

Corporate Plan

2020-21



Australian Government
Aged Care Quality and Safety Commission

Engage
Empower
Safeguard

Message from the Commissioner

As the accountable authority of the Commission, it is my pleasure to present the Aged Care Quality and Safety Commission's 2020–21 Corporate Plan.



The plan serves to communicate our purpose, what we will do to achieve this and how the Australian Government, our stakeholders and the community will know what we have achieved, as we play our part in a critical period for aged care in Australia.

Since the Commission was established in January 2019, we have made major strides towards becoming a fully integrated national regulator of government-funded aged care services.

Public expectations regarding the Commission and our performance are high, and we are committed to continue striving towards best practice regulation with the goal of improving consumers' experiences and outcomes of aged care.

The COVID-19 pandemic has introduced significant challenges for the sector in its delivery of services to aged care consumers, for all older Australians and for the Commission. The Commission has utilised the full range of its regulatory powers in responding to the pandemic, monitoring and supporting the sector to proactively manage risks to consumers, and working alongside health authorities with those aged care services directly affected by an outbreak.

Our Corporate Plan for 2020–21 considers how our future will be different as a result of the COVID-19 pandemic, and how we can build on the lessons we are learning now to continue improving our effectiveness and efficiency. Another factor likely to influence our future directions will be the final report of the Royal Commission into Aged Care Quality and Safety, due in 2020–21.

Achieving our purpose to protect and enhance the safety, health, well-being and quality of life of aged care consumers has never been more important. The community is looking for reassurance that older people receiving aged care will be well looked after and kept safe. Both aged care providers and the Commission have important roles to play in promoting public confidence and trust in the sector.

Our Corporate Plan is informed by the advice of the Aged Care Quality and Safety Advisory Council and by the Minister for Aged Care and Senior Australians, and I thank them for their support and encouragement.

J. M. Anderson

Janet Anderson PSM

Commissioner

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Introduction

The Commission is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013 (PGPA Act)*.

Our Corporate Plan 2020-2021 addresses the requirements of section 35(1)(b) of the PGPA Act and sections 51 to 54 of the *Aged Care Quality and Safety Commission Act 2018* (ACQSC Act). This Plan has been prepared for the 2020–21 financial year and covers the four financial periods 2020–21 to 2023–24. Our Corporate Plan is part of our annual performance cycle, ending with our annual report and annual performance statement. The Commission's performance measures cascade through our corporate, operational, business, team and individual performance plans.

The Commission operates independently and objectively in performing its functions and exercising its powers as set out in the ACQSC Act and the *Aged Care Quality and Safety Commission Rules 2018* (the Rules).

The Commission acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing connection to land, sea, culture and community. We pay our respects to their Elders past, present and emerging.

Who we are

Our purpose

Our purpose is to: Protect and enhance the safety, health, well-being and quality of life of aged care consumers.

Our vision

Older Australians trust and have confidence that aged care services protect and enhance their safety, health, well-being and quality of life.

Our values

We undertake our work consistent with the Australian Public Service (APS) values, outlined in the *Public Service Act 1999*.

Impartial

We are apolitical and provide the Government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service

We are professional, objective, innovative and efficient, and work collaboratively to achieve the best results for the Australian community and the Government.

Accountable

We are open and accountable to the Australian community under the law and within the framework of ministerial responsibility.

Respectful

We respect all people, including their rights and their heritage.

Ethical

We demonstrate leadership, are trustworthy, and act with integrity, in all that we do.

Applying our values

Consumers of aged care services and their well-being are at the heart of everything we do. Commission staff share a strong commitment to improving consumers' experiences and outcomes of care.

To achieve our purpose and vision in a rapidly changing environment, we will focus on continuing the Commission's journey towards becoming a high-performing organisation and a world class regulator.

In 2020, the COVID-19 pandemic has compelled us to find new approaches to fulfilling our regulatory responsibilities and working together across the Commission, and we aim to consolidate these new ways of working to improve our regulatory effectiveness in the post-pandemic environment.

We will deliver regulation that is risk-based, responsive and intelligence-led. Our staff will have the right capability, technology, tools and information to do their jobs well, and will be valued for the contributions they make as individuals and team members.

Our effective collaboration and engagement with key stakeholders will assist in improving the performance of both aged care providers and the Commission.

We will be well positioned to respond to Government-endorsed recommendations of the Royal Commission into Aged Care Quality and Safety when the Final Report is handed down.

Our role and functions

Our role

As the national regulator of aged care services subsidised by the Australian Government, our role is to approve providers' entry to the aged care system, to accredit, assess and monitor aged care services against requirements, and to hold services to account for meeting their obligations. We seek to resolve complaints about aged care services and to provide education and information about our functions. We also engage with consumers to understand their experiences and to provide advice to providers about working with consumers in designing and delivering best practice care.

Our functions

Our functions are set out in the ACQSC Act and Rules and drive our priorities under this Corporate Plan. They are:

1. protecting and enhancing the safety, health, well-being and quality of life of aged care consumers
2. approving providers of aged care
3. imposing sanctions on approved providers and lifting sanctions
4. ensuring compliance with the aged care responsibilities of approved providers
5. promoting the provision of quality care and services by:
 - a. approved providers of aged care services; and
 - b. service providers of Commonwealth-funded aged care services
6. developing, in consultation with aged care consumers and their representatives, best practice models for the engagement of providers with their aged care consumers and promoting those models to providers
7. dealing with complaints made, or information given to the Commissioner in accordance with the Rules about an approved provider's responsibilities under the *Aged Care Act 1997* or funding agreement
8. regulating aged care services according to the Rules by accrediting, conducting quality reviews, monitoring the quality of care and services and registering quality assessors
9. providing education and information about matters relating to one or more of the Commissioner's functions to consumers and their representatives, providers of aged care services and the public.

Our planning and reporting model

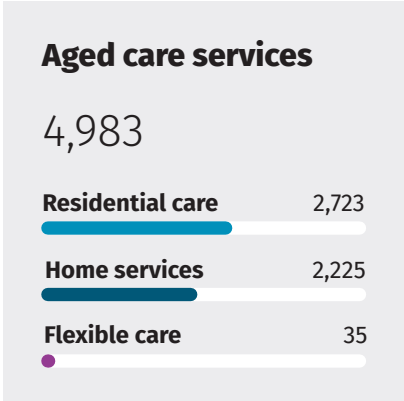


Our operating context and the broader environment

The Australian population is ageing with older Australians representing a growing proportion of the total population. Over the past two decades, the number of people aged 85 years and over increased by 117.1%, compared with a total population growth of 34.8% over the same period. (ABS – October 2019).

Demand will continue to rise for aged care services, and consumers and their families are entitled to dignity, choice, and high quality services that promote their well-being and safety.

More than 1.3 million older Australians currently receive some form of aged care service from 2,723 residential aged care services, 2,225 home services and 35 National Aboriginal and Torres Strait Islander Flexible Aged Care services across Australia (as at 31 March 2020).



Our operating context and the broader environment

The Government continues to pursue significant reforms of the aged care sector to promote the safety, health and well-being of older Australians, and the Royal Commission into Aged Care Quality and Safety is expected to make far-reaching recommendations about further reforms.

We are therefore setting our priorities within an operating context that is dynamic and fast-changing, requiring us to be resourceful, agile and flexible in the way we think and work for the benefit of consumers.

Key aged care reforms

In the coming year we will be working in close collaboration with the Department of Health in implementing and embedding key reforms to:

- enhance the use of risk-based information by the Commission through introduction of a risk profiling engine and more robust risk methodologies, as well as business tools to enable our regulatory and complaints operations to share information about the sector we regulate
- provide greater transparency of information for consumers through extending our publication of performance reports and contributing to the new Service Compliance Ratings on My Aged Care
- focus on risks in home services and implement improvements to the regulatory approaches for home services; and
- monitor and report on quality indicators to support continuous improvement of outcomes for consumers.

Our operating context and the broader environment

In an environment characterised by ongoing reforms, the challenges of the COVID-19 pandemic and new regulatory responsibilities, we need to be proactive in addressing challenges and capitalising on opportunities as they arise.

As we examined our challenges and opportunities, we have considered three perspectives which will shape our priorities over the next year:

1. Looking outward to build a picture of key external drivers of change, including:

- responding to the COVID-19 pandemic with a proportionate, risk-based regulatory response and new work practices. This challenge is helping us to focus our efforts where they are most needed and to be flexible in adjusting our routine regulatory activities. Looking ahead we will need to apply the learnings from our experience and continue to innovate our regulatory responses. The pandemic, and the disruption it has caused to every aspect of life and business, has sharpened our focus on our business continuity strategies to support our regulatory capacity and work practices;
- understanding and responding to lessons from the Interim Report of the Royal Commission, and ongoing proceedings, and the recommendations of the Inquiry into Events at Earle Haven. We must also continue to build our capability to respond to recommendations that will be agreed by Government from the Royal Commission's Final Report.

2. Considering how the Commission is positioning itself, including:

- continuing to consolidate key legislative changes¹, further developing our risk-based regulatory strategy, improving intelligence gathering and sharing, working collaboratively with the Department of Health to progress a range of aged care reforms, working with key external stakeholders and listening to and learning from consumers
- looking ahead we need to ensure we have a coordinated, whole-of-Commission approach so that consumers, providers and stakeholders hear consistent messages and experience a consistent approach to our regulatory functions.

3. Looking inward at the Commission's internal change processes, including:

- acting on staff feedback to continuously improve our approaches, strengthening ICT infrastructure that is a critical component of our intelligence-led, risk-based regulatory strategy, and proactively managing our risks. Strong technology platforms will also be vital for communication and inclusion as we work in virtual environments and capitalise on the new ways of collaborating and communicating that we have adopted during the pandemic and that have the potential to add ongoing value to our work in the years ahead
- our staff have felt the pressures of our challenging operating context in the past year and are working hard to meet expectations. Key to our success in the coming year will be that our staff feel they have the right capability and the right tools to do their jobs well, are able to work flexibly, and feel supported and valued.
- Consolidating the introduction of the Aged Care Quality Standards which were introduced from 1 July 2019.

¹ Key legislative changes and reforms in 2019 and 2020 include:

- the formation of the Aged Care Quality and Safety Commission on 1 January 2019
- from 1 January 2020, the transfer of regulatory functions from the Department of Health to the Commission including approval of residential and home care providers, aged care compliance (including with Prudential Standards) and compulsory reporting

Our stakeholders

Our approach recognises that regulation is necessary but is not enough to drive sustainable improvement in aged care.

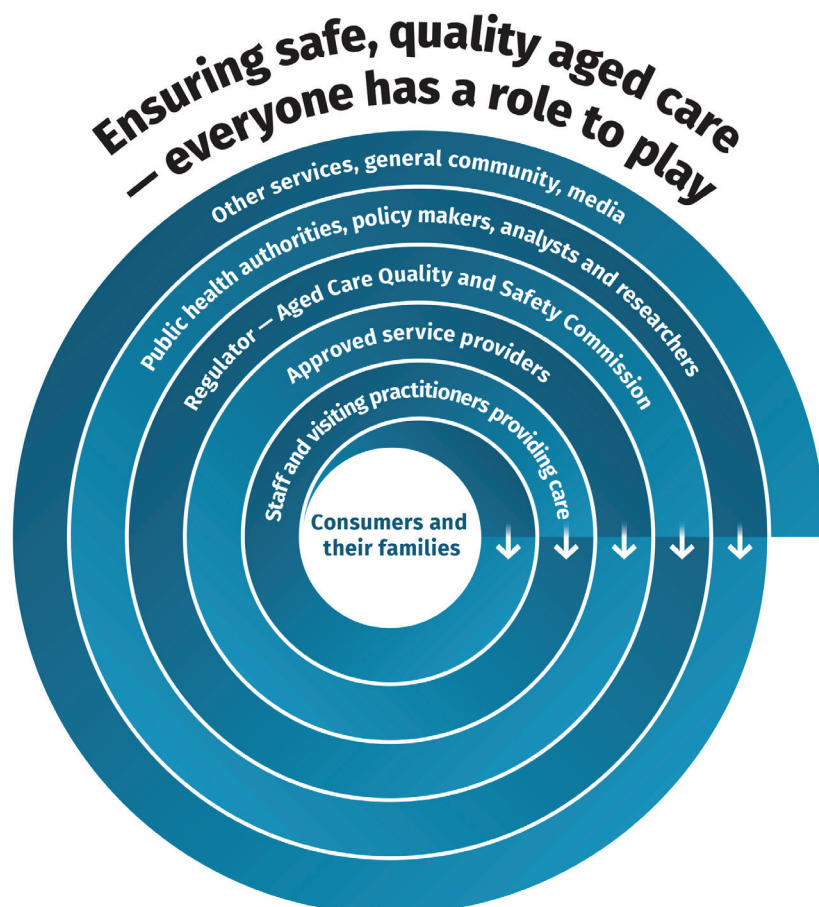
Many other stakeholders exercise significant influence on the quality and safety of care and services including:

- consumers who use services, supported by their representatives, families and carers
- care staff and visiting health practitioners who provide care for consumers
- aged care providers, particularly at the board, executive and management levels who lead the way in setting the culture and environment for best practice

- the Australian Government Department of Health through its policy and funding responsibilities
- the State and Territory public health authorities which share responsibility with the Australian Government Department of Health for running the health system
- researchers and universities
- the broader community and media.

Our impacts as a regulator are strengthened through building strong and transparent relationships for collaborative effort, through providing high quality information for consumers to facilitate informed decisions, and empowering consumers to engage with providers in the design and delivery of their care.

These collaborative efforts and placing consumers at the heart of all we do are represented in our priorities for the coming year.



Our Advisory Council

The Aged Care Quality and Safety Advisory Council (Advisory Council) members have a wealth of knowledge and experience in aged care.

The Advisory Council is established under Section 37 of the *Aged Care Quality and Safety Commission Act 2018*.

The Advisory Council provides advice to the Aged Care Quality and Safety Commissioner in relation to the Commissioner's functions and may also advise the Minister in relation to these functions on request.

Our Advisory Council has provided advice about the preparation of this plan.

“The Advisory Council commends the commitment of the Commission to undertaking its vital work of regulating the aged care sector and helping to build the community’s trust and confidence in aged care.”



Andrea Coote

Chair, Aged Care Quality and Safety
Advisory Council

Our regulatory approach

The purpose of regulation is to protect the public interest. Contemporary best practice regulation also aims to create public value by improving services and outcomes for consumers.

We seek to promote an aged care system that empowers consumers, develops safer systems of care, instils a culture of safety and quality, and learns from mistakes. A system operating in this way will give the community in general, and older Australians in particular, confidence that the aged care they access will meet their needs and provide the best possible experience and outcomes.

The Commission uses a proportionate, risk-based approach in delivering its regulatory functions under the *Aged Care Quality and Safety Commission Act 2018* (the ACQSC Act), in accordance with the Aged Care Quality and Safety Commission Rules 2018 (the Rules).

We use the full range of our complementary functions under the ACQSC Act that enable us to better prevent and detect risks, and to respond appropriately to instances of failure. The tools we use include:

- assessing applications from potential providers to determine suitability to provide services
- education of consumers, providers and the general public about our functions
- resolving complaints resulting in empowered, informed consumers and improvements in care
- publication of provider performance data to assist consumers to make informed decisions
- assessment of provider performance against the Aged Care Quality Standards and Prudential Standards, and identifying areas for improvement or requiring non-compliance to be remedied
- assessment and investigation of the performance of home care package providers in managing consumer fees and other financial obligations
- managing non-compliance by taking compliance and enforcement actions
- applying penalties or sanctions for persistent or serious non-compliance.

The Commission provides a single point of contact about aged care quality and safety issues for consumers and providers of aged care. This 'end-to-end' regulation reduces duplication and complexity, builds confidence in aged care services, and increases effectiveness, transparency and accountability.

Complaints about aged care services

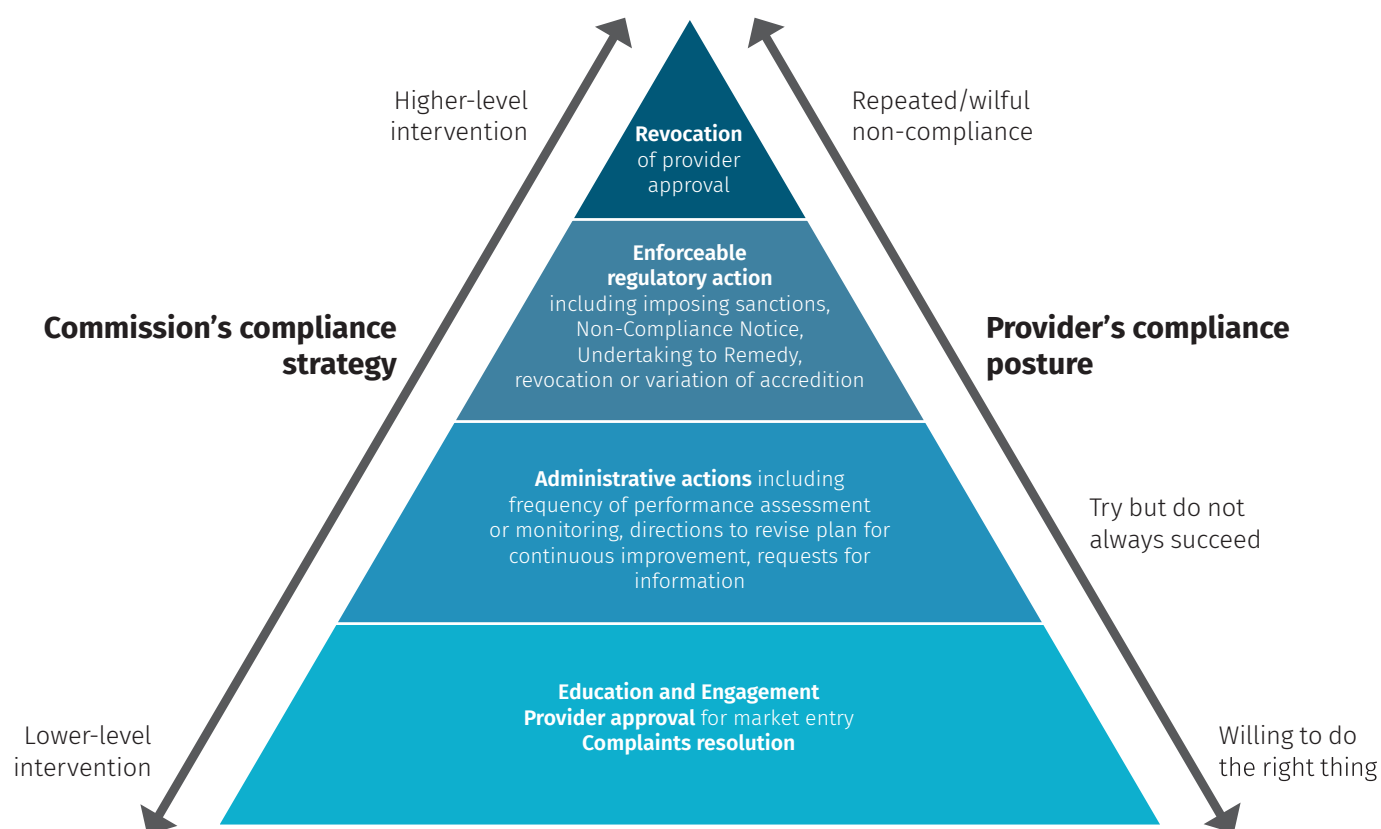
The Commission receives complaints from aged care consumers, their families, advocates and members of the public about the care provided by Commonwealth-funded aged care services. Complaints can be made openly, confidentially or anonymously and each one is assessed and acted on. Complaints Officers work with the person raising the concern, the consumer or their representative and the service to resolve issues, achieve outcomes for the consumer and make improvements in care. We address complaints in a proportionate way in accordance with the risk to consumers, and use intelligence from complaints to inform our risk-based regulatory approach.

Our regulatory approach

In regulating the sector, the action we may take if a provider of a service demonstrates they are willing and able to comply and to take all reasonable steps to do so will be different from action taken for a provider that cuts corners on quality and safety or deliberately avoids compliance obligations and, perhaps, places consumers at risk of harm. This approach is represented in the regulatory pyramid in the diagram below which shows cooperative and persuasive approaches at its base and more targeted and interventionist regulatory tools at the top.

Regulating aged care requires clarity about the risks being addressed. The Commission applies a risk-based, proportionate approach to regulation. This means the focus of our activities is on the areas of greatest risk to the safety, health and well-being of aged care consumers, and on those providers providing care and services that fall short of legislated standards. We also look at evidence of what works in aged care practice and draw the sector's attention to this as appropriate. We use education, information and targeted communications to support our regulatory objectives, including publishing outcomes of our regulatory activities to support greater transparency and accountability.

Regulatory pyramid



Our regulatory approach

In 2020 we adjusted our regulatory approach to be proportionate and risk-based in response to the COVID-19 pandemic. Crucially, we continue to use the full range of our regulatory powers to ensure that providers are meeting their obligations with respect to the Aged Care Quality Standards, and mitigating the risks of transmission of the virus consistent with the advice of health authorities.

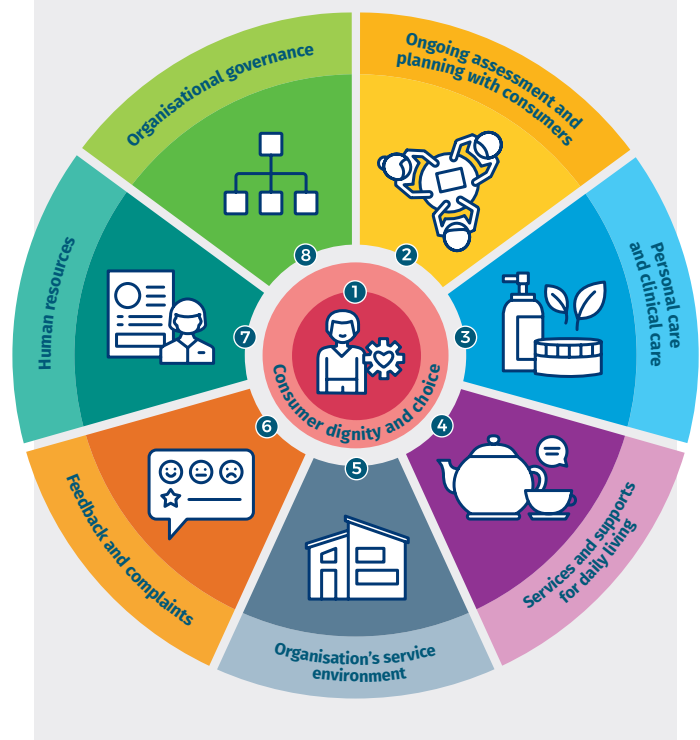
In the coming year we are also focusing our efforts on fully integrating our regulatory functions through use of a sophisticated case coordination approach. Case coordination escalates matters to a coordinated cross-Commission regional or nation-wide approach and is used when high or severe risks are identified with one or multiple providers, and addressing the risks requires coordinated activities to achieve effective outcomes.

The Commission publishes an annual Regulatory Strategy, the purpose of which is to provide clarity and transparency about the Commission's approach to regulation and to explain what we mean by responsive, risk-based regulation.

Aged Care Quality Standards

Approved providers of Commonwealth-funded aged care services are required to comply with the Aged Care Quality Standards (Quality Standards) in the *Aged Care Act 1997*. The Quality Standards focus on outcomes for consumers and reflect the level of care and services the community can expect from aged care providers.

The eight Quality Standards which must be met by aged care residential and home services are shown below with consumer dignity and choice at the heart of all service delivery.



Our performance as a regulator

The Commission is accountable to the Government for our performance as a regulator. The Commonwealth Regulator Performance Framework sets out the Government's expectations of Commonwealth regulators.

We are required to monitor our performance and report to Government against six outcome-based key performance indicators which are:

- regulators do not unnecessarily impede the efficient operation of regulated entities
- communication with regulated entities is clear, targeted and effective
- actions undertaken by regulators are proportionate to the regulatory risk being managed
- compliance and monitoring approaches are streamlined and co-ordinated
- regulators are open and transparent in their dealing with regulated entities
- regulators actively contribute to the continuous improvement of regulatory frameworks.

These key performance indicators have been included as performance measures in this plan to support transparency in our planning and reporting.

We listen to and actively seek feedback from stakeholders to develop a critical understanding of how our regulation of aged care works, both for providers and in the day-to-day care experience of consumers. We monitor our own performance, pursue continuous improvement, and seek to be transparent and accountable for our actions in accordance with the Regulator Performance Framework.

Our plan at a glance

Purpose

Protect and enhance the safety, health, well-being and quality of life of aged care consumers

Priority 1.

Placing consumers at the centre at all times

Focus areas

1.1

The health, safety, well-being and quality of life of aged care consumers

1.2

The Aged Care Quality Standards and Prudential Standards improve consumer outcomes

1.3

Empowered consumers engaged in design and delivery of their care

1.4

Strengthened and more transparent sector performance information

1.5

Enhanced and improved collection and reporting of consumer experiences

1.6

Accessible, timely and transparent complaints culture and practices focus on outcomes

1.7

Improved consumer outcomes through learnings

Intended result

Improved outcomes for consumers drive the design, delivery and regulation of aged care services

Priority 2.

Maturing our regulatory response to strengthen quality and safety

Focus areas

2.1

Our regulatory strategy supports fair, consistent and effective regulation

2.2

Strengthened provider suitability process

2.3

Effective communications, education and collaboration

2.4

Strengthened and integrated home services

2.5

Improved outcomes for consumers through clinical expertise and advice

Intended result

The Commission is trusted as a fair and effective regulator of aged care services

Priority 3.

Advancing responsive, intelligence-led, risk-based regulation

Focus areas

3.1

The full range of regulatory tools integrated and used

3.2

Enhanced case coordination for high risk and complex matters

3.3

Stronger risk profiling through improved intelligence

3.4

Using a 'campaign-based' regulatory approach

3.5

Transparent, proportionate and risk-based compliance action

Intended result

Our regulatory approach targets highest risk and is proportionate in response

Priority 4.

Becoming 'One Commission, One Culture, One Voice'

Focus areas

4.1

Joined up, flexible, streamlined coordinated work practices

4.2

Corporate services provide the enablers for our new work practices

4.3

Our governance and leadership support high performance

4.4

Staff are equipped to do their jobs well and feel valued

4.5

Proactive actions to support 'One Commission Culture'

Intended result

We deliver on our functions with the right governance, leadership, technology, capability and work practices

Our key priorities and how performance will be measured

Priority 1.

Placing consumers at the centre at all times

Intended result

Improved outcomes for consumers drive the design, delivery and regulation of aged care services

Focus area

1.1

The health, safety, well-being and quality of life of aged care consumers are protected and promoted

1.2

The Aged Care Quality Standards are embedded in provider practice and improve outcomes for consumers

1.3

Consumers are empowered to engage with providers in the design and delivery of their care

Performance measures

PM1

The outcomes for consumers under the Aged Care Quality Standards are evaluated

PM2

Information and resources are available and accessible for consumers to inform their choices about aged care services, and their involvement in the design and delivery of their care

PM3

Consumer feedback and engagement is used to inform the design and focus of our regulatory activities and provider performance information

Target

Complete 30 June 2021

Improvements identified for 2021-22 plan

Review complete 28 February 2021

Improvements commenced by 30 June 2021 for continued implementation in the 2021-22 plan

Feedback reports February and June 2021

Our key priorities and how performance will be measured

Focus area	Performance measures	Target
1.4 Sector performance information is strengthened and more transparent	PM4 Complaints are resolved within 60 days	80% of complaints resolved in 60 days met Feedback shows that 85% of complainants are satisfied with the complaint process
1.5 Our processes to collect and report on consumer experiences are enhanced and improved	PM5 Complaints processes are improved to be more transparent, accessible and focused on outcomes	Reports on improvements in October 2020, February and June 2021
1.6 Our complaints culture and practices are further developed to ensure easy access, timely responses, transparency and a focus on outcomes for consumers and complainants		
1.7 Consumer outcomes are improved through learnings from research, experience, consumer feedback, and complaints		

Our key priorities and how performance will be measured

Priority 2.

Maturing our regulatory response to strengthen quality and safety

Intended result

The Commission is trusted as a fair and effective regulator of aged care services

Focus area

2.1

Our regulatory strategy supports fair, consistent and effective regulation

2.2

The provider suitability process is strengthened to lift the quality of aged care services

2.3

Our functions are supported through effective communications, education and collaboration with stakeholders

2.4

Regulation of home services is strengthened and integrated

Performance measures

PM6

Evidence of effective monitoring and assessment of providers' compliance with aged care (Quality and Prudential) standards

PM7

Action is taken to address non-compliance with approved provider responsibilities under the *Aged Care Act 1997*

PM8

Our regulatory approaches do not unnecessarily impede the efficient operation of providers

PM9

Timely information and education are provided to consumers, providers and the public to support the Commission's functions

Target

Regulatory activity targets align with legislative timeframes

Regulatory activity is responsive to areas of risk

Legislative timeframes met

Commission-wide investigation model in place by December 2020

Reports October 2020, February and June 2021

85% of consumers, providers and stakeholders satisfied with information and education provided

Reports October 2020, February and June 2021

Our key priorities and how performance will be measured

Focus area	Performance measures	Target
2.5 Clinical expertise and advice support the exercise of the Commission's functions and improved outcomes for consumers	PM10 We are open and transparent in our dealings with providers	Reports October 2020, February and June 2021
	PM11 New integrated home services regulatory model in place and evaluation framework established	Model in place December 2020 Evaluation June 2021

Our key priorities and how performance will be measured

Priority 3.

Advancing responsive, intelligence-led, risk-based regulation

Intended result

Our regulatory approach targets highest risk and is proportionate in response

Focus area

3.1

The full range of regulatory tools and approaches in our regulatory strategy are integrated and used to manage risk

3.2

Our case coordination is enhanced to ensure a consistent unified approach to high risk and complex matters at national and regional levels

3.3

Risk profiling of providers and services is strengthened based on improved intelligence

Performance measures

PM12

Integrated regulatory operating model in place to support a risk-based approach

PM13

Actions undertaken are proportionate to the regulatory risk being managed

PM14

Compliance and monitoring approaches are streamlined and coordinated

PM15

Evidence of active contribution to the continuous improvement of our regulatory framework, including addressing feedback on performance from providers and consumers

Target

In place by December 2020

Reports October 2020, February and June 2021

Reports October 2020, February and June 2021

Reports October 2020, February and June 2021

Our key priorities and how performance will be measured

Focus area	Performance measures	Target
3.4 A 'campaign-based' regulatory approach is in place to regulate sector-wide risks and Commission priorities	PM16 Case coordination model enhanced and implemented at national and regional level	Progress reports October 2020, February 2021 and June 2021. Evaluation complete June 2021
3.5 Compliance action is transparent, proportionate and risk-based	PM17 Risk profiling and information sharing dashboards are implemented to support Commission-wide intelligence	In place by June 2021
	PM18 Target of three major campaigns conducted annually to address identified risks in aged care including one for prudential risk	85% of stakeholders indicate campaigns are effective in addressing risks
	PM19 Compliance and enforcement policy is developed and published, and integrated business processes for managing non-compliance are implemented	Policy published by 1 September 2020 Implementation of integrated business processes by 1 July 2020 Feedback sought to inform improvements June 2021

Our key priorities and how performance will be measured

Priority 4.

Becoming 'One Commission, One Culture, One Voice'

Intended result

We deliver on our functions with the right governance, leadership, technology, capability, and work practices

Focus area

4.1

Our work practices are joined up, flexible, streamlined and coordinated across the Commission to support our integrated regulatory functions

4.2

Our corporate services provide the enablers to build and support the Commission's knowledge management and business systems for our new work practices

Performance measures

PM20

Organisational structure supports joined up, flexible and effective work practices

PM21

Workforce Strategy in place

PM22

Improvement in APS Staff Census results for:

- effective leadership
- effective communication and staff engagement
- well-being

Target

Commission structure reviewed by December 2020

Workforce Strategy developed by December 2020

Progress reports on implementation February and June 2021

15% target for improvement on leadership, communication and engagement and

20% target for improvement on well-being

Our key priorities and how performance will be measured

Focus area	Performance measures	Target
4.3 Our governance arrangements and leadership model support the Commission being a world class regulator and high performing organisation	PM23 ICT Strategic Plan supports our ambition to be a world class technology-enabled regulator	Progress reports October 2020, February and June 2021
4.4 Staff have the right capability, support and information to do their jobs well, and feel valued	PM24 Advisory Council is supported to provide timely advice to Commissioner and Minister on request	Regular reporting to Minister following each meeting
4.5 We are proactive in implementing actions to support 'One Commission Culture'		

Our capability

Our priority is to ensure that the Commission has a capable, flexible and resilient workforce which will support the Commission as a best practice regulator of aged care.

We will consolidate work that commenced in 2019-2020, investing in an integrated workforce strategy that will:

- demonstrate our commitment to the health and well-being of our staff, including through the development of a staff well-being strategy
- foster a culture where staff feel valued and are actively recognised for the work they do, through the development of a staff recognition program and the further development of a diversity strategy
- build a framework for continuous learning and development which will empower our staff to meet the challenges of the future, through a learning and development strategy and the progression of our leadership program
- articulate and promote the benefits of working at the Commission to both attract the right people in our recruitment and to retain our highly skilled staff.

The Commission continues to invest significantly in uplifting its digital and ICT capability to ensure services are being delivered in line with the Government's Digital Transformation Strategy (2018 – 2025) and to equip the Commission to achieve its integrated regulatory functions and sophisticated technology-enabled, intelligence-led, risk-based regulatory approach.

The ICT strategy has three key elements

- digitisation for more extensive, relevant and faster information sharing across the Commission to provide improved and consistent services to government and the community. A key deliverable this coming year will be the implementation of a whole-of-Commission electronic document and records management solution
- cloud computing and shared services to help ensure more effective and timely delivery of services. A key deliverable for this year will be merging the Commission's core business systems onto a single cloud-delivered solution
- protective security policy framework to strengthen security across all government agencies. The Commission will be enhancing its capabilities with the implementation of its 'Security as a Service'.

Risk oversight and management

We are committed to effectively identifying and managing risk as required by Section 16E of the Public Governance, Performance and Accountability Rule 2014.

Our Risk and Audit Committee ensures sound oversight, accountability and management of our risks.

We have a clear methodology that identifies potential adverse events, the likelihood of their occurrence, the impact of their occurrence, and mitigation strategies in the event of their occurrence.

Our risk management approach also recognises the positive opportunity of engaging with risk to ensure we maintain our value to consumers and the aged care sector.

Risk is managed across all levels of the Commission through a continued focus on strengthening rigour and consistency in our business processes, effective governance to ensure transparent decision making, and continuous improvement in financial management to ensure efficient use of resources.

Our risk management approach includes:

1. adopting a proportionate, risk-based regulatory response to COVID-19 and management of our business continuity during the pandemic
2. meeting government and community expectations of our role and functions
3. acting in a timely manner to implement government decisions in response to findings and recommendations of the Royal Commission into Aged Care Quality and Safety
4. pursuing the government's aged care reform priorities in parallel with the Royal Commission's work
5. sufficiency of resources to meet increases in complaints and incidences of failure in the delivery of aged care services
6. providers' understanding of and capability to address the requirements of the Aged Care Quality Standards
7. timeliness and effectiveness of education and information to support successful implementation of the Aged Care Quality Standards
8. sufficiency of flexibility in our regulatory approach to address further emerging issues
9. sufficiency of regulatory intelligence and data analytics to effectively monitor risk and performance of aged care services following the transfer of compliance functions from the Department of Health to the Commission to create an end-to-end regulatory model
10. sufficiency of resources and capability to support transformational change.



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