

Education and Training Policy

Crisis and Urgent Change Management Policy



Authorising Committee/ Department:	RANZCP Board
Responsible Committee/ Department:	Education Committee
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Contents

Acknowledgements.....	2
Statement of Intent	3
1. Purpose	3
2. Scope	3
3. Definitions.....	3
4. Strategic Alignment	4
5. Guiding Principles	4
6. Escalation of Crisis or Urgent Changes.....	4
7. Roles and Responsibilities	4
8. Communications	5
9. Documenting and Reporting.....	5
10. Post-Crisis Review	5
11. Policy Monitoring and Review	5

Acknowledgements

Acknowledgement of Country

We acknowledge Aboriginal and Torres Strait Islander Peoples as the First Nations and the Traditional Owners and Custodians of the lands and waters now known as Australia, and Māori as tangata whenua in Aotearoa, also known as New Zealand.

We recognise and value the traditional knowledge held by Aboriginal and Torres Strait Islander Peoples and Māori.

We honour and respect the Elders past and present, who weave their wisdom into all realms of life — spiritual, cultural, social, emotional, and physical.

Advancing Equity in Mental Health Care for Indigenous Peoples

The RANZCP is committed to addressing the longstanding inequities experienced by Aboriginal and Torres Strait Islander peoples in Australia, and Māori in Aotearoa New Zealand, in both health outcomes and access to culturally safe mental health care. Central to this commitment is the College's work to grow and sustain the Indigenous psychiatric workforce, promote cultural safety for both patients and psychiatrists, and embed culturally responsive practices across training, policy, and service delivery.

Guided by its vision, the RANZCP acknowledges the enduring disparities in health outcomes for Aboriginal and Torres Strait Islander peoples and Māori, which reflect systemic barriers to appropriate health services and the social determinants of health. The College is advancing this agenda through multiple initiatives, including increasing representation of Aboriginal, Torres Strait Islander and Māori peoples among its membership and staff, strengthening education in culturally appropriate care, and implementing its Reconciliation Action Plan and commitment to Te Tiriti o Waitangi.

Acknowledgement of Lived Experience

We recognise those with lived and living experience of mental health challenges and distress, their chosen families, whānau, carers and kin. Their contributions, diverse perspectives, insight, and courage keep us grounded and inclusive, and focused on humanity, healing, and hope. We strive to work in genuine partnership in all that we do, honouring their voices by centring their experiences and expertise.

Statement of Intent

The College understands crisis management as a time-critical duty of care, requiring rapid coordination and clear communication to protect safety, wellbeing, and continuity of education and training. In high-uncertainty situations, decisions will be proportionate, based on the best available information, and communicated transparently (including what is known and not yet known), while upholding cultural safety and trust. After each crisis or urgent change, the College will review what occurred and strengthen preparedness for the future.

1. Purpose

To provide a framework for responding to and managing urgent changes, or crises, relating to Education and Training within the Royal Australian and New Zealand College of Psychiatrists (RANZCP). This document aims to support clear, timely, and transparent communication with stakeholders during an urgent change process or crisis as well as mitigating risks impacting the continuation of the College's business and reputation.

2. Scope

This Policy applies to all employees, including consultants, working within, or in connection with, the RANZCP's Education and Training Department. Members who are not employed by the College are not considered employees.

This policy covers crises and urgent changes that can be handled by senior or executive management-level authority after, or without requiring, CEO or Board-level intervention or strategic decision-making.

While this document guides the actions of management and the Crisis Management Team, it is expected that decisions made at the CEO or Board level (particularly those issued at short notice) align, where possible, with the best-practice principles set out in the *Change Management Policy* as well as within this document, including transparency timely communication, consultation, and stakeholder impact awareness.

In cases where late-stage decisions or directives are issued at CEO or Board level, particularly those affecting exams, assessment formats, training, or other key educational operations, the implementation, communication, and stakeholder management aspects of those changes will be handled in accordance with this policy and procedure, insofar as this is possible and not contrary to directives from the CEO or Board.

For information on what situations require escalation, see section 6 below.

3. Definitions

Term	Definition
Crisis	An unplanned event or situation, internally or externally caused, requiring immediate attention where there is a risk to the delivery, structure or integrity of the College's education and training operations or significant risk of serious and acute disruption to operations.
Urgent Change	Any late-stage modification (less than the timing outlined in the 'notification of changes' in the Change Management Policy) to education and training related activities such as assessment or supervision arrangements.

For planned, significant changes or projects that fall outside the definitions above, see the **Change Management Policy** and its accompanying procedure.

4. Strategic Alignment

The approach to crisis management is underpinned by the [RANZCP Lived and Living Experience Strategy](#), the principles of [Te Tiriti o Waitangi](#), and the equality and rights of Aboriginal and Torres Strait Islander peoples and Māori as affirmed by the [United Nations Declaration on the Rights of Indigenous Peoples](#).

5. Guiding Principles

5.1. Transparency: Provide clear, consistent explanations of changes and the rationale behind them.

5.2. Timeliness: Inform stakeholders as early as possible to allow for adjustment.

5.3. Proportional and Ethical: Ensure that changes are necessary, reasonable, ethical and proportionate.

6. Escalation of Crisis or Urgent Changes

Where the situation or urgent change poses significant and immediate risk of:

- reputational damage
- legal or regulatory non-compliance
- operational disruption threatening core services
- health, safety or wellbeing impacts for staff, trainees, or stakeholders
- significant financial loss or exposure

This policy is bypassed and escalated immediately, via the Dean of Education, to the CEO for urgent consideration and where required, input or oversight from the Board. Further guidance on assessing the risk and determining the correct escalation pathway, is provided in the College-wide [Risk Management Policy](#).

7. Roles and Responsibilities

The College assigns key roles to ensure effective management, including:

- Incident Lead – Activates the crisis response and coordinates resources.
- Communications Lead – Coordinates all internal and external communications.
- Stakeholder Liaisons – Consult on decisions and support information dissemination.
- Enquiry Responders – Handle member and stakeholder enquiries.

7.1 Key Stakeholder Liaisons

Key Stakeholder Liaisons include relevant committee chairs, trainee representatives, and Directors of Training (DoTs) and/or supervisors, who support:

- Consultation: Provide input on critical decisions to ensure stakeholder perspectives are considered.
- Information Dissemination: Support the coordinated and accurate communication of updates to broader groups.

As primary contact points for membership, these stakeholders receive timely updates as situations evolve. The College provides clear guidance on what information can and cannot be shared to maintain consistency, confidentiality, and trust.

8. Communications

Stakeholders are informed as early as possible, with ongoing updates provided for evolving situations. All communication must be:

- Clear – Avoid ambiguity or loose ends. If the way forward is not yet known, state this transparently rather than leaving room for confusion or speculation.
- Targeted – tailored to the needs and concerns of the stakeholder group.
- Actionable – Specify what the stakeholder must do, if anything.

Communication is delivered through multiple appropriate channels, such as email, website updates, FAQs, and meetings, to ensure timely and consistent information reaches all affected parties.

9. Documenting and Reporting

A clear and accurate log of all key decisions and developments is kept for evaluation and reporting purposes.

10. Post-Crisis Review

Following any crisis or urgent change, the College conducts a review to evaluate the effectiveness of the response and identify opportunities for improvement.

Findings are reported to the Education Committee, which oversees recommendations for resilience and future preparedness. Where policy or procedural changes are required, updates are made promptly.

11. Policy Monitoring and Review

The Education Committee shall oversee the implementation, monitoring and reviewing of this policy.

This policy will be reviewed every three years or as necessary and updated as required.

Revision Record

Document owner	Education and Training Department	
Contact person	Executive Operations Manager	
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03/05/2026	v1.0	New document
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