AUSTRALASIAN COLLEGE OF
SPORT AND EXERCISE PHYSICIANS

STRATEGIC PLAN

2026-2030



ADVANCING SPORT AND EXERCISE MEDICINE FOR HEALTHIER COMMUNITIES ACROSS AUSTRALIA AND AOTEAROA NEW ZEALAND

acsep.org.au

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ACSEP acknowledges the traditional custodians of the land on which the National Office is located, the Wurundjeri people of the Kulin Nation, as well as the lands on which our colleagues are located.

Our College acknowledges past, present and emerging leaders as well as their connection to land, sea and sky. ACSEP also acknowledges tangata whenua of Aotearoa, and we affirm our commitment to reflect the Treaty of Waitangi in our work and practice.

We support the 'Close the Gap' Campaign which aims to close the health and life expectancy gap between Australia's First Nations peoples and non-Indigenous Australians. In Aotearoa New Zealand, we recognise that the health and wellbeing of whānau, hapū and iwi Māori is guaranteed by Te Tiriti o Waitangi. We are committed to the principles, articles and ritenga encompassed in Te Tiriti and The Pae Ora (Healthy Futures) Act.

FOREWORD

We are pleased to present the College's new Strategic Plan, which builds on our previous achievements and sets out the direction for the next period of growth and development for the College. The plan takes into consideration the complex environment in which medical colleges operate. It reflects our ambition to strengthen the specialty, deliver greater value for our members, expand education and training, build meaningful partnerships and ensure our College remains a respected and influential voice in healthcare and sport.

Our priorities are both ambitious and practical. We will advocate for the role of Sport and Exercise Physicians within modern health systems, invest in innovation and digital capability, diversify our revenue, and continue to build a strong, financially sustainable College that is equipped for the future. Above all, we remain committed to supporting our Fellows, Registrars and members, whose expertise and leadership underpin the impact of our specialty. This is reflected in the design of our plan, which has an explicit focus on how the priorities translate into tangible outcomes for our members.

This strategy has been developed through consultation with members and stakeholders and reflects a shared commitment to ensuring the ACSEP continues to grow and develop. While the healthcare landscape will continue to evolve, our focus remains clear: to strengthen the specialty of Sport and Exercise Medicine and maximise its contribution to healthier people, stronger communities and better health systems.

We acknowledge the work of the ACSEP Board, staff and members in the development of this plan. We look forward to working with our members, partners and stakeholders to deliver this plan together.



Dr Dan Exeter
MBChB, MMedSci (Hons), FACSEP
President



Sudi Sekhar
MBA, GAICD
CEO

OUR PURPOSE

The College is dedicated to advancing Sport and Exercise Medicine from grassroots to elite sport and improving community health outcomes. The College seeks to elevate the value of sport, exercise and physical activity and promote the importance of movement as medicine. The College strives to provide a robust, inclusive and culturally safe training and professional development environment for Registrars, Fellows and sport and exercise professionals. In doing so, it will strengthen collegiality, clinical excellence, cultural capability, workforce diversity and professional leadership across Sport and Exercise Medicine.

OUR VALUES

All College work is underpinned by our four core values:



Innovation

We deliver contemporary, world-leading training and practice in the specialty of Sport and Exercise Medicine.



Leadership

We set the standard for Sport and Exercise Medicine in Australia and Aotearoa New Zealand - advocating with confidence for the clinical value of our discipline, and for cultural and gender equity across sport, exercise and health.



Collaboration

We work across disciplines, sectors and borders with members, government, health agencies, organisations and sporting bodies to achieve the best outcomes for individuals and communities.



Respect

We recognise the contribution of every member and the diversity of the communities we serve. We are committed to advancing Sport and Exercise Medicine through culturally safe, inclusive and accessible care.

OUR STRATEGIC PILLARS

1. Members First

Deliver high-value support to Fellows and Registrars and foster a diverse professional community supporting sport and exercise through culturally safe, timely and accessible care.

2. Education for Excellence

Enhance training, education and professional development that support clinical excellence, cultural capability and a sustainable workforce.

3. Authority & Influence

Amplify the value of Sport and Exercise Medicine with clear community-level impacts including for women, Aboriginal, Torres Strait Islander, Māori and Pasifika people, rural, regional and remote communities, and other groups where there are inequitable health outcomes.

4. Partnerships with Purpose

Strengthen our ecosystem of relationships and expand opportunities for collaboration across sport, healthcare and community environments to extend the reach and impact of the College.

5. Organisational Sustainability

Enhance organisational capability and build financial sustainability to enable the delivery of our strategic priorities.

IMPACT

- A larger, diverse and more sustainable Sport and Exercise Medicine workforce through increased funding and opportunities for Registrar training and supervisor support.
- Increased leverage of ACSEP intellectual property to diversify revenue streams, and to enhance the College's position as the authority in Sport and Exercise Medicine.
- Improved financial sustainability, operational capability and digital maturity of the College.
- Expansion of meaningful partnerships that extend the reach, influence and recognition of the ACSEP across sport, health, industry and community.
- Improved cultural and psychosocial safety across training, professional development and Sport and Exercise Medicine practice.

MEMBERS FIRST

Deliver high-value support to Fellows and Registrars and foster a diverse professional community supporting sport and exercise through culturally safe, timely and accessible care.

Priorities

- Deliver services, resources and opportunities that strengthen connection and the professional value of being a Fellow, Registrar or member.
- Grow the Sport and Exercise Physician (SEP) workforce and support Fellows and Registrars to practise at the full scope of Sport and Exercise Medicine in health, sport and community settings.
- Establish stronger foundations for engagement with First Nations, Māori and Pasifika members, health providers, sporting bodies and communities.
- Advance gender equity across Sport and Exercise Medicine by improving progression and leadership pathways for women.

What does this mean for me?

- Timely support from the National Office and a professional community I can easily engage with and be proud of.
- The reasons to maintain my Fellowship, and what my fees support, are clearly articulated.
- A culturally safe College that demonstrates practical, measurable steps towards increased First Nations, Māori and Pasifika participation and representation within Sport and Exercise Medicine.
- I can see women represented and involved within College work and in Sport and Exercise Medicine.



EDUCATION FOR EXCELLENCE

Enhance training, education and professional development that support clinical excellence, cultural capability and a sustainable workforce.

Priorities

- Expand the Sport and Exercise Medicine training pipeline and strengthen the Sport and Exercise Medicine training experience.
- Develop strategies to increase the number of Fellows and Registrars from Aboriginal, Torres Strait Islander, Māori and Pasifika communities.
- Evolve and innovate the Sport and Exercise Medicine training model and CPD programs to suit diverse needs, environments and evolving compliance standards, incorporating cultural and psychosocial safety.
- Support participation in clinically relevant Sport and Exercise Medicine education, research and knowledge translation.

What does this mean for me?

- High quality, diverse training pathways in a wider range of settings, supported by consistent teaching.
- A CPD program that is easy to achieve, record, and supports my professional development needs and career journey.
- A CPD program that highlights meaningful, actionable steps to improve individual and collective cultural safety.
- Meaningful and impactful research that helps advance my career and the profession.



AUTHORITY & INFLUENCE

Amplify the value of Sport and Exercise Medicine with clear community-level impacts including for women, Aboriginal, Torres Strait Islander, Māori and Pasifika people, rural, regional and remote communities, and other groups where there are inequitable health outcomes.

Priorities

- Strengthen government engagement and policy influence to enhance advocacy for all aspects of the profession to achieve funding outcomes and create better opportunities.
- Position ACSEP as the leading authority in exercise and movement as medicine for improved health outcomes in Australia and Aotearoa New Zealand.
- Use evidence and advocacy to influence health outcomes and injury prevention from community to elite sport.
- Strengthen the visibility and influence of diverse Sport and Exercise Medicine voices, including First Nations, Māori and Pasifika members and women in Sport and Exercise Medicine, across advocacy, policy and clinical leadership.

What does this mean for me?

- More funding and support during my time as a Registrar.
- More support and funding for my practice to make Registrar training sustainable.
- Training in environments designed by and / or optimised for First Nations, Māori and Pasifika people and other groups subject to health inequity.
- Increased government engagement and policy influence that positively impacts the profession and improves understanding of the value of Sport and Exercise Medicine.



PARTNERSHIPS WITH PURPOSE

Strengthen our ecosystem of relationships and expand opportunities for collaboration across sport, healthcare and community environments to extend the reach and impact of the College.

Priorities

- Grow a purposeful partnership network across elite and community sport, healthcare, academia, government, industry, First Nations and Māori health and sporting bodies, and other aligned organisations.
- Develop, curate and commercialise ACSEP intellectual property in a way that protects quality, strengthens reputation and supports sustainable revenue.
- Position the College as a valued partner for key sport, exercise and health stakeholders in Australia, Aotearoa New Zealand and beyond.

What does this mean for me?

- New avenues for collaboration, career growth and job opportunities in sport, healthcare, academia and governance.
- New avenues to explore collaboration with First Nations, Māori and Pasifika health and sporting bodies.
- Revenue from partnerships and IP support further enhancement to the services and support that I receive from the College.



ORGANISATIONAL SUSTAINABILITY

Enhance organisational capability and build financial sustainability to enable the delivery of our strategic priorities.

Priorities

- Enhance our financial sustainability through diversified revenue streams and commercial opportunities.
- Strengthen governance and leadership capability to support cultural safety, gender equity, inclusion and respectful participation across College structures.
- Modernise digital infrastructure and operational systems and invest in College capabilities that add value to our members and the profession.

What does this mean for me?

- My membership fees remain at a sustainable level due to the positive impact of diversified revenue and partnerships.
- Committee roles become more viable through effective governance and more structured succession planning.
- A more efficient and digitally capable College, which leads to increased capacity for the other initiatives in this plan.



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