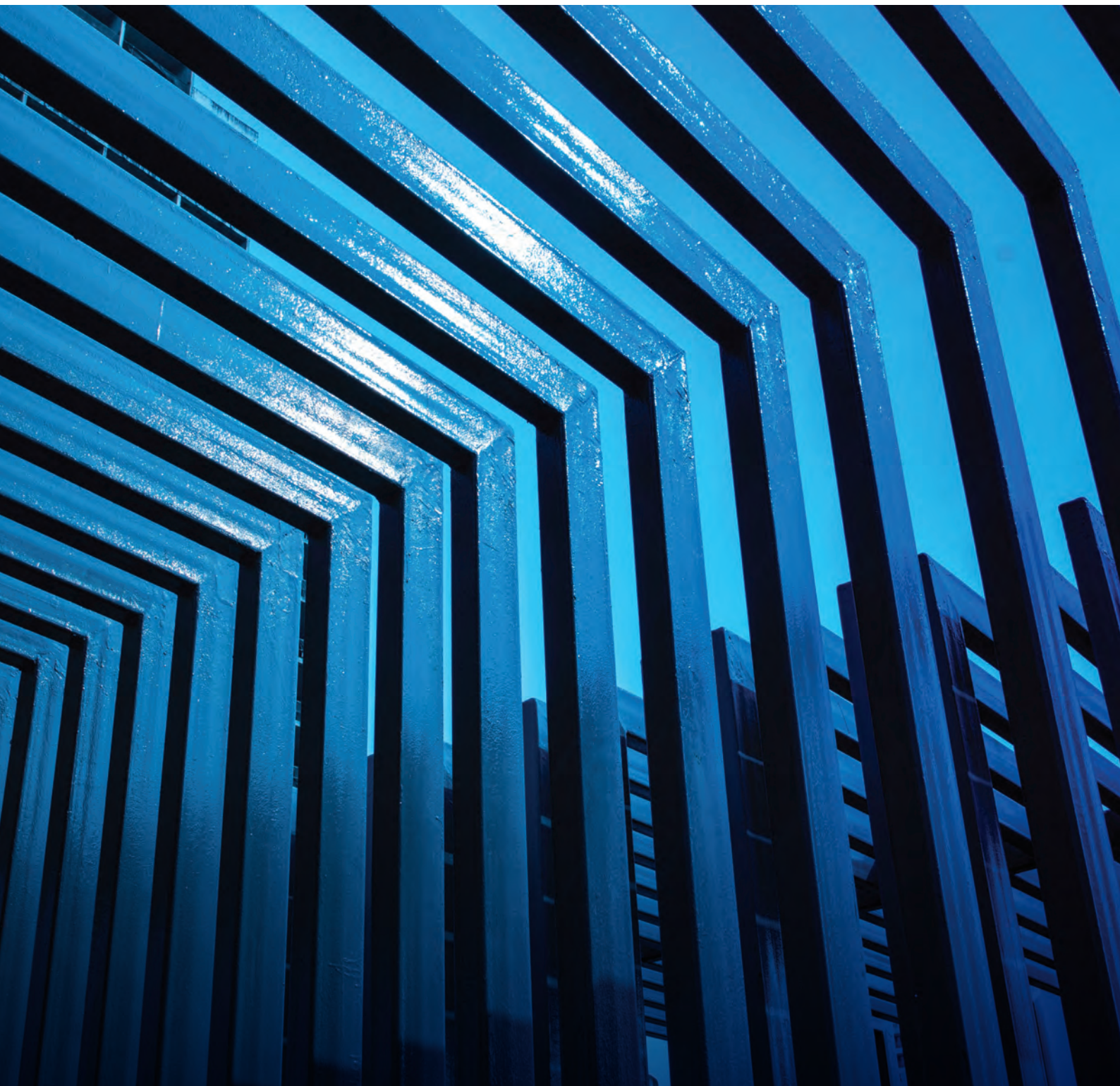


ACKNOWLEDGMENT OF COUNTRY (AUSTRALIA)

JASANZ acknowledges the Traditional Owners of the land on which we meet and work, and all Traditional Owners of Country throughout Australia. We recognise Aboriginal and Torres Strait Islander peoples' continuing unique connection to land, place, waters, and their rich contribution to society. We pay our respects to their cultures, Country, and Elders past, present, and emerging.

WELCOME (AOTEAROA, NEW ZEALAND)

JASANZ acknowledges the status of Māori as Tangata Whenua and honours Te Tiriti o Waitangi – Treaty of Waitangi by embracing the three guiding principles of Partnership, Protection, and Participation. We are committed to fostering the organisation's relationship with Māori and supporting the aspirations of Māori staff, customers, and Māori communities.



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1. Introduction from the Chair

I am pleased to present the Joint Accreditation System of Australia and New Zealand (JASANZ) Statement of Corporate Intent.

This document outlines our strategic priorities for the coming year, which are designed to ensure that JASANZ continues to deliver on its mission of providing robust, impartial conformity assessment services that inspire confidence and deliver value to our stakeholders.

This marks a significant period of transformation for the organisation as we greet our new Chief Executive Officer, paving the way for a re-evaluation of our future priorities. The Governing Board welcomes Alan Cook to this position and anticipates collaboratively fostering the growth and strengthening of the organisation.

In an ever-changing global landscape, resilience is key to our survival and growth. It is essential that JASANZ remains agile and resilient. We will achieve this by investing in our people, systems, and processes to ensure that we can respond effectively to changes and challenges. This involves enhancing our risk management capabilities, investing in our people and technology, and fostering a culture of continuous learning and adaptation. We believe in the power of open communication and accountability in building trust with our stakeholders. We are dedicated to maintaining high standards of corporate governance, providing clear and timely information about our operations and performance, and engaging in meaningful dialogue with our stakeholders.

We will work with government and industry to identify and address key areas where conformity assessment can contribute to achieving public policy objectives. This includes areas such as supporting certification of products for the building industry and providing valuable inputs into redefining the National Disability Insurance Scheme audit arrangements. These are just two of the key areas which will be the focus for the year ahead.

JASANZ plays a crucial role in facilitating trade by providing assurance that certified products and services meet relevant standards and regulations. We will work closely with industry and regulators to deliver conformity assessment schemes and services that facilitate the trading of Australian and New Zealand products and services, drawing on the strength of our international partnerships to do so. Additionally, we will promote the value of JASANZ accreditation in opening up new markets and opportunities for Australian and New Zealand businesses.

In pursuing these strategic priorities, we remain committed to our core values of integrity, excellence, and collaboration. We will continue to work in partnership with our stakeholders to deliver high-quality conformity assessment services that meet their needs and expectations.

We look forward to your support and engagement as we embark on this exciting new phase. Together, we can ensure that JASANZ remains a trusted and respected leader in conformity assessment, contributing to the prosperity and well-being of Australia and New Zealand.



A handwritten signature in dark ink, appearing to read 'Jeanette Roberts'.

Jeanette Roberts

Governing Board Chair
Joint Accreditation System
of Australia and New Zealand
(JASANZ)

2. About JASANZ 2023

JASANZ was established by a bilateral Treaty between the Australian and New Zealand Governments in 1991 (amended 1998) to deliver an accreditation system that enhances national, trans-Tasman and international trade, and achieves international recognition of Australian and New Zealand goods and services.

We do this by accrediting the bodies that certify or inspect organisations' management systems, products, services, or people. This ensures that a certifier or inspector can be trusted to assess whether an organisation's management systems, products, services, and people conform to international standards. The JASANZ accreditation symbol is a mark of competence and reliability.

Accreditation assists in the delivery of:

- risk management,
- streamlined operations,
- reduced barriers to trade,
- assurance that goods and services are safe, and
- stronger national, trans-Tasman and international trade.

To learn more about JASANZ, the accreditation system, and network within which we operate, visit the [About Us](#) section of our website.

Our obligations under the Treaty:

The objective of the Treaty is to strengthen the trading relationship between the two Parties, Australia and New Zealand, and between the Parties and other countries by:

- a. maintaining a joint accreditation system that will give users in Australia and New Zealand confidence that goods and services certified by accredited bodies meet established standards;
- b. obtaining and maintaining acceptance by the Parties' trading partners for:
 - i. management systems of Australian and New Zealand producers; and
 - ii. goods and services exported from Australia and New Zealand;
- c. establishing links with relevant bodies whose function is to:
 - i. establish or recognise standards in relation to goods and services, including conformity assessment services; or
 - ii. undertake or provide for conformity assessment; and
- d. obtaining mutual recognition and acceptance of conformity assessment with relevant bodies in other countries.

To learn more, visit the [Treaties database](#).

3. Our operating environment

Our Treaty provides our organisational objectives, in support of the Australia and New Zealand Closer Economic Relations Trade Agreement, and structure.

The key activities outlined in this SCI are linked to JASANZ's view of its operating environment. We monitor factors that are important influences on our objectives and are alert for insight into emerging trends so that we can address challenges and take advantage of opportunities. Our strategy is partially driven by the external and internal environment in which we operate. This can affect or influence our ability to meet our strategic objectives.

FACTORS

The primary factors JASANZ has considered when framing this Statement of Corporate Intent are:

1. JASANZ must be structured and resourced to quickly address the challenges of a developing world.
2. There are significant opportunities for growth in conformity assessment schemes and improving current scheme offerings.
3. The global system of trade is under challenge and risks limiting recognition of certain certifications where countries are building into their legislation requirements where only their national body's certifications will be recognised e.g. European Union Carbon Border Adjustment Mechanism.
4. Digitalisation presents a complex set of challenges for conformity assessment. Trade is increasingly relying on data to support conformance of products and services.

EXTERNAL ENVIRONMENT

The operating environment for JASANZ and the accreditation system has been stable in preceding years. Conformity Assessment Bodies (CABs) have remained constant overall with new CABs offsetting the withdrawal of existing CABs due to the combined effects of mergers and withdrawals. Our expectation over the term of this SCI is that we will process at least two new CAB applications for accreditation each year for existing schemes. Certifications issued under JASANZ accreditation will continue to grow at a modest level slowly over the next financial year, then it is anticipated numbers will increase in subsequent years as new schemes are launched. JASANZ will consider expansion into these schemes in the coming year based on market demand.

Globally, as well as in Australia and New Zealand, there is a push towards increased environment, social and governance (ESG) reporting. This has seen regulators relying on standards developed by the international accounting bodies for verifying such reporting. JASANZ has been in discussion with NZ External Reporting Board (XRB) since 2023, initially in relation to the New Zealand Standard on Assurance Engagements 1 (NZ SAE 1): Assurance Engagements over Greenhouse Gas Emissions Disclosures, and attendance at several Roundtables including Ethics, Independence, and Sustainability Assurance. This has further developed, with the International Ethics Standards Board for Accountants (IESBA) currently revising their Code to cover ethics and independence requirements for sustainability assurance practitioners. With IESBA and the International Accreditation Forum (IAF) announcing a strategic partnership to advance the use of this common ethical framework, there will be an increased recognition of ESG verification activities being undertaken by organisations under accreditation and an opportunity for JASANZ to develop a validation and verification program to support this.

With an increased focus on the United Nations Sustainable Development Goals by governments, JASANZ is well placed to build accreditation schemes to support governments and industry to meet their goals and those of their trading partners.

In addition, JASANZ will continue to build and maintain strong working relationships with representatives from both government bodies and industry groups to enhance recognition of the technical infrastructure to support trade. We will build closer relationships with our stakeholders and work with our Technical Advisory Committee (TAC) to leverage increased interest in accreditation, particularly in areas such as building products.

With the emergence of the Artificial Intelligence (AI) management system standard (ISO/IEC 42001), and other standards and schemes related to AI product certification and ethical development, JASANZ will explore opportunities in this sector through strategic partnerships with standards developers, peers, and industry peak bodies.

INTERNAL ENVIRONMENT

The JASANZ internal environment will be enhanced by strengthening the Corporate Services team to focus on investment in personnel, systems, and technology that enhance support services to frontline activities. The improved integrated support systems will increase the efficiency of our internal working environment and positively impact our external service delivery.

We will expand the internal assessment capability to allow JASANZ to better focus on new accreditation offerings and provide a pathway for succession within key technical areas.

The IT Project REDUX (Redesigning User Experience) continues to deliver technological efficiencies for the organisation, delivering on key outputs including a new scheduling tool for the accreditation services team and productivity gains with further enhancements to follow over the next year.

An AI Working group has been established to explore the use of AI within the organisation to:

1. Improve productivity,
2. Improve customer service,
3. Interrogate data to support our services and improve our accreditation processes, and
4. Investigate market opportunities in this space related to accreditation and scheme development.

4. Our strategic priorities

JASANZ is a vital organisation that plays a significant role in ensuring the quality, safety, and reliability of products, services, and management systems. Our strategic priorities have been established to align with those of both the Australian and New Zealand Governments, and reflect the objectives set in the Treaty.

4.1 Strategic priority 1: Enhancing export confidence and market access

Australia and New Zealand are renowned for their high-quality products across various sectors, including agriculture, manufacturing, and services. To maintain and expand our global market presence, it is crucial to ensure that our exports meet or exceed international standards and gain the trust of consumers, importers, and regulators. This initiative aims to strengthen the accreditation ecosystem by collaborating with industry stakeholders, government bodies, and certification agencies. By doing so, we can facilitate smoother exports, reduce trade barriers, and enhance the reputation of Australian and New Zealand products in international markets. Through this initiative, JASANZ will focus on trade with key trading partners.

The key components of this strategic priority are:

1. Engage with international partners through the international and regional accreditation forums, and lead discussions within these forums.
2. Identify market intelligence, trends, and insights shared with regulators, standards bodies, and industry.
3. Promote JASANZ abroad, particularly the recognition of the JASANZ accreditation symbol as a mark of confidence.
4. Develop export certification programs with regulators and industry to support trade.

4.2 Strategic priority 2: Supporting key domestic conformity assessment priorities

In Australia and New Zealand, regulators utilise third party conformity assessment schemes to deliver on Government policy. These schemes are focused on product and/or service safety or quality and compliance with standards. This strategic priority underscores our commitment to fostering a robust regulatory environment, enhancing consumer trust, and facilitating trade within the region. By aligning assessment methodologies, streamlining procedures, and promoting collaboration among stakeholders, regulators aim to uphold quality standards, promote innovation, and safeguard the well-being of consumers and businesses alike. JASANZ has a long history of working with regulators to develop schemes that deliver these aims.

In the next year the priority areas identified are:

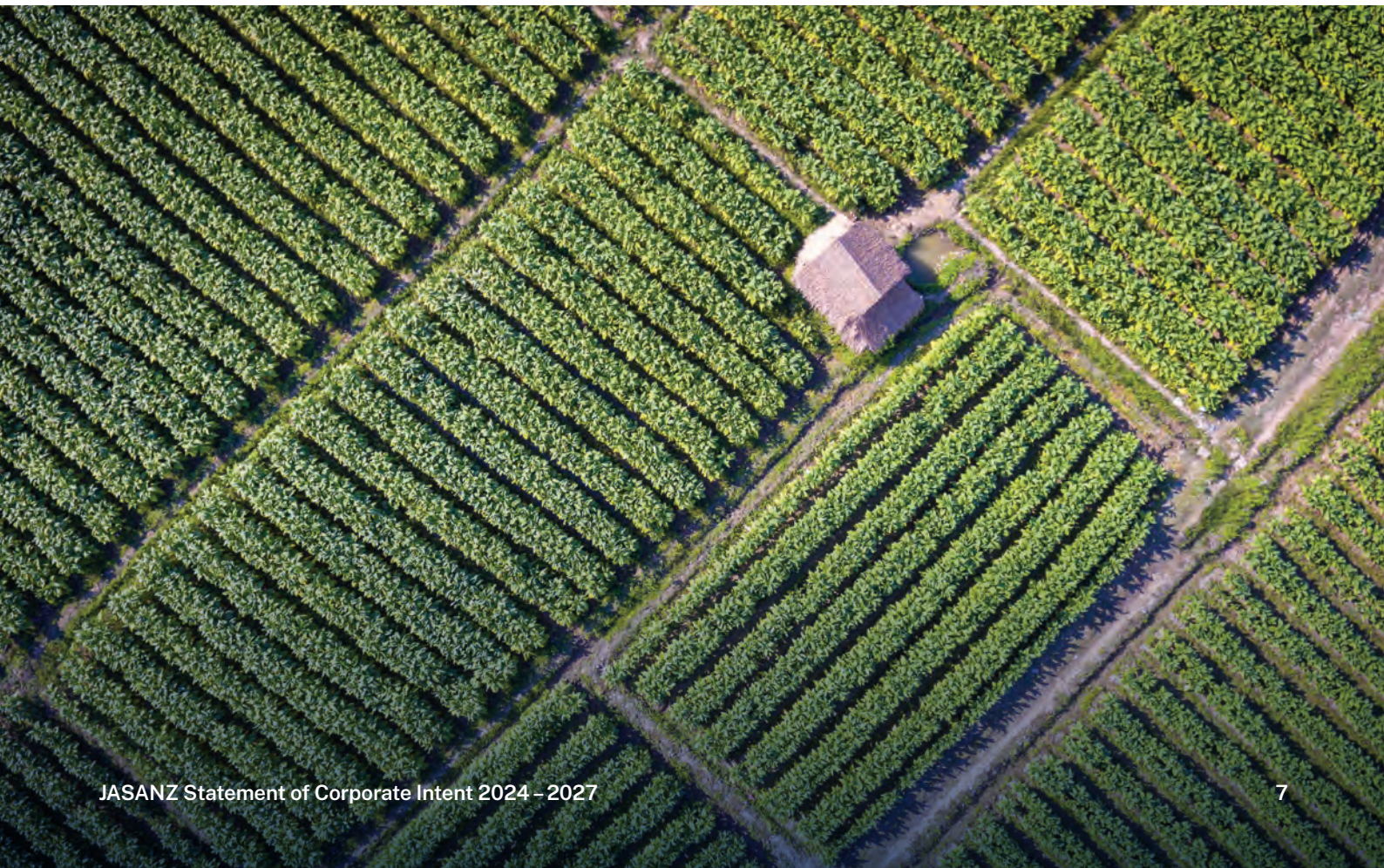
1. Building product certification: JASANZ has been involved in CodeMark certification in both countries for over a decade and will continue to work with the Australian Building Codes Board and the Ministry of Business, Innovation and Employment to improve the acceptance of certified building products. This initiative focuses on enhancing the efficiency, accessibility, and confidence associated with building product certification. By improving the certification process, we aim to support manufacturers, builders, and regulatory authorities across Australia and New Zealand.
2. National Disability Insurance Scheme (NDIS) Approved Quality Auditor Scheme: The NDIS plays a pivotal role in empowering people with disabilities to lead fulfilling lives. Certified NDIS providers are essential in delivering quality supports and services that meet participants' diverse needs. This initiative aims to enhance the certification process, foster continuous improvement, and elevate the standard of care. By collaborating with providers, auditors, and regulatory bodies, we aim to create a robust certification ecosystem.
3. Other schemes as developed by regulators: JASANZ works with regulators in both countries to identify and develop opportunities in response to changes in government policy and priorities.

4.3 Strategic priority 3: Strengthening organisational resilience and transparency

JASANZ plays a critical role in accrediting conformity assessment bodies across Australia and New Zealand, and globally. To maintain public trust, foster economic growth, and uphold international recognition, JASANZ must continually enhance its own performance and governance. This initiative focuses on organisational agility, stakeholder engagement, and robust governance practices. JASANZ aims to lead by example in the accreditation ecosystem.

The key components of this strategic priority are:

1. Strengthening corporate processes and structuring the organisation to meet organisational challenges.
2. Increasing transparency and reporting, with the redefinition of performance indicators aligned with our strategic goals.
3. Creating a stakeholder engagement framework to increase reach and identify opportunities.
4. Proactively developing the capability and capacity of staff through a culture of continuous learning and professional development



5. Our key initiatives

JASANZ is currently meeting its general operating competence and performance targets when assessed against Treaty obligations; however, there is an opportunity to develop and mature JASANZ activities, systems, and processes.

5.1 Key initiative 1: Identify key sectors for growth

The accredited conformity assessment industry is constantly changing, with emerging opportunities evolving. Whilst the accreditation of management system certification bodies remains our core business, we will explore potential new sectors and the identification and implementation of schemes both new and complementary to existing schemes. Priority areas will be based on those that support trade and trade linkages. We will also look to build more collaborative arrangements with peers within the conformity assessment sector.

5.2 Key initiative 2: Enhance our global profile

JASANZ is an active member of the International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC). Regionally, JASANZ is a member of the Asia Pacific Accreditation Cooperation (APAC). We maintain an active role in the International Electrotechnical Commission (IEC) Conformity Assessment Systems. We will aim to broaden our international exposure by participating in the International Social and Environmental Accreditation and Labelling Alliance (ISEAL).

Our involvement in international networks of accreditation bodies will be maintained as we work with others to develop a more dynamic and progressive model for accreditation practice. Our main contributions to the IAF and APAC networks are providing support for the roles of Chair of the IAF Multilateral Agreement Committee and Chair of the APAC Technical Committee.

We will continue to provide support to the (IEC) conformity assessment activities by carrying out the responsibilities for IEC Quality Assessment System for Electronic Components (IECQ) and IEC Conformity Assessment for Electrotechnical Equipment and Components (IECEE) schemes. In the case of IECEE we work closely with Standards New Zealand in coordinating contributions to ensure that Australia's and New Zealand's standardisation is correctly notified.

We will provide support to the relevant agencies of the Australian and New Zealand Governments, as requested, on those aspects of trade agreements with conformity assessment components. This generally involves commentary on conformity assessment aspects of emerging trade facilitation agreements encompassing mutual recognition or free trade.

5.3 Key initiative 3: Develop and expand the JASANZ Academy

The JASANZ Academy launched in September 2020. The development of the Academy was based on the premise that providing training in our core accreditation standards and associated documents would improve the knowledge of clients, and through this, the performance of the industry. This premise remains, recognising that there are several supplementary offerings that could improve the understanding of industry stakeholders, along with the performance of our clients.

In the period since the launch, the industry has developed significantly, particularly in relation to remote audit and assessment techniques, and training has moved online with opportunities for participants to undertake self-paced online training. The Academy has adapted to meet these needs and is now in a position to review, analyse, and implement opportunities for improvement and expansion.

In the next 12 months JASANZ will:

1. Undertake a market analysis of competitors, their offerings, and delivery modes.
2. Develop a business plan based on several key assumptions and the analysis undertaken. The business plan will include a stepped approach, beginning with Step 1 – immediate expansion of offerings.
3. In parallel, undertake market research to determine market and pricing, and challenge assumptions.
4. Deliver a further business plan for subsequent expansion steps.
5. Commence Stage 2 of expansion.

5.4 Key initiative 4: Strengthen JASANZ corporate processes

5.4.1 STRENGTHEN CORPORATE SERVICES

JASANZ will establish a new General Manager Corporate Services to bring all corporate functions under one manager and provide some team identity and synergy. A fully integrated Corporate human resources management system will be investigated and introduced, along with improved business performance reporting tools. In addition, a range of initiatives will be implemented to improve JASANZ budgeting processes, our cost recovery framework, and financial governance. External contractors will be engaged to conduct a cost recovery analysis in the first quarter of financial year 2024–25 with any changes implemented in January 2025.

5.4.2 UPDATE JASANZ SERVICE CHARTER

There is an opportunity to redevelop and restate our obligations to our clients and industry stakeholders by the redevelopment of our Service Charter. Consultation with our clients and industry stakeholders is essential to ensure our service charter gives confidence to goods and services certified by accredited bodies. An updated Service Charter will be delivered in the second half of financial year 2024–25.

5.5 Key initiative 5: Technology efficiencies

5.5.1 UNDERSTAND THE SIGNIFICANCE OF AI TO ACCREDITATION

The world of AI is a fast moving and exciting one, which provides opportunities for those that understand data and its value in decision making. AI provides every business with the opportunity to harness the information contained in their data sets and improve productivity by allowing decision making in a fraction of the time.

In addition, everyday seemingly mundane tasks can be managed effectively with the use of AI, freeing up resources for more effective and engaging tasks. JASANZ has therefore initiated an internal working group to explore the use of AI within the organisation to increase productivity and more effectively engage with stakeholders and clients.

AI is also seen as a way in which to harness data that we and our clients have to improve the industry within which we operate. Through consultation with industry stakeholders, JASANZ can play a pivotal role in determining how digitalisation and the use of AI can better inform regulators, traders, and consumers of products and services.

JASANZ can also contribute to AI development through offering accreditation for schemes that centre on AI management systems and ethical development of AI. Therefore, within the 2024–25 financial year, JASANZ will explore and consult widely on the opportunities in this sector that can be implemented in 2025–26.

5.5.2 AUTOMATION OF PROCESSES

During the 2023–24 financial year, JASANZ initiated a complete redevelopment of our information systems for service delivery. This is project REDUX. The initial stages of REDUX have now been delivered with the automation of assessment team calculators and assessment time calculators, including the migration of the assessor status log and competency records to the CRM. Over the next year, the focus will move to the planning, conducting, and reporting of assessments, and the management of nonconformities and accreditation decisions. This will further streamline the processes and reduce the potential for errors. In addition, the project will deliver improved client portals, extending to scheme owner portals, for significantly enhanced user experience and relationship management opportunities.

6. Measuring our performance

In order to be able to determine how JASANZ is performing against its strategic objectives, the following performance measures have been established. Adjustment may occur during the year to align with changes in strategic direction.

Key Initiative 1 – Identify key sectors for growth

Indicator	Performance Measure	Target for 2024/25	Target for 2025/26	Target for 2026/27
Develop opportunities to expand the sectors in which we operate	Identification of new sectors for growth	Identify new sectors, and launch one new sector		Launch one new sector
	Launch new schemes in relevant sectors	Launch two new schemes	Launch two new schemes	Launch two new schemes

Key Initiative 2 – Enhance our global profile

Indicator	Performance Measure	Target for 2024/25	Target for 2025/26	Target for 2026/27
International recognition of the standards and conformance infrastructure	Retain IAF MRA, ILAC MRA and APAC MRA signatory status	Maintain signatory status	Maintain signatory status	Maintain signatory status
	Active representation at IAF, ILAC and APAC	IAF MLA Committee Chair	IAF MLA Committee Chair	IAF MLA Committee Chair
		APAC TC2 Chair	IAF and APAC executives	IAF and APAC executives
		IAF and APAC executives		
	Representation at IAF, ILAC and APAC working groups	Representatives on all relevant WGs	Representatives on all relevant WGs	Representatives on all relevant WGs
	Participate in APAC peer evaluations	Undertake 2 annually	Undertake 2 annually	Undertake 2 annually
Support negotiation of free trade agreements between Governments	Provide assistance on request by both Australian and New Zealand Governments	100% response rate to Government requests	100% response rate to Government requests	100% response rate to Government requests

6. MEASURING OUR PERFORMANCE

Key Initiative 3 – Develop and expand the JASANZ Academy

Indicator	Performance Measure	Target for 2024/25	Target for 2025/26	Target for 2026/27
Grow the Academy as a significant revenue stream for the organisation	Develop business case for expansion of the academy	Business case developed and signed off		
	Market research completed	Completed first half 2024/25		
	Stage 1 of the expansion implemented	Development of offerings completed and implementation commenced	Implementation of Stage 1 completed	
	Stage 2 of the expansion implemented		Development of offerings completed	Implementation of Stage 2 completed
	Staff facilitator employed	Recruitment completed		
	Instructional designer employed	Recruitment completed end 1st half 2024/25		
	Administration staff employed	Recruitment completed 2nd half 2024/25		
	Revenue target	Deliver a surplus on training academy costs of operation	Increase revenue by 150%	Increase revenue by 100%

Key Initiative 4 – Strengthen JASANZ corporate processes

Indicator	Performance Measure	Target for 2024/25	Target for 2025/26	Target for 2026/27
Strengthen corporate services	Employ new General Manager Corporate Services	Employment of new General Manager Corporate Services completed and re-development of the Corporate Services team completed		
	Review and develop policies and procedures	100% developed and implemented	Internal audit indicates compliance	Internal audit indicates compliance
	Review and implement a HR Management System	Implementation of a HR Management System	Review functionality for expansion	

Key Initiative 5 – Technology efficiencies

Indicator	Performance Measure	Target for 2024/25	Target for 2025/26	Target for 2026/27
JASANZ invests in AI to support processes	AI working group identifies use cases for AI	Increase productivity of AI users by 5%	Increase productivity of AI users by 10%	Increase productivity by 10%
Redevelop JASANZ information systems to be fit for purpose	Implement project REDUX within contractual terms	Completion of milestones within this financial year	Project completed	

7. Organisational capability

To deliver on Government and industry priorities, JASANZ must ensure that as an organisation we have the required capabilities, remain innovative and agile, and engage.

7.1 Our workforce

JASANZ operates across two offices in Canberra, Australia, and Wellington, New Zealand. Our staff total 41; however, the organisation is supported by over 100 contractors which undertake activities such as assessments, technical services projects, and facilitating learning.

Over the next three years, we anticipate some significant changes to the size of the staff workforce. In the first year, we will see the appointment of a General Manager Corporate Services who will be responsible for the team that carries out financial, information systems, marketing and communications, and risk management and internal audit activities for the organisation. This role will be part of the executive team and manage the development of policies and procedures for the team.

New positions will be recruited to support the General Managers of Services and the General Manager of Operations. These positions will enable and support the current General Managers to focus on stakeholder engagement and strategic development, and provide for succession planning.

The Learning and Development team will be expanded to support the expansion of the JASANZ Academy, with staff to undertake development and facilitation of training offerings, and administrative staff to support. It is expected that the costs of these resources will be covered by an increase in training-related revenue as the offerings are expanded.

The major anticipated impact on staff numbers is a proposed increase in assessment staff of 5 positions over two years. This has become feasible through the consolidation of remote assessment into our assessment program and increase of fees over the past two financial years. This has reduced the significance of the factors that led to the wide use of contract assessment from 2012. Increasing staff assessment resources allows us to have dedicated assessment cohorts for each sector and to retain assessment knowledge internally.

Calibration and management of staff assessment resources will be the role of the Sector Managers. Contractors will continue to provide technical experts where necessary and to undertake some assessment tasks in their specific areas of expertise.

The costs of additional staff assessors will be partly met through reduced outlays on contractors; the rate at which we implement this change will be linked to ongoing pricing changes.

JASANZ will continue to build a positive workplace culture, commencing with staff engagement surveys and strategies to support diversity, inclusion, and cultural awareness. These strategies will build on significant work already completed in this regard and show our commitment to providing a positive work environment that encourages creativity, innovation, and problem-solving. We will initiate strategies to improve employee engagement over the next year, improve organisational resilience and staff retention, and through this realise greater productivity and innovation.

The Governing Board oversees JASANZ's workforce performance and engagement with the assistance of the People and Culture Committee.

7.2 Governance

JASANZ's governance structure is specified in the JASANZ Treaty, which outlines the governance arrangements, obligations, and objectives of the organisation, as well as its authority to operate as an accreditation body. JASANZ operations are overseen by a Governing Board comprising of 10 members. Six of these members are appointed by the Australian Government, and three by the New Zealand Government. The Chief Executive of JASANZ is the tenth member. The Governing Board has the sole authority over the rights and responsibilities of JASANZ. The Governing Board also appoints the members of the Technical Advisory Council (TAC) and the Accreditation Review Board (ARB). The TAC represents JASANZ stakeholders and ensures the activities of JASANZ are impartial and transparent. The ARB is responsible for decisions about granting, maintaining, extending, reducing, suspending, and withdrawing accreditation.

The Governing Board has appointed two sub-committees from its members: Audit, Finance and Risk Committee, and People and Culture Committee. The Audit Committee assists the Board to meet its responsibilities for overseeing that JASANZ has effective and efficient systems for:

1. Financial reporting,
2. Internal financial controls,
3. Financial and WHS risk management,
4. External audit, and
5. Internal audit.

The People and Culture Committee assists the Board meet its responsibilities for overseeing that JASANZ has in place effective and efficient systems that support:

1. Board performance,
2. Management performance,
3. Workforce performance and engagement,
4. Sound remuneration policy and practices,
5. Development of the organisation's culture, and
6. Workplace Health and Safety (Australia and New Zealand).

The Management Coordination Team consists of the General Manager Services, General Manager Operations, and the Accountant (and the General Manager Corporate Services, upon appointment). The team supports the Chief Executive Officer to fulfil JASANZ's purpose by providing leadership, guiding performance, and implementing and delivering against the Statement of Corporate Intent.

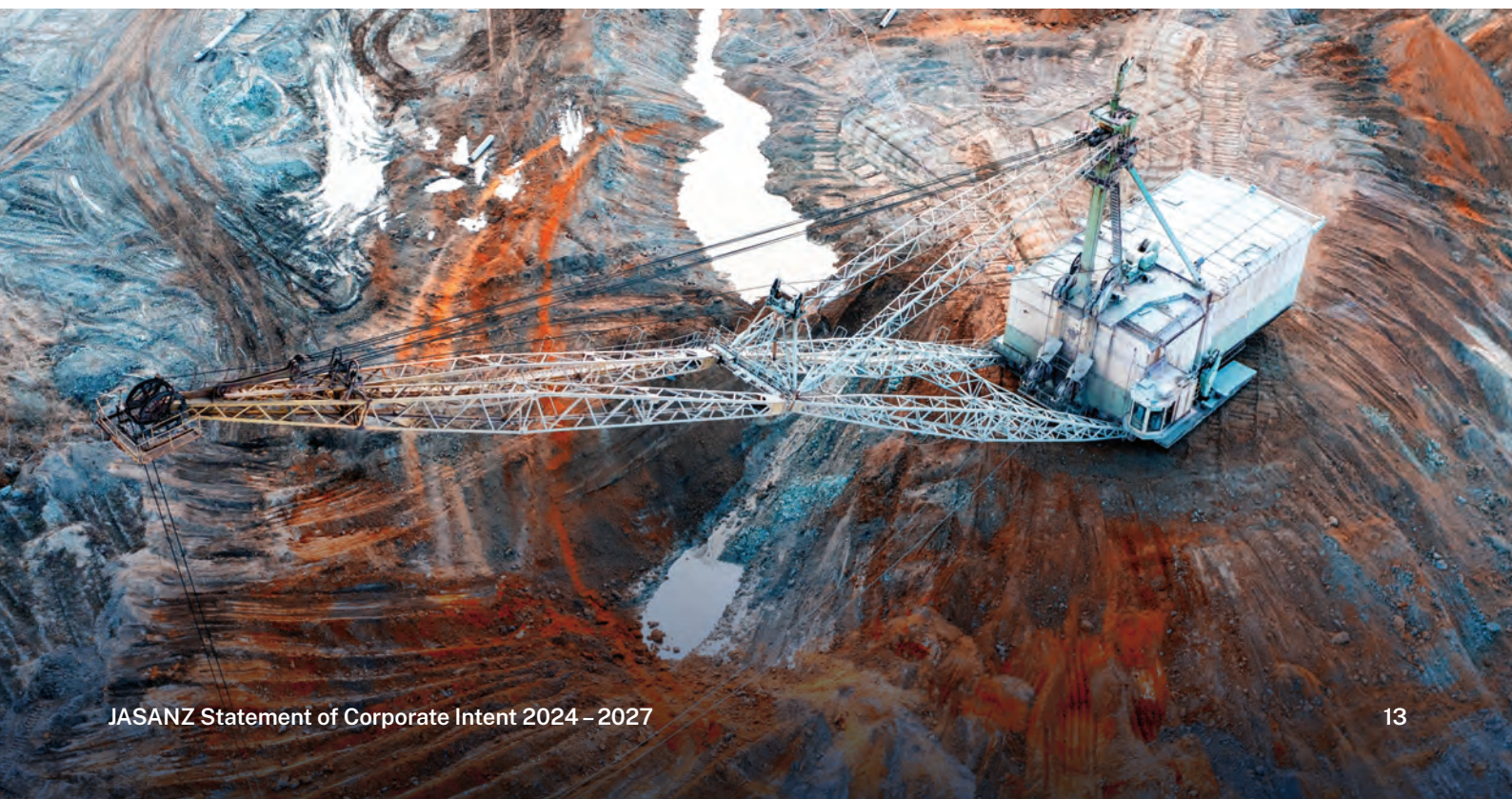
7.3 Information systems

Project REDUX will continue to be rolled out across the organisation. The Project will increase productivity significantly, not just for our staff but also for contractors and our stakeholders, as the project touches on all the organisation's functions.

The significant improvements which this project will bring include:

1. Centralising client and stakeholder information in our CRM and enable this information to be available in portals with increased capability.
2. Providing tools to staff to simplify their work significantly.
3. Providing assessment personnel with streamlined assessment tools, reducing time taken currently to prepare for and report on assessments.

In addition, with the work being delivered through the AI Working Group, JASANZ will be in a good position to harness AI to further enhance the work environment, bringing significant improvements to the way in which we deliver our core business.



8. Managing risk

8.1 Risk management

JASANZ's documented risk management system provides the tools for monitoring and managing risk and compliance. The risk management system also provides tools for understanding our environment and is a resource for strategy and planning. JASANZ's strategic risk is managed by the Governing Board and Executive Management. This Statement of Corporate Intent provides a framework within which we reference our most significant enterprise risks and mitigation strategies. JASANZ has ongoing internal monitoring of its compliance with Treaty, legislative, contractual, and other obligations. JASANZ has policies and procedures in place that promote compliance, including whistleblowing and handling of complaints, which are regularly reviewed for currency and are also subject to internal audit. Compliance with contractual and other obligations is monitored, and standard documentation is improved periodically or as any issues are identified.

JASANZ sees the benefit of including staff from different parts of the organisation to identify risks and mitigations at the operational level as a check that the enterprise risks and mitigations remain valid. Table 1: JASANZ Risks – Top Ten (Page 15) summarises the 10 main risks to the accreditation system based on our assessment of our operating environment. Each of these risks is inherently high; through effective risk mitigation treatments we will achieve the desired residual risk ratings. The potential for over prescription of conditions on accreditation bodies and certification bodies through standards and mandatory documents, has always been high. We believe that this has become elevated through the proliferation of rules and influence of regulation in some accreditation regions.

8.2 Work Health and Safety Management

JASANZ has a WHS Committee, chaired by a member of Executive Management, that meets regularly to deal with risk. Some of the matters dealt with by the WHS Committee include revisions to WHS policies in both jurisdictions, WHS reporting, and identifying emerging risks and hazards. Operational matters that arise between meetings are dealt with by Committee members and relevant staff as required. JASANZ protects its staff against seasonal health risks by making available annual flu vaccinations. JASANZ encourages staff to have a healthy lifestyle and provides an annual reimbursement to an amount of \$200 per staff member for approved items, including courses. JASANZ also recognises the benefits of contributing to the community and provides staff with one day of additional leave per annum for participating in approved activities.

JASANZ has an online system for reporting WHS incidents, existing conditions, and hazards whilst maintaining confidentiality and privacy. Staff and contractors are required to annually update their training on WHS issues by means of an in-house online course, and those who are first aid officers and fire wardens are required to keep their qualifications current.

Table 1: JASANZ Risks – Top Ten

Description	Inherent Rating	Residual Rating
1. If international member organisations implement some measure that is contrary to relevant legal provision, policy or good operating practice, then it may not be possible or feasible for JASANZ to comply so that our recognition by peer organisations is lost or diminished.	High	High
2. If JASANZ is not able to reduce its risk and liability from poorly managed schemes and ensure future schemes are fit for purpose, then it may lose reasonable control over performance and outcomes with consequential loss to integrity and confidence in accredited certification.	High	High
3. If the performance (or supply) of adequately skilled certification auditors declines, then the quality of services to certified organisations may diminish so that the credibility of accredited certification is undermined.	High	High
4. If JASANZ does not effectively plan and deliver on proposals for improved CAB performance, then it can be expected that the accreditation system will lose stakeholder support.	High	Medium
5. If certified goods and services do not reliably meet established standards, then accredited certification cannot be claimed to be a reliable guide to conformity, so that the justification for the existence of the accreditation system fails.	High	Medium
6. If networked information systems develop as effective trust systems, then they may present an alternative means for negotiating trust within markets so that the value of accredited certification is reduced.	Catastrophic	Medium
7. If JASANZ's information systems are inadequate, they may not support basic operations or remote working demands, so that there are inefficiencies in business processes.	High	Low to Normal
8. If users lose confidence in management systems certification, then the accreditation system could experience a high degree of contraction, as certified organisations abandon the program, and may then be unable to fulfil its objectives.	High	Medium
9. If JASANZ does not take effective measures to protect its brand and symbol, the value of the brand will be diminished and claims to confidence in the integrity of accredited certification are open to doubt.	High	Medium
10. If the accreditation process is poorly designed and/or applied, then performance by accredited bodies may be ineffective and/or inefficient so that claims of integrity and confidence are open to criticism.	High	Low to Normal

9. Financial performance

9.1 Overview

The 2024–25 budget associated with this Statement of Corporate Intent has been framed to provide a surplus of \$231k which is attainable, and it provides suitable self-generated funds for continuity of operations. The surplus will be invested back into the accreditation framework to improve the efficiency of service delivery, expand the provision of training opportunities for clients as well as staff, and to improve internal systems in areas such as human resources and assessment scheduling.

Embedded within the 2024–25 budget is investment in 10 new salaried positions. This investment is expected to deliver several benefits towards JASANZ attaining its goal of advocating for the system of accreditation and of improving the framework upholding the system.

These benefits include:

- Cost savings through greater use of staff assessors, rather than external consultants,
- Maintaining knowledge within JASANZ to allow for staff succession,
- Providing improved efficiency and effectiveness in service delivery, and
- Allowing for participation in new industry sectors for which accreditation is required.

Funding for these new salaried positions is budgeted via previously identified adjustments to the JASANZ pricing structure.

9.2 Pricing

The previous SCI discussed the pricing review activity performed in 2022, which was undertaken to address a structural problem that resulted in our fees for product certification failing to meet the costs of delivering product certifications.

This meant that much of the cost of delivering product certification was subsidised by our management systems certification program. Correcting this imbalance is essential for the future operation and continuity of the accreditation system, especially as demand for product certification is growing relative to management systems certification.

Using the price adjustment noted in the previous SCI, the 2024–25 budget year factors this price adjustment on product certifications and allows for a 4% Consumer Price Index (CPI) increment in observance of the economic impacts of inflation. The rate of the CPI adjustment is in line with Reserve Bank of Australia (RBA) guidance.

The 2024–25 budget subsequently contains a revised price for each of the three levels of product certification based on the level of effort and risk posed by each. The revised price levels are formulated to remove the cross-subsidisation of product certification by other JASANZ activities, such as management systems certification.

Revised product certificate price levels:

Price Level	Current Price (per certificate)	New Price (per certificate)
Level 1	\$9.60	\$14.56
Level 2	\$32.16	\$57.20
Level 3	\$51.36	\$92.56

The increase in budgeted revenue from the product certification price changes is \$1.31m. When distributed across the number of product certificates under JASANZ accreditation, the cost is estimated at less than \$22 per certificate.

The inclusion of a 4% CPI increment to prices, both for product certification and management systems certification, is in line with the CPI observance first adopted from 1 July 2023. Conformity Assessment Bodies (CABs) have been informed that CPI adjustments to pricing are now routine and are being implemented to keep pace with increasing costs of accreditation activities.

Both price increase measures will reduce the likelihood of future large-scale pricing adjustments and address long-term instances of cost increases not being met with commensurate increases in prices.

9.3 Outlook

Improved cash inflows are anticipated following adjustments to the pricing structure of the product certification portfolio.

At the same time, cash outflows will increase as 10 new salaried positions are deployed. Similar investment in personnel is considered likely in the budget out-years as further opportunities present themselves towards improving service delivery, expanding the scope of services offered, and in furthering the accreditation system.

We do not anticipate any circumstances under which the accreditation system may seek funds from the Australian or New Zealand governments.

JASANZ remains financially viable and is well positioned to meet its obligations. Sufficient cash reserves are maintained to cover at least six months of operating expenditure and to meet future commitments and unforeseen liabilities.

9.4 Budget

The assumptions underlying the preparation of the budget are:

1. CABS: allowing for minor increase in CAB numbers (1–2).
2. Certificate volume: anticipating marginal increase (1%–2%).
3. Operating costs: CPI increment based on RBA inflationary guidance.
4. Revenue: increase in line with certificate growth, price increments, and demand for other services.

It is estimated that revenue for 2024–25 will be \$11.87m against cost of services and operating costs which total \$11.64m.

9.5 Summarised Budget

Table 2: 2023–2027 Budget Forecast

	Revised Forecast		Budget	
(\$'000)	23–24	24–25	25–26	26–27
Revenue	10,305	11,867	12,323	13,429
Less Cost of Services	(2,212)	(1,796)	(1,910)	(2,663)
Gross Surplus	8,093	10,071	10,413	10,766
Less Operating Costs	(8,200)	(9,840)	(9,893)	(10,106)
Net Surplus / (Deficit) After Tax	(107)	231	520	660



9.6 Financial Performance Indicators

The table below shows the key financial performance indicators for the four-financial year period 2024–27.

Table 3: Key Financial Performance Indicators 2024–2027

	Revised Forecast	Budget		
	23–24	24–25	25–26	26–27
Revenue (\$'000)	10,305	11,867	12,323	13,429
Revenue growth (\$'000)	10.8%	15.2%	3.8%	9.0%
Revenue per FTE (\$'000)	248	230	226	246
Liquidity				
Quick ratio (Acid test)	6.1	6.3	6.6	7.0
Profitability				
Return on equity	–1.2%	2.4%	5.2%	6.2%
Operating margin	–1.0%	2.0%	4.3%	5.0%
Operating margin per FTE (\$)	(2,574)	4,522	9,624	12,221
Financial health				
Gearing (debt*/debt and equity)	17.9%	15.4%	12.1%	8.8%
Equity ratio (equity/total assets)	81.9%	82.3%	83.0%	84.0%
Cash and cash equivalents (\$'000)	7,947	8,228	8,798	9,508

* Lease liabilities

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