Corporate Plan

2022-23

Covering reporting period 2022–23 to 2025–26

Australian Government
Aged Care Quality and Safety Commission

Australian Government
Aged Care Quality and Safety Commission

GPO Box 9819 ACT 2601

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Acknowledgement of Country

Aged Care Quality and Safety Commission artwork by Dreamtime Creative

The central meeting place represents Aged Care Quality and Safety Commission supporting quality, flexible and culturally appropriate aged care to older Aboriginal and Torres Strait Islander peoples, close to their home and communities represented by the meeting places outside. The small pathways from the concentric circle is the Commission reaching out to the communities. Everything is connected by the larger pathways representing the importance of hearing and listening to consumers' stories to manage and deliver their care effectively. The star top right represents the Commission always looking for better ways to do things and the patterning within the segments are the different communities.

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.

Contents

As the national regulator of Commonwealth supported aged care providers, the Commission's role has never been more important. Older Australians deserve to be treated with dignity and respect, and to receive care and services that are safe, compassionate and of high quality, and that deliver a valued experience. The Commission holds aged care providers to account for their performance with regard to these expectations and obligations. In doing this, the Commission continues to strive to be a world-class regulator, strengthening our capability, effectiveness and accountability. We have an unwavering commitment to the goal of protecting and enhancing the safety, health, wellbeing and quality of life of every aged care consumer.

Message from the Commissioner

Ensuring that every aged care consumer is safe, receives quality care and services, and has a good experience of aged care remains at the centre of everything we do.

The Australian community is looking for assurance that older people receiving aged care are well looked after, kept safe and treated with dignity and respect. We recognise our important role in helping to promote public confidence and trust in the sector and delivering the improvements and reform that the community expects.

As the impact of the pandemic continues to be felt across Australia, we will remain on high alert, reviewing and refining our regulatory approach as appropriate to respond in a timely manner to keep consumers safe and free from harm.

In July 2022, the Minister for Aged Care announced a capability review of the Commission, to ensure that we can meet our regulatory responsibilities. We welcome this review as it supports our vision and goal to be a world-class regulator.

In August 2022, the Australian Parliament passed the *Aged Care and Other Legislation Amendment (Royal Commission Response) Bill 2022*. This Act provides for the implementation of nine measures to improve aged care and responds to 17 recommendations of the Royal Commission into Aged Care Quality and Safety.

In addition to participating in the implementation of these legislated reforms, we will continue to prioritise activities that strengthen the effectiveness of our core business functions and regulatory approach. We will deliver regulation that is proportionate, risk-based, responsive and intelligence-led. We will use education, information and targeted communications to support these regulatory objectives. We will not hesitate to use our full range of regulatory powers to address non-compliance where consumers are harmed or at risk of harm.

Our corporate and operational plans are informed by the voice of the consumer, advice from the Aged Care Quality and Safety Advisory Council, the Minister for Health and Aged Care and the Minister for Aged Care. I thank all who contribute to improving the effectiveness of the Commission for their support and encouragement.

I also acknowledge the ongoing efforts of all staff in the Commission and thank them for their dedication, professionalism and compassion. I can say with confidence that in 2022–23 we will continue to work towards world-class regulation to ensure that Australians trust and have confidence that aged care services protect and enhance consumer safety, health, wellbeing and quality of life.

I am pleased to present the corporate plan for the Aged Care Quality and Safety Commission, covering the period 2022–26, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the Public Governance and Performance Accountability Rule 2014. This corporate plan outlines our purpose and priorities, and how we will measure our performance over the next 4 years.

Also presented in this document is the Commission's 2022–23 operational plan, as required under sections 54(1) and (2) of the *Aged Care Quality and Safety Commission Act 2018*.

J. M. Anderson

Janet Anderson PSM
Commissioner

Planning framework

Our corporate and operational plans form part of our annual performance cycle, ending with our annual report and annual performance statement.

Our annual priorities flow from our corporate and operational plans through group and team plans, and then into individual performance agreements. This flow provides a clear line of sight from our purpose to the work of the individual.

The Portfolio Budget Statements set out our annual appropriations and how we will measure the impact of the expenditure of our appropriations against our purpose. Our annual performance statements are included in our annual report, which is prepared at the end of the reporting cycle. The annual performance statement reports our actual performance for the year against the performance measures and targets in our corporate plan and Portfolio Budget Statements and provides analysis of the extent to which we have achieved our purpose and the factors that contributed to the outcome.

We will ensure that our objectives, strategies and key activities over the 4-year planning period support our obligations and meet Government and community expectations.

Authorising environment

Portfolio Budget Statements – Aged Care Quality and Safety Commission legislation – Statement of Expectations and Intent

External

Corporate Plan
2022–26 reviewed annually

External

Annual Operational Plan
2022–23 reviewed annually

Internal

Group Business Plans

Internal

Individual performance agreements

External

Annual Performance Statement
reviewed quarterly

External

Annual Financial Statement
reviewed annually

External

Annual Report

Internal

Enabling strategies
ICT, business systems and digital development – intelligence and analytics – communications – finance and budget management – people and culture

Assurance

Governance

Risk management

Audit and assurance

Project management

Risk and Audit Committee
(external)

Figure 1. The Commission's Planning Framework. Our planning framework connects our strategic direction and priorities, key activities, risk assessment, resource allocation, and performance measurement and monitoring.

Aged care should be a service that people reach for, trust and value because the experience of aged care is enriching for every consumer.

Our purpose

Our purpose is to protect and enhance the safety, health, wellbeing and quality of life of aged care consumers.

Our vision

Our vision is that older Australians trust and have confidence that aged care services protect and enhance their safety, health, wellbeing and quality of life.

About us

The Aged Care Quality and Safety Commission (the Commission) was established on 1 January 2019, bringing together the functions of the Australian Aged Care Quality Agency and the Aged Care Complaints Commissioner. Additional aged care regulatory functions were transferred to the Commission from the Department of Health on 1 January 2020. The scope of our regulatory functions continues to expand.

The Commission is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). We operate independently and objectively in performing our functions and exercising our powers as set out in the *Aged Care Quality and Safety Commission Act 2018* (Commission Act) and the *Aged Care Quality and Safety Commission Rules 2018* (Rules).

Our role as the national regulator of aged care services is to approve providers' entry to the government-subsidised aged care sector; to accredit, monitor, assess and investigate aged care services against quality, safety and prudential requirements; and to hold providers to account for meeting their obligations through the proportionate use of a range of compliance and enforcement powers.

Another of our core roles is to manage and, where possible, resolve complaints about aged care services. Engaging with consumers and their representatives when things go wrong helps us to understand their experiences, inform our regulatory strategy, and shape our communications with providers about the importance of working with consumers to design and deliver best practice care.

Our regulatory strategy includes preventing, detecting and responding to risks to the safety and wellbeing of aged care consumers. We have built our intelligence capabilities to help us understand the nature of risk in the aged care sector as a whole, as well as the risks to consumers of individual aged care providers and services. Drawing on this data and intelligence allows us to target our efforts and engage appropriately with providers regarding particular risks.

We use education, information and targeted communications as key preventative tools. Monitoring and assessing high-risk providers ensures we can take timely and proportionate compliance action where their care and services fall short of legislated standards.

Matching the pace of aged care reform since our establishment in 2019, we have adapted to changing circumstances. We hold aged care providers to account for providing safe, quality care to their consumers, and have continued to do this through the COVID-19 pandemic from its onset in March 2020.

The major sector-wide reform program commenced following the final report of the Royal Commission into Aged Care Quality and Safety (February 2021) continues to have significant implications not only for providers and consumers, but also for the Commission. Our commitment to continuous improvement and becoming a world-class regulator puts us in a strong position to contribute to this reform program, and to support an aged care system in Australia that provides safe, quality care and a valued experience for every consumer.

Our values

Ethical

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

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.

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.

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

Our functions

Our functions as set out in the Commission Act and Rules are to:

- protect and enhance the safety, health, wellbeing and quality of life of aged care consumers
- promote the provision of quality care and services by approved providers of aged care services, and service providers of Commonwealth-funded aged care services
- approve providers of aged care
- develop, 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
- regulate aged care services according to the Rules by accrediting, conducting quality reviews, monitoring the quality of care and services, and registering quality assessors
- ensure compliance by approved providers with their aged care responsibilities 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
- impose sanctions on approved providers and lift sanctions
- provide education and information about matters relating to one or more of our functions to consumers and their representatives, providers of aged care services and the public.

Consumer engagement

Develop best practice models for providers to use in engaging their consumers in joint planning and delivery of care, and promote these models to providers.

Education

Provide information and education about our functions to providers, consumers, their representatives and the general public.

Complaints resolution

Deal with complaints and make available information about a provider's responsibilities under the *Aged Care Act* or funding agreement.

Regulation

Approve providers of aged care; accreditation; performance assessment and quality audit of aged care services; monitor and enforce compliance across a range of approved provider responsibilities; train quality assessors.

Our structure

The Aged Care Quality and Safety Commissioner is the Commission's Accountable Authority.

Our corporate governance arrangements play a crucial role in ensuring that the Australian Government's priorities and program objectives are delivered efficiently and effectively. Our governance structure and practices support the Commissioner in the oversight of the organisation, management of resources and meeting our purpose.

We will continue to review and refine our corporate governance arrangements in 2022–23 to ensure that these arrangements are optimal to meet changes in organisational requirements and the operating environment.

Commissioner

The Commission is led by an independent Commissioner who reports to the Minister for Aged Care through the Cabinet Minister for Health and Aged Care.

Chief Clinical Advisor

Advisory Council

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

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

Commission structure

The Commission comprises the following groups:

- Chief Clinical Advisor
- Strategic Capability
- Approvals, Compliance and Investigations
- Corporate Operations
- Education, Engagement and Communication
- Financial and Prudential Regulation
- Intake and Complaints Resolution
- Quality Assessment and Monitoring
- Regulatory Policy and Intelligence.

Our Ministers and portfolio

The Commission supports the Minister for Health and Aged Care, the Hon Mark Butler MP; the Minister for Aged Care, the Hon Anika Wells MP; and the Assistant Minister for Health and Aged Care, the Hon Ged Kearney MP.

As part of the Health and Aged Care portfolio, we will continue to work closely with the Department of Health and Aged Care (Department) to develop and implement the Government's policy and reform initiatives relating to aged care. The Commissioner is responsible for informing the Secretary of the Department of relevant issues and information, including any concerns or clarification of legislative requirements, resourcing and policy.

We will look to strengthen our collaboration with the Department on a wide range of aged care reforms and projects by documenting shared governance and operational arrangements to enable both agencies to more effectively fulfil their respective roles.

Regulator performance

We are accountable to the Government for our performance as a regulator.

The *Commonwealth Regulator Performance Framework* sets out the Government's expectations of Commonwealth regulators. This plan includes measures to demonstrate our performance against the three principles of regulator best practice described in the Department of Prime Minister and Cabinet's *Regulator Performance Guide* (July 2021):

Consistent with these principles, we will strive for continuous improvement to build trust; work with both consumers and providers in a transparent, responsive manner; and deliver regulation that is intelligence-led and proportionate to risk.

Our performance measures, contained in the Health Portfolio Budget Statement and corporate plan, evidence our commitment to these objectives.

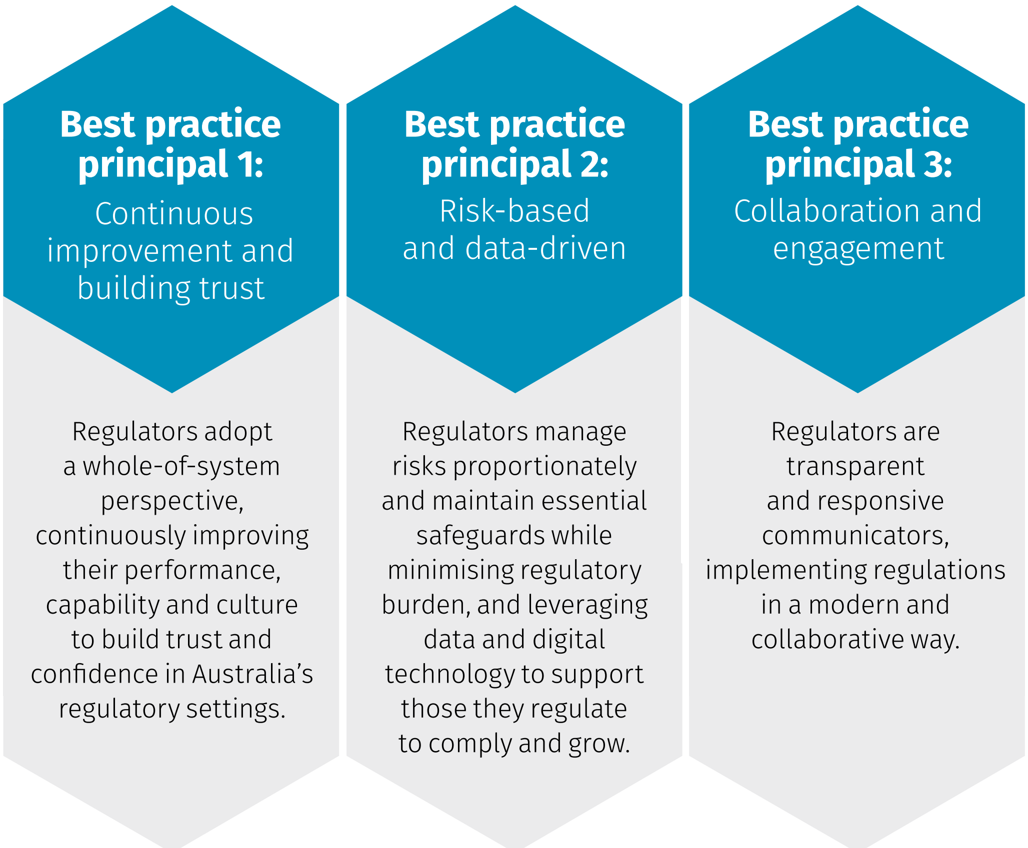

Figure 2. Principles of regulatory best practice

Our strategic priorities shape our behaviour, underpin our decision-making and actions, and ensure we place the wellbeing of consumers of aged care services at the centre of everything we do.

In an environment characterised by ongoing reforms, the challenges of the COVID-19 pandemic and new regulatory responsibilities, we proactively address challenges and capitalise on opportunities as they arise. Setting our strategic priorities within this dynamic and fast-changing operating context requires us to be resourceful, agile and flexible in the way we think and work for the benefit of consumers.

Strategic Priorities

We place consumers at the centre at all times

Consumers and providers of aged care services and the public are aware of what should be expected of quality care and services. Consumers are engaged and empowered in their care and can easily make complaints or provide information about their experience. The experience of consumers informs our regulatory activities.

We are an effective, capable and accountable regulator

Our capability, effectiveness and accountability are strengthened through implementation and publication of our regulatory strategy that underpins integration of all functions. We build a workforce fit for the future that can manage change and whose wellbeing is a core priority. We invest in our people and systems to support our operations and prioritise collaboration and engagement.

We contribute to improvements in sector performance, the safety and quality of aged care, and consumer experiences of care

We respond to Government priorities. Our processes and activities are targeted, efficient and deliver valued outcomes that advance aged care reforms and, working with other stakeholders, help to rebuild trust and confidence in the safety and quality of aged care and its ability to deliver a better quality of life.

We advance intelligence-led, risk-based proportionate regulation

We use the full range of powers and tools available to strengthen our regulatory effectiveness. The collection, analysis and publication of information improves transparency and understanding of provider risks and sector trends and, in turn, guides our regulatory activities, ensuring that our decisions and actions are proportionate to risk to consumers.

Figure 3. The Commission's strategic priorities

Our operating environment

The aged care sector is undergoing transformational change, driven by widespread acknowledgement of a gap between societal expectations and individual experiences of aged care.

The community expects aged care providers to significantly improve the safety, quality and outcomes of their care for consumers. Aged care consumers want services that are tailored to their changing needs. This is reflected in the increased demand for in-home care services and the changing expectations for more personalised residential aged care experiences.

These changing expectations were strongly echoed through the Royal Commission into Aged Care Quality and Safety (2021), which provided a framework of recommendations to lift performance and build a more innovative, adaptive, sustainable, and well-governed sector. These principles have informed the reform agenda under the former and current federal governments.

For some aged care providers, the uplift in performance will require them to invest in building new capabilities and new ways of delivering care. The diversity of the aged care sector means that the scale and pace of investment will not be uniform, and some providers are likely to encounter greater challenges than others, including in managing ongoing issues with workforce supply.

We recognise that over the next few years there will also be challenges for aged care providers in adapting to the requirements of the new aged care reforms. We remain committed to protecting consumers and holding providers to account in meeting their obligation to provide safe, quality care. Our regulatory approach strikes a balance between providing education, guidance and data to support providers to understand and aim for best practice, encouraging providers to strengthen capabilities that will help them to lift performance and deliver the quality services that consumers want, and responding to issues and risks as they arise.

The COVID-19 pandemic and its ongoing implications

The aged care sector was significantly affected by COVID-19 outbreaks in 2021, with the largest proportion of Australian deaths occurring among aged care residents.

The impact of COVID-19 continues to be felt across the sector, with older Australians in residential aged care still vulnerable and at greater risk of social isolation when community outbreaks occur.

Continued improvements in infection prevention and control practices and surge workforce readiness are essential, along with timely access to vaccines and antiviral therapies for consumers and staff. The sector must also continue to be alert and responsive to evolving public health outbreak management and risk mitigation approaches.

COVID-19 has contributed to an increase in the overall volume of complaints about services due to visitor restrictions, concerns about preparedness and prevention, and impacts on the quality of care.

Our quality assessment and monitoring activities have also been impacted by the pandemic, with a rebalancing of onsite and offsite activities ensuring ongoing monitoring and surveillance of services in the context of reduced physical access.

Our people and capability

Over the next four years, we will continue to focus our efforts on strengthening our strategic leadership, engagement and change management capabilities. We will build on, and enhance, the capability of individual staff, our teams and our digital environment. We will develop and integrate new ways of working and continue to be agile and adaptive to meet emerging needs.

Capability uplift

We have invested in the development of a capability architecture. This provides a foundation for assessing our current organisational capabilities and a framework for prioritising initiatives that will boost these capabilities into the future. Implementation has commenced and will continue throughout 2022-23 on a program of work to deliver a targeted capability uplift across four key capability domains – strategic, regulatory, engagement and enterprise-wide – to help us work towards our goal of becoming a world-class regulator.

People

Our people are the foundation of the Commission's success and are committed to quality in the aged care sector. We encourage collaboration and openness, and actively support our staff through change. Building the capability of our people to deliver new and additional activities will enable us to continue playing a pivotal role in sector reform.

Our People Strategy brings a range of programs and initiatives together and provides a coordinated approach to making significant and tangible improvements across the Commission. Key initiatives to support and strengthen our workforce and enable staff to bring their best to work, ultimately make us more effective in achieving our strategic goals and objectives.

Specific initiatives underway include the Wellbeing Strategy; a new Learning and Development Strategy; more regular communication forums; and strengthening communication and feedback channels to ensure that staff have multiple ways to remain informed and engaged.

Capability domain	Description
Strategic	Strategic capabilities support the achievement of the Commission's purpose, vision and priorities through strategic leadership and good governance.
Regulatory	Regulatory capabilities enable the delivery of the Commission's legislated functions and assure the safety and quality of care for consumers.
Engagement	Engagement capabilities ensure the Commission establishes and maintains effective stakeholder relationships and supports the delivery of consumer centric outcomes.
Enterprise-wide	Enterprise-wide capabilities provide the Commission with the means to operate effectively and support the delivery of its core business and achieve its objectives.

Digital transformation

As we continue our journey to become a world-class regulator in a fast-changing and complex environment, we look to technology as a key enabler. In line with the Australian Government's Digital Transformation Strategy 2018–2025, our digital vision is to provide integrated, responsive, sustainable and secure services that support our regulatory activities and deliver a seamless service experience for external stakeholders and Commission staff.

Over the coming reporting period, we will implement our Digital Strategy 2022–2025. This will enable us to operate effectively within the connected aged care digital infrastructure, leverage emerging technology and cross-agency reforms, and equip us with the required digital capabilities to integrate regulatory functions and optimise our intelligence-led risk-based approach.

Our Digital Strategy 2022–2025 will focus on:

- building stronger partnerships to support the development of efficient and effective digital business models
- innovating towards a modern architecture built on contemporary platforms
- strengthening internal and inter-agency digital security in line with the protective security policy framework
- delivering a seamless and responsive service experience for all users.

Key initiatives during this reporting period will include consolidating our core applications into a single fit-for-purpose case management solution, Aged Care Case Management Information System (ACCMIS) and prioritising activities aligned to the Government's 'Essential Eight' cyber security requirements.

Data and intelligence

Data and intelligence is an essential resource in advancing the Commission as an intelligence-led, risk-based, proportionate regulator. The Commission delivers on its purpose by harnessing a wide range of intelligence and data, which are analysed and used to understand risks to consumers and to the sector.

We receive and analyse large volumes of data, including:

- consumer information
- provider information
- regulatory intelligence
- data from broader environmental and market scanning.

Analysis of this data informs the Commission's decisions about sector risk management, prioritisation of regulatory responses, resource allocation, the development of organisational capacity, education, engagement, monitoring and enforcement action.

Risk oversight and management within the Commission

Risk influences every aspect of our operations. Understanding our entity risks and managing them appropriately enhances our ability to make better decisions, deliver on objectives, improve performance and achieve our purpose. Our enterprise risk management framework is based on ISO 31000:2018 Standards and the Commonwealth Risk Management Policy. It aims to embed risk management principles and practices into our organisational culture, governance and accountability arrangements; reporting and performance review processes; and business transformation and improvement processes.

Our goal is to appropriately manage enterprise risks to protect the interests of the Commission, maintain our credibility as a regulator, assist in decision-making, and minimise disruption to critical business functions.

A positive risk culture

We are committed to effectively identifying and managing entity risk as required by Section 16E of the Public Governance, *Performance and Accountability Rule 2014*. Our approach supports our leaders and their teams to identify potential adverse events within the Commission, assess the likelihood and impact of their occurrence, and devise mitigation strategies in the event of their occurrence.

Our risk management approach recognises the importance of engaging with risk to increase our value to consumers and the aged care sector. Enterprise risk is managed through consistent business processes, effective governance to ensure transparent decision-making, and continuous improvement in financial management to ensure efficient use of resources.

All staff have a role in managing risk and work within the enterprise risk management framework.

Risk appetite

Our staff seek to make the best decisions possible and demonstrate a willingness to engage with risk through their everyday decision-making. We actively pursue ways to improve our operations, business systems and processes – both internally and externally, and invest in mitigations where we have a higher risk exposure. We carefully evaluate the cost versus risk mitigation benefit, and monitor our exposures to ensure our mitigations remain effective.

We work towards adopting and supporting innovations that may materially contribute to better regulatory outcomes. We pursue actions to address control gaps and limitations to reduce risk exposure based on evidence, and we ensure that staff with specific risk roles have the adequate skill, expertise and authority to effectively make decisions.

We have a low appetite for risks regarding the safety and wellbeing of older Australians accessing aged care services, and for risks to the safety and wellbeing of our staff.

We have a higher appetite for those risks that support improvement and innovation and contribute to the delivery of our purpose within a range of well understood and appropriately mitigated consequences.

Our operating environment

Strategic risk

Our strategic risks are those that, if realised, would materially affect our ability to achieve our purpose and strategic objectives.

To manage these risks, we employ a range of strategies in proportion to the threat and opportunity, and continue to invest in and build our capability. For example, we:

- ensure our resources and capabilities focus on delivering the Government's priorities
- implement our regulatory responsibilities and programs to deliver on our key activities and protect the safety, wellbeing, and interests of aged care consumers
- use expertise and meaningful stakeholder relationships to contribute to enhanced confidence and trust in the aged care system, empower consumers to make informed choices, provide education and information about matters relating to our functions, and promote best practice service provision
- create greater awareness and understanding of our role as a regulator with consumers, providers and other stakeholders.

Strategic risk	Description
Shifts in Government priorities	Failing to deliver our functions in a well-governed, timely manner, including failing to support the Government's aged care policies and priorities. This includes unanticipated events and a changing external environment (such as technological changes, sector capability and the needs of the Australian community) and the impact on how priorities will be implemented.
Government changes the Commission's funding model	Failing to anticipate and/or not being responsive to fiscal and economic changes impacting our budgets, including the short, medium and long-term sustainability of aged care programs and initiatives.
Consumer experience	The risk of us not being an effective regulator, having our role misunderstood or externally imposed upon, loss of trust in our regulatory responses, or organisational changes affecting how we regulate the aged care sector.
Providing a professional, engaged and flexible workforce to meet operational requirements	There is a risk that we will not be able to address possible increases in the volume of provider approvals, complaints, education and information to providers and consumers, quality assessment and monitoring activities, compliance and enforcement actions, and related regulatory functions. There is also a risk that we are not sufficiently flexible in our regulatory approach to address emerging issues, or do not have the regulatory intelligence and data analytics to effectively monitor risk and performance of aged care services or sufficient resources and capability to support transformational change.
Sudden change in demand for services	There is a risk that we will not be prepared for, or responsive to, significant changes in demand for our services or requirements to reprioritise our functions in response to changes in the sector.

Enterprise risk

Our enterprise risks are events external or internal to the Commission that impact our ability to achieve our current strategy. Our enterprise risk categories are:

- Workplace and people
- Decision making
- Delivery
- Consumer and stakeholder engagement
- Business resilience
- Integrity
- Information governance and security

Our key mitigation strategies reside in our corporate and administrative policy frameworks. Our focus remains on developing and maturing our key policies, standard operating procedures and guidance material, and delivery of training and awareness. These framework documents support:

- the delivery and implementation of programs, projects and activities in line with the proper use of public resources
- appropriate financial management, compliance and oversight
- how we develop our people and protect them from harm
- collaborative relationships with our Ministers, the aged care sector and the broader Australian Public Service
- ensure suitable IT and digital services and the protection of information.

Ongoing oversight

Our strategic risks are identified and managed by our Senior Executive. The Executive Leadership Group monitors enterprise risks and the associated treatments.

The external Risk and Audit Committee provides independent assurance and assistance to the Commissioner on our risk, finance, performance, control and compliance frameworks, and external accountability responsibilities. The internal audit function reports to the organisation and provides reports to the Risk and Audit Committee. It works independently of business areas to evaluate our management systems, practices and controls. Internal audits provide assurance to senior management on corporate governance and administration, as well as our ability to meet objectives.

Our enterprise risk management framework is reviewed annually.

Our regulatory approach

We regulate to ensure that aged care is safe and of high quality, that aged care services are well managed and that providers are financially sound in order to continue to deliver services to older Australians.

Our regulatory strategy details how we empower and engage consumers, regulate providers, detect and mitigate risk and contribute to building sector capability. Through our regulatory strategy, we seek to achieve an aged care system that all Australians can have confidence in – one that will not just safeguard older Australians and meet their needs, but also provide the best possible experience for consumers.

Our regulatory strategy is available on our website.

Our regulatory approach is represented at Figure 5. This shows cooperative and persuasive approaches at its base and more targeted and interventionist regulatory tools at the top, in response to potential or actual risk of harm to consumers.

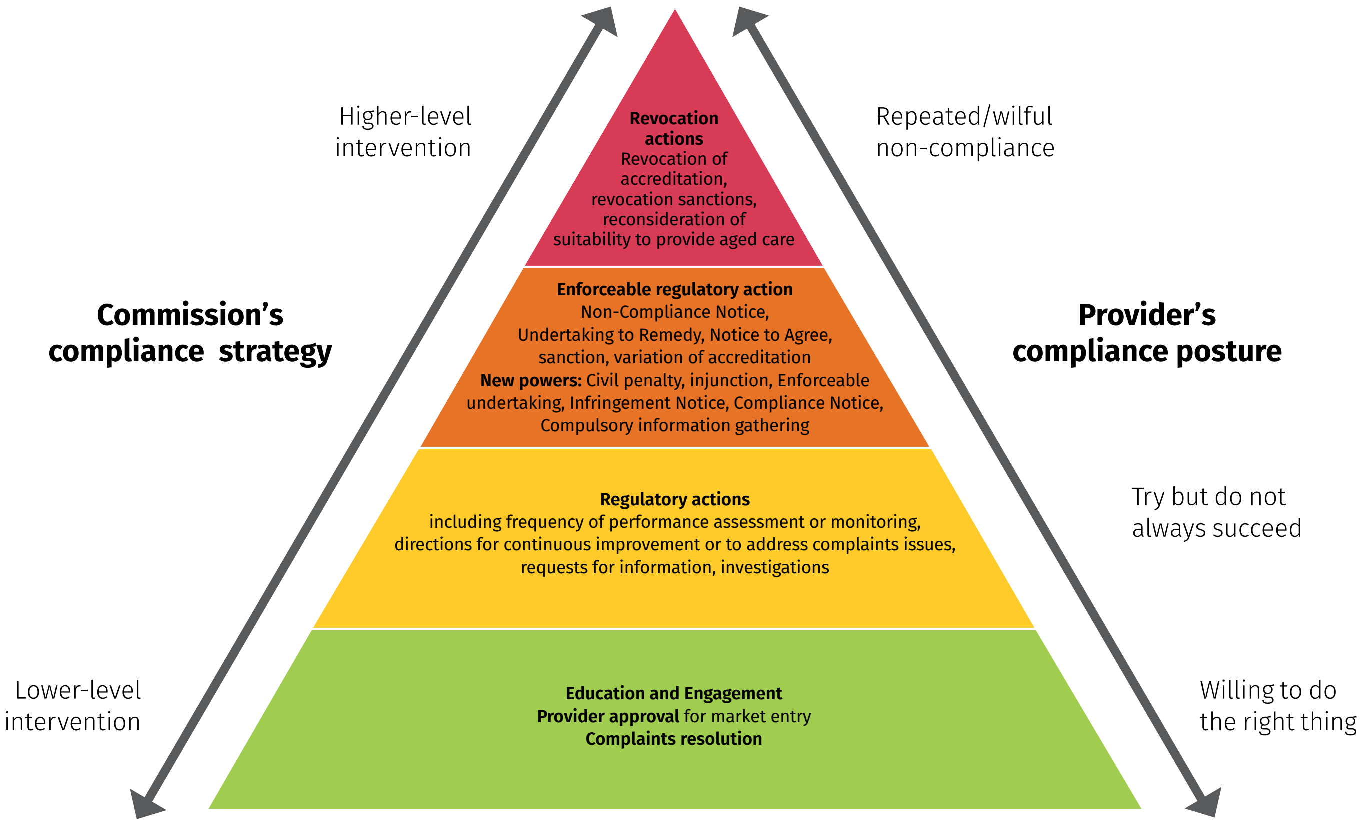

Figure 5. The Commission's regulatory pyramid

Our operating environment

Our regulatory operating model

We apply an intelligence-led, risk-based and proportionate approach to regulation. This means we focus our activities on the areas of greatest risk to the safety, health, wellbeing and quality of life of aged care consumers, and on those providers and services that are not meeting their aged care responsibilities.

We deliver on our purpose by harnessing a wide range of intelligence and data to understand and respond to risks to consumers, at a service and sector level. Data analytics inform our approach to approving providers, resolving complaints, monitoring compliance, and the action we take in the event of non-compliance. We assess sector wide trends to better understand consumer experience and enablers and barriers to safe high-quality care. This understanding drives how we seek to influence sector performance through education and information, encouraging behavioural change and investment in activities that deliver capability uplift.

Compliance and enforcement

We take a risk-based, proportionate approach to managing non-compliance. Our regulatory response will be informed by the provider's history and the consequence of harm to the safety, health, wellbeing and quality of life of consumers. Depending on the circumstances, we may respond to non-compliance through administrative or enforcement actions.

Our regulatory operating model is represented at Figure 6.

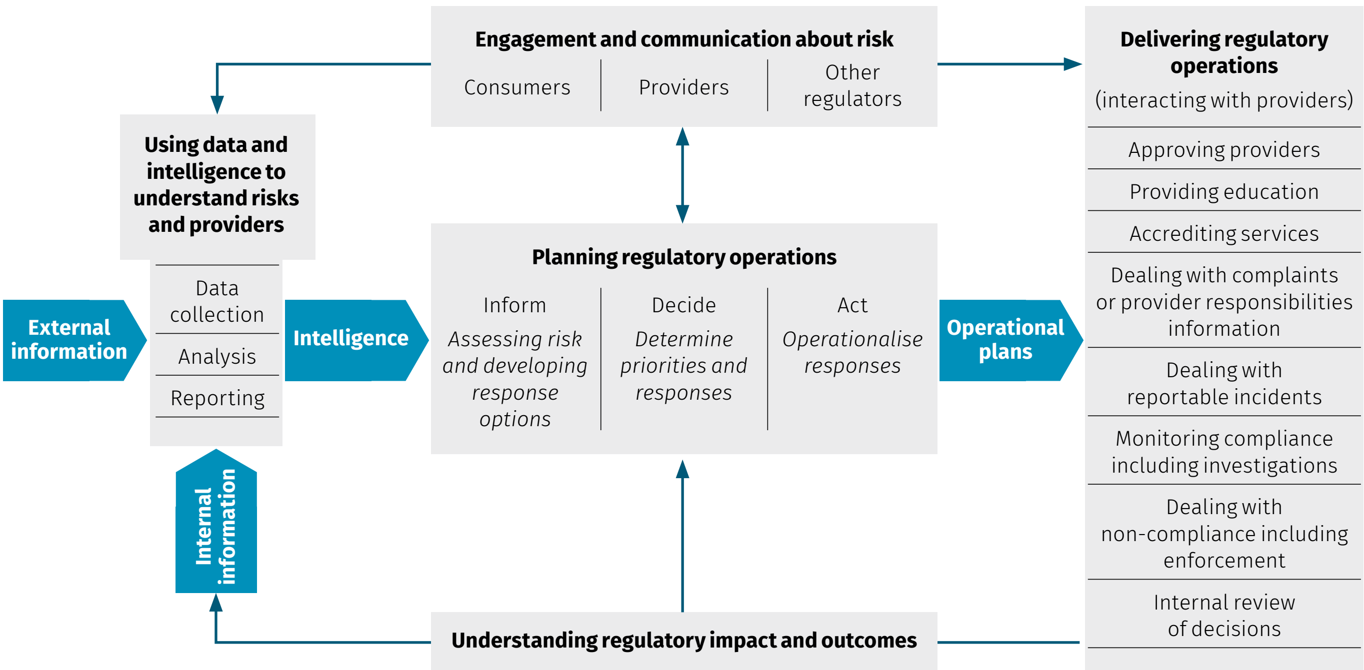

Figure 6. Our regulatory operating model

Our operating environment

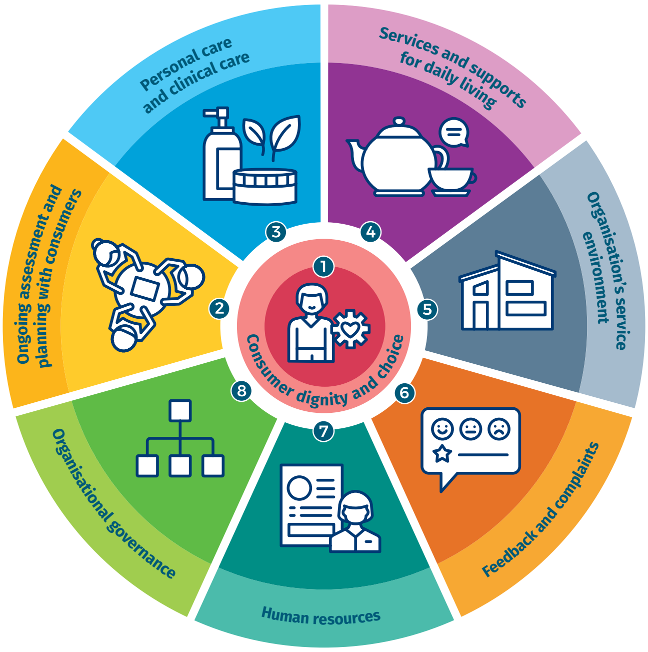

Figure 7. Aged Care Quality Standards

Aged Care Quality Standards

Approved providers of Commonwealth-funded aged care services are required to comply with the Aged Care Quality Standards made under the *Aged Care Act 1997*, which came into effect on 1 July 2019. 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 in Figure 7, with consumer dignity and choice at the heart of all service delivery.

Financial and prudential regulation

It is expected that we will be fully responsible for financial and prudential regulation of the aged care sector (residential and home) from July 2023.

This will involve some functions moving from the Department of Health and Aged Care, as well as additional powers and responsibilities being given to the Commission under the *Aged Care Act* and relevant subordinate instruments. Transitional activities commenced in January 2020, with the transfer of responsibility for regulation of the prudential standards from the Department to the Commission (refer Figure 8).

We are now completing planning and foundational work to build a regulatory model to effectively and efficiently manage financial and prudential risks.

Our financial and prudential operational strategy set out how we will expand the financial and prudential regulatory function.

We will invest in developing a wide range of foundational capabilities, skills and tools to equip us to be effective at both preventing harm and responding to immediate financial and prudential issues. We must do this as the sector responds and adapts to a range of risks within the operating environment.

Our success will rely on our ability to develop enhanced detection and monitoring capabilities that enable us to target our efforts to areas that will assist in delivering consumer and public value.

This will involve building a greater understanding among providers of the broader benefits of having financial governance and recordkeeping systems that help them meet their disclosure obligations and effectively manage liquidity and viability risks that harm consumers.

As we are at the beginning of this journey, there are risks and variables that will only become visible as we start to execute different elements of our strategy. Therefore, maintaining close engagement with the sector and consumers will be vital to setting and adjusting our regulatory priorities.

Figure 8. Prudential Standards

Co-operation

Collaboration and consultation with key aged care stakeholders is a core function of the Commission. A deep understanding of consumer expectations, preferences, and experiences of aged care is vital in shaping how we work as a regulator and where we focus our efforts. Similarly, we seek to understand the operating context for aged care providers, the practical realities of delivering care and how providers operationalise their regulatory obligations.

We work closely with other stakeholders that have a role in the aged care system, including the Australian Government Department of Health and Aged Care, peak consumer and provider bodies, the Aged Care Quality and Safety Advisory Council, the Commission Consultative Forum, state and territory public health authorities, researchers and universities. In the course of our work, we also interact and communicate with aged care staff and health practitioners providing care to elderly Australians, and with consumers' families and the wider community. These important relationships support us to learn, share expertise and information, influence provider behaviour, and directly inform our regulatory strategy and how we carry out our functions.

Our ability to listen, hear and respond is central to delivering on our purpose. We recognise that this is an area where we need to do more, and we will more actively engage with all our stakeholders.

We aim to strengthen our engagement with consumers to ensure that we listen carefully, act on the issues that matter to them, and support them to work closely with their provider/s to jointly plan their care and services. Our recently established Consumers and Families panel is an important new approach that affords another avenue for us to directly connect with aged care consumers and their families.

We are also working hard to broaden our interactions with aged care providers, building high-trust, robust relationships with senior leaders to inform our understanding of the sector. We are engaging directly with board chairs and CEOs to better understand provider performance. The Enriching Life through Care Roundtable program is exploring the sector's pathway to transformation through the lens of consumer experience. This is the first element of a broader engagement program to better inform how we encourage and contribute to performance uplift and cultural change across the sector.

We are also partnering closely with the Department of Health and Aged Care to design and deliver key elements of the Government's transformation agenda. Other key government partners include: the Australian Commission on Safety and Quality in Health Care, the Department of Social Services, the NDIS Quality and Safeguards Commission, and the Department of Veterans' Affairs.

"The Aged Care Quality and Safety Advisory Council is pleased to provide advice on key aspects of the Commission's important work to support improved quality and safety and enhance its impact as the national regulator of the aged care sector."

Ms Maree McCabe AM
Chairperson, Aged Care Quality and Safety Advisory Council

Performance

We continue to strengthen the performance information we provide to the Parliament and the broader community. This corporate plan further matures and embeds this commitment and features updates to our performance framework intended to provide a greater focus on outcomes and a stronger alignment with our key activities and purpose.

The Health Portfolio Budget Statements (PBS) for 2022–23 set out the Commission's outcome, programs and the performance indicators used to monitor achievements against the deliverables. The performance indicators that will be reported in the PBS are included in this corporate plan and have been aligned to our purpose and activities to demonstrate how success will be measured.

Additional measures have been added in this plan to provide a holistic view of how success will be measured to achieve our purpose.

Performance framework

Our corporate plan is a key component of our performance framework, which reflects the requirements of the Commonwealth Performance Framework.

Our performance framework provides substantial detail about how our progress towards achieving our purpose will be measured by identifying:

- key activities we undertake
- performance measures which reflect the main outcomes we want these activities to achieve
- anticipated results for each performance measure so that our achievements can be assessed over time, including using performance targets where it is reasonably practicable
- methods of monitoring results and tracking overall progress.

Performance measures

The presentation of key activities and performance measures has been updated to improve the clarity of our performance information, to reflect legislative requirements for corporate plans, and to strengthen our ability to demonstrate a clear read across reporting documents and cycles.

We have a range of performance measures that assess all aspects of our performance. We use a range of qualitative and quantitative, output and effectiveness measures to provide a balanced and unbiased assessment of our achievements. In this corporate plan, we use some timeliness measures as proxies to measure efficiency, as they can give an indication of efficiency over time.

The performance measures contained in this plan reflect our approach to using data and intelligence to continue to improve our ability to make informed, risk-based and proportionate decisions, to build our capability and capacity, to inform and educate, and to help drive increased trust in the aged care system.

Our measures reflect how we will deliver the government's reform agenda over the 2022–23 to 2025–26 reporting period. In 2022–23, we will continue to plan and implement significant reform activities, strengthening our ambitious regulatory functions and delivering against targets. We will evaluate our effectiveness and refine and strengthen the delivery of reform initiatives as we learn and improve. Our performance measures and targets will continue to develop over the next twelve months and efficiency measures will be determined for the 2023–24 PBS and corporate plan.

Key activities

Moving into 2022–23, we intend to continue to build on the activities of recent years and further increase the reach and impact of our regulatory functions.

To achieve this, our performance is focused across the following three key activities:

1. Protect the safety, health, wellbeing, and quality of life of aged care consumers through our regulatory activities and decisions.

2. Contribute to enhancing confidence and trust in the aged care system, empowering consumers and promoting best practice service provision through engagement, information and education.

3. Contribute to aged care reform through our regulatory activities, including quality and safety, sector workforce, and governance in aged care.

Key activity 1.

Protect the safety, health, wellbeing, and quality of life of aged care consumers through our regulatory activities and decisions.

Performance measure	Year 2022–23	Year 2023–24	Year 2024–25	Year 2025–26
PM 1 Protect the safety, wellbeing, and interests of Commonwealth-subsidised aged care consumers through regulatory activities. (2022–23 ACQSC Portfolio Budget Statements, p146)	Action to address non-compliance with approved provider responsibilities under the *Aged Care Act 1997* is taken.	As for 2022–23.	As for 2023–24.	As for 2024–25.
PM 2 Resolve complaints about aged care service providers within 60 days. (2022–23 ACQSC Portfolio Budget Statements, p146)	80%	An increase of 3% on previous year actual result.	An increase of 3% on previous year actual result.	An increase of 3% on previous year actual result.
PM 3 Monitor aged care provider quality and safety performance (against the Aged Care Quality Standards). (2022–23 ACQSC Portfolio Budget Statements, p146)	Complete over 2,500 assessment contacts to monitor and assess the performance of providers to support regulatory oversight.	Increase on previous year result.	Increase on previous year result.	Increase on previous year result.

Performance

Performance measure	Year 2022–23	Year 2023–24	Year 2024–25	Year 2025–26
PM 4 Increase the number of residential aged care reaccreditation site audits conducted against 2020–21 baseline of 543. (2022–23 ACQSC Portfolio Budget Statements, p146)	Complete over 1,900 site audits on residential aged care service.	Target to be set based on accreditation expiry schedule and evaluation of delivery program.	–	–
PM 5 Undertake quality audits and assessment contacts of home service and Flexible Care providers. (2022–23 ACQSC Portfolio Budget Statements, p146)	Complete over 700 quality audits and assessment contacts on home service providers and National Aboriginal and Torres Strait Islander Flexible Care Programs.	Increase on previous year result.	Increase on previous year result.	Increase on previous year result.
PM 6 Monitor and take appropriate action in response to providers with potential or actual non-compliance with financial and prudential responsibilities including the Prudential Standards.	Undertake a minimum of two targeted reviews focused on high-risk provider groups. Deliver a minimum of 10 new educational products for the sector (provider satisfaction rate of 80% or higher).	Undertake a minimum three targeted reviews focused on high-risk provider groups. Deliver a minimum of 15 new educational products for the sector (provider satisfaction rate of 80% or higher).	Undertake a minimum four targeted reviews focused on high-risk provider groups. Deliver a minimum of 18 new educational products for the sector (provider satisfaction rate of 80% or higher).	Undertake a minimum of five targeted reviews focused on high-risk provider groups. Deliver a minimum of 20 new educational products for the sector (provider satisfaction rate of 80% or higher).

Performance

Performance measure	Year 2022–23	Year 2023–24	Year 2024–25	Year 2025–26
PM 7				
Improve the use of intelligence and enhance our risk-profiling and assessment to effectively target our regulatory responses.	Expand the use of risk profiling and enhance risk assessment to effectively target our regulatory response for all providers. Enhance the use of risk profiling and risk assessment in the assessment and monitoring of serious incidents and complaints, targeted risk-based monitoring against the quality standards and prudential standards. Incorporate serious incidents and Quality Indicators in risk profiling.	Expand the use of risk profiling and enhance risk assessment to effectively target our regulatory response for all providers. Enhance the use of risk profiling and risk assessment for targeted risk-based monitoring of home care providers and financial viability and performance Incorporate new Quality Indicators and QFR data in risk profiling.	Embed the use of risk profiling and enhance risk assessment to effectively target our regulatory response for all providers. A proportion of all regulatory decisions are to be made using risk-profiling and assessment. Risk profiling methods continue to be enhanced.	Embed the use of risk profiling and enhance risk assessment to effectively target our regulatory response for all providers. An increased proportion of all regulatory decisions are to be made using risk-profiling and assessment Risk profiling methods continue to be enhanced.

Aged care consumers will be further protected and will benefit from improved, safer care and better outcomes through our strengthened capability.

Providers will benefit from risk-based proportionate regulation and greater consistency of standards across sectors, including clearer standards relating to clinical care delivered to aged care consumers.

We use the full range of regulatory tools available to us to optimise our impact on individual providers and the sector.

Methods for assessing performance will include:
Intelligence and data analytics, surveys and feedback (including consumer satisfaction with complaints process), audit of service providers (trend analysis), evaluation and case studies, quality assurance and audit.

Key activity 2.

Contribute to enhancing confidence and trust in the aged care system, empowering consumers and promoting best practice service provision through engagement, information and education.

Performance measure	Year 2022–23	Year 2023–24	Year 2024–25	Year 2025–26
PM 8 Consumer feedback and engagement is used to inform the design and focus of our activities.	6-monthly report on progress against consumer engagement plan.	Evaluate consumer satisfaction with our engagement activities.	Evaluate impact of our activities on consumer trust and confidence.	Evaluate impact of our activities on consumer trust and confidence.
PM 9 Promote best practice and support quality use of medicines through stakeholder engagement, including extending pharmacy outreach activities to more aged care services.	Establish criteria for prioritising outreach visits.	Continue/amend prioritisation of outreach visits with focus on sustainability through networks/ Communities of Practice.	Analyse and use information to make changes as needed.	As in 2024–25.
PM 10 Underpin the Commission's activities with focused communications, information and education to support capability uplift and behavioural change in the sector.	Develop and establish approach, framework and methodology to evaluate effectiveness of communication and educations channels and activities.	Measure the effectiveness of communication and education channels and activities against the evaluation framework.	Evaluate effectiveness of communications and education channels and activities and review evaluation framework.	Adjust evaluation framework and evaluate effectiveness of communications and education channels and activities.

Consumer experiences will continue to inform our regulatory approach, and contribute to improved risk profiling and regulatory oversight.

Consumers' views and concerns are captured through targeted engagement, complaints resolution, quality assessment and monitoring, and compliance activities. Consumers, their family, friends, and carers are encouraged and supported to provide feedback.

We will continue to educate, engage with and inform stakeholder groups about provider obligations and our functions, processes, activities, findings and decisions, with a view to empowering stakeholders and, where appropriate, affecting behaviour change by providers.

We will facilitate access to relevant information and expert guidance to support aged care providers to improve their standard of care and governance arrangements and meet strengthened legislative obligations.

Methods for assessing performance will include:
Report on completion and success through stakeholder engagement feedback (e.g. through surveys and documented feedback), and evaluation of information and education programs.

Key activity 3.

Contribute to aged care reform through our regulatory activities, including the quality and safety, sector workforce, and governance in aged care.

Performance measure	Year 2022–23	Year 2023–24	Year 2024–25	Year 2025–26
PM 11 Expand the Serious Incident Response Scheme (SIRS) and quality indicator program into home care.	Establish expanded SIRS.	Establish baseline of provider participation and reporting. Support implementation of quality indicator program in home care. Incorporate Home Care quality indicator/SIRS into predictive risk-based targets and operationalise.	Improve reporting of incidents/quality indicator program in home care. Continue to incorporate home care quality indicator/SIRS into predictive risk-based targets and operationalise.	Improve reporting of incidents/quality indicator program in home care.
PM 12 Build organisational and clinical governance capability of leaders and governing bodies of Commonwealth subsidised residential and home care providers through targeted education and engagement.	Deliver targeted training to over 2,400 leaders (executives and members of governing bodies). Conduct 'Enriching Life Through Care' roundtable discussions across states and territories.	Evaluate Governing for Reform program to inform future education and engagement strategies. Report to the sector on key learnings and best practice examples on 'Enriching Life Through Care' roundtables and inform future engagement strategies.	–	–

Performance

Performance measure	Year 2022–23	Year 2023–24	Year 2024–25	Year 2025–26
PM 13				
Deliver a campaign on minimising restrictive practices including behaviour support.	Embed the functions of the Senior Practitioner and Restrictive Practices Unit within the Commission. Commence work program/campaign. Use regulatory intelligence to inform the design and focus of our activities and work program/campaign.	Evaluate and update program/campaign as needed and implement changes.	As in 2023-24.	As in 2024-25.
PM 14				
Establish regulatory arrangements for new Code of Conduct.	Implement new regulatory arrangements.	Apply risk-based regulation practices to new regulatory arrangements.	Establish baseline data around code of conduct.	Review practice and process.

Our contribution to reform of aged care will deliver better experiences and outcomes for older Australians who access aged care support. Senior Australians will have improved access to safe, quality care and services, be empowered to have more control and choice in their care arrangements and be treated with dignity and respect.

Our change agenda, informed by regulatory intelligence, will build sector capability, improve the corporate and clinical governance capability of aged care leaders, and equip boards of aged care providers to drive improved outcomes for consumers of aged care services.

We will strengthen the regulation of restrictive practices and enhance behaviour support capability by holding providers to account for complying with legislative provisions regarding restrictive practices. We will strengthen our partnerships across government, with the aged care sector, and with advisory bodies.

Methods for assessing performance will include: Report on completion and success through tracking progress of recommendations, stakeholder engagement feedback through surveys, successful appointment of key positions, and quarterly performance reporting.

Summary of changes to performance measures

Our performance framework provides substantial detail about how our progress in achieving our purpose will be measured. In this corporate plan, we identify three key activities with 14 performance measures for the reporting period 2022–23 to 2025–26, a change from five key activities and 16 performance measures identified in the 2021–22 corporate plan.

We continue to align our performance measures to our key activities and to address key learnings from the Australian National Audit Office's findings in its report, *Audits of the Annual Performance Statements of Australian Government Entities — Pilot Program 2020–21*. Of note are the following changes:

- Performance measures 15 and 16 under 'Key activity 5' in the 2021–22 corporate plan were internally focused on how we will enable an output to be produced. As such, they did not meet the intent of the PGPA Rule and have been removed. Instead, these measures will be used to assess the Commission's progress in implementing its People Strategy and wellbeing plan.
- Key activities 2 and 3 from that corporate plan have been combined to provide greater clarity in intent.
- Performance measures 7 and 8 under 'Key activity 3' in the 2021–22 corporate plan were combined to better reflect the structural changes that occurred with the appointment of the Assistant Commissioner Sector Capability. Consumer satisfaction is now captured in performance measure 8 in this plan. This measure will more appropriately reflect our efforts to support capability uplift and behavioural change in the sector.
- Performance measure 1 in this plan now reflects the performance measure in the 2022–23 PBS.

In addition, our key activities and performance measures have been reordered in this corporate plan to better reflect those changes. This reordering is summarised below:

- Performance measures 1 through 4 under 'Key Activity 1' in the 2021-22 corporate plan are now captured by performance measures 11 through 14 under 'Key Activity 3' in this corporate plan.
- Performance measures 5 through 8 under 'Key Activity 2 and Key Activity 3' in the 2021-22 corporate plan are now captured by performance measures 8 through 10 under 'Key Activity 2' in this corporate plan.
- Performance measures 9 through 14 under 'Key Activity 4' in the 2021-22 corporate plan are now captured by performance measures 2 through 7 under 'Key Activity 1' in this corporate plan.

Operational Plan
2022–23

As required under section 54(1) and (2) of the *Aged Care Quality and Safety Commission Act 2018*, we must produce an annual operational plan and provide a report on performance in our annual report.

Our corporate plan informs the annual operational plan which in turn informs group level business plans, as well as team and individual performance plans.

The actions provided in this operational plan are aligned to six focus areas, that in turn will enable the delivery of our three key activities as provided in the 2022-23 corporate plan. These focus areas as shown in Figure 9, will be realised through delivery of initiatives, targeted projects, and the collective and valued efforts of staff from all areas of the Commission.

Corporate plan

Key activities

2022–23 focus areas

F1. Engage directly with consumers and their representatives

F2. Drive greater accountability to address poor provider performance

F3. Strengthen communications with the general public

F4. Strengthen engagement with providers

F5. Building a better Commission – capable, effective and accountable

F6. Shape new regulatory design under a new Aged Care Act

Figure 9. Six focus areas that guide the Commission's actions in 2022–23

Operational Plan 2022–23

Actions 2022–23	Deliverable	Accountable officer	Timeframe	Key activity	Link*	Focus area	Capability
1. Improve the use of tactical, operational and systemic risk profiling to effectively target our regulatory activities	Risk information is used to drive regulatory response	Executive Director, Regulatory Policy and Intelligence	Ongoing	KA1	PM7	F2, F6	Regulatory
2. Monitor aged care provider quality and safety performance (against the Aged Care Quality Standards)	2,500 assessment contacts completed (all providers)	Executive Director, Quality Assessment and Monitoring	June 2023	KA1	PM3	F2	Regulatory
3. Undertake residential aged care reaccreditation site audits	Over 1,900 reaccreditation site audits conducted	Executive Director, Quality Assessment and Monitoring	June 2023	KA1	PM4	F2, F4	Regulatory
4. Undertake quality audits and assessment contacts of home service and Flexible Care providers	700 Quality Audits and assessment contacts conducted (including NATSIFACP reviews)	Executive Director, Quality Assessment and Monitoring	June 2023	KA1	PM5	F2, F4	Regulatory
5. Implement Reconciliation Action Plan deliverables	Implement initiatives	Executive Director, Quality Assessment and Monitoring	June 2023	–	–	F5	Enterprise-wide
6. Resolve complaints about aged care service providers within 60 days	80% of complaints are resolved within 60 days	Executive Director, Intake and Complaints Resolution	Ongoing	KA1	PM2	F2, F5	Regulatory
7. Launch the Commission's Contact Centre	Commission Contact Centre operationalised	Executive Director, Intake and Complaints Resolution	July 2022	KA2	–	F3, F5	Enterprise-wide
8. Plan for implementation of Code of Conduct provisions	Operational readiness for implementation of Code of Conduct achieved	Executive Director, Intake and Complaints Resolution	December 2022	KA3	PM14	F2, F6	Regulatory

*Link to corporate plan performance measure

Actions 2022–23	Deliverable	Accountable officer	Timeframe	Key activity	Link*	Focus area	Capability
9. Broaden interactions with sector leaders to drive change and better support sector capability uplift	Governing for Reform in Aged Care Program delivered	Assistant Commissioner, Sector Capability	Ongoing	KA3	PM12	F2, F4	Strategic
	'Enriching life through care' roundtables conducted	Assistant Commissioner, Sector Capability	Ongoing	KA3	PM12	F4	Engagement
	Governing for Reform in Aged Care Program Evaluation Plan developed	Executive Director, Strategic Projects	June 2023	KA3	PM12	F2, F4	Strategic
10. Implement 2022–23 Consumer Engagement Plan deliverables	Key actions and 6-monthly progress reports delivered	Assistant Commissioner, Sector Capability	Ongoing	KA2	PM8	F1, F3, F4	Engagement
11. Communication, information and education channels strengthened	Evaluation framework developed	Executive Director, Engagement, Education and Communication	June 2023	KA2	PM10	F3, F4	Engagement
12. Deliver improved communication and education products that empower consumers, support capability uplift for providers and increase public trust and confidence in aged care	Enhanced Commission website delivered	Executive Director, Engagement, Education and Communication	June 2023	KA2	–	F1, F3, F4	Engagement
	Registrations within the Aged Care Learning Information Solution (Alis) platform increased	Executive Director, Engagement, Education and Communication	Quarterly reporting from October 2022	KA2	-	F2, F3	Engagement
13. Establish Consumers and Families panel	Consumer and Families panel established	Executive Director, Engagement, Education and Communication	First panel engagement September 2022, then quarterly	KA2	–	F3, F4	Engagement
14. Embed the functions of the Restrictive Practices Unit within the Commission	Restrictive Practices Unit Operational Guidelines published	Senior Practitioner, Chief Clinical Advisor	June 2023	KA3	PM13	F2, F6	Regulatory
15. Deliver a campaign on minimising restrictive practices including promoting behaviour support	Work program delivered	Senior Practitioner, Chief Clinical Advisor	June 2023	KA3	PM13	F4	Engagement

*Link to corporate plan performance measure

Operational Plan 2022–23

Actions 2022–23	Deliverable	Accountable officer	Timeframe	Key activity	Link*	Focus area	Capability
16. Deliver a campaign on improving food, nutrition and the dining experience in residential care	Work program delivered	Chief Clinical Advisor	June 2023	KA3	–	F2, F4	Regulatory
17. Extend pharmacy outreach activities	Pharmacy outreach activities extended to more aged care services	Chief Clinical Advisor	June 2023	KA2	PM8	F4	Engagement
18. Monitor and take appropriate action in response to providers with potential or actual non-compliance	Appropriate action taken	Executive Director, Approvals, Compliance and Investigations	Ongoing	KA1	PM1	F2, F6	Regulatory
19. Expand Serious Incident Response Scheme (SIRS) and quality indicator program into home care	Program expanded into home care	Executive Director, Approvals, Compliance and Investigations	June 2023	KA3	PM11	F2, F6	Regulatory
20. Use the financial and prudential risk engine to detect compliance and financial viability issues in the sector	Risk engine is operationalised	Executive Director, Financial & Prudential Regulation	Feb 2023	KA1	–	F2, F6	Regulatory
21. Monitor and publish compliance rates against quarterly reporting obligations	Targeted reviews completed	Executive Director, Financial & Prudential Regulation	June 2023	KA1	PM6	F2, F4	Regulatory
	Educational products for the sector delivered	Executive Director, Financial & Prudential Regulation	June 2023	KA1	PM6	F3	Regulatory
22. Improve staff engagement and wellbeing	Key activities identified in the People Strategy and Wellbeing Plan for 2022–23 delivered	Executive Director, Enterprise Governance and Corporate Operations	Ongoing	–	–	F5	Enterprise-wide
	Key initiatives from the 2022–23 Learning and Development Strategy delivered	Executive Director, Enterprise Governance and Corporate Operations	December 2022	–	–	F5	Enterprise-wide

*Link to corporate plan performance measure

Operational Plan 2022–23

Actions 2022–23	Deliverable	Accountable officer	Timeframe	Key activity	Link*	Focus area	Capability
23. Develop the Commission capability uplift program	2022–23 capability uplift initiatives implemented	Executive Director, Enterprise Governance and Corporate Operations	June 2023	–	–	F5	Strategic
24. Implement the Commission's Digital Strategy	Digital Strategy launched and key initiatives for 2022–23 delivered	Executive Director, Enterprise Governance and Corporate Operations	June 2023	–	–	F5	Enterprise-wide
25. Deliver Aged Care Case Management Information System (ACCMIS)	ACCMIS operationalised	Executive Director, Enterprise Governance and Corporate Operations	May 2023	–	–	F5	Enterprise-wide
26. Enhance the Commission's Quality Assurance framework	A whole of Commission Quality Assurance Framework adopted	Executive Director, Enterprise Governance and Corporate Operations	June 2023	–	–	F5	Strategic

*Link to corporate plan performance measure

Appendix 1: List of requirements

The corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act; and
- the PGPA Rule 2014.

The following table details the requirements met by our corporate plan and the page reference(s) for each requirement.

Requirement	Page(s)
Introduction • Statement of preparation • Reporting period for which the plan is prepared • Reporting periods covered by the plan	5–6
Purposes	8
Key activities	25
Operating context	
• Environment	14
• Capability	15–17
• Risk oversight and management	17–19
• Cooperation	23
• Subsidiaries (where applicable)	N/A
Performance	24–33

The operational plan has been prepared in accordance with:

- section 54(1) and (2) of the ACQSC Act.

The following table details the requirements met by our operational plan and the page reference(s) for each requirement.

Requirement	Page(s)
Set out the action the Commissioner intends to take during the period to give effect to, or further, the objectives set out in the plan	34–38
Set out the Commissioner's priorities for work to be undertaken during the period	
• Commissioner's strategic priorities	13
• Commissioner's focus areas for the year	34
Set out how the Commissioner will apply the resources of the Commission to achieve those objectives	15–17, 34–38
An assessment of risks faced by the Commission for the period together with a plan to manage those risks	17–19
Performance indicators the Commissioner considers appropriate for assessing the performance of the Commission during the period	34–38

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Aged Care Quality and Safety Commission

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