



Anmac

Strategic Plan
2024-2027

Acknowledgement of Country

Anmac acknowledges the Traditional Custodians of Country across Australia and recognises their enduring sovereignty and connection to land, waters, skies, and community. We pay our respects to Elders past and present and honour the leadership of Aboriginal and Torres Strait Islander peoples in sustaining the world's oldest continuing cultures.

As the national authority for nursing and midwifery accreditation and assessment, Anmac recognises that Aboriginal and Torres Strait Islander leadership is central to achieving education equity, health equity, and culturally safe care. We are committed to embedding cultural safety*, anti-racism, and respectful partnership across all aspects of our work.

Standing firm against racism and discrimination

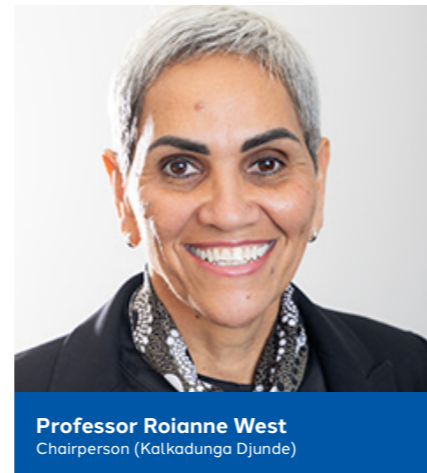
Anmac stands unequivocally against racism and discrimination in all forms. Consistent with the guiding principle of the National Registration and Accreditation Scheme to develop a culturally safe and respectful health workforce, we embed cultural safety*, equity, and anti-racism across our accreditation standards, skills assessment frameworks, governance, and leadership functions. Through rigorous, evidence-based standards and fair, transparent assessment, we ensure graduates and internationally qualified practitioners are prepared to deliver clinically and culturally safe care. Anmac will continue to strengthen accountability and governance to uphold public trust and contribute to a safe, capable, and culturally responsive nursing and midwifery workforce for all Australians.

* Cultural safety is determined by Aboriginal and Torres Strait Islander individuals, families and communities. Culturally safe practise is the ongoing critical reflection of health practitioner knowledge, skills, attitudes, practising behaviours and power differentials in delivering safe, accessible and responsive healthcare free of racism.

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Message from our Board Chair



Professor Roianne West
Chairperson (Kalkadunga Djunde)

On behalf of the Anmac Board, I am pleased to present this Strategic Plan, which sets a clear, disciplined, and future-focused direction for the organisation over the coming years. This plan reflects the Board's responsibility to safeguard public trust, uphold strong governance, and ensure Anmac remains fit for purpose in a rapidly evolving education, workforce, and regulatory environment.

Nursing and midwifery sit at the heart of Australia's health system. The quality, safety, and integrity of education, assessment, and regulation directly influence patient outcomes, workforce capability, and community confidence. As pressures intensify through workforce shortages, increased reliance on skilled migration, regulatory reform, and accelerating technological change, Anmac's role as an independent national authority has never been more critical.

This Strategic Plan affirms Anmac's core purpose: protecting public trust and strengthening Australia's health system through independent, evidence-based accreditation, skills assessment, and leadership. It establishes three clear strategic priorities – Accreditation, Assessment, and Leadership – supported by focused strategic enablers that strengthen governance, digital capability, organisational culture, and financial stewardship. Together, these elements provide clarity about Anmac's role, sharpen strategic focus, and enable disciplined oversight of delivery, risk, and performance.

This Strategic Plan provides a strong foundation for thoughtful stewardship, continuous learning, and accountable action.

The Board is deeply committed to ensuring that cultural safety, equity, integrity, and anti-racism are embedded across all aspects of Anmac's work. We recognise the leadership of Aboriginal and Torres Strait Islander peoples as central to achieving education and health equity, and to ensuring clinically and culturally safe care for all Australians. Anti-racism is foundational to this commitment and guides how Anmac approaches standards, assessment, partnerships, and decision-making, both internally and across the systems we influence.

This plan also reinforces Anmac's approach to leadership – independent, evidence-based, and exercised with discipline and accountability. Through collaboration, robust assurance, and the responsible use of data and insight, Anmac will contribute constructively to national policy and regulatory conversations while remaining clear about its statutory mandate and responsibilities.

On behalf of the Board, I thank our stakeholders, partners, and staff for their contributions to the development of this Strategic Plan and for their continued dedication to excellence.

We look forward to working together to deliver this plan, monitor progress transparently, and ensure Anmac continues to serve the public interest with integrity, accountability, and impact.

This Strategic Plan provides a strong foundation for thoughtful stewardship, continuous learning, and accountable action, enabling the Board to govern with confidence as Anmac supports a safe, capable, and future-ready nursing and midwifery workforce.

Message from our CEO



Camilla Rowland
Chief Executive Officer

It is my great pleasure to introduce Anmac's refreshed and renewed strategic plan which builds strongly on previous years of achievements, and will guide us through the next two years. It is timely that my tenure should begin to coincide with its implementation, affording me the ideal opportunity to drive the delivery of the strategy and lead Anmac into its next phase.

Our unwavering commitment is to support and continuously enhance the quality of Australia's health workforce and their wellbeing, and the health and safety of all Australians, through accreditation, skills assessment and thought leadership. Together with a fresh, new and contemporary brand, this Strategic Plan signals the beginning of an exciting chapter in the proud history of Anmac. I feel privileged to have been entrusted with the responsibility to collaboratively deliver this Plan through operational excellence, driving innovation and strengthening strategic partnerships with the team and the Anmac stakeholder partners.

This Strategic Plan positions Anmac to lead with excellence, strengthen partnerships, and deliver measurable impact for the health system, and for the health workforce. We drive operational excellence, innovation, and accountability to sustain a safe, culturally responsive nursing and midwifery workforce.

Anmac operates within an increasing complex environment with changing regulatory expectations. At the same time the nursing and midwifery workforce, together with the broader health workforce face significant pressure. In order to support Anmac to do our part to meet these challenges within such a dynamic environment we must ensure that our strategic priorities align, whilst our systems and processes afford us the ability to flex to meet changing needs. I am confident that this plan will support us in doing both.

Importantly, this plan clearly articulates our commitment to embed cultural safety, anti racism and respectful partnership across all aspects of our work.



Background

Anmac safeguards the health of Australians and the sustainability of our health system by accrediting nursing and midwifery education programs and providers, assessing internationally qualified practitioners against nationally consistent criteria, and contributing to policy and thought leadership.

Anmac is committed to ensuring that all nurses, midwives and direct care workers entering the workforce are safe, culturally aware and competent practitioners aligned with evolving professional standards.

Safe care begins with safe practitioners.

Established in 2010 under the National Registration and Accreditation Scheme (NRAS), the Australian Nursing and Midwifery Accreditation Council (Anmac) is an independent authority committed to maintaining the integrity of Australia's health system. Through rigorous and evidence-based accreditation processes, Anmac supports education providers to uphold excellence and deliver programs that reflect contemporary practice, innovation in learning, and alignment with regulatory and community expectations.

In parallel, Anmac conducts skilled migration assessments for internationally qualified nurses, midwives and direct care workers, contributing to the sustainability and security of Australia's health workforce through internationally recognised standards and transparent assessment pathways.

Our promise

Grounded in our values of Integrity, Excellence, Equity, Courage and Impact, Anmac's work is guided by a commitment to cultural safety, inclusion and anti-racism. We recognise the leadership of Aboriginal and Torres Strait Islander peoples as central to achieving education and health equity and to ensuring clinically and culturally safe care for all Australians.

As a values-driven and progressive organisation, Anmac continues to strengthen its governance, digital systems and workforce capability to ensure operational excellence, sustainability and sector leadership. We are evolving from a quality assurer to a strategic leader that not only upholds standards but actively shapes accreditation, assessment and policy to support the growth and transformation of nursing and midwifery education in Australia.

Our position of strength

Anmac's Board and team have undertaken a comprehensive review to refresh our Strategic Plan, re-affirm the organisation's values, and align our efforts with the changing needs of Australia's healthcare sector. Supported by a skills-based Board and rigorous governance arrangements, Anmac is well-positioned to operate with transparency, accountability and public confidence.

The Strategic Plan 2024–2027 is anchored in three interconnected priority areas – Accreditation, Assessment and Leadership – providing a clear and disciplined roadmap for Anmac's continued evolution as an independent, efficient and impactful national body. These priority areas are supported by four strategic enablers that ensure long-term organisational sustainability and resilience.

Our Commitments

Anmac is a trusted national voice for excellence in healthcare education accreditation and skills assessment, and a thought leader in the health policy and practice.

Our Vision

Nursing and midwifery education and practice are trusted, culturally safe, and advance the health and wellbeing of all Australians.

Our Purpose

We protect public trust and strengthen Australia's health system by ensuring nursing and midwifery education and practice are clinically and culturally safe, through independent, evidence-based accreditation, skills assessment and thought leadership.

We fulfil this purpose by:

- setting and assuring rigorous, evidence-based accreditation standards that safeguard educational and professional quality and support contemporary, workforce-ready education
- delivering fair, transparent and robust assessment of nursing and midwifery qualifications for skilled migration applicants that uphold public confidence and equity
- exercising sector leadership that informs national policy, advances cultural safety and strengthens system integrity across education, regulation and workforce planning
- embedding our values of Integrity, Excellence, Equity, Courage and Impact in every decision, partnership and outcome.

Our Values



We act ethically, transparently, and accountably.

We uphold the highest standards of ethics, governance, and transparency. Integrity defines how we accredit, assess, and lead – ensuring that every decision reflects accountability, fairness, and respect for the public trust placed in Anmac, demonstrating digital accountability, ethical data use, and transparent risk management.



We deliver high-quality, evidence-based outcomes.

We pursue excellence in everything we do – from accreditation and assessment to leadership and governance. Through continuous improvement, innovation, and evidence-based practice, we deliver outcomes that enhance safety, quality, and confidence across the health and education sectors, driven by curiosity, foresight, and continuous learning.



We champion cultural safety and inclusion.

We champion cultural safety, and anti-racism as foundations for clinically and culturally safe, inclusive care. Equity guides our engagement with communities, our leadership voice, and our internal culture – ensuring fairness and belonging in every aspect of Anmac's work, anchored in anti-racism, sustainability, and environmental responsibility.



We innovate with independence and foresight.

We lead with courage – challenging convention, innovating with purpose, and standing firm in our values. Our courage lies in our commitment to independent thought, transparent governance, and future-focused leadership that responds boldly to sector disruption and emerging needs, challenges systems, and adapts in a changing digital and policy landscape.



We create measurable, lasting change across the sector.

We strive for meaningful, measurable impact that improves public safety, strengthens professional standards, and sustains confidence in nursing and midwifery education and practice. Through evidence, collaboration, and accountability, we turn strategy into outcomes that matter through measurable improvements in public protection, sustainability, and organisational resilience.

Our Governance

Anmac's governance model ensures integrity, transparency, and effective oversight. Anmac has a governance structure led by a skills-based board with diverse expertise.

The strategic plan has been developed collaboratively by Anmac's leadership – our Board, CEO, and Executive Team.

Anmac's leadership team is responsible for the delivery of this strategic plan through the implementation of key actions and activities that achieve agreed goals, and reports to the Board against the documented success measures.

Our Governance team supports the organisation to make confident, evidence-based decisions that help to shape the future of nursing and midwifery education and practice.

Our Board sets strategic direction, approves plans and budgets, and monitors performance to safeguard public trust.



System Pressures and Strategic Drivers Across the Nursing and Midwifery Ecosystem

1 Why Accreditation Excellence is a strategic priority

Variable education quality and work readiness

Inconsistent graduate preparedness and calls for stronger assurance of education outcomes require robust, risk-based accreditation.

Rapid education and practice changes

New education delivery models, digital learning, simulation and evolving scopes of practice are outpacing traditional accreditation approaches.

Regulatory complexity and reform pace

Tightening standards, revised capability frameworks, and changing regulatory expectations increase the need for consistent, contemporary accreditation.

Cultural safety and equity imperatives

Persistent inequities in education and health outcomes require accreditation standards that explicitly assure cultural safety and inclusive practice.

2 Why Skills Assessment Integrity and International Recognition is a strategic priority

Severe workforce shortages and maldistribution

Heavy reliance on internationally qualified nurses, midwives and direct care workers heightens the importance of trusted, timely skills assessment.

Demand for fairer and faster migration pathways

Government and sector expectations for simpler, more transparent processes increase scrutiny of assessment integrity and efficiency.

Public confidence and patient safety concerns

Growth in migration pathways elevates the need for rigorous, standards-aligned assessment to increase trust and safety.

Increasing complexity of global qualifications

Diverse education systems, credentials and experience profiles require consistent, evidence-based assessment approaches.

3 Why national Leadership and Policy Influence is a strategic priority

Fragmented policy and regulatory landscape

Multiple reforms across education, regulation, workforce planning and migration require coordination and alignment.

Evidence gaps in national decision-making

Policy debates increasingly demand high-quality data and system-level insights drawn from accreditation and assessment activity.

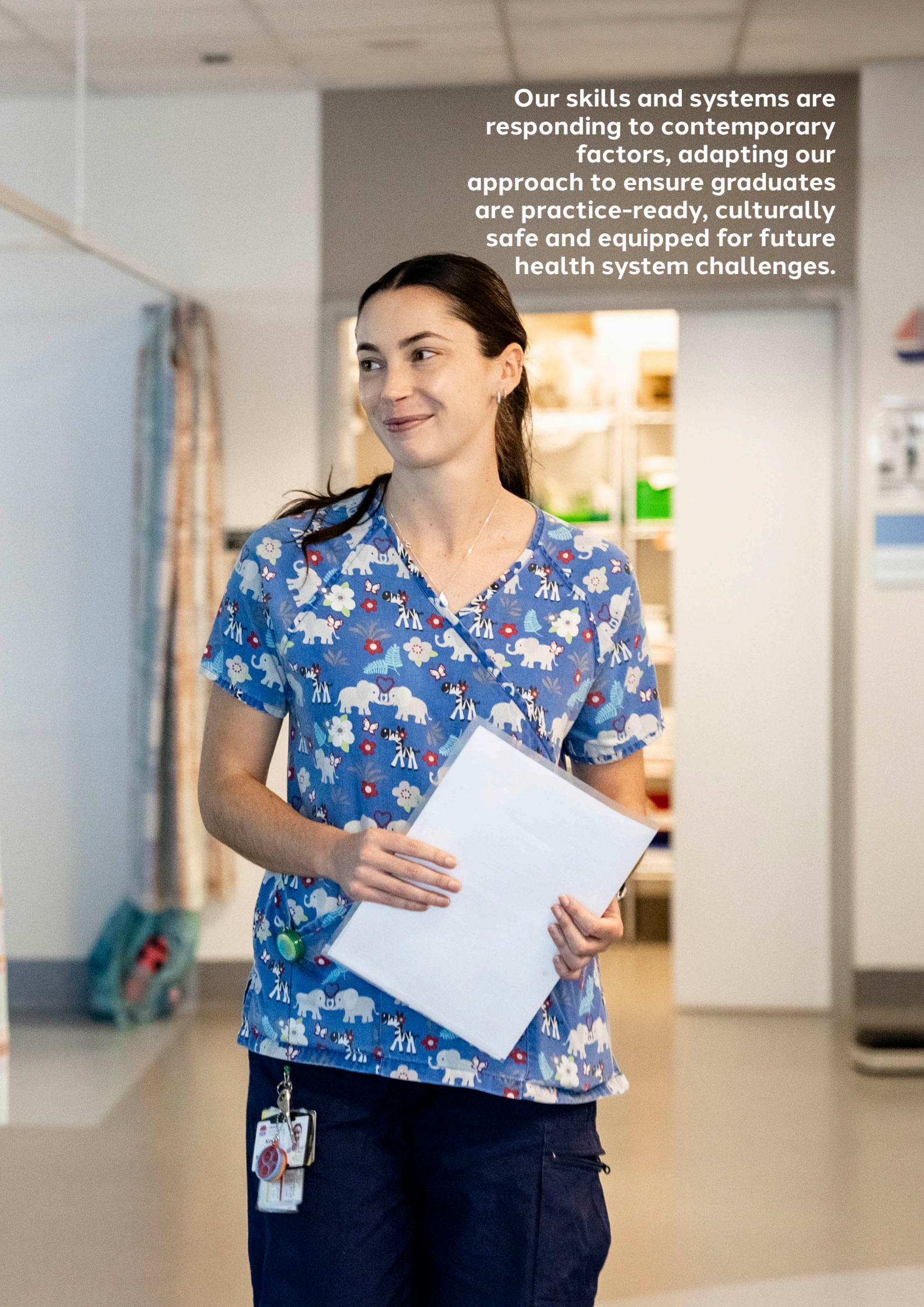
Digital and AI transformation outpacing regulation

Emerging technologies raise new questions for education quality, assessment and regulation that require informed leadership.

Heightened focus on cultural safety and Indigenous leadership

National commitments require authoritative voices to translate principles into standards, policy and system practice.

Taken together, these system pressures reinforce the need for Anmac's strategic focus on accreditation excellence, applicant-centred assessment, and national leadership.



Our skills and systems are responding to contemporary factors, adapting our approach to ensure graduates are practice-ready, culturally safe and equipped for future health system challenges.

Our Vision

Nursing and midwifery education and practice are trusted, culturally safe and advance the health and wellbeing of all Australians.

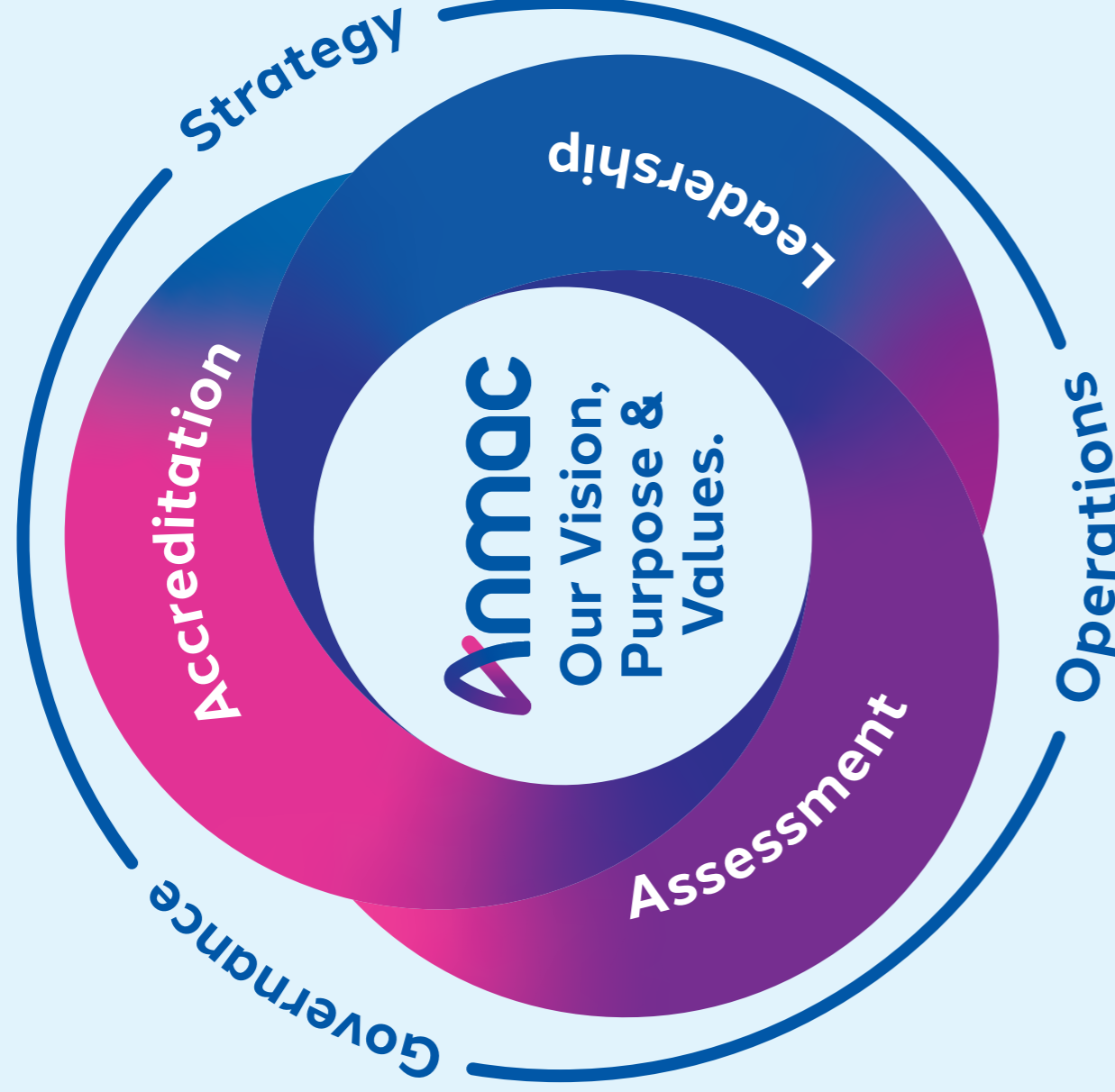
Our Purpose

We protect public trust and strengthen Australia's health system through independent, evidence-based accreditation, skills assessment and leadership.

Anmac Strategic Plan

Our Values

- Integrity**
We act ethically, transparently, and accountably.
- Excellence**
We deliver high-quality, evidence-based outcomes.
- Equity**
We champion cultural safety and inclusion.
- Courage**
We innovate with independence and foresight.
- Impact**
We create measurable, lasting change across the sector.



Accreditation

Accreditation Excellence and Educational Quality.

Anmac sets the benchmark for safe, high-quality, and culturally safe nursing and midwifery education.

- Robust, evidence-based, and efficient risk-based accreditation.
- Contemporary accreditation practices for a future-ready education.
- National and international partnerships to advance accreditation practice.

Assessment

Skills Assessment Integrity and International Recognition.

Anmac delivers rigorous, transparent and trusted skills assessment that supports workforce mobility and public confidence.

- Migrant-centric, high-quality, skilled migration assessment for overseas-born professionals.
- Modern assessment pathways that reflect workforce needs, and deliver a migrant-centric service.
- Strategic partnerships and collaboration for a responsive skilled migration ecosystem.

Leadership

Leadership and Policy Influence.

Anmac provides independent, evidence-based thought leadership that shapes national standards, informs policy and strengthens system integrity.

- A strong, trusted voice in national nursing and midwifery education and regulation.
- An evidence-informed source of policy leadership.
- An influential national partner in education standards and regulation.

What success looks like

Education programs are **accredited fairly, efficiently and effectively** to support high-quality, cultural safety and workforce readiness in our nursing and midwifery workforce

Skills assessment **decisions are trusted, fair and defensible**, supporting workforce mobility, sustainability and public confidence

National healthcare policy and regulatory **decisions are informed by robust evidence** and system-level insight

Our Strategic Enablers

Sustainability and organisational resilience

Anmac strengthens governance, digital capability and workforce culture to ensure long-term integrity, agility and sustainability.

- Governance, Risk and Compliance
- Digital Capability
- Social, Cultural and Environmental Responsibility
- Organisational Capability and Culture
- Financial Stewardship and Strategic Reinvestment

Governance & Accountability

How this is intended to be used

- Board: line-of-sight, assurance and decision discipline
- Executive: strategic coherence and prioritisation
- Stakeholders: clarity of role, focus and accountability

Monitoring and Evaluation Framework

Enterprise Domains

- D1: Governance Renewal and Stewardship
- D2: Workforce Capability and Performance
- D3: Risk Compliance and Integrity
- D4: Organisational Culture and Values
- D5: Stakeholder Confidence and Partnerships
- D6: Financial Performance and Sustainability



Strategic Priority 1: Accreditation

Accreditation Excellence and Educational Quality

Anmac sets the benchmark for safe, high-quality, and culturally safe nursing and midwifery education.

We accredit programs to produce graduates who are competent, ethical and ready to deliver culturally and clinically safe care across diverse and complex health settings.

Our accreditation processes apply rigorous risk and evidence-based standards that ensure education quality keeps pace with evolving workforce, regulatory and technological change.

Through innovation, collaboration and continuous improvement, Anmac drives excellence in nursing and midwifery education nationally and internationally.

Anmac will deliver this priority through the following Strategic Focus Areas:

Robust, evidence-based, and efficient risk-based accreditation

A proportionate evidence and risk-based accreditation approach that targets effort where it is most needed and supports consistent, transparent decision-making across the accreditation lifecycle.

Strategic Goals:

Embed high-quality, transparent, efficient and timely risk-based accreditation processes, informed by evidence and aligned with NMBA standards and regulatory requirements, that meet the needs and expectations of education providers.

Evolve our current ways of working towards a streamlined, applicant-centric accreditation experience applying risk-proportionate processes and enhanced guidance, communication, and support for education providers.

Contemporary accreditation practices for a future-ready education

Modernised accreditation frameworks, methods and tools that assure emerging education models, technologies and scopes of practice while upholding rigorous quality and safety expectations.

Strategic Goals:

Position Anmac as a leading accreditation authority with the capacity to support new and evolving education models and areas of practice required for a future-ready nursing and midwifery workforce.

Modernise accreditation processes by adopting digital platforms that support contemporary education models, enhance application submission and tracking, strengthen stakeholder engagement and workflow efficiency.

National and international partnerships to advance accreditation practice

Strategic national and international partnerships that strengthen accreditation practice through alignment, shared learning, and co-design across education and regulatory systems.

Strategic Goals:

Strengthen collaboration and communication channels with NMBA, Ahpra, education providers, CATSINaM and employers to share insights and co-design improvements that advance accreditation standards, and practice.

Lead engagement with international accreditation bodies to exchange best practice, strengthen accreditation practice and exploring mutual recognition opportunities.

What success looks like

Proportionate, evidence and risk-based accreditation supporting consistent and transparent decision-making

Modernised accreditation frameworks responsive to emerging education models and scopes of practice

Strategic national and international partnerships strengthening accreditation practice



Strategic Priority 2: Assessment

Skills Assessment Integrity and International Recognition

Anmac delivers rigorous, transparent and trusted skills assessment that supports workforce mobility and public confidence.

We assess overseas-born and internationally qualified nurses, midwives and direct care workers to ensure their education and professional experience meet Australian standards of safety, competence and cultural safety.

Our skills assessment service upholds integrity, efficiency and fairness, enabling qualified health practitioners to contribute confidently across all healthcare settings, including rural and remote areas. We recognise that diversity strengthens our health system.

Through continuous improvement and digital innovation, Anmac achieves international recognition as a leading authority in the assessment of nursing, midwifery and care worker skills and experience.

Anmac will deliver this priority through the following Strategic Focus Areas:

Applicant-centric, high-quality skills assessment for overseas-born professionals

Skills assessment frameworks centred on fairness, equity and cultural safety, with rigorous alignment to Australian standards and consistent, trusted decision-making.

Strategic Goals:

Establish Anmac as the national benchmark in high-quality, applicant-centric, equitable skills assessment service that delivers timely, accurate and standards-aligned assessments for internationally qualified nurses, midwives and direct care workers.

Deliver applicant-centric initiatives grounded in our core values that support the occupational wellbeing and career aspirations of new and recent migrants.

Modern assessment pathways to reflect workforce needs and deliver applicant-centric services

Contemporary assessment pathways shaped by digital capability and workforce intelligence that support efficient, transparent and adaptable skills assessment processes.

Strategic Goals:

Continuously improve skilled migrations assessment pathways to respond to workforce needs and deliver applicant-centric services, by embracing technological innovation, leveraging data, and aligning with global best practice in credentialing and workforce planning.

Build a program of strategy-aligned research, evaluation and quality improvement initiatives that inform workforce planning, improve applicant-centric assessment pathways, and strengthen system responsiveness, in partnership with industry, member organisations, and academic organisations where required.

What success looks like

Skills assessment frameworks centred on fairness, equity and cultural safety with rigorous alignment to Australian standards

Contemporary applicant-centric assessment pathways supporting workforce needs and improved efficiency, transparency and adaptability

Strategic partnerships and collaborations for a responsive skilled migration ecosystem

Cross-sector partnerships that align skills assessment with health settings and workforce planning through shared insight and coordinated action.

Strategic Goals:

Forge strategic collaborations with key partners to strengthen Australia's skilled migration ecosystem, improve system responsiveness, and support nursing and midwifery workforce sustainability.

Develop pro-active and responsive communication systems that share timely, policy-relevant data and insights to inform workforce strategy, support responsive migration settings, and strengthen coordination across the skilled migration ecosystem.

Cross-sector partnerships, communication pathways and data visibility aligning skills assessment with migration settings and workforce planning and sustainability.



Strategic Priority 3: Leadership

Leadership and Policy Influence

Anmac provides independent, evidence-based thought leadership that shapes national standards, informs policy, and strengthens system integrity.

We play a leading role in national conversations on nursing and midwifery education, workforce planning and professional regulation.

Our expertise guides evidence-informed policy, ensuring accreditation and assessment standards remain contemporary, culturally safe and responsive to workforce needs.

Through collaboration with government, regulators, education providers and professional bodies, Anmac advances health system integrity and promotes high-quality, culturally and clinically safe care for all Australians.

Anmac will deliver this priority through the following Strategic Focus Areas:

A strong, trusted voice in national nursing and midwifery education and regulation.

Independent authority and expertise that ensure nursing and midwifery perspectives are credibly represented in national education, workforce and regulatory policy discussions.

Strategic Goals:

Position Anmac as a trusted and authoritative voice in national nursing and midwifery policy discussions, influencing evidence-based and culturally safe education standards.

Inform and influence policy through timely, evidence-informed submissions to government and non-government consultations and inquiries that influence policy outcomes and reflect Anmac's expertise and strategic priorities.

A data platform for policy leadership.

A structured data platform that translates accreditation and assessment intelligence into policy-relevant insights across education, regulation and workforce systems.

Strategic Goals:

Develop a robust, data-driven platform that draws on Anmac's expertise to inform national education and workforce policy, including cultural safety and equity of care.

Demonstrate policy leadership in emerging and priority areas that support a clinically and culturally safe workforce and shape future standards and regulation.

An influential national partner in education standards and regulation.

Strategic partnerships that support alignment of education standards and regulatory approaches through shared understanding, expertise, and system-level coordination.

Strategic Goals:

Collaborate with key national partners to ensure coordinated policy responses that support the development of contemporary, workforce-ready, and culturally safe graduate nurses and midwives.

Engage in international and domestic cross-sector partnerships to exchange knowledge and influence global best practice in health profession education standards and regulation.

What success looks like

Recognised for our independence and expertise in representing nursing and midwifery perspectives in national policy and regulatory forums.

A structured data platform translating accreditation and assessment intelligence into policy-relevant insights.

Strategic partnerships aligning education standards and regulatory approaches across systems.



Our Strategic Enablers

Sustainability and Organisational Resilience

Anmac strengthens governance, digital capability and workforce culture to ensure long-term integrity, agility and sustainability.

We uphold excellence in accreditation, assessment and thought leadership through effective governance, modern systems and ethical stewardship. Our operations demonstrate accountability and foresight, supported by secure digital infrastructure and strong data integrity. We model social, cultural and environmental responsibility, embedding sustainability, anti-racism and cultural safety across all business functions. Our workforce exemplifies Anmac's values – Integrity, Excellence, Equity, Courage and Impact – driving continuous innovation, organisational resilience and trust in Anmac as a progressive, future-ready national authority.

Anmac will deliver this priority through the following Strategic Focus Areas:

Modern organisational and data governance.

Robust governance systems, digital infrastructure and data integrity that enable effective oversight, informed decision-making and proportionate risk management.

Strategic Goals:

Embed a modern, values-driven governance system and a proactive, integrated risk management framework, including cybersecurity and scenario planning to maintain integrity, transparency, and accountability across all strategic and operational decisions.

Adopt and integrate future-ready digital platforms and data governance frameworks that maximise operational efficiency, enhance stakeholder experience, and transform Anmac's data assets into insights for sector leadership and decision-making.

Social, cultural, and environmental responsibility.

Embedded cultural safety, anti-racism and environmental sustainability within organisational operations, policy settings and partnership frameworks.

Strategic Goals:

Embed cultural safety and anti-racism as core principles across all Anmac operations, policies, and external partnerships, positioning the organisation as a national exemplar of socially and culturally responsible governance.

Implement a comprehensive Environmental, Social, and Governance (ESG) framework to reduce Anmac's environmental footprint and strategically guides its corporate social responsibility.

Organisational capability and culture.

A skilled, empowered, and values-driven workforce that underpins organisational resilience, performance, and consistent execution of Anmac's functions.

Strategic Goals:

Strengthen organisational capacity, talent pipelines, and leadership capability through targeted professional development, equitable career pathways, and supportive learning, ensuring Anmac is an employer of choice that authentically lives its values.

Develop proactive internal and external communication strategies to celebrate Anmac's achievements, reinforce its integrity, and solidify its position as a progressive, trusted national body.

Financial stewardship and strategic reinvestment.

Disciplined financial stewardship and strategic reinvestment that advance organisational capability, system resilience, and long-term viability.

Strategic Goals:

Embed robust, ethical financial stewardship and transparent governance practices to safeguard Anmac's resources, manage strategic risks, and ensure long-term business sustainability as a trusted national body.

Establish a formal reinvestment framework that leverages Anmac's financial success to drive values-aligned investments in the professions, addressing workforce needs and fulfilling our corporate social responsibility.

What success looks like

Robust governance systems, digital infrastructure and strong data integrity

Embedded cultural safety, anti-racism and sustainability

A skilled, empowered and values-driven workforce

Disciplined stewardship sustaining capability and long-term viability

Governance, Monitoring and Evaluation

Monitoring and Evaluating Our Strategic Plan

Monitoring and evaluation provide the Board with line-of-sight assurance that strategic priorities are being delivered as intended and enable timely adjustment where risks or system conditions change.

Anmac measures progress through evidence-based evaluation. The Board oversees strategy alignment, the Executive Team monitors delivery, and findings inform continuous improvement and public reporting.

Evaluation is fundamental to ensuring that Anmac remains accountable to its stakeholders and true to its vision of safeguarding the health of Australians through clinically and culturally safe care. As an organisation grounded in evidence-based practice, Anmac is committed to continuous learning and improvement in its governance, strategy and operations. Evaluating the Strategic Plan enables Anmac to measure its progress, understand its impact, and refine its strategic direction as circumstances and priorities evolve.

Transparent evaluation reflects Anmac's values of integrity, excellence and impact. It ensures that decisions are guided by evidence, that achievements are celebrated, and that challenges become opportunities for learning and innovation.

Evaluation Governance and Accountability

Oversight of the Strategic Plan and its evaluation rests with the Anmac Board, which holds the responsibility for ensuring alignment between strategy, resource allocation and organisational performance.

Anmac's Executive Leadership Team are responsible for implementing, monitoring and reporting progress against the Plan's strategic priorities, areas of focus and goals. Their aim is to uphold strong governance, advance strategic coherence and decision discipline and ensure the strategy is embedded across the organisation.

Monitoring and evaluation findings will be reviewed regularly by the Anmac Board and used to inform governance discussions, policy, risk management and future strategic direction. Progress will be reported to stakeholders through Anmac's Annual Report, ensuring transparency in how strategic commitments translate into tangible outcomes and improvements across the sector.

Monitoring and Evaluation Framework

Anmac's approach to strategic monitoring evaluation framework is built upon the Balanced Scorecard; an internationally recognised strategic management framework for assessing organisational effectiveness. This adapted framework integrates performance metrics across six enterprise domains:

D1 Governance Renewal and stewardship

The Anmac board, in partnership with the CEO and Executive team will uphold the principles of good governance - integrity, transparency, accountability and ethical leadership to ensure Anmac remains a trusted high performing and culturally safe organisation

D2 Workforce Capability and Performance

How Anmac builds its workforce capability and sustainability fosters cultural safety and inclusion and embeds innovation and reflection as drivers of continuous improvement

D3 Risk Compliance and Integrity

The quality, efficiency, and accountability of Anmac's internal systems, accreditation and assessment processes, and governance practices to ensure operational excellence.

D4 Organisational culture and values

The organisation promotes a respectful and inclusive culture where people feel safe, valued and able to contribute.

D5 Stakeholder Confidence and Partnerships

How effectively Anmac delivers value to the nursing and midwifery professions, education providers, regulators, government, and the broader community, and the extent to which its work contributes to improved health system quality and safety.

D6 Financial Performance and Sustainability

The sustainable and responsible use of resources to support delivery of Anmac's strategic goals and long-term organisational resilience.

What success looks like

Board oversight supported by assurance and risk governance

Executive accountability for delivery

Balanced Scorecard monitoring strategic progress and informing continuous improvement





Anmac

For a safe, capable nursing
and midwifery workforce.



**Australian
Nursing & Midwifery
Accreditation Council**

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