STATEMENT OF CORPORATE INTENT
2022 - 2025
HELPING MARKETS WORK BETTER
01 June 2022

THE HON ED HUSIC

Minister for Industry and Science
House of Representatives
Parliament House
Canberra ACT 2600
AUSTRALIA

THE HON DR DAVID CLARK

Minister of Commerce and Consumer Affairs
The Beehive
Parliament Buildings
Wellington
NEW ZEALAND

Dear Ministers,

I am pleased to submit to you the Statement of Corporate Intent (SCI) for the Joint Accreditation System of Australia and New Zealand (JAS-ANZ) for the period 1 July 2022 to 30 June 2025. The SCI operates as a three-year rolling plan and outlines the objectives of the accreditation system and the scope of the activities to be undertaken. The SCI provides the basic framework for the work plans by individual business units and staff.

Yours faithfully

Howard Duff
Chair
Joint Accreditation System of Australia and New Zealand (JAS-ANZ)
## Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AACB</td>
<td>Association of Accredited Certification Bodies</td>
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<tr>
<td>AANZFTA</td>
<td>ASEAN-Australia-New Zealand Free Trade Area</td>
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<td>AB</td>
<td>Accreditation Body</td>
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<td>ABCB</td>
<td>Australian Building Codes Board</td>
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<td>ABMS</td>
<td>Anti-bribery Management Systems</td>
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<td>AHSSQA</td>
<td>Australian Health Service Safety and Quality Accreditation</td>
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<tr>
<td>APAC</td>
<td>Asia Pacific Accreditation Cooperation</td>
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<td>ARB</td>
<td>Accreditation Review Board</td>
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<td>AMS</td>
<td>Asset Management Scheme</td>
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<td>AQA</td>
<td>Approved Quality Auditor</td>
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<td>AS</td>
<td>Australian Standard</td>
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<td>BCMS</td>
<td>Business Continuity Management Systems</td>
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<tr>
<td>BRCGS</td>
<td>Brand Reputation through Compliance Global Standard (Scheme)</td>
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<tr>
<td>CAB/CABs</td>
<td>Conformity Assessment Body/Bodies</td>
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<td>CB</td>
<td>Certification Body</td>
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<tr>
<td>CCSRI</td>
<td>RMIT University Centre for Cyber Security Research and Innovation</td>
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<tr>
<td>DESE</td>
<td>Department of Education, Skills, and Employment</td>
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<td>DISER</td>
<td>Department of Industry, Science, Energy and Resources</td>
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<td>EMS</td>
<td>Environmental Management Systems</td>
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<td>FAMI-QS</td>
<td>Feed Additive and premixture System</td>
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<td>FOI</td>
<td>Freedom of Information Act (Commonwealth)</td>
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<td>FTA</td>
<td>Free Trade Agreement</td>
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<td>GFSI</td>
<td>Global Food Safety Initiative</td>
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<td>GHG</td>
<td>Greenhouse Gas</td>
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<td>HHS</td>
<td>Health and Human Services</td>
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<td>HS</td>
<td>Human Services</td>
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<td>IAF</td>
<td>International Accreditation Forum</td>
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<tr>
<td>(IAF) MD</td>
<td>(International Accreditation Forum) Mandatory Document</td>
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<td>IANZ</td>
<td>International Accreditation New Zealand</td>
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<tr>
<td>ICA</td>
<td>(National) Interstate Certification Assurance</td>
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<td>IEC</td>
<td>International Electrotechnical Commission</td>
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<td>IECEE</td>
<td>IEC System of Conformity Assessment Schemes for Electrotechnical Equipment and Components</td>
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<td>IECQ</td>
<td>IEC Quality Assessment System for Electronic Components</td>
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<td>ILAC</td>
<td>International Laboratory Accreditation Cooperation</td>
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<tr>
<td>ISEAL</td>
<td>International Social and Environmental Accreditation and Labelling</td>
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<tr>
<td>ISMS</td>
<td>Information Security Management System</td>
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<td>ISO</td>
<td>International Organization for Standardization</td>
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<tr>
<td>JFS-C</td>
<td>Japan Food Safety Certification (Scheme)</td>
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<tr>
<td>MBIE</td>
<td>Ministry of Business, Innovation and Employment (NZ)</td>
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<td>MCM</td>
<td>Modular Component Manufacturer</td>
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<tr>
<td>MLA</td>
<td>Multilateral Recognition Arrangement</td>
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<td>MoU</td>
<td>Memorandum of Understanding</td>
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<td>MPI</td>
<td>Ministry for Primary Industries (NZ)</td>
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<tr>
<td>MRA</td>
<td>Mutual Recognition Arrangement</td>
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<td>NATA</td>
<td>National Association of Testing Authorities</td>
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<td>NDIS</td>
<td>National Disability Insurance Scheme</td>
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<td>NDIS AQA</td>
<td>NDIS Approved Quality Auditor Scheme</td>
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<td>NGO</td>
<td>Non-government Organisation</td>
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<tr>
<td>NZAAC</td>
<td>New Zealand Adventure Activities Certification</td>
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<tr>
<td>NZS</td>
<td>New Zealand Standard</td>
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<tr>
<td>OH&amp;S</td>
<td>Occupational Health and Safety</td>
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<td>OHSS</td>
<td>Occupational Health and Safety System (Scheme)</td>
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<td>OH-SMS</td>
<td>Occupational Health and Safety Management System</td>
</tr>
<tr>
<td>PEFC</td>
<td>Programme for the Endorsement of Forest Certification</td>
</tr>
<tr>
<td>PPE</td>
<td>Personal Protective Equipment</td>
</tr>
<tr>
<td>QMS</td>
<td>Quality Management Systems</td>
</tr>
<tr>
<td>RTAC</td>
<td>Reproductive Technology Accreditation Committee Certification</td>
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<tr>
<td>SISO</td>
<td>Support for Industry Service Organisations</td>
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<tr>
<td>SMEs</td>
<td>Small and medium-sized Enterprises</td>
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<tr>
<td>TAC</td>
<td>Technical Advisory Council</td>
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<td>TIA</td>
<td>Technical Infrastructure Australia/Alliance</td>
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<tr>
<td>UKAS</td>
<td>United Kingdom Accreditation Service</td>
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<tr>
<td>WIPO</td>
<td>World Intellectual Property Organization</td>
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<tr>
<td>WTO</td>
<td>World Trade Organization</td>
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30th Anniversary of Mabo Day in Australia.
Photo: Sydney Opera House during past Mabo Day celebrations.
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CHAIR’S INTRODUCTION

This Statement of Corporate Intent outlines the activities to be conducted within the accreditation system over 2022–25. Demand for accreditation and certification in both domestic and international market remains sound and the delivery of high-quality accreditation services continues to be central to our work program.

After two years of remote assessments, we have established a hybrid service delivery model that combines remote and on-site activity. I am confident that this will deliver services more efficiently and effectively.

Paradoxically, over the next few years the amount of witnessing will increase in volume when compared to pre-covid volumes. This is a consequence of IAF MD 17 which requires an increase in the volume of witness assessments across the key areas of Quality, Environmental and Occupational Health and Safety. This will add direct and indirect costs into the system. Our view is that performance improvements to the accreditation system will not be achieved by simply increasing the number of standard assessment routines. Whilst we will complete the revised witnessing program to satisfy our obligations as an IAF member, we will also work to minimise the impact of this change.

There are significant improvement initiatives that are expected to be delivered in 2022 and 2023. The postgraduate auditor training programme, developed through Massey University, is planned for launch in mid-2022. We are developing a better method for determining audit duration and this, along with development of a CAB service rating methodology, will be important in our drive for system wide improvements. We are also planning delivery of a major IT systems project to further enhance JAS-ANZ services to stakeholders.

Another exciting development is our work with NATA and GS1 to develop a data exchange framework for conformity assessment data. The plan for a simple pragmatic solution has been well received by industry and trade interests. We expect to take this to a trial stage by mid-2023.

The budget that accompanies this SCI has been formulated to deliver both improved outcomes and operational continuity. It demonstrates that JAS-ANZ is well placed to meet its objectives and to deal with any contingent matters independent of the need for public funds. Our focus continues to be on enabling market confidence and providing support for the trade systems of Australia and New Zealand.
EXECUTIVE SUMMARY

JAS-ANZ will continue to improve the quality of accreditation by focusing on these areas under the auspices of this Statement of Corporate Intent (SCI) 2022–25.

**IMPROVE CAB PERFORMANCE**
- Implement the first components of a new assessment model that provides a more dynamic and effective assessment approach.
- Complete development of the Conformity Assessment Body (CAB) ranking methodology and conduct a trial ranking with certification bodies in the first half of 2023.
- Launch the first module of an auditor education program with Massey University.
- Deliver the nominated training courses.

**DEVELOP A PORTFOLIO OF VIABLE SCHEMES**
- Offer scheme owners a subscription access arrangement to advisory material and training services.
- Publish one consolidated certification scheme for electrical safety.
- Continue our evaluation program to improve end-user experience and to promote continual improvement and performance within schemes.

**ENGAGE CERTIFIED ORGANISATIONS**
- Support certified organisations in developing their awareness of conformity assessment and knowledge of CAB performance.
- Continue the development of services for National Disability Insurance Scheme (NDIS) service users.
- Deliver the first round of the JAS-ANZ Futures Program.

**PRODUCT CERTIFICATION**
- Publish training resource materials for major product certification schemes.
- Improve certification scheme design and management to enhance the performance of product certification as external expectations increase.
- Complete check testing program for Watermark.
- Pilot proficiency testing and knowledge testing in product certification.

**BUILD A GLOBAL PROFILE**
- Maintain involvement in international networks to build JAS-ANZ’s global influence that provide the opportunity to improve the overall accreditation practice.
- Support the relevant Australian and New Zealand government agencies in issues associated with conformity assessment in trade.

**MANAGEMENT SYSTEMS AND QUALITY**
- Complete evaluation research for ISO 9001 and ISO 14001 to better understand the long-term viability of these standards.
- Publish a common tool for audit duration timeframes across the management system that will provide certifiers and industry with a reliable way to estimate how long an audit will take.
- Establish collaborative research linkages with the RMIT Centre for Cyber Security Research and Innovation (CCSRI) under Support for Industry Service Organisations (SISO).

**PROTECT BRAND AND IDENTITY**
- Implement JAS-ANZ’s branding strategy.
- Redesign the JAS-ANZ website.
- Launch a marketing strategy for JAS-ANZ’s Accelerate Training Academy.

**RESPOND TO TECHNOLOGY**
- Implement the proposed information systems upgrade.
- Extend the public certification register for scheme owners.
- Work with the National Association of Testing Authorities (NATA) and GS1 Australia on a data exchange framework for conformity assessment data.
- Deliver a technology road-mapping workshop.
JAS-ANZ is committed to providing leadership in accreditation for Australia and New Zealand.

Mission
To ensure that JAS-ANZ accreditation enhances national, trans-Tasman and international trade.
Achieve international recognition for the excellence of Australian and New Zealand goods and services.

Vision
JAS-ANZ will be the accreditation body of choice nationally, regionally and internationally.

Goals
- Integrity and confidence
  Maintain a joint accreditation system that gives users in Australia and New Zealand confidence that goods and services certified by accredited bodies meet established standards.
- Trade support
  Obtain and maintain acceptance by Australia’s and New Zealand’s trading partners for domestic management systems and exported goods and services.
- Linkages
  Create links to relevant bodies that establish or recognise standards for goods and services or that provide conformity assessment.
- International acceptance
  Obtain mutual recognition and acceptance of conformity assessment with relevant bodies in other countries.

Values
JAS-ANZ is committed to providing leadership in accreditation for Australia and New Zealand.

- Integrity and trust
  - Maintaining an ethical organisation that engenders trust and understanding in all stakeholders
  - Operating and communicating in a transparent manner.
- Creating value through our people
  - Providing professional development
  - Encouraging innovation
  - Encouraging teamwork
  - Recognising the significant contributions of our staff and volunteers.
- Professionalism
  - Practicing good corporate governance and meeting all statutory requirements
  - Ensuring highly professional personnel and services.
- Customer focus
  - Recognising our treaty obligations to the community
  - Adhering to the technical obligations of our mutual recognition arrangements
  - Developing and maintaining relationships with our stakeholders
  - Implementing an effective communication strategy.
The accreditation system comprises a wide network of public and private interests concerned with the performance and reliability of conformity assessment. The table lists the steps necessary to deliver a certification or inspection solution.

### Accreditation System

<table>
<thead>
<tr>
<th>Step 1</th>
<th>Standards body</th>
<th>Develops standards</th>
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<tbody>
<tr>
<td></td>
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<td>Standards are developed in response to government and industry requirements that may be supported by accredited certification or inspection services.</td>
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<tr>
<th>Step 2</th>
<th>Scheme owner</th>
<th>Develops schemes</th>
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<tr>
<td></td>
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<td>Schemes are developed by interested parties to support their operating objectives with specific requirements for the uniform interpretation and implementation of conformity assessment standards.</td>
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<tr>
<th>Step 3</th>
<th>JAS-ANZ Technical Committee(s)</th>
<th>Develops assessment criteria</th>
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<td></td>
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<td>Assessment criteria including JAS-ANZ schemes are developed using Technical Committees that provide a balanced representation of significantly interested parties. In this way, technical expertise is drawn into the development process to support innovation and key stakeholder needs. Most of this work is done by volunteers.</td>
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<tr>
<th>Step 4</th>
<th>JAS-ANZ</th>
<th>Provides accreditation assessment and technical advisory services</th>
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<tr>
<td></td>
<td></td>
<td>JAS-ANZ provides assessment services to Conformity Assessment Bodies (CABs). Bodies meeting the assessment criteria receive JAS-ANZ accreditation. This accreditation is internationally recognised. Technical services support peer organisations.</td>
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<tr>
<th>Step 5</th>
<th>Conformity Assessment</th>
<th>Provides conformity assessment services</th>
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<td></td>
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<td>Accredited Conformity Assessment Bodies (CABs) provide commercial certification and inspection services. JAS-ANZ receives a fee from certificates issued; however, it is not involved in the commercial arrangement between the CAB and its clients.</td>
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<tr>
<th>Step 6</th>
<th>JAS-ANZ</th>
<th>Undertakes peer review services</th>
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<tr>
<td></td>
<td></td>
<td>JAS-ANZ is subject to peer review and contributes to peer review of other accreditation bodies, to verify conformity with International Accreditation Forum (IAF) criteria.</td>
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30th Anniversary of K’gari (Fraser Island) which was inscribed on the World Heritage List in 1992.
Photo: Lake McKenzie, K’gari (Fraser Island), Queensland
EXTERNAL ENVIRONMENT

The plans and strategies outlined in this SCI are linked to how JAS-ANZ views its external environment. We monitor factors we regard as important influences on our objectives and are alert for insight into emerging factors to ensure opportunities and challenges are acted on.

The past year has not revealed any fundamentally new or unmanageable risks to the accreditation system.

Expectations that certifications could decline as businesses attempted to deal with a downturn in activity did not materialise.

Certifiers report that clients are retaining their certifications or are even expanding the range of activities covered by certification, mostly in product certification. Applications for accreditation were higher during the 2021 calendar year than expected from historic data.

The number of certifications grew slightly during 2021 and currently stands at 168,744.

We have noted published research pointing to potential problems in management systems certification.

In one case a study into quality certification among Italian small and medium-sized Enterprises (SMEs) has revealed a trend among SMEs to drop their quality certification. A second points to the significant presence of fraudulent certifications in China.

We have considered several factors when framing this Statement of Corporate Intent.

• We expect on-site witnessing to resume under the influence of International Accreditation Forum (IAF) Mandatory Document MD 17. This will divert effort and spending away from other activities.

• Although accreditation remains a non-competitive environment, there is still a possibility that larger certification bodies will choose to rely on accreditation they hold through one of the major global economies.

• The performance of some schemes is in doubt and warrants support of scheme owners to improve performance.

• Management systems are affected by several problems including the suitability of standards, evidence of fraudulent certificates and the internal costs for certified organisations.

• Product certification shows potential for growth but is being challenged by competitive behaviours of suppliers and regulatory controls.

• Digitalisation presents a complex and contradictory set of challenges for conformity assessment.

The most disruptive factor in the short term is the resumption of on-site witnessing. This will increase our operating costs compared to pre-pandemic years. We believe that the international accreditation system relies too heavily on witnessing because of the influence of mandatory IAF documents. This is hindering the development of accreditation and the adoption of new ways of validating the performance of accredited bodies.
SECTOR OUTLOOK

JAS-ANZ staff invest substantial effort working with stakeholders to help achieve their objectives through accredited conformity assessment. Our service delivery is concentrated in five main sectors of activity. Each of these has distinct characteristics which present different challenges and opportunities for the accreditation system.

BUSINESS AND INNOVATION

The Business and Innovation sector is focused primarily on management systems. The core standard is ISO 9001 (Quality Management Systems) which is used in most industrial sectors. Certification numbers for ISO 9001 remain stable at 47,500 and it is the largest contributor to the accreditation system. Other standards such as ISO/IEC 27001 for Information Security Management systems show growth from a low base (1,280).

The release of the Department of Education, Skills, and Employment (DESE) Information Security Management Systems scheme was a significant event in 2021. Other Australian Government agencies are showing interest, given the scheme’s strong focus on data sovereignty and security. There is also a growing interest in Anti-bribery Management Systems (ABMS) and Business Continuity Management Systems (BCMS) worldwide. We will be assessing the strength of that interest to determine if these will be offered for accreditation.

The New Zealand Adventure Activities Certification (NZAAC) scheme is due to be updated during 2022–23. Certificate numbers are expected to remain stable, as is the number of CABs working in the sector.

ENVIRONMENT AND SUSTAINABILITY

This sector is dominated by Environmental Management Systems (ISO 14001). In 2021 the sector generated several enquiries about the design and/or recognition of certification schemes. These covered sustainable land use and production, sustainable finance, and renewable energy certification. It remains to be established what accredited certification can contribute to these areas.

Toitu Envirocare (Toitu), a long-established Greenhouse Gas (GHG) verification body in New Zealand, was accredited to the new accreditation standard ISO/IEC 17029:2019 for validation and verification in 2021. This is the first accreditation in this program for JAS-ANZ, with Toitu being one of the early international adopters of that new program standard.

We expect the AS/NZS 4708:2021 sustainable forest management certification standard to be revised, which will mean that the supporting scheme requirements will need to be updated.

We have contributed to a revision of the electronic waste (e-waste) standard (AS 5377:2022 Management of electrical and electronic equipment for re-use or recycling). Decisions are expected on scheme ownership and the structure of a scheme based around the revised standard. We anticipate a comprehensive revision of the existing e-waste scheme in 2022–23, which will result in changes to assessment and auditing practices.

We have been working with stakeholders in New Zealand on a Climate-Related Financial Disclosures Regime. This shows many similarities to the current approach to verification of disclosures commonly seen with claims made about GHG reduction. Work on the scheme is expected throughout the year and may result in a dedicated verification scheme.

Certificate numbers are expected to show low growth and the number of CABs working in the sector should remain stable.

FOOD AND BIOLOGICAL SYSTEMS

The food and biological sector includes food certification schemes based on management systems, product systems or inspection requirements. It is dominated by an emphasis on food safety. It covers a wide range of activities from farming, manufacturing and processing to storage, distribution, and retail.

The New Zealand Export Halal Scheme is expected to become operational this year and three applicant certification bodies in New Zealand will be accredited by mid-2023.

Several schemes in the sector will undergo significant changes during the year. The introduction of some new conditions such as setting minimum thresholds for the number of certificates a certification body must issue to be considered competent has led to two certification bodies withdrawing from some food schemes. Similar efforts by scheme owners will probably lead to further rationalisation.
Global G.A.P. has been working through a major change to its scheme and is expected to release Version 6 in 2022, with implementation required by mid-2023. This will apply to New Zealand Global G.A.P.'s equivalent scheme, which will also be updated this year.

Changes to the Animal Products Regulations in New Zealand will result in significant changes to affected schemes. To support this JAS-ANZ is working with the Ministry for Primary Industries (MPI) to review the assessment requirements and refresh the current Memorandum of Understanding (MoU). We anticipate work with MPI and the organic certifiers as the New Zealand Organics Bill works its way through the parliamentary process. This will have a significant impact on the current programs and the organics domestic market when the legislative process is complete.

Certificate numbers are expected to grow slowly and the number of CABs working in the sector should remain stable.

HEALTH AND HUMAN SERVICES

Activity in the Health and Human Services (HHS) sector is dominated by the National Disability Insurance Scheme (NDIS) Approved Quality Auditor (AQA) Scheme.

The Scheme will continue to develop over the next three years. The initial eight AQA certifiers are expected to expand to twenty in the next 12-18 months. The competence of audit teams is expected to be an area for attention in the future development of the Scheme.

The Australian Department of Health’s Care and Support Regulatory Alignment Reform Program will strongly influence how the scheme is shaped. A key objective for this program is to remove unnecessary duplication of obligations for service providers and workers across disability, aged care, and veterans’ affairs. Registration and accreditation processes are expected to be aligned to make it easier for providers to extend services across all care and support sectors.

Established human service (HS) schemes, such as the Disability Employment and Supported Employment Services Scheme, are changing to accommodate NDIS standards.

The Department of Health completed a review of the General Practice Accreditation scheme in 2022. It highlighted the need to strengthen the scheme by developing a better auditing methodology. The Australian Health Service Safety and Quality Accreditation (AHSSQA) Scheme may be discontinued in 2022/23.

Certification numbers for Occupational Health and Safety (OH&S) management systems against ISO 45001:2018 is growing as the older standards are retired. ISO 45003 was published in 2021 to address workplace health and safety. It includes guidelines for managing psychosocial risks in the workplace. Stakeholder interest in this aspect of the 45000 series will be monitored closely.

Other important influences in the sector likely to shape service delivery are:

- greater adoption of ISO 45001 as AS/NZS 4801 is removed from regulations
- outcomes of scheme reviews for several of the smaller Occupational Health and Safety Management System (OH-SMS) schemes
- more CABs seeking accreditation for medical devices.

Certificate numbers are expected to grow, as is the number of CABs working in the sector.

PRODUCT CERTIFICATION

Regulation and regulators are a major influence in product certification, which comprises several sub-sectors dominated by building, construction, electrical, gas, plumbing, personal protective equipment, and general consumer products.

The amount of non-conforming products turning up in domestic market is an important topic of discussion with industry about product certification. Stakeholders, whether suppliers or regulators, want strong schemes that will prevent non-conforming products from entering the market and that can respond effectively if they do.

Other topics of interest to stakeholders across the sector are:

- validation of existing schemes
- rationalisation of competing proprietary schemes
- improved harmonisation of practice between different CABs
- performance of CABs against regulatory criteria as well as conformity assessment criteria.

We have noted these concerns and applied them in our contributions to a revised CodeMark Scheme in New Zealand, as well as Australia’s low-lead initiative for plumbing products, and the consolidation of schemes in electrical safety and gas products.

Certificate numbers are expected to grow, as is the number of CABs working in the sector.
ACCREDITATION SERVICES OUTLOOK

We expect some on-site assessments to resume during 2022/23. The extent to which this occurs will depend on:

- reliability of travel arrangements
- availability of insurance coverage
- site access
- health and well-being considerations.

The successful use of remote assessments and audit as well as the reduced costs will continue to drive demand for remote assessment. Similar considerations will affect the delivery of certification audits by CABs.

A range of views are emerging about remote auditing and assessment which will affect how JAS-ANZ structures future activities. Remote work is efficient because of the reduced travel time and cost, and it allows for more in-depth assessment. Determining the reliability of some audit evidence from photographs or video recordings however, poses practical problems that can increase the time needed to complete an audit or assessment. Some clients believe that remote surveillance and electronic exchange of documents present a confidentiality risk. Others have reported that the reduced level of contact has a negative influence in their overall satisfaction with the auditing process.

JAS-ANZ expects that assessments in the future will comprise a mix of on-site and remote activity. Initial accreditation assessments for new CABs and reaccreditation assessments at the end of the five-year accreditation cycle will be carried out on site. Almost all surveillance activity could be carried out remotely, subject to CABs meeting performance thresholds.

PROJECTED ASSESSMENT PROGRAM

From 1 July 2022 we will see a return to some on-site activities. Table 1 shows the projected assessment activity for the 2022–23 year.

Table 1 Projected assessment activity for the 2022–23 year.

<table>
<thead>
<tr>
<th>Assessment Type</th>
<th>21/22 Actual</th>
<th>Projected 2022–23</th>
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</thead>
<tbody>
<tr>
<td>Critical and other locations</td>
<td>78</td>
<td>78</td>
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<tr>
<td>Transitions</td>
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<td>14</td>
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<tr>
<td>Follow-up</td>
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<td>127</td>
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<tr>
<td>Initial assessments</td>
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<td>115</td>
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<td>Scope extensions</td>
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<tr>
<td>Reassessments</td>
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<td>248</td>
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<tr>
<td>Surveillance</td>
<td>721</td>
<td>756</td>
</tr>
</tbody>
</table>

These figures are consistent with the effort expended in 2021. In contrast we expect a return to on-site witnessing in 2022–23 under the direction of IAF MD 17 which was introduced before the pandemic but will only now be operational. It will mean a significant increase in the number of witness assessments we are required to do. We estimate that 302 routine witness assessments will need to be completed, which translates into approximately 1,100 person days of effort.

ASSESSMENT FREQUENCY

Our assessment of CAB performance suggests that it remains sound. We expect to see more CABs moving onto extended assessment frequencies of 18 months and 24 months. The distribution of CABs in Table 2 is a useful indicator of the level of confidence we have in overall performance. It is important to note that there will always be new CABs on six-monthly assessments, and this does not imply less effective performance on their part.
Table 2 Frequency assessment distribution of CABs in 2021 and 2022

<table>
<thead>
<tr>
<th>Frequency (months)</th>
<th>No of CABs 2021</th>
<th>No of CABs 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>38</td>
<td>27</td>
</tr>
<tr>
<td>12</td>
<td>63</td>
<td>63</td>
</tr>
<tr>
<td>18</td>
<td>22</td>
<td>31</td>
</tr>
<tr>
<td>24</td>
<td>12</td>
<td>13</td>
</tr>
</tbody>
</table>

**SELF-EVALUATION**

Self-evaluation is still being implemented for new applicants. Although it had been intended to roll this out for re-accreditations in the past year it was placed on hold due to personnel changes in the scheduling team and the ongoing use of a blended assessment model based on remote activities. Now that all parties have had more experience in using the self-evaluation mechanism (SEM) it will be applied to all re-accreditations from 1 July 2022. Feedback from our research on audit duration suggests that self-evaluation is a valuable activity, especially when incorporated into the CABs' business processes.

**ASSESSOR POOL**

JAS-ANZ’s resource pool consists of 10 staff assessors, 63 contractor assessors, and 50 contractor technical experts. As remote assessment has created a new dynamic in assessment, the need for JAS-ANZ’s assessors to be widely distributed geographically has become less significant. Onboarding new contractors has reduced the gaps in the areas of NDIS AQA, Reproductive Technology Accreditation Committee Certification (RTAC), and food inspection schemes. Additional assessors will be sought to help rotate assessment teams through the CABs. They will be needed in:

- Asset Management Systems Scheme
- Energy Management Systems Scheme
- Food Inspection Schemes
- WaterMark Certification Scheme
- Gas Cylinder Test Station Scheme
- CodeMark Scheme/CodeMark Australia Scheme.

Feedback on the level of interest in Information Security Management Systems (ISMS) suggests we may need additional assessors in this area.

**APPLICATIONS**

The number of applications for accreditation remains strong and is distributed by program as shown in the table below. This reflects growth based primarily on NDIS in Australia and the new Halal scheme in New Zealand. There is also continuing interest from new applicants in the Asia Pacific region for accreditation to the core management system standards.

Table 3 Distribution of applications for accreditation by program

<table>
<thead>
<tr>
<th>Country</th>
<th>Management Systems</th>
<th>Product Certification</th>
<th>Inspection</th>
<th>NDIS AQA</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>1</td>
<td>1</td>
<td></td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>China</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Korea (South)</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Mongolia</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>New Zealand</td>
<td></td>
<td>2</td>
<td>1</td>
<td></td>
<td>3</td>
</tr>
<tr>
<td>Singapore</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>UK</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>USA</td>
<td></td>
<td>1</td>
<td></td>
<td></td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>5</strong></td>
<td><strong>5</strong></td>
<td><strong>1</strong></td>
<td><strong>3</strong></td>
<td><strong>14</strong></td>
</tr>
</tbody>
</table>

Drawing on what we presently know of applicants and mergers, the total number of accredited bodies is expected to be 154 by the end of June 2023, with 78 in Australia; 21 in New Zealand; and 55 distributed elsewhere.
Managing JAS-ANZ’s scheme portfolio will become a major focus during the term of this SCI. Technical services offered by JAS-ANZ are an integral part of our effort to support the development of more effective and efficient conformity assessment schemes. Our services are customised to meet the needs and outcomes of each client – typically government agencies, industry groups or non-government organisations (NGOs).

We undertake services ranging from scheme design to evaluating the extent to which a conformity assessment scheme could help a client to achieve its objective.

Various types of assessment activity can also be offered as a technical service, usually when the activity sought by the client does not need to fully align with all the conditions associated with our standard assessment activities.

We will continue work to rationalise electrical safety and gas equipment proprietary type-testing schemes into single schemes operating across all regulatory jurisdictions in Australia and New Zealand. A public electrical scheme will be completed in the 2022–23 fiscal year. This will be followed by rationalisation of overlapping gas product certification schemes.

JAS-ANZ had endorsed and/or approved 140 schemes by March 2021. Twelve schemes have since been either voluntarily withdrawn by their owners or withdrawn by JAS-ANZ; these include schemes with fewer than 10 active conformity assessment certificates. At present there are 128 active schemes (endorsed and/or approved).

We expect that the number of accredited schemes will have reduced to approximately 80 by June 2023 through consolidation and withdrawal.

We expect to contribute to the following activities as part of our technical services program.

- Complete an annual round of assessments on behalf of MPI to ensure that the regional councils are meeting the baseline for 17020 to continually improve performance.
- Complete a program of benchmarking assessments for the Global Food Safety Initiative (GFSI).
- Complete a review of WaterMark product certification bodies.
- Work with the Asset Management Council to develop its Management Systems Maturity Model to offer an integrated systems view of business performance.
- Expand the pilot New Zealand Totika scheme into a mature conformity assessment scheme that will promote health and safety pre-qualification of suppliers in the construction sector for health and safety management practices.
- Provide services to the Department of Social Services for extension of NDIS-linked services for younger persons with a disability currently under care within aged care service providers.
- Assist the Ministry of Business, Innovation and Employment (MBIE) with the development of a Modular Component Manufacturer (MCM) Scheme for the construction sector.
TRAINING SERVICES OUTLOOK

The JAS-ANZ Accelerate Training Academy helps to develop and improve the performance of CABs. It helps to develop and manage schemes so that end users are more confident in conformity assessment outcomes. It also plays a role in educating the broader users and service organisations about the benefits of conformity assessment.

Face-to-face delivery of training services will be a priority for 2022–23. We will continue to develop courses during 2023–24, and we will deliver a program of live webinars with industry experts sharing their knowledge about conformity assessment, standards, and schemes.

The webinar program content will be suitable for certification bodies as well as for general conformity industry stakeholders.

The Academy successfully delivered training services for scheme owners in the Programme for the Endorsement of Forest Certification (PEFC) and in the Feed Additive and premixure System (FAMI-QS). We will continue to offer training services on behalf of scheme owners to their staff and to certified organisations. We will expand our global marketing as we focus on sharing our expertise and knowledge with developing countries and where JAS-ANZ has a strong brand.

Our current workplan for course development and delivery under this SCI is shown in Table 5.

### Table 4 JAS-ANZ Accelerate Training Academy 2022–25 course development and delivery workplan

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Certification, inspection, validation/verification schemes</td>
<td>Understanding ISO/IEC 17021-2 Environmental Management Systems</td>
<td>Understanding ISO/IEC 17021-5 Asset Management System</td>
</tr>
<tr>
<td>Understanding ISO/IEC 17021-3 Quality Management Systems</td>
<td>Understanding ISO/IEC 17021-10 Health and Safety Management Systems</td>
<td>Subject to identified need and demand</td>
</tr>
<tr>
<td>Understanding ISO/IEC 27006 Information Security Management</td>
<td>Understanding ISO 14065 Validation and Verification of Environment Information</td>
<td></td>
</tr>
<tr>
<td>Scheme and Conformity Assessment Courses</td>
<td>New schemes launched</td>
<td>Subject to identified need and demand</td>
</tr>
<tr>
<td>Understanding conformity assessment and its impacts on markets and their sectors</td>
<td>Subject to identified need and demand</td>
<td></td>
</tr>
<tr>
<td>Developing and managing a scheme</td>
<td>Subject to identified need and demand</td>
<td></td>
</tr>
</tbody>
</table>

- Electrical Equipment Safety Certification Scheme
  - CodeMark New Zealand Scheme
  - Unified Gas Scheme
  - NZ Organic Scheme

New schemes launched: 
- Electrical Equipment Safety Certification Scheme
  - CodeMark New Zealand Scheme
  - Unified Gas Scheme
  - NZ Organic Scheme

Subject to identified need and demand.
30th Anniversary of The Great Walks of New Zealand.
Photo: Mt. Ngauruhoe, Tongariro Northern Circuit walk, Ruapehu
ADVANCING OUR STRATEGIES

JAS-ANZ works towards advancing accreditation and conformity assessment by means of a program based on eight themes:

• improving CAB performance
• developing a portfolio of viable schemes
• engaging certified organisations
• management systems and quality
• product certification
• building a global profile
• protecting brand and identity
• responding to technology.

These themes reflect how we understand our environment. They provide context for the initiatives that we consider important in achieving the objectives set for the accreditation system by the Australian and New Zealand governments.

• **Integrity and Confidence**: maintain a joint accreditation system that gives users in Australia and New Zealand confidence that goods and services certified by accredited bodies meet established standards.
• **Trade Support**: obtain and maintain acceptance by Australia’s and New Zealand’s trading partners for domestic management systems and exported goods and services.
• **Linkages**: create links to relevant bodies that establish or recognise standards for goods and services, or that provide conformity assessment.
• **International Acceptance**: obtain mutual recognition and acceptance of conformity assessment with relevant bodies in other countries.
1. IMPROVING CAB PERFORMANCE

Improving CAB performance is a fundamental obligation of any accreditation system; however, this does not imply that certification bodies perform poorly. The environment in which certification operates needs to be monitored constantly, and JAS-ANZ must adjust its approach to administering the accreditation system as conditions change. Improving CAB performance is the cornerstone of our strategy.

REVISED ASSESSMENT MODEL

Work on revising the assessment model will continue under this SCI. Remote assessment remains a valid approach with the incidental benefit of lower cost; however, several decisions will need to be made about the mix of activity that we will deploy. The principal areas to be considered are:

- the extent to which we continue to assess on site and when in the accreditation cycle
- the future use of witnessing
- how successfully we can develop and implement supplementary forms of assessment including:
  - validation visits
  - proficiency testing
  - market surveillance techniques
  - spot visits.

CONFORMITY ASSESSMENT BODY RANKING METHODOLOGY

An important driver for improving performance is the proposed ranking model for certification bodies. Monash University has analysed preliminary data to help develop the methodology. The second stage will apply the method to the performance data JAS-ANZ currently uses to determine the assessment frequency. These combined data sets will provide the basis for the ranking calculation.

External stakeholder interviews will also be conducted to ensure that the ranking model reflects the performance characteristics that are important to them.

We expect to finish developing the methodology by the end of 2022 and to conduct a trial ranking with certification bodies in the first half of 2023.

IMPROVING AUDITOR PERFORMANCE

The auditor education program that we commenced with Massey University in 2020 is under way. The development of the program was approved through Massey University’s College Board in January 2022 under the university’s internal quality criteria. An e-learning site has been established on which content is being developed. It has been agreed, following consultation with the Steering Group, that the course will be a level 700 course (postgraduate).

This ‘overview’ module will be delivered through Massey University and as part of JAS-ANZ’s Accelerate Academy. The critical deliverables for the remainder of 2022 are:

- 1 July 2022: initial enrolments open
- 18 July 2022: course commences
- 14 November 2022: first participants have completed the course.

Responses to the content will be evaluated before a decision is made to develop and fund the complete course.
## SUMMARY AND EXPECTATIONS

Table 5 Three-year summary of, and expectations for, improving CAB performance

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement revised assessment model</td>
<td>Monitor and review</td>
<td>Monitor and review</td>
</tr>
<tr>
<td>Complete and evaluate delivery of first module of audit course</td>
<td>Investigate funding options</td>
<td>Decide whether to proceed with the full course</td>
</tr>
<tr>
<td>Complete and evaluate trial of risk-based ranking model of certifiers</td>
<td>Decide whether to publish the ranking data</td>
<td>Monitor and review for impacts on CAB performance</td>
</tr>
<tr>
<td>Complete delivery of target training courses and webinars for 2022–23</td>
<td>Complete delivery of target training courses and webinars for 2023–24</td>
<td>Evaluate training services for CABs.</td>
</tr>
</tbody>
</table>
2. DEVELOPING A PORTFOLIO OF VIVABLE SCHEMES

A conformity assessment scheme is an intervention in market processes. It establishes the conditions for certain types of exchange relationships. The only valid rationale for a scheme is the presence of a market failure that prejudices effective or efficient exchange. A sound scheme will facilitate exchange by providing a reliable framework for establishing the conformity of products, services, personnel, and organisations.

SUPPORTING SCHEME OWNERS

We will expand our advisory and training services to support scheme owners. We will also expand our scheme management services if a scheme owner is unable to carry out management functions.

We will explore the use of more tailored, targeted engagement strategies with scheme owners to:

• provide subscription access to a scheme owner toolkit
• offer scheme management services that include:
  » ongoing scheme health checks, and benchmarking
  » induction/handover sessions with new personnel taking on scheme ownership functions
  » facilitation and outreach services with stakeholders and potential collaborators
  » market research on end-user and other key stakeholder views of the scheme
• offer fee-for-service development of informative plans for consideration when undertaking major changes to a scheme, such as change of ownership, redesign of or changes in scope, transitions for attestation requirements, and wind-up of schemes.

By the end of 2022, we will have invited eligible owners of public schemes to apply for a tailored range of scheme management services including subscription access to a scheme owner toolkit. By 2025, all owners of public schemes will have an online space to interact with JAS-ANZ personnel and will see the existing scheme management services they are receiving and those they could opt to receive.

EVALUATION PROGRAM

Interventions are needed at various points of the life cycle of a conformity assessment scheme to keep it relevant.

Scheme owners often do not appreciate that a scheme has a life cycle and risks could develop as the environment in which it operates changes. For example, a scheme in an area of rapid technical or social change could quickly lose impact if it is not adapted to the changes affecting its performance.
Under our evaluation program, we propose to develop a life cycle model for schemes. This will have a range of benefits for the accreditation system and could be applied to:

- classify schemes at a particular stage of development
- inform proportional scheme management practices and investment
- aid decision-making at each point in the lifecycle from start to finish
- improve scheme definition and expectations of stakeholders
- support suitable evaluation design and assessment.

In addition to the work on the life cycle model we will commission one additional evaluation study.

**SUMMARY AND EXPECTATIONS**

Effective schemes can contribute as much to the goal of integrity and confidence in conformity assessment as our assessment and surveillance activity does. Through the work described here we expect to influence the operating environment for accreditation.

| Table 6 Three-year summary of, and expectations for, developing a portfolio of viable schemes |
|-----------------------------------------------|-----------------------------------------------|-----------------------------------------------|
| **2022–23** | **2023–24** | **2024–25** |
| Publish consolidated public scheme in electrical safety | Publish harmonised public scheme in gas equipment | Identify new candidate areas for harmonisation |
| Offer subscription access to the scheme owner toolkit | Offer scheme management services including ongoing scheme health checks, personnel handover, outreach, and market research services | Establish online portals for all scheme owners showing existing management services offered and additional services that could be requested |
| Continue scheme evaluation activities for schemes | Establish framework for the life cycle of a scheme | Offer fee-for-service development of informative plans for managing major changes. |
3. ENGAGING CERTIFIED ORGANISATIONS

Certified organisations and their clients are the intended beneficiaries of accreditation. Certified organisations are also the main source of feedback about CAB performance. The accreditation system can better meet its objectives by gathering feedback systematically from certified organisations and providing them with a range of services that will help them gain the greatest benefit from their certification.

CONTINUED DEVELOPMENT OF SERVICES TO THE NDIS

The NDIS remains our priority area for developing services to certified organisations.

Re-engaging with stakeholders on a service for NDIS providers (and NDIS-approved quality auditors (AQAs)) is under way. A resource guide for providers on how to work best with, and gain most value from, certification has been produced. The production of an ‘evidence guide’ has been identified as a priority by stakeholders (including government stakeholders).

We will continue to develop services for service providers in the NDIS; however, we will extend support to management systems and product certification users in 2023 to ensure that we are supporting these critical programs. The emphasis in both cases will be on fostering stronger constructive relations between users and certifiers. The proposed ranking model for certification bodies as well as the work on audit duration are expected to be of interest and benefit to certified organisations.

FUTURES PROGRAM

The IAS-ANZ Futures Program will be launched in 2023. It will run for six months and will focus on building the knowledge and skills of participants from industry in conformity assessment. The program will target opportunities for users of product certification services. The purposes of the program are to build a much stronger appreciation of how conformity assessment works among certified organisations and to foster stronger long-term relationships.
SUMMARY AND EXPECTATIONS

We expect the activities listed in Table 7 to open new possibilities across the accreditation system, ranging from better informed assessments to improved outcomes within schemes. Engagement with certified organisations will shape how we think about the future development of our service delivery, communications program and information systems.

Table 7 Three-year summary of, and expectations for, engaging with certified organisations

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Finalise service offering to NDIS service users</td>
<td>Review function of service and lessons learned from implementation</td>
<td>Extend services to other areas and schemes</td>
</tr>
<tr>
<td>Scope range of services for management systems and product certification</td>
<td>Gather stakeholder feedback on opportunities for improvement</td>
<td>Extend services to other areas and schemes</td>
</tr>
<tr>
<td>Deliver pilot Futures Program</td>
<td>Review pilot program and deliver Futures Program</td>
<td>Deliver Futures Program.</td>
</tr>
</tbody>
</table>
4. MANAGEMENT SYSTEMS AND QUALITY

Management Systems remains the most significant area of accreditation and certification activity within the accreditation system. It is important to understand how the market is responding to changes in the main management systems standards and how the standards are used by organisations.

ISO 9001, 14001 AND 45001 EVALUATION RESEARCH

In 2021 we proposed to undertake a research evaluation project on the use and impact of ISO 9001 (Quality Management Systems) and ISO 14001 (Environmental Management Systems). That project has been scoped and a project contract finalised with Monash and Canterbury universities. The project will be completed in 2023. It will be the third evaluation of end user views on the use and impact of these standards. The study will investigate:

- the motives for obtaining certification
- the criteria used for selecting a certification body
- the expectations and the perceptions of the auditing process
- the benefits of the auditing and certification process
- the effectiveness of the standards and certification in helping organisations to meet their objectives.

We have extended the scope of this project to cover an initial evaluation of ISO 45001 (Occupational Health and Safety Management Systems).

The results of the study will inform our assessment strategy as well as our contributions to work on the development of these standards and the conformity assessment methods that support them.

AUDIT DURATION

The audit duration project is under way and phase one has been completed. The next phase will concentrate on interviewing auditors about how they implement the currently defined audit durations in practice. We will then test a model scenario with conformity assessment bodies to determine how various CABs apply audit duration estimates against the same model scenario. After these findings have been evaluated, we will release them and focus on their application within the accreditation system.

SISO PROJECT UPDATE

In 2021 we commenced a project under the DISER grant program Support for Industry Service Organisations (SISO) to support Australian businesses to adopt international standards (ISO/IEC 27001:2013 Information Security Management Systems, ISO 22301:2019 Business Continuity Management Systems, ISO 55001:2014 Asset Management Systems). The first phase of this work was completed in early 2022 and raised some important perspectives on the experience of Australian businesses with the standards and their use. This included insights into the use of alternative frameworks to those offered by ISO.

In phase two we will engage RMIT University Centre for Cyber Security Research and Innovation (CCSRI) to investigate the challenges associated with using and implementing standards and certification.
SUMMARY AND EXPECTATIONS

At the centre of this activity are important questions about the use and value of international standards by domestic firms and organisations. The partner study with Monash and Canterbury universities as well as ISMS and business continuity will update our understanding of the motivation and barriers in obtaining certification to critical management systems standards. In turn that will support shaping our future strategy.

Table 8 Three-year summary of, and expectations for, management systems and quality

<table>
<thead>
<tr>
<th>Year</th>
<th>2022–23</th>
<th>2023–24</th>
<th>2024–25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake evaluation studies for ISO 9001, 14001 and 45001</td>
<td>Implement findings of study reports</td>
<td>Implement findings of study reports</td>
<td></td>
</tr>
<tr>
<td>Initial audit duration study completed – decide on next stage</td>
<td>Review and determine the direction of additional work</td>
<td>Promote output to the International Accreditation Forum (IAF) and Asia Pacific Accreditation Cooperation (APAC)</td>
<td></td>
</tr>
<tr>
<td>Complete research and trial of audit duration methods</td>
<td>Implement audit duration model</td>
<td>Implement audit duration model</td>
<td>Evaluate impact of changes.</td>
</tr>
<tr>
<td>Partner with RMIT Centre for Cyber Security Research and Innovation</td>
<td>Complete deliverables under the final phase of the funded project</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
DIGITAL CONFORMANCE AND ASSESSMENT

As global supply chains transition to data-driven digital systems, product conformity systems need to make similar adjustments to maintain their relevance and value to the global trading system.

A critical need is for the credentialing information provided by conformity assessment systems to ‘travel’ with products and give reliable verification of credentialing information.

JAS-ANZ, NATA and GS1 have collaborated to identify the key challenges and develop a framework for the digital exchange of certificates of conformity produced by laboratories, inspection bodies and certification bodies.

The resulting report, ‘Digitalisation of Conformance and Accreditation Processes’, available from the JAS-ANZ website, outlines a concept for a framework based on compatible and existing ISO/IEC global standards to achieve traceability of product conformity certificates, business entities, products, test samples and more.

The framework is not a replacement or alternative for any existing conformity or approval schemes. It strengthens and simplifies the integrity of existing programs by leveraging an established system of global data standards used extensively by Australian industry and internationally to identify, capture and share information through international supply chains.

The key focus is the support of existing product conformity business processes while laying the foundations for a future transition to data. The framework aims to provide digital conformity information based on global data standards that can accommodate different supporting technologies. Applying global standards brings more benefits than what can be achieved using local or proprietary systems that do not include any common data structures.

Implementing this framework will require a common credentialing service to be established that digitally enables all CABs to transition to data-driven and interoperable information exchange systems. This would enable a digital data flow, distributed trust, and verifiable credentials exchange linked to physical products through global standard labelling identifiers and data carriers.
STANDARDS AND CONFORMANCE IN THE CRITICAL MINERALS SECTOR

In 2021 JAS-ANZ signed an agreement with the Department of Industry, Science, Energy and Resources (DISER) under the grant program Support for Industry Service Organisations (SISO).

The intent of the work supported by DISER is to promote Australia’s leadership in raising awareness of three international standards, and to assist Australia and Australian businesses to apply and conform to standards.

The industry focus is the Critical Minerals sector, one of DISER’s program priorities.

The nominated standards and certification activities covered by the research are:

• ISO/IEC 27001:2013 Information Security Management Systems
• ISO 22301:2019 Business Continuity Management Systems

The project developed from the observation that only a small proportion of firms in Australia use these standards compared to similar economies.

The first phase of this work focused on information gathering. It was completed in early 2022 and identified some important perspectives on the experience of Australian businesses with the standards and their use.

The initial results highlight positive factors influencing the take-up of standards as well as some strong impediments. The research suggests that there is an appreciation of the standards, but their take-up is influenced by context, cost, organisational capability, and external influences. These combine to influence decisions in favour of other methodologies.

The project has now engaged RMIT University’s Centre of Cyber Security Research and Innovation to investigate the reported problems with implementing standards and certification.

Based on the outcome of this research we expect to deliver resources targeted at the critical minerals sector and adjacent industries. A Critical Minerals website will be established based on open educational resources for industry.

The project is forging new relationships with industry experts. It may encourage cooperation between the members of the Technical Infrastructure Australia/Alliance (TIS) on the role of standards and conformity assessment in promoting security and business resilience. It also provides valuable insights into why businesses may prefer methodologies other than international standards to achieve their objectives.
5. PRODUCT CERTIFICATION

Product certification delivers assurance that certified products satisfy minimum safety and functional requirements. The performance of product certifiers is closely scrutinised by product suppliers and other stakeholders who are concerned about non-conforming products. Product certification is also prominent in the development of trade agreements between Australia, New Zealand and other countries. The technical environment for product certification is complicated by changing standards and regulation.

We see product certification as a growth area for the future.

JAS-ANZ works closely with regulators and scheme administrators in the electrical, plumbing, gas, and construction products areas to deliver a product certification process that aligns with market needs. We will help improve the product certification sector by extending our assessment methods, training services, and scheme design and management.

PROFICIENCY TESTING

Assessment methods have a significant contribution to make to improved certification outcomes. Specific assessment strategies for different product groups based on risk and market characteristics will be essential to support continual improvement. We will introduce measures such as proficiency testing and knowledge testing for product certifiers. Proficiency testing will calibrate the performance of certifiers relative to each other against a common certification application. Knowledge testing will filter applicants seeking to enter high-risk certification such as those servicing product safety and performance regulation.

TRAINING OUTPUT

A significant part of our training output will cover product certification with emphasis on the following offerings in 2022–23:
- Electrical Equipment Safety Certification Scheme
- CodeMark New Zealand Scheme
- Unified Gas Scheme.

We have incorporated much of what we have learned about options for improving product certification outcomes into several important product schemes. Work is advanced in New Zealand to launch a new CodeMark Scheme that has been completely redesigned to ensure full compatibility with regulatory expectations. The scheme is expected to commence in late 2022.

WATERMARK CHECK TESTING PROGRAM

The Australian Building Codes Board (ABCB) commissioned JAS-ANZ to undertake check audits of a sample of Watermark Certifications for plumbing products. These will be completed in 2022 and the results applied to performance improvement. We will also continue to participate in ABCB’s roll-out of conformity assessment measures supporting a low-lead initiative for plumbing products.

UNIFICATION OF SCHEMES

Unification of schemes in electrical equipment and gas appliances is in progress. A unified electrical scheme supported by regulators is expected in 2022. Work in the gas appliances sector commenced in late 2021 and a unified scheme is expected in late 2022 or early 2023.
SUMMARY AND EXPECTATIONS

Our focus on product certification is to improve product certification services to more effectively meet shifting external demands.

Table 9 Three-year summary of, and expectations for, product certification

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Publish training resource materials on:</td>
<td>Extend product training services in response to demand</td>
<td>Extend product training services in response to demand</td>
<td></td>
</tr>
<tr>
<td>• Electrical Equipment Safety Certification Scheme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• CodeMark New Zealand Scheme</td>
<td></td>
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<td>• Unified Gas Scheme</td>
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<tr>
<td>Complete check testing program for Watermark</td>
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<tr>
<td>Publish unified electrical scheme</td>
<td>Scheme in operation</td>
<td>Monitor and review</td>
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<tr>
<td>Publish Unified Gas Scheme</td>
<td>Scheme in operation</td>
<td>Monitor and review</td>
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<tr>
<td>Design proficiency testing</td>
<td>Trial</td>
<td>Implement, monitor, and review.</td>
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<tr>
<td>Design knowledge testing</td>
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</table>
6. BUILDING A GLOBAL PROFILE

JAS-ANZ is an active member of the International Accreditation Forum (IAF) and the International Laboratory Accreditation Cooperation (ILAC). Regionally, JAS-ANZ 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 aim to broaden our international exposure by participating in the International Social and Environmental Accreditation and Labelling (ISEAL) Alliance.

INTERNATIONAL INVOLVEMENT

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. We expect that face-to-face meetings of the network members will recommence from November 2022. We aim to provide opportunities for more individuals within JAS-ANZ to be involved in APAC and IAF activities.

As the merger of IAF and ILAC progresses, we will have an opportunity to provide input into the development of the structure of, and strategy for, the new organisation. Doing this will give us a chance to engage with several of our counterpart organisations on the future development of the merged entity.

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 support this effort through until 2024–25; then we will assess the impact of our contribution and may revise our level of investment.

We will continue to support 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. We work closely with Standards New Zealand to coordinate our contributions to the IECEE so that Australia’s and New Zealand’s standardisation is correctly notified.

We propose to host the 2023 IECQ management meetings in Australia.

SUPPORTING THE AUSTRALIAN AND NEW ZEALAND GOVERNMENTS

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 involves commentary on conformity assessment aspects of emerging trade facilitation agreements encompassing mutual recognition or free trade. See Table 10 for areas of expected activity.
Table 10 Areas of expected activity to trade agreements

<table>
<thead>
<tr>
<th>Australia</th>
<th>New Zealand</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Australia-India Conformity Assessment and Metrology Trade Enabling Project (AI-CAMTEP) as part of the India Economic Strategy Update</td>
<td>- Comprehensive and Progressive Agreement for Trans-Pacific Partnership</td>
</tr>
<tr>
<td>- Provide support on conformity assessment elements of trade arrangements including negotiation of EU FTA and India Comprehensive Economic Cooperation Agreement (CECA) and support for implementation activities for in force trade arrangements as they relate to conformity assessment, including AANZFTA</td>
<td>- EU-NZ FTA</td>
</tr>
<tr>
<td>- Exploring opportunities for capacity building in the Pacific</td>
<td>- NZ – Pacific Alliance FTA (Chile, Colombia, Mexico, and Peru)</td>
</tr>
<tr>
<td>- Support and contribute to Australian negotiation of Halal mutual recognition arrangements, with Indonesia</td>
<td>- NZ – Gulf Cooperation FTA (Agreement to reengage)</td>
</tr>
<tr>
<td></td>
<td>- AANZ FTA Upgrade</td>
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<td></td>
<td>- WTO e-commerce</td>
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<td></td>
<td>- India</td>
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<td></td>
<td>- NZ–UK FTA</td>
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<td></td>
<td>- NZ–China FTA.</td>
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</table>

SUMMARY AND EXPECTATIONS

The work we undertake forms part of the effort necessary to maintain our recognition and meet our obligation to support trade.

Table 11 Three-year summary of, and expectations for, building JAS-ANZ’s global profile

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Contribute to the merger of IAF and ILAC</td>
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<td>-</td>
</tr>
<tr>
<td>Provide support for IAF Multilateral Agreement Committee Chair</td>
<td>Provide support for IAF Multilateral Agreement Committee Chair</td>
<td>Provide support for IAF Multilateral Agreement Committee Chair</td>
</tr>
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<td>Provide support for APAC Technical Committee Chair</td>
<td>Provide support for APAC Technical Committee Chair</td>
<td>Provide support for APAC Technical Committee Chair</td>
</tr>
<tr>
<td>Contribute to trade facilitation work of DISER and MBIE as required</td>
<td>Contribute to trade facilitation work of DISER and MBIE as required</td>
<td>Contribute to trade facilitation work of DISER and MBIE as required</td>
</tr>
<tr>
<td>Support the management of IEC Conformity Assessment systems</td>
<td>Support the management of IEC Conformity Assessment systems</td>
<td>Support the management of IEC Conformity Assessment systems</td>
</tr>
<tr>
<td>-</td>
<td>Establish links with ISEAL</td>
<td>Establish links with ISEAL.</td>
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</tbody>
</table>

Establish links with ISEAL.
7. PROTECTING BRAND AND IDENTITY

We recognise that our brand and reputation are essential to instil confidence and integrity in the certification process. A new brand identity and messaging for JAS-ANZ were finalised in early 2022. Under this SCI we will complete the implementation and awareness phase under which we will launch a marketing symbol and a related but distinct compliance symbol. This approach has been decided as one of a series of measures to limit the prospects of further misappropriation of our brand and reputation.

IMPLEMENTATION OF THE BRANDING STRATEGY

Launch of the marketing identity will mean that all our assets, information systems, social media channels and marketing collateral will change significantly. The transition is expected to be complete by mid-2023.

The compliance symbol will be restricted to use on accreditation certificates and on certification documents under licence.

In both cases the brand will be protected under a comprehensive IP management strategy to ensure adequate protection against misappropriation. A broad Trademark registration for the marketing symbol will be made for Australia and New Zealand. It should be finalised within six to eight months of filing. Registration of the compliance symbol will take longer and be more complicated.

We will continue to use the existing symbol on certificates while we pursue three layers of protection for the compliance mark:

1. Trademark registration in Australia and New Zealand.
2. Madrid protocol registration for primary markets and classes.

We have also developed messaging and communications content based on an independent program of stakeholder research. We will develop a general program around the main questions that the research revealed as most relevant to or compelling for stakeholders. From there we will focus on the specific issues and perspectives relevant to our five main sectors of operation.

RE-DESIGN OF THE PUBLIC WEBSITE

As part of the brand identity rollout the website will undergo a content and functional redesign. The new brand identity allows us to give the website a new look and feel, while improving the user experience and ease of navigation. A full review of the content will be undertaken. Additional value adds such as a payment gateway for services will be incorporated into the project.

A strategic marketing plan and content plan were developed for the Accelerate Training Academy in early 2022. This will act as a foundation to develop an organisation-wide marketing strategy and content plan, which is expected to be completed at the end of 2022 or early 2023.
SUMMARY AND EXPECTATIONS

Our aim is to create fluent and consistent messaging under a widely held set of general messages about the function and value of accredited conformity assessment. This will be user-oriented and flow through to how we structure all information content. Brand protection measures will support a wider marketing effort while ensuring strict protection over our compliance symbol.

Table 12 Three-year summary of, and expectations for, protecting JAS-ANZ’s brand and identity

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Complete brand identity and messaging framework and commence rollout</td>
<td>Implement rollout</td>
<td></td>
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<tr>
<td>Conduct sector messaging workshops Build content plan</td>
<td>Implement sector specific content plan</td>
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</tr>
<tr>
<td>Scope and commence website redesign project</td>
<td>Launch new website</td>
<td></td>
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<tr>
<td>Develop marketing plan</td>
<td>Implement marketing plan.</td>
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</tr>
</tbody>
</table>
8. RESPONDING TO TECHNOLOGY

Technological developments will have a major impact on accreditation and certification over the next five years.

The practice of remote assessment over the past two years has revealed several ways in which service delivery could be made more efficient. It has also shown us how much more there is to learn about cognitive challenges and information overload. Automated systems could be used to control workflows and improve processes. Valuable insights into performance and change could be gained if data structure were improved and data used more effectively.

INFORMATION SYSTEMS UPGRADE

During 2021 we analysed options for updating our information systems and making better use of the data we hold to improve how we administer the accreditation system. An initial set of ideas was put to the Governing Board for review in the 2021–22 financial year. The first three stages of the project were completed to provide the necessary detail on which a decision on the full implementation will be based. The work completed covers essential features of a new service delivery platform.

- Discovery: stakeholder types are quantified, and their inputs captured
- Analysis: align inputs from stakeholders with processes and quantify functions
- Design: formulate the underlying architecture and service delivery mechanisms into a cohesive strategy.

A prudent approach based on the use of industry standard products has been adopted. The innovative aspect of the project lies in how we have integrated technology and process management. The main benefits to be pursued in this project are:

- better storage, control, and use of data
- more flexible process management
- extension of service delivery to scheme owners and other stakeholders
- improved user interface and system interaction.

If the proposal is accepted, development of the new service delivery platform is expected to commence in July 2022. It will involve an organisation-wide effort that will continue into 2023.

ADDITIONAL EXPANSION OF INFORMATION SERVICES

We will also make several incremental extensions to other information tools.

- The certificate upload portal will be extended to inform CABs and other stakeholders about changes in the number and distribution of certificates.
- The JAS-ANZ register will be customised to suit individual needs of scheme owners, which will enhance our relationships with scheme owners.
- We will release a service status page that details the status of our various services and offers a notification subscription so that alerts can be sent to interested parties.
TECHNOLOGY ROAD-MAPPING WORKSHOP

We plan to develop a technology road-mapping exercise to clarify the relationship between technology and human aspects of audit and assessment performance. Much has been made of the potential for some novel technologies to disrupt accreditation and certification. These claims have not proven to be compelling. Blockchains remain a topic of interest and further developments in the technology that might make them more useable in context will be monitored.

Most examinations of the role of technology in accreditation and certification focus too narrowly on performance claims about the technology and ignore the human elements – particularly the cognitive, behavioural, and social processes – in auditing and assessment. We propose to include these aspects when we consider the use of technology. The results will help us set future objectives for systems and personnel development. We will develop this with support from collaborators at Monash and Canterbury universities.

DATA EXCHANGE FRAMEWORK

A discussion paper was developed with NATA and GS1 Australia to explore a standardised framework for the digitisation of conformance and accreditation processes in supporting digitalisation in trade.

The motivation for this was to address demands for product traceability in supply chains and the evidence that underpins claims of conformity. Significantly, the framework is not predicated on any specific technology but could accommodate a range of technologies.

The discussion paper was well received by different stakeholders. We are now considering options for a demonstration trial in 2022–23 in conjunction with the United Kingdom Accreditation Service (UKAS).

SUMMARY AND EXPECTATIONS

These activities will address both immediate and long-term needs. We expect to have a fully upgraded system for service delivery within two years. The road-mapping exercise will support future SCI activity in systems development, assessor/auditor training and external course delivery. It will help balance our future investment in human systems and technology systems.

The work on digitalisation of conformance and accreditation processes will provide us with an accessible and realistic option for enhancing trust in conformity assessment claims.

Table 13 Three-year summary of, and expectations for, responding to technology

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>Implement information systems upgrade proposal</td>
<td>Review and plan for additional feature releases</td>
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<tr>
<td>Quantify and implement additional data analytics to support CABs</td>
<td>Review and plan for additional feature releases</td>
<td></td>
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<tr>
<td>Launch Scheme Owner options for JAS-ANZ Register</td>
<td></td>
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<tr>
<td>Implement Status Page</td>
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<tr>
<td>Hold a road mapping workshop</td>
<td></td>
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<tr>
<td>Promote data exchange framework concept to international stakeholders</td>
<td>Evaluate and report on Australian trial results</td>
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</tr>
<tr>
<td>Develop environment to trial data exchange framework</td>
<td>Propose bilateral international trial in a live environment with international partners</td>
<td></td>
</tr>
<tr>
<td>Select an Australian CAB for limited test of system in Australian context</td>
<td>Promote results of international trial to wider conformity assessment community</td>
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<tr>
<td></td>
<td>Propose multilateral trial and support for developing economies.</td>
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</table>
30th Anniversary of the Kapiti Marine Reserve, New Zealand which was established in 1992.

Picture: Marine Reserve, Kapiti Island Coast.
INTERNAL ENVIRONMENT

GOVERNANCE
The Governing Board will return to quarterly meetings from June 2022. The Technical Advisory Council (TAC) and the Accreditation Review Board (ARB) will also resume more regular meetings. The most urgent matter associated with the governance structure is the operation of the ARB. The ARB needs a wider range of expertise available to it so that it can align with changes in accreditation programs. Additional experience in product certification, verification and validation, and disability services would add to the current range of skills available to the ARB.

Suitable candidates for these roles will be sought and appointments made by the Governing Board.

Like many other organisations we are managing a return to the workplace and expect that we will settle on a hybrid model of work based on three days in the workplace and two working from home.

Over the past three years we have established an active internal Learning and Development program. We intend to develop our learning infrastructure over the next two to three years to support performance management for staff and contractors. This will be structured around a competency framework that will ensure all staff and contractors know the competencies and skills required to undertake their roles. Performance measurement and management supports will also be enhanced.

The proposed structures will be implemented in 2023–24. They will be developed to support those organisational capabilities deemed necessary to meet the objectives of the accreditation system.

RISK AND COMPLIANCE
A documented risk management system is in operation and provides the tools to monitor and manage risk and compliance. The risk management system also provides tools for understanding our environment and is a resource for strategy and planning. JAS-ANZ's strategic risk is managed jointly by the Governing Board and Executive Management, and this Statement of Corporate Intent provides a framework within which we reference our most significant mitigation strategies.

Compliance obligations are similarly managed including contracts, MOUs, and agreements.

PEOPLE AND CAPABILITY
We currently maintain a full-time staff of 38. These are distributed between Canberra (28), Wellington (7), and three remote staff. We expect to increase our full-time staff with staff assessors who will undertake specialist assessment activities. A General Counsel is expected to be appointed in mid-2022. This role will be located within the JAS-ANZ Executive. In addition to oversight of policy and legal matters, the General Counsel will have a substantial role in shaping the development of the risk and compliance program as well as the SCI and reporting processes. The inclusion of staff assessors and the General Counsel will take the total full-time staff numbers to 41.

Like many other organisations we are managing a return to the workplace and expect that we will settle on a hybrid model of work based on three days in the workplace and two working from home.

Over the past three years we have established an active internal Learning and Development program. We intend to develop our learning infrastructure over the next two to three years to support performance management for staff and contractors. This will be structured around a competency framework that will ensure all staff and contractors know the competencies and skills required to undertake their roles. Performance measurement and management supports will also be enhanced.

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A Continuing Professional Development (CPD) program and a Leadership and Management Development Program will be developed.

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The proposed structures will be implemented in 2023–24. They will be developed to support those organisational capabilities deemed necessary to meet the objectives of the accreditation system.

A Continuing Professional Development (CPD) program and a Leadership and Management Development Program will be developed.

Our webinar program for staff and assessors will focus on knowledge sharing about accreditation, general assessment, sector, and industry specific as well as information sessions on schemes and standards.

FINANCIAL
JAS-ANZ's cash holdings are strong, and holdings have increased compared to the previous financial year. Further increases in cash holdings are unlikely given that the expected resumption of travel will see on-site assessment activities resumed and cost of services increase.

Nonetheless, JAS-ANZ remains financially viable and is well-positioned to meet its obligations. In accordance with JAS-ANZ's key operating principles, sufficient cash reserves are maintained to cover six months of operating expenditure and to meet future commitments and unforeseen liabilities. The budget associated with this SCI has been framed to maintain a minimum holding in cash reserves to assure continuity of operations.

It is estimated that revenue for the year will be $11.1m against expenditure which has been held at $11.07m.

We do not anticipate any circumstances under which the accreditation system may seek funds from the Australian or New Zealand governments.
<table>
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<tbody>
<tr>
<td>Complete review of funding</td>
<td>Implement any funding review recommendations</td>
<td>Implement and deliver:</td>
</tr>
<tr>
<td>Develop:</td>
<td></td>
<td>Completed Staff and Assessor competency and performance management frameworks</td>
</tr>
<tr>
<td>• Scope competency and Assessor Performance Management frameworks</td>
<td>• Staff and Assessor competency and performance management frameworks</td>
<td>• Staff workshop</td>
</tr>
<tr>
<td>• Develop staff Leadership and Management Program</td>
<td>• Staff Leadership/Management Program</td>
<td>• Review of training services for staff.</td>
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<tr>
<td>• Mentoring Program</td>
<td>• Mentoring Program</td>
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<tr>
<td>Deliver</td>
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<tr>
<td>• Staff workshop</td>
<td>• Review of training services for assessors/technical experts</td>
<td></td>
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<tr>
<td>• CPD program</td>
<td>• New learning plans for staff and contractors</td>
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</table>

Implement and deliver:

- Completed Staff and Assessor competency and performance management frameworks
- Staff workshop
- Review of training services for staff.
# SUMMARY OF ACTIONS

The following table provides a summary to the actions proposed under this Statement of Corporate Intent.

<table>
<thead>
<tr>
<th>Theme</th>
<th>2022–23</th>
<th>2023–24</th>
<th>2024–25</th>
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</thead>
<tbody>
<tr>
<td><strong>Improving Cab Performance</strong></td>
<td>Implement revised assessment model</td>
<td>Monitor and review</td>
<td>Monitor and review</td>
</tr>
<tr>
<td></td>
<td>Complete and evaluate delivery of first module of audit course</td>
<td>Investigate funding options</td>
<td>Decide whether to proceed with the full course</td>
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<td></td>
<td>Decide whether to publish the ranking data</td>
<td>Monitor and review</td>
<td>Evaluate training services for CABs.</td>
</tr>
<tr>
<td></td>
<td>Complete and evaluate trial of risk-based ranking model of certifiers</td>
<td>Complete delivery of target training courses and webinars for 2023–24</td>
<td>Complete delivery of target training courses and webinars for 2023–24</td>
</tr>
<tr>
<td></td>
<td>Complete delivery of target training courses and webinars for 2022–23</td>
<td>Evaluate training services for CABs.</td>
<td></td>
</tr>
<tr>
<td><strong>Developing a Portfolio of Viable Schemes</strong></td>
<td>Publish consolidated public scheme in electrical safety</td>
<td>Publish harmonised public scheme in gas equipment</td>
<td>Identify new candidate areas for harmonisation</td>
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<tr>
<td></td>
<td>Offer subscription access to the scheme owner toolkit</td>
<td>Offer scheme management services including ongoing scheme health checks,</td>
<td>Establish online portals for all scheme owners showing existing management services offered and additional services that could be requested</td>
</tr>
<tr>
<td></td>
<td>Continue scheme evaluation activities for schemes</td>
<td>Establish framework for the life cycle of a scheme</td>
<td></td>
</tr>
<tr>
<td><strong>Engaging Certified Organisations</strong></td>
<td>Finalise service offering to NDIS service users</td>
<td>Review function of service and lessons learned from implementation</td>
<td>Extend services to other areas and schemes</td>
</tr>
<tr>
<td></td>
<td>Scope range of services for management systems and product certification</td>
<td>Gather stakeholder feedback on opportunities for improvement</td>
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<td></td>
<td>Deliver pilot Futures Program</td>
<td>Extend services to other areas and schemes</td>
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<tr>
<td>Theme</td>
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<td>2023–24</td>
<td>2024–25</td>
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</tr>
<tr>
<td>Management Systems and Quality</td>
<td>Undertake evaluation studies for ISO 9001, 14001 and 45001</td>
<td>Implement findings of study reports</td>
<td>Implement findings of study reports</td>
</tr>
<tr>
<td></td>
<td>Initial audit duration study completed – decide on next stage</td>
<td>Review and determine the direction of additional work</td>
<td>Promote output to the International Accreditation Forum (IAF) and Asia Pacific Accreditation Cooperation (APAC)</td>
</tr>
<tr>
<td></td>
<td>Complete research and trial of audit duration methods</td>
<td>Implement audit duration model</td>
<td>Implement audit duration model</td>
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<tr>
<td></td>
<td>Partner with RMIT Centre for Cyber Security Research and Innovation</td>
<td>Complete deliverables under the final phase of the funded project</td>
<td>Evaluate impact of changes.</td>
</tr>
<tr>
<td>Product Certification</td>
<td>Publish training resource materials on:</td>
<td>Extend product training services in response to demand</td>
<td>Extend product training services in response to demand</td>
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<tr>
<td></td>
<td>• Electrical Equipment Safety Certification Scheme</td>
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<td>• CodeMark New Zealand Scheme</td>
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<td>• Unified Gas Scheme</td>
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<td>Building a Global Profile</td>
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<td></td>
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<td>Contribute to trade facilitation work of DISER and MBIE as required</td>
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<td></td>
<td>Support the management of IEC Conformity Assessment systems</td>
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<td>- Establish links with ISEAL</td>
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<td>Establish links with ISEAL</td>
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<tr>
<td></td>
<td>Complete brand identity and messaging framework and commence rollout</td>
<td>Implement rollout</td>
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<tr>
<td>Theme</td>
<td>2022–23</td>
<td>2023–24</td>
<td>2024–25</td>
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<td>-------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Protecting Brand and Identity</td>
<td>Conduct sector messaging workshops Build content plan</td>
<td>Implement sector specific content plan</td>
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<tr>
<td></td>
<td>Scope and commence website redesign project</td>
<td>Launch new website</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop marketing plan</td>
<td>Implement marketing plan</td>
<td></td>
</tr>
<tr>
<td>Responding to Technology</td>
<td>Implement information systems upgrade proposal</td>
<td>Review and plan for additional feature releases</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Quantify and implement additional data analytics to support CABs</td>
<td>Review and plan for additional feature releases</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Launch Scheme Owner options for JAS-ANZ Register</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Implement Status Page</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hold a road mapping workshop</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Promote data exchange framework concept to international stakeholders</td>
<td>Evaluate and report on Australian trial results</td>
<td>Promote results of international trial to wider conformity assessment community</td>
</tr>
<tr>
<td></td>
<td>Develop environment to trial data exchange framework</td>
<td>Propose bilateral international trial in a live environment with international partners</td>
<td>Propose multilateral trial and support for developing economies.</td>
</tr>
<tr>
<td></td>
<td>Select Australian CAB for limited test of system in Australian context</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The Australian Celtic Festival marks its 30th Anniversary in 2022. Photo: Town of Glen Innes, NSW (host of The Australian Celtic Festival)
FINANCIAL

FINANCIAL OBJECTIVES
In accordance with three key principles, JAS-ANZ adheres to a sustainable financial model via:

- Setting chargeable fees in accordance with guidelines set mutually by the Australian and New Zealand governments.
- Identifying activities which have a higher-than-average cost profile, and to apply appropriate risk premiums to those activities.
- Self-funding the organisation’s operations.

JAS-ANZ operates on terms in accordance with its three key principles to ensure:

- Expansion of our capacity to provide services to clients through continued internal investment.
- Sufficient cash reserves are on hand to cover payment of at least 6 months of operating expenditure, including contingency, and to meet unforeseen liabilities and other future commitments.
- Insulation for the Australian and New Zealand governments from any claims, monetary and otherwise, arising from our operations.

FUTURE APPLICATION OF FUNDS
It is anticipated that the available surplus for the financial year ending 30 June 2022, after allowing for minimum holdings in cash reserves, will be invested within JAS-ANZ in the following areas:

- Implementation of the proposed information systems upgrade to improve how we administer the accreditation system.
- Applying the first components of a new assessment model to provide a more dynamic and effective assessment approach.
- Improving certification scheme design and management that will enhance the performance of product certification as the external expectations increase.
## BUDGET 2022-2024

<table>
<thead>
<tr>
<th>Certificate Based Income</th>
<th>SCI 22-23 Budget</th>
<th>SCI 23-24 Budget</th>
<th>SCI 24-25 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conformity Assessment Body Fees</td>
<td>1,776,000</td>
<td>1,836,000</td>
<td>1,884,000</td>
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<tr>
<td>Certificate Fees</td>
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<td>7,514,118</td>
<td>7,812,212</td>
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<tr>
<td>Recoverable Industry Membership Fee Income</td>
<td>143,302</td>
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<td>143,302</td>
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<tr>
<td><strong>Total Certificate Based Income</strong></td>
<td>9,234,931</td>
<td>9,493,420</td>
<td>9,839,514</td>
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<table>
<thead>
<tr>
<th>Assessment Based Income</th>
<th>SCI 22-23 Budget</th>
<th>SCI 23-24 Budget</th>
<th>SCI 24-25 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAB Application Fees</td>
<td>56,000</td>
<td>56,000</td>
<td>56,000</td>
</tr>
<tr>
<td>Initial Assessment and Follow-Up Assessment Fees</td>
<td>154,750</td>
<td>154,750</td>
<td>154,750</td>
</tr>
<tr>
<td>Scope Extension and Other Assessment Fees</td>
<td>237,915</td>
<td>237,915</td>
<td>237,915</td>
</tr>
<tr>
<td><strong>Total Assessment Based Income</strong></td>
<td>448,665</td>
<td>448,665</td>
<td>448,665</td>
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</table>

<table>
<thead>
<tr>
<th>Operations Income</th>
<th>SCI 22-23 Budget</th>
<th>SCI 23-24 Budget</th>
<th>SCI 24-25 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheme Development and Review</td>
<td>30,000</td>
<td>45,000</td>
<td>45,000</td>
</tr>
<tr>
<td>Scheme Endorsement</td>
<td>21,000</td>
<td>27,000</td>
<td>33,000</td>
</tr>
<tr>
<td>Technical Services</td>
<td>150,000</td>
<td>90,000</td>
<td>120,000</td>
</tr>
<tr>
<td>Training Income</td>
<td>251,600</td>
<td>275,000</td>
<td>280,000</td>
</tr>
<tr>
<td>Government Grant Funding</td>
<td>200,000</td>
<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Operations Income</strong></td>
<td>652,600</td>
<td>437,000</td>
<td>478,000</td>
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<table>
<thead>
<tr>
<th>Cost Recovery Income</th>
<th>SCI 22-23 Budget</th>
<th>SCI 23-24 Budget</th>
<th>SCI 24-25 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recoverable Travel Expenses</td>
<td>593,654</td>
<td>545,028</td>
<td>711,017</td>
</tr>
<tr>
<td>Recoverable Meals and Accommodation Expenses</td>
<td>159,353</td>
<td>163,736</td>
<td>168,238</td>
</tr>
<tr>
<td><strong>Total Cost Recovery Income</strong></td>
<td>753,007</td>
<td>708,764</td>
<td>879,255</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Income</th>
<th>SCI 22-23 Budget</th>
<th>SCI 23-24 Budget</th>
<th>SCI 24-25 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Interest</td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>Total Other Income</strong></td>
<td>15,000</td>
<td>15,000</td>
<td>15,000</td>
</tr>
<tr>
<td><strong>TOTAL INCOME</strong></td>
<td>11,104,203</td>
<td>11,102,849</td>
<td>11,660,434</td>
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</table>

<table>
<thead>
<tr>
<th>Cost of Services</th>
<th>SCI 22-23 Budget</th>
<th>SCI 23-24 Budget</th>
<th>SCI 24-25 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation Services</td>
<td>SCI 22-23 Budget</td>
<td>SCI 23-24 Budget</td>
<td>SCI 24-25 Budget</td>
</tr>
<tr>
<td>Initial Assessment and Follow-Up Assessment Fees</td>
<td>29,718</td>
<td>49,382</td>
<td>75,710</td>
</tr>
<tr>
<td>Scope Extension and Other Assessment Fees</td>
<td>2,529,133</td>
<td>2,869,708</td>
<td>2,910,186</td>
</tr>
<tr>
<td><strong>Total Accreditation Services</strong></td>
<td>2,558,851</td>
<td>2,919,091</td>
<td>2,985,896</td>
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</tbody>
</table>
## Operations

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Services - Business Development</td>
<td>20,000</td>
<td>15,000</td>
<td>-</td>
</tr>
<tr>
<td>Cost of Services - External Training Services</td>
<td>123,600</td>
<td>120,000</td>
<td>117,500</td>
</tr>
<tr>
<td>Cost of Services - Scheme Development/Management &amp; Review</td>
<td>29,000</td>
<td>35,000</td>
<td>35,000</td>
</tr>
<tr>
<td>Cost of Services - Scheme Endorsement</td>
<td>11,000</td>
<td>11,000</td>
<td>11,000</td>
</tr>
<tr>
<td>Cost of Services - Technical Services</td>
<td>107,000</td>
<td>75,000</td>
<td>100,000</td>
</tr>
<tr>
<td><strong>Total Operations</strong></td>
<td>290,600</td>
<td>256,000</td>
<td>263,500</td>
</tr>
</tbody>
</table>

## Cost Recoverable Travel Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel Expenses</td>
<td>593,654</td>
<td>545,028</td>
<td>711,017</td>
</tr>
<tr>
<td>Meals and Accommodation</td>
<td>159,353</td>
<td>163,736</td>
<td>168,238</td>
</tr>
<tr>
<td><strong>Total Cost Recoverable Travel Expenses</strong></td>
<td>753,007</td>
<td>708,764</td>
<td>879,255</td>
</tr>
</tbody>
</table>

## TOTAL COST OF SERVICES

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Operations</strong></td>
<td>3,602,458</td>
<td>3,883,855</td>
<td>4,128,651</td>
</tr>
</tbody>
</table>

## Office Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone and Internet</td>
<td>48,000</td>
<td>49,320</td>
<td>50,676</td>
</tr>
<tr>
<td>Electricity</td>
<td>18,000</td>
<td>18,495</td>
<td>19,004</td>
</tr>
<tr>
<td>Maintenance, Cleaning, Waste Removal and Office Security</td>
<td>12,500</td>
<td>12,844</td>
<td>13,197</td>
</tr>
<tr>
<td>Document Security and Destruction</td>
<td>1,000</td>
<td>1,028</td>
<td>1,056</td>
</tr>
<tr>
<td>Postage and Couriers</td>
<td>8,400</td>
<td>8,631</td>
<td>8,868</td>
</tr>
<tr>
<td>Printing and Stationery</td>
<td>14,000</td>
<td>14,385</td>
<td>14,781</td>
</tr>
<tr>
<td>Depreciation</td>
<td>567,452</td>
<td>571,977</td>
<td>486,542</td>
</tr>
<tr>
<td>Staff Amenities and Consumable Stores</td>
<td>36,600</td>
<td>37,607</td>
<td>38,641</td>
</tr>
<tr>
<td>Staff Meeting Expenses</td>
<td>5,200</td>
<td>5,343</td>
<td>5,490</td>
</tr>
<tr>
<td>Office Rent</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Purchases - Minor Office Equipment</td>
<td>6,300</td>
<td>6,473</td>
<td>6,651</td>
</tr>
<tr>
<td><strong>Total Office Expenses</strong></td>
<td>717,452</td>
<td>726,102</td>
<td>644,905</td>
</tr>
</tbody>
</table>

## Staff Expenses

<table>
<thead>
<tr>
<th>Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>4,298,559</td>
<td>4,416,769</td>
<td>4,538,230</td>
</tr>
<tr>
<td>Payroll Tax</td>
<td>131,120</td>
<td>134,726</td>
<td>138,431</td>
</tr>
<tr>
<td>Superannuation</td>
<td>371,906</td>
<td>405,200</td>
<td>440,563</td>
</tr>
<tr>
<td>KiwiSaver</td>
<td>22,698</td>
<td>22,789</td>
<td>24,550</td>
</tr>
<tr>
<td>Recruitment Costs</td>
<td>40,000</td>
<td>40,000</td>
<td>40,000</td>
</tr>
<tr>
<td>Provision for Long Service Leave Adjustments</td>
<td>25,000</td>
<td>25,688</td>
<td>26,394</td>
</tr>
<tr>
<td>Provision for Annual Leave Adjustments</td>
<td>35,000</td>
<td>35,963</td>
<td>36,951</td>
</tr>
<tr>
<td>Staff Professional Development and Training</td>
<td>50,000</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total Staff Expenses</strong></td>
<td>4,974,282</td>
<td>5,131,134</td>
<td>5,295,119</td>
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</tbody>
</table>
### Information Technology Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT Licences</td>
<td>110,500</td>
<td>136,100</td>
<td>147,250</td>
</tr>
<tr>
<td>IT Maintenance and Support</td>
<td>106,500</td>
<td>135,500</td>
<td>158,000</td>
</tr>
<tr>
<td>IT Training &amp; Professional Development</td>
<td>6,000</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>IT Non-Capitalised Project Expenses</td>
<td>12,000</td>
<td>24,000</td>
<td>24,000</td>
</tr>
<tr>
<td>Purchases - Minor IT Equipment</td>
<td>10,000</td>
<td>11,000</td>
<td>12,000</td>
</tr>
<tr>
<td><strong>Total Information Technology Expenses</strong></td>
<td>245,000</td>
<td>312,600</td>
<td>347,250</td>
</tr>
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</table>

### Accreditation Services Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditation Services Staff Training &amp; Professional Development</td>
<td>10,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Accreditation Services External Labour Hire</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Accreditation Services Specific Conferences and Events</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Other Accreditation Services Expenses</td>
<td>2,000</td>
<td>2,000</td>
<td>2,000</td>
</tr>
<tr>
<td><strong>Total Accreditation Services Expenses</strong></td>
<td>19,000</td>
<td>14,000</td>
<td>14,000</td>
</tr>
</tbody>
</table>

### Technical Services Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Work</td>
<td>25,000</td>
<td>10,000</td>
<td>-</td>
</tr>
<tr>
<td>Technical Services Staff Training &amp; Professional Development</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td><strong>Total Technical Services Expenses</strong></td>
<td>30,000</td>
<td>15,000</td>
<td>5,000</td>
</tr>
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</table>

### External Training Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Training Licencing</td>
<td>13,950</td>
<td>15,000</td>
<td>15,000</td>
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<tr>
<td>Course Advertising and Marketing</td>
<td>16,500</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td>Assessor Training Expenses</td>
<td>4,500</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Other External Training Expenses</td>
<td>9,000</td>
<td>9,000</td>
<td>9,000</td>
</tr>
<tr>
<td><strong>Total External Training Expenses</strong></td>
<td>43,950</td>
<td>39,000</td>
<td>39,000</td>
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### Internal Training Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Facilitation</td>
<td>30,650</td>
<td>20,750</td>
<td>23,750</td>
</tr>
<tr>
<td>Internal Training Licencing</td>
<td>12,350</td>
<td>13,200</td>
<td>14,050</td>
</tr>
<tr>
<td>L&amp;D Staff Training &amp; Professional Development</td>
<td>8,000</td>
<td>8,000</td>
<td>8,000</td>
</tr>
<tr>
<td>Course Development Expenses</td>
<td>35,500</td>
<td>18,200</td>
<td>10,900</td>
</tr>
<tr>
<td>Other Internal Training Expenses</td>
<td>1,500</td>
<td>1,600</td>
<td>1,700</td>
</tr>
<tr>
<td><strong>Total Internal Training Expenses</strong></td>
<td>88,000</td>
<td>61,750</td>
<td>58,400</td>
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### Marketing Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsorship and Events</td>
<td>15,000</td>
<td>18,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Communications Projects</td>
<td>50,000</td>
<td>51,250</td>
<td>52,531</td>
</tr>
<tr>
<td>Promotional Items</td>
<td>8,000</td>
<td>8,200</td>
<td>8,405</td>
</tr>
<tr>
<td><strong>Total Marketing Expenses</strong></td>
<td>73,000</td>
<td>77,450</td>
<td>80,936</td>
</tr>
</tbody>
</table>
### Professional Bodies Expenses

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memberships</td>
<td>140,000</td>
<td>143,850</td>
<td>147,806</td>
</tr>
<tr>
<td>Publications and Journals</td>
<td>20,000</td>
<td>20,550</td>
<td>21,115</td>
</tr>
<tr>
<td>Subscriptions and Standards</td>
<td>40,000</td>
<td>41,100</td>
<td>42,230</td>
</tr>
<tr>
<td>Industry Body Conference Fees</td>
<td>10,000</td>
<td>10,275</td>
<td>10,558</td>
</tr>
<tr>
<td><strong>TOTAL PROFESSIONAL BODIES EXPENSES</strong></td>
<td>210,000</td>
<td>215,775</td>
<td>221,709</td>
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</tbody>
</table>

### Non Cost Recoverable Travel Expenses

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel - General</td>
<td>135,000</td>
<td>138,713</td>
<td>142,527</td>
</tr>
<tr>
<td>Travel - General Domestic</td>
<td>15,000</td>
<td>15,413</td>
<td>15,836</td>
</tr>
<tr>
<td><strong>Total Travel - General</strong></td>
<td>150,000</td>
<td>154,125</td>
<td>158,363</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel, Meals &amp; Accommodation - Board and Board Sub-Committees</td>
<td>96,000</td>
<td>98,640</td>
<td>101,353</td>
</tr>
<tr>
<td><strong>Total Travel, Meals &amp; Accommodation - Board and Board Sub-Committees</strong></td>
<td>96,000</td>
<td>98,640</td>
<td>101,353</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel, Meals &amp; Accommodation - Advisory Committees</td>
<td>10,000</td>
<td>10,275</td>
<td>10,558</td>
</tr>
<tr>
<td><strong>Total Travel, Meals &amp; Accommodation - Advisory Committees</strong></td>
<td>10,000</td>
<td>10,275</td>
<td>10,558</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meals and Accommodation - General Domestic</td>
<td>55,000</td>
<td>56,513</td>
<td>58,067</td>
</tr>
<tr>
<td>Meals and Accommodation - General International</td>
<td>7,000</td>
<td>7,193</td>
<td>7,390</td>
</tr>
<tr>
<td><strong>Total Meals and Accommodation - General</strong></td>
<td>62,000</td>
<td>63,705</td>
<td>65,457</td>
</tr>
<tr>
<td><strong>TOTAL NON COST RECOVERABLE TRAVEL EXPENSES</strong></td>
<td>318,000</td>
<td>326,775</td>
<td>335,730</td>
</tr>
</tbody>
</table>

### Governance and Reporting Expenses

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board and Audit Committee Sitting Fees</td>
<td>60,000</td>
<td>61,650</td>
<td>63,345</td>
</tr>
<tr>
<td><strong>Total Board and Board Sub-Committees</strong></td>
<td>60,000</td>
<td>61,650</td>
<td>63,345</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAC and ARB Sitting Fees</td>
<td>21,000</td>
<td>21,578</td>
<td>22,171</td>
</tr>
<tr>
<td><strong>Total Advisory Committees</strong></td>
<td>21,000</td>
<td>21,578</td>
<td>22,171</td>
</tr>
</tbody>
</table>
### Professional Services and Advisory

<table>
<thead>
<tr>
<th>Service</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>External Accounting Fees</td>
<td>5,000</td>
<td>5,138</td>
<td>5,279</td>
</tr>
<tr>
<td>Legal Services</td>
<td>60,000</td>
<td>56,650</td>
<td>48,208</td>
</tr>
<tr>
<td>External Audit Fees</td>
<td>33,000</td>
<td>33,908</td>
<td>34,840</td>
</tr>
<tr>
<td>Risk Management</td>
<td>30,000</td>
<td>30,825</td>
<td>31,673</td>
</tr>
<tr>
<td>Credit Reporting</td>
<td>500</td>
<td>514</td>
<td>528</td>
</tr>
<tr>
<td><strong>Total Professional Services and Advisory</strong></td>
<td>128,500</td>
<td>127,034</td>
<td>120,527</td>
</tr>
</tbody>
</table>

### Insurance

<table>
<thead>
<tr>
<th>Insurance</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel, Prof. Indemnity, Management Liability, Business &amp; Office Insurances</td>
<td>48,000</td>
<td>49,320</td>
<td>50,676</td>
</tr>
<tr>
<td>Worker’s Compensation Insurance</td>
<td>13,000</td>
<td>13,358</td>
<td>13,725</td>
</tr>
<tr>
<td><strong>Total Insurance</strong></td>
<td>61,000</td>
<td>62,678</td>
<td>64,401</td>
</tr>
</tbody>
</table>

### Reporting Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Report</td>
<td>11,000</td>
<td>11,303</td>
<td>11,613</td>
</tr>
<tr>
<td>Statement of Corporate Intent (SCI)</td>
<td>11,000</td>
<td>11,303</td>
<td>11,613</td>
</tr>
<tr>
<td><strong>Total Reporting Expenses</strong></td>
<td>22,000</td>
<td>22,605</td>
<td>23,227</td>
</tr>
</tbody>
</table>

### Other Governance and Reporting Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer Evaluation</td>
<td>20,000</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>Total Other Governance and Reporting Expenses</strong></td>
<td>312,500</td>
<td>315,544</td>
<td>313,671</td>
</tr>
</tbody>
</table>

### Other Operating Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank Fees</td>
<td>25,000</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Foreign Exchange (Gain)/Loss</td>
<td>5,000</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Interest on Finance Leases</td>
<td>42,000</td>
<td>25,000</td>
<td>14,000</td>
</tr>
<tr>
<td>Operating Leases</td>
<td>10,000</td>
<td>10,000</td>
<td>10,000</td>
</tr>
<tr>
<td><strong>Total Other Operating Expenses</strong></td>
<td>82,000</td>
<td>65,000</td>
<td>54,000</td>
</tr>
</tbody>
</table>

### Discretionary Non-Capitalised Project Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCI Project-Related Expenditure</td>
<td>361,685</td>
<td>55,200</td>
<td>46,300</td>
</tr>
<tr>
<td><strong>Total Discretionary Non-Capitalised Project Expenses</strong></td>
<td>361,685</td>
<td>55,200</td>
<td>46,300</td>
</tr>
</tbody>
</table>

### Total Operating and Discretionary Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Operating and Discretionary Expenses</strong></td>
<td>7,474,869</td>
<td>7,355,299</td>
<td>7,456,021</td>
</tr>
</tbody>
</table>

### OPERATING SURPLUS/(DEFICIT)

<table>
<thead>
<tr>
<th>Expense</th>
<th>2022</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING SURPLUS/(DEFICIT)</td>
<td>26,876</td>
<td>(136,305)</td>
<td>75,762</td>
</tr>
</tbody>
</table>

54  30th Anniversary
STATEMENT OF CORPORATE INTENT 2022 - 2025

HELPING MARKETS WORK BETTER