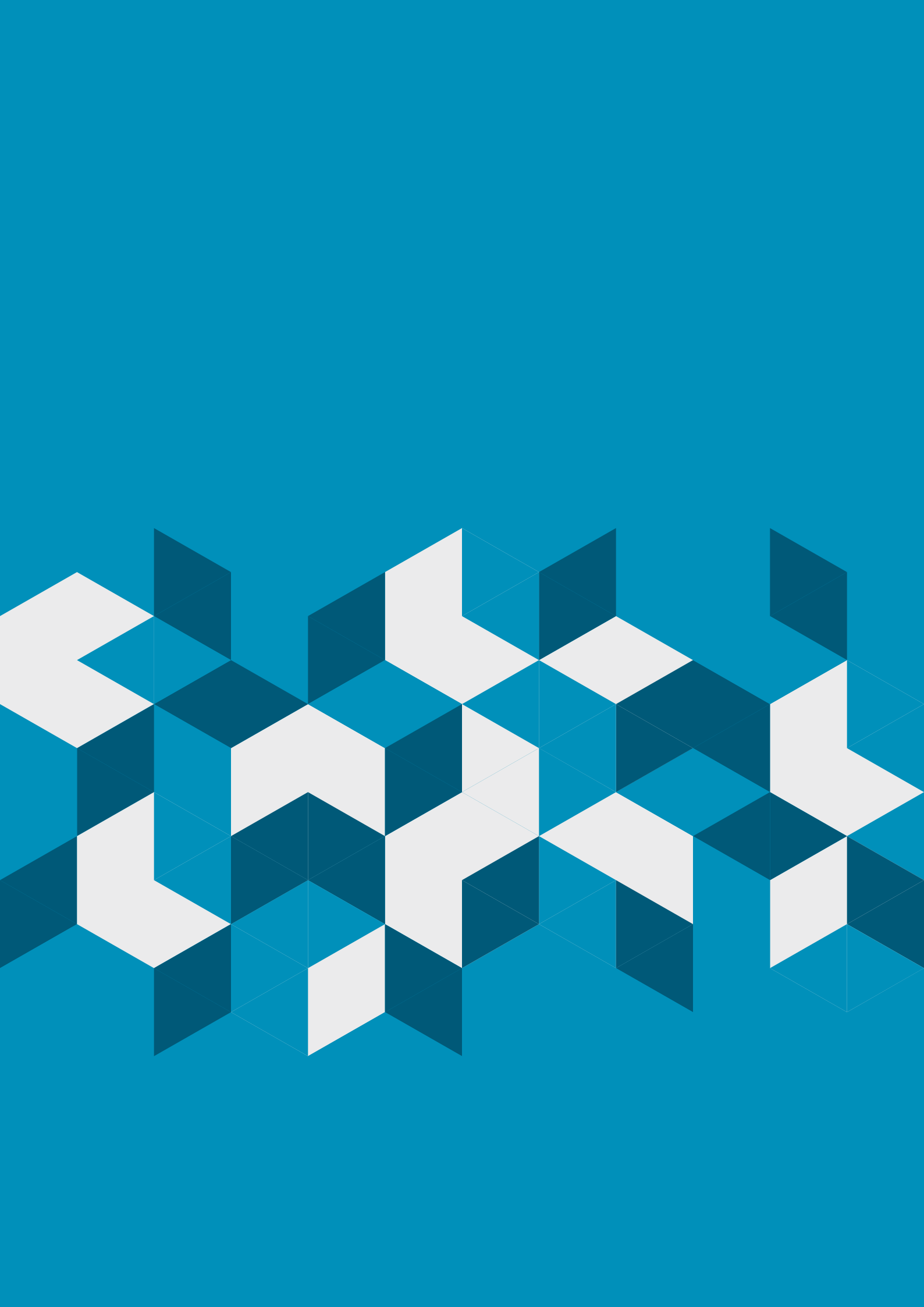




# Corporate Plan 2023–24



Covering the reporting period 2023–24 to 2026–27



# Corporate Plan

## 2023–24



**Australian Government**

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**Aged Care Quality and Safety Commission**

*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.*



This artwork was developed for the Aged Care Quality and Safety Commission by Dreamtime Creative. The central meeting place represents the Commission supporting quality, flexible and culturally appropriate aged care to Aboriginal and Torres Strait Islander peoples, close to their home and communities that are represented by the outer meeting places. The small pathways from the central concentric circle are the Commission reaching out to the communities.

Everything is connected by the larger pathways representing the importance of hearing and listening to older Aboriginal and Torres Strait Islander people's stories to manage and deliver their care effectively. The star at the top right represents the Commission always looking for better ways to do things and the patterning within the segments signifies different communities.



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## **Note on terminology**

**Aged care** – provided through a range of programs, from low-level support to more intensive services; includes:

- accommodation
- assistance with everyday living (such as cleaning and social participation)
- equipment and home modifications (such as handrails)
- health care
- personal care (such as eating and toileting)
- respite (short-term support and care).

Aged care can be provided in people's homes, in the community or in residential settings. More than two-thirds of people who use aged care do so from their home.

**Older Australians accessing aged care services** – those Australians receiving the care and support provided by the aged care sector. They reflect the diversity of the Australian population. For example, approximately one-third of older Australians receiving aged care were born overseas, of whom two-thirds were born in non-English speaking countries. They have a diverse range of beliefs, values, preferences, experiences, and socioeconomic and educational backgrounds.

**Consumer** – an older Australian accessing aged care services as referred to in legislation, other legal instruments and Portfolio Budget Statements.

**Provider** – an entity that has been approved to provide aged care; providers receive government subsidies for the delivery of care. A provider can take the form of residential or respite care, home care, Commonwealth Home Support Programme services and flexible care. There are 4,899 aged care services in Australia, of which 2,636 provide residential care and 2,263 provide home care.

Like the people who access their services, providers are diverse – sizes, locations, business models and workforces vary. In addition, an increasing number of providers offer specialist service in response to community demand. This includes services catering for people living with dementia, particular faiths and nationalities, along with LGBTIQ+, veterans, and Aboriginal and Torres Strait Islander peoples.

# Message from the Commissioner



*The Aged Care Quality and Safety Commission exists to protect and enhance the safety, health, wellbeing and quality of life of every individual accessing subsidised aged care in Australia. The people receiving aged care are at the heart of all we do.*

As the national aged care regulator, we play a fundamental role in delivering the Australian Government's aged care reform agenda to ensure confidence in aged care services that meet the needs and expectations of older Australians.

In July 2023, the Australian Government released the Independent Capability Review of the Aged Care Quality and Safety Commission (the Review), conducted by Mr David Tune AO PSM. The Review – recommended by the Royal Commission into Aged Care Quality and Safety – forms part of the government's overall focus on strengthening Australia's aged care system.

The Review provides clear direction to strengthen the Commission's effectiveness and impact as a maturing national regulator of aged care. We must continue to invest in our capabilities to regulate and engage with the aged care sector to a world-class standard. As part of this, we will focus on implementing whole-of-government integrity objectives and strengthening our internal governance to improve the accountability and transparency of our processes and decision-making.

We welcome the observations and recommendations of the Review, which align with our self-assessment and provide additional support for a number of improvement programs already being pursued within the Commission.

We are committed to continuously improving the way that we handle complaints. Our new Complaints Commissioner will ensure that our complaints-handling processes are effective in addressing concerns, and that we deliver a timely, consistent, fair and transparent experience for care recipients and providers alike.

Increasing emphasis on financial and prudential standards and compliance has brought about changes to how providers are regulated. The Commission has commenced monitoring aged care providers for financial viability risk, and undertaking consultation and other preparatory activities to expand our role in financial and prudential regulation.

An ongoing priority for the Commission is to maintain our focus on ensuring that aged care providers continue to take all reasonable precautions to minimise risks to care recipients from infectious diseases (particularly COVID-19) to which older people are especially vulnerable, and to be fully prepared to respond promptly, decisively and effectively in the event of an outbreak.

The Commission also remains strongly committed to engaging with the aged care sector to prepare for, implement and leverage aged care reforms for the benefit of older Australians.







Arguably the most significant of these reforms is the proposed new Aged Care Act – anticipated to come into effect on 1 July 2024 – which will be rights-based, person-centred legislation. As part of the new Act, the government plans to introduce a new regulatory model for aged care, and strengthen the Aged Care Quality Standards. These new provisions will increase protections for older people, improve their experience of aged care, and support providers to continuously improve.

The Commission will have a central role in implementing the new regulatory framework and accompanying reforms, and during 2023–24 will undertake an extensive program of work to ready both the sector and ourselves for these significant changes. This will include leveraging existing initiatives that are already supporting sector capability uplift including the Governing for Reform in Aged Care Program; food, nutrition and dining campaign; and new legislative requirements aimed at strengthening provider governance.

We will further develop our Regulatory Strategy, operating model and approach to risk management to better understand, and be more capable of responding to risk in aged care providers and at a whole-of-sector level. This will determine how we focus our activities and regulatory powers to ensure that older Australians are safe and receiving the best possible standard of care.

As the Accountable Authority, I am pleased to present the Corporate Plan for the Aged Care Quality and Safety Commission, covering the period 2023–24 to 2026–27, 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, Performance and Accountability Rule 2014*. This Corporate Plan outlines our purpose and priorities, and how we will measure our performance over the next 4 years.

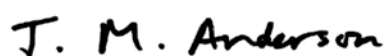
Also presented in this document is the Commission's 2023–24 Annual Operational Plan, as required under Sections 54(1) and (2) of the *Aged Care Quality and Safety Commission Act 2018*.

This Corporate Plan is a key element of our annual planning and performance framework, consistent with the requirements of the Commonwealth Performance Framework. The framework connects our strategic direction and priorities, key activities and performance. We ensure that our objectives, strategies and key activities support our obligations and meet government and community expectations.

During this period of significant change, providers can trust that we understand their operating environment and the challenges they face. We will seek feedback, listen and respond to opportunities to improve how we work. This includes ensuring that people know what to expect from us and, importantly, that we consistently deliver the best possible regulatory services.

We will also continue to consult and work with people receiving aged care, their families and advocates to better understand their experiences and how they prefer to engage with us. Our aim is to build and maintain confidence in our ability to hold providers to account for ensuring the safety, dignity and wellbeing of older people receiving care and services.

The Commission's successful implementation of the actions set out in our Operational Plan will represent another important step in our journey to becoming a world-class regulator that meets the expectations of older Australians, providers, government and the community.



**Janet Anderson PSM**  
Commissioner

# About the Commission

*The purpose of the Commission is to protect and enhance the safety, health, wellbeing and quality of life of aged care consumers. It aims to ensure that older Australians trust and have confidence in aged care services.*

The Aged Care Quality and Safety 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 its regulatory functions continues to expand.

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

The Aged Care Quality and Safety Advisory Council – established under Section 37 of the Commission Act – provides advice to the Commissioner in relation to the Commission's functions and on request may advise the Minister in relation to these functions. Advisory Council members are appointed by the Minister, with the Commissioner, Chief Clinical Advisor and a Department of Health and Aged Care representative serving as ex-officio members.

The Commission is accountable to government for its performance as a regulator, and operates according to the requirements and best practice principles outlined in the Department of Finance's [Resource Management Guide 128 – Regulator Performance](#).

The Commission's role as the national regulator of aged care services is to uphold the objects of the Commission Act by:

- protecting and enhancing the safety, health, wellbeing and quality of life of aged care consumers
- promoting engagement with consumers about the quality of care and services
- promoting confidence and trust in the provision of aged care.

It regulates to ensure that aged care is high quality, safe and person-centred, and that aged care services are well managed. The Commission also regulates to ensure that providers have appropriate financial management strategies in place to deliver safe quality care.

The Commission's [Regulatory Strategy](#) includes preventing, detecting and responding to risks to the safety and wellbeing of people accessing aged care services. It will continue to build on its intelligence capabilities to help further understand the nature of these risks.





## About the Commission

Engaging with people accessing services helps the Commission to understand their experiences. It also helps to shape communications with providers about the importance of working with the people they care for to design and deliver best practice care. The Commission uses education, information and targeted communications to promote best practice and as key preventative tools.

The Commission is focused on strengthening its capabilities, including corporate enabling functions, to better support its regulatory and engagement functions and activities.

To keep pace with aged care reform since the Commission's establishment in 2019, the organisation has continually adapted to changing circumstances. It holds aged care providers to account for providing safe and quality care to the people they care for, and has continued to do this from the onset of the COVID-19 pandemic.

The major sector-wide reform program – a response to the Final Report of the Royal Commission into Aged Care Quality and Safety (2021) – continues to have significant implications for providers, people accessing care and the Commission.

The Commission's resolute commitment to continuous improvement and to becoming a world-class regulator places it in a strong position to contribute to this reform program, and to support an aged care system that protects and enhances the safety, health, wellbeing and quality of life of people who access aged care services.

In July 2022, the Hon Anika Wells MP, Minister for Aged Care, announced that the government would expedite an independent capability review of the Commission recommended by the Royal Commission into Aged Care Quality and Safety.

The Review, conducted by Mr David Tune AO PSM, forms part of the government's overall focus on Australia's aged care system to ensure access to, and confidence in, aged care services that meet the needs and expectations of older Australians.

The Review was released by the government on 21 July 2023 and provides clear direction to strengthen the Commission's effectiveness and impact. The Commission welcomes the observations and recommendations of the Review, which support work already underway within the organisation to strengthen capability to deliver on its purpose. Actions to address the Review's recommendations are embedded in the Annual Operational Plan 2023–24 (pages 49–71).

The Commission's functions and powers are set out in the Commission Act, Commission Rules and Aged Care Act Rules.

These functions and powers enable the Commission to help manage risks in the aged care sector and respond appropriately to incidents and departures from expected performance or outcomes. They are aligned to the Commission's 4 legislative key pillars – engagement with older Australians, education, complaints resolution and regulation.

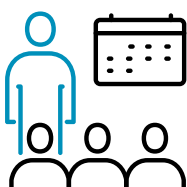
*Engaging with people accessing services helps the Commission to understand their experiences. It also helps to shape communications with providers about the importance of working with the people they care for to design and deliver best practice care. The Commission uses education, information and targeted communications to promote best practice and as key preventative tools.*

# Functions and powers



## Engagement with older Australians

- Inform older Australians accessing aged care and their representatives about their right to quality and safe care and services



## Education

- Educate and guide providers on their responsibilities to deliver quality and safe care and services
- Educate and guide providers on their obligations under the Prudential Standards in relation to liquidity, records, governance and disclosure



## Complaints resolution

- Deal with complaints or information given to the Commissioner about a provider's responsibilities under the *Aged Care Act 1997* or funding agreement



## Regulation

- Approve providers of aged care
- Regulate aged care providers by accrediting residential services, conducting quality reviews of home services and monitoring the quality of care and services
- Regulate aged care workers and governing persons through monitoring compliance with the Code of Conduct for Aged Care and considering suitability of key personnel, including taking enforcement action such as making banning orders
- Deal with reportable incidents under the Serious Incident Response Scheme
- Regulate aged care providers' compliance with the Prudential Standards
- Monitor aged care providers' financial viability and take proactive engagement activity to build sector financial resilience
- Respond to providers' non-compliance with their aged care responsibilities and take regulatory and enforcement action as appropriate
- Publish data and insights on sector and provider performance

### Values

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

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#### 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.

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#### 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.

---



#### Accountable

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

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#### Ethical

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

## 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, during 2023–24 the Commission will continue to work closely with the Department of Health and Aged Care (the Department) to develop and implement the government's policy and reform initiatives relating to aged care. Importantly, this will include addressing the recommendations of the Review.

The Commissioner is responsible for informing the Secretary of the Department of relevant issues and information, including any concerns or clarification relating to legislative requirements, resourcing and policy.

The Commission will look to strengthen 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.

## Advisory Council

Under the Commission Act, the Aged Care Quality and Safety Advisory Council may, on request, provide advice to the Minister in relation to the Commission's functions. The Commission will work to action the Review recommendation that the role of the Advisory Council is strengthened to facilitate stronger accountability, oversight and scrutiny of the Commission.

*'The Aged Care Quality and Safety Advisory Council has a key role in providing advice on the Commission's work to support improved quality and safety. The Council continues to provide guidance on the Commission's expanded operations and the reform agenda as it works to provide world-class regulation to the aged care sector.'*

### **Maree McCabe AM**

Chairperson, Aged Care Quality and Safety Advisory Council





## Corporate structure and governance

The Commission’s corporate governance arrangements play a crucial role in ensuring that the Australian Government’s priorities and program objectives are delivered efficiently and effectively, as expected by the community.

The Commission is led by an independent Aged Care Quality and Safety Commissioner, who reports to the Minister for Aged Care through the Cabinet Minister for Health and Aged Care. The Commissioner is the Commission’s Accountable Authority and is accountable for all corporate and operational activities as a regulator. The Commission’s governance structure and practices support the Commissioner in the oversight of the organisation, management of resources and delivering on its purpose. The Commission’s corporate governance structure is outlined in Figure 2.

In response to recommendations of the Review, during 2023–24 the Commission will develop and implement a revised governance model that will better support and enable its important work, strengthen integrity and accountability, and promote transparency in planning, operations, decisions, and performance assessment and reporting. Work in this area will progress in accordance with the Australian Government’s [APS Reform Plan](#).

To effectively and efficiently deliver on its purpose, the Commission is structured around the functions shown in Figure 1. The Senior Executive leading each division or separate group reports to the Commissioner.

**Figure 1. Division and group structure**

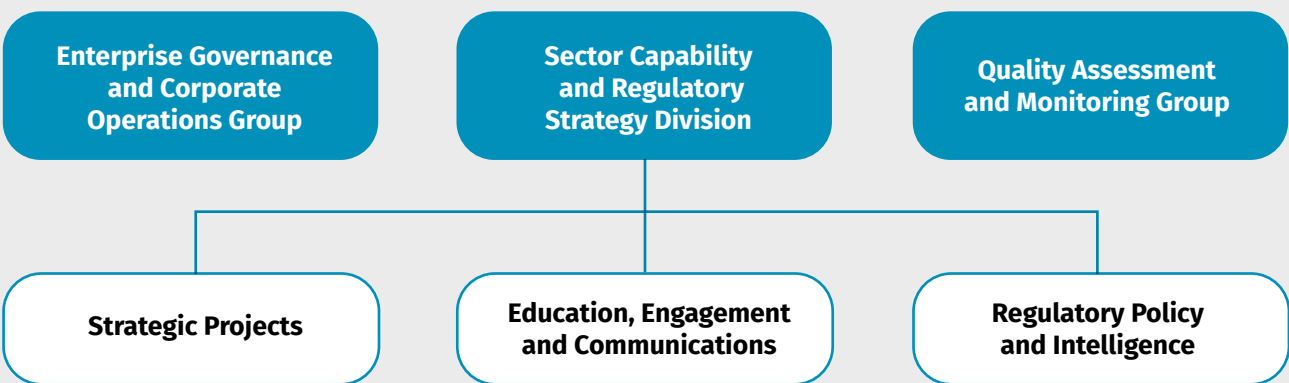
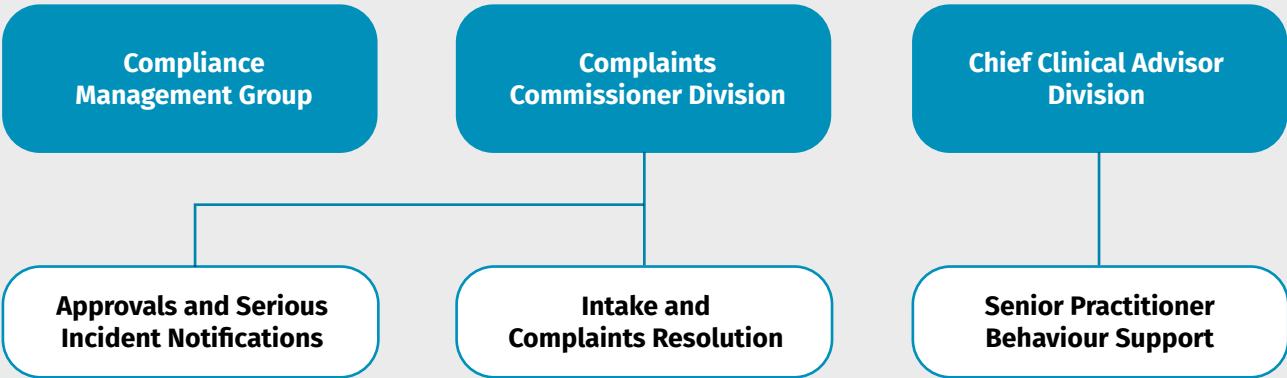
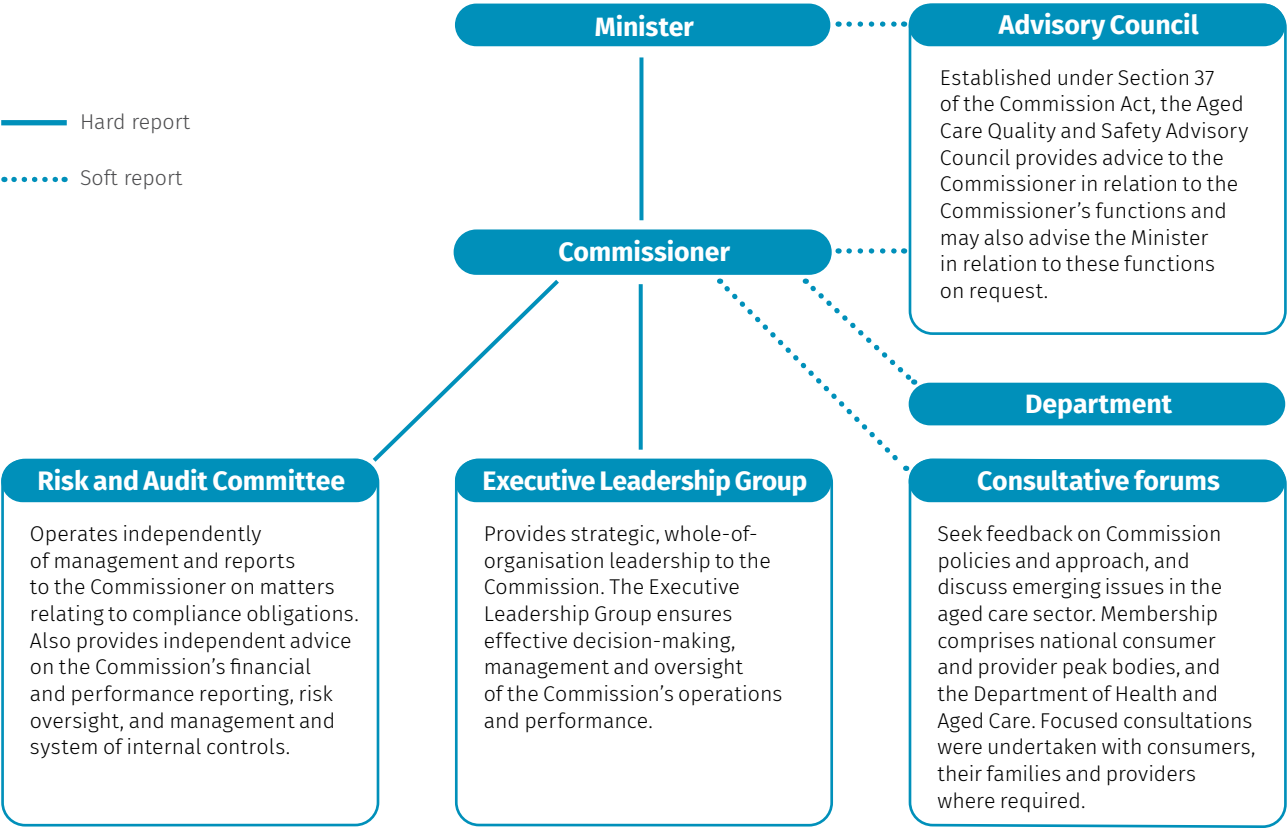


Figure 2. Governance structure



# Strategic priorities

*The Commission's strategic priorities shape its choices and behaviour, underpin its decision-making and actions, and ensure that the wellbeing of Australians accessing aged care is at the centre of everything it does.*



***We ensure that older Australians accessing aged care are at the centre at all times***

- People accessing aged care services, providers and the broader community know what to expect from quality care and services.
- Older Australians are engaged and empowered to easily make complaints or provide information about their experience.
- The experience of older Australians accessing aged care 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.
- We are building a resilient and flexible workforce fit for the future, whose wellbeing is a core priority.
- We invest in our people and systems to support our operations, and prioritise collaboration and engagement.

During the planning period, these strategic priorities will guide the Commission as it works to deliver better outcomes for older Australians through regulation change and ongoing reform, and as it develops stronger corporate capabilities. The strategic priorities are woven throughout the Review findings and recommendations, and are reflected in the Commission's response (see Annual Operational Plan on pages 49–71).



***We contribute  
to improvements in sector  
performance, the safety and  
quality of aged care, and  
the experiences of care for  
older Australians***

- We respond to government priorities.
- Our processes and activities are targeted, efficient and deliver valued outcomes that advance aged care reforms and lift sector performance.
- Working with stakeholders, we help to rebuild trust and confidence in the safety and quality of aged care and its ability to deliver a better quality of life for older Australians.



***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.
- This also guides our regulatory activities, ensuring that our decisions and actions are proportionate to risks to older Australians receiving care.



# Operating context

## Environment

The aged care sector is facing transformational change now and into the future. On one hand this is driven by acknowledgement of the gap between community expectations and individual experiences of aged care highlighted by the Royal Commission findings and recommendations (2021). On the other hand, the transformation has been, and will continue to be, brought about by larger-scale trends occurring internationally.

During the planning period, the Commission will work with providers to effectively manage issues arising from the environment in which they operate. In doing so, the Commission will identify and address risks posed to the provision of safe and quality care to older Australians.

Longer life expectancy is resulting in a gradual increase in the proportion of Australians aged 80 and over. This growth in numbers is increasing the demand for government-subsidised aged care services, and fuelling debates about funding levels and financing arrangements.

*During the planning period, the Commission will work with providers to effectively manage issues arising from the environment in which they operate.*

As the incidence of neurodegenerative diseases such as dementia rises with age, there is also an increasing number of older people with some degree of cognitive impairment who require higher levels of care. That trend notwithstanding, most older people want to be supported to remain in their own home rather than move (temporarily or permanently) into a residential facility with other elderly individuals. This has significant implications for future models of aged care.

Workforce supply is currently very constrained in an environment of historically low national unemployment rates and strong competition for staff across the care economy. Providers operating outside urban population areas are experiencing particular challenges in attracting and retaining sufficient numbers of skilled staff.

In the event that there is an increase in extreme weather events associated with climate change, such events could be expected to lead to more frequent business disruption affecting providers' continuity of services and to increased risks of poor outcomes for frail older people.

As the aged care sector transforms digitally, it is expected that providers will increasingly use new technologies to assist in the delivery of care and services. Cybersecurity risks will need to be understood and carefully managed across the aged care sector, as elsewhere.



## Operating context

The Final Report of the Royal Commission into Aged Care Quality and Safety (2021) delivered recommendations to lift performance of the aged care sector so it is more innovative, adaptive, sustainable and well governed. These principles have informed the government's reform agenda.

During the planning period, it is expected that providers will face challenges in implementing the requirements of the aged care reforms. Different providers are likely to experience challenges to differing extents, and some will need to build new capabilities and develop new ways of delivering care or managing resources.

The risks associated with the COVID-19 pandemic have abated but persist, and the virus continues to present the greatest threat to frail older people, particularly those in residential aged care. The Commission will continue to work with the sector to ensure it is alert and responsive to possible future infectious disease outbreaks.

In 2023–24, the Commission will work with providers to ensure their effective management of issues arising from the environment in which they operate. It will assist providers to implement and leverage the reforms, and response to the Review findings and recommendations. Through this, risks to the safety and wellbeing of older Australians accessing aged care will be identified and effectively managed.

*The Final Report of the Royal Commission into Aged Care Quality and Safety (2021) delivered recommendations to lift performance of the aged care sector so it is more innovative, adaptive, sustainable and well governed. These principles have informed the government's reform agenda.*





## Capability

The Commission will continue to invest in its capability, governance and the integrity of processes as a maturing regulator. As part of this capability uplift, the Commission will focus efforts on strengthening and consolidating its strategic leadership, engagement and change management. The Commission will also build on and enhance the capability of its workforce, systems and digital environment. Stronger corporate capability will assist in delivering better outcomes for Australians accessing aged care services.

The Commission has invested in the development of a capability architecture and throughout 2023–24 will continue embedding it across the organisation. This architecture provides a foundation for assessing current organisational capabilities and prioritising initiatives to enhance the Commission's capabilities into the future.

The Commission also has a program of work underway to deliver a targeted capability uplift across four key domains – strategic, regulatory, engagement and enterprise-wide – to help work towards the goals of becoming a world-class regulator and to deliver on the recommendations of the Review.

## People

The Commission continues to invest in its people capability. Supporting its workforce has always been a core priority and this commitment to staff has continued as the Commission has grown, bringing on additional staff across frontline, policy, strategic, technical and corporate functions.

To deliver on its purpose, navigate the upcoming period of growth and reform, and continually evolve and improve as an organisation, it is essential that the Commission has the right people, practices and structures in place to attract, support and enable a capable, engaged and diverse workforce. The People Strategy 2021–2023 provides a roadmap to highlight the strengths and opportunities while addressing challenges. The development of the next Workforce Strategy 2024–26 will build on this approach.

As the Commission's functions evolve, its workforce develops to meet changing needs and expectations. Specific initiatives planned or underway for 2023–24 include the:

- creation of a comprehensive workforce strategy
- delivery of improved workforce management capabilities, organisational culture and employee experience
- implementation of strategies to enhance diversity and inclusion in the workplace
- uplift in cultural competency across the workforce to enable better engagement with diverse stakeholders and the aged care sector
- development of a clinical governance framework within the Commission.

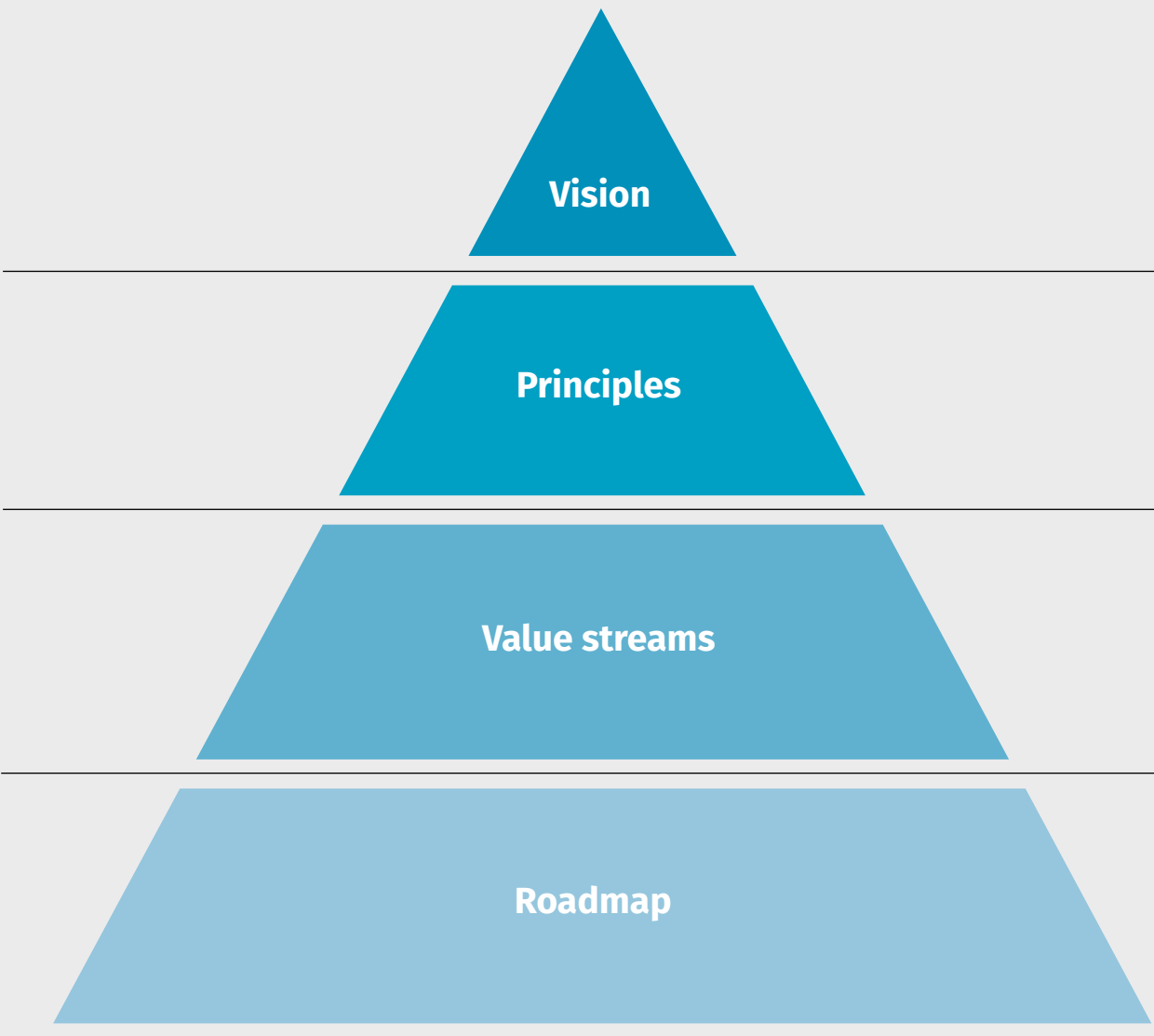
**Operating context**

**Digital transformation**

To deliver on its purpose in a fast-changing and complex environment, the Commission looks to technology as a key enabler of transformation.

The Digital Strategy 2022–2025 provides a structured and holistic approach to managing digital capability uplift and transformation across the Commission. Details of the Strategy’s vision, principles, values and roadmap are outlined in Figure 3.

**Figure 3. Digital Strategy 2022–2025**



During 2023–24, the Commission will continue to implement its Digital Strategy to enable it to operate effectively within the connected aged care digital infrastructure, and leverage emerging technology and cross-agency reforms. It will also equip the Commission with the required digital capabilities to integrate regulatory functions and optimise its intelligence-led risk-based approach.

Key initiatives during the reporting period include consolidating core applications into a single fit-for-purpose case management solution (the Aged Care Case Management Information System), prioritising activities aligned to the government's Essential 8 cyber security requirements, developing systems to support new Aged Care Act requirements, and building an enterprise architecture for the Commission within the aged care ecosystem.

## ***Where are we going?***

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.

### ***What do we need to do to get there?***

The Strategy outlines the 6 principles and high-level approach to build our Digital Capabilities required to support the Vision.

1. Business driven
2. Leverage government capability
3. Human-centred
4. Unified approach
5. Secure by design
6. Modern digital platforms

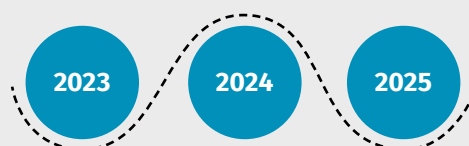
### ***What is supporting this?***

6 streams of initiatives provide the tangible outcomes required to achieve the Strategy.

1. Sustainable operations and delivery model
2. Technology town planning
3. Robust infrastructure and security
4. Fit for purpose business applications
5. Digitised workspace
6. Ecosystem information exchange and analytics

## ***How are we going to do this?***

Our digital roadmap outlines the initiatives across sequenced phases from foundational to visionary capabilities based on the next phase of the Enterprise Architecture Review.



## Operating context

### Data and intelligence

Data and intelligence are essential to the Commission fulfilling its role as a regulator that is intelligence-led, risk-based and proportionate in its regulatory response.

Using data and intelligence, the Commission can better identify emerging issues or intervene earlier to prevent non-compliance or potential risk of harm to people receiving aged care services due to providers failing to meet their responsibilities.

It also allows the Commission to assess sector-wide trends to better understand the experience of older Australians, and enablers and barriers to safe high-quality care. This understanding drives the delivery of how the Commission influences sector performance through education and information, encouraging behavioural change and provider investment in activities that result in capability uplift.

The Commission garners data and intelligence from a range of sources both internal and external to the organisation:

- information from older Australians (for example, resident experience surveys)
- provider information (for example, number of people receiving care, occupancy rates)
- provider reports (for example, quarterly financial reporting on expenditure)
- outcomes of performance assessments and other monitoring activities (for example, site visits)
- feedback and complaints.

The Risk Based Targeting and Information Sharing tools bring together and analyse data to develop an overall understanding of:

- the nature of potential or actual issues facing people accessing aged care services
- risks to the aged care sector and the performance of individual providers.

Risk models allow the Commission to target specific issues of concern and/or identify services and providers at risk of failing to deliver quality care. They also help in understanding the performance of the sector, detect risk, and assess the likelihood and consequence of those risks being realised.

During 2023–24 the Commission will continue to enhance existing, and develop new, models to address specific and emerging risks including identifying the inappropriate use of restrictive practices in residential services.

In preparation for upcoming reforms across the aged care sector, the Commission is updating its data and intelligence tools and processes to include a focus on harm to people receiving aged care services as well as preventing non-compliance.

*Using data and intelligence, the Commission can better identify emerging issues or intervene earlier to prevent non-compliance or potential risk of harm to people receiving aged care services due to providers failing to meet their responsibilities.*

## Risk oversight and management

Risk influences every aspect of the Commission's operations. Understanding and managing risks improve the Commission's ability to plan, make better decisions, deliver on objectives, improve performance and achieve its purpose.

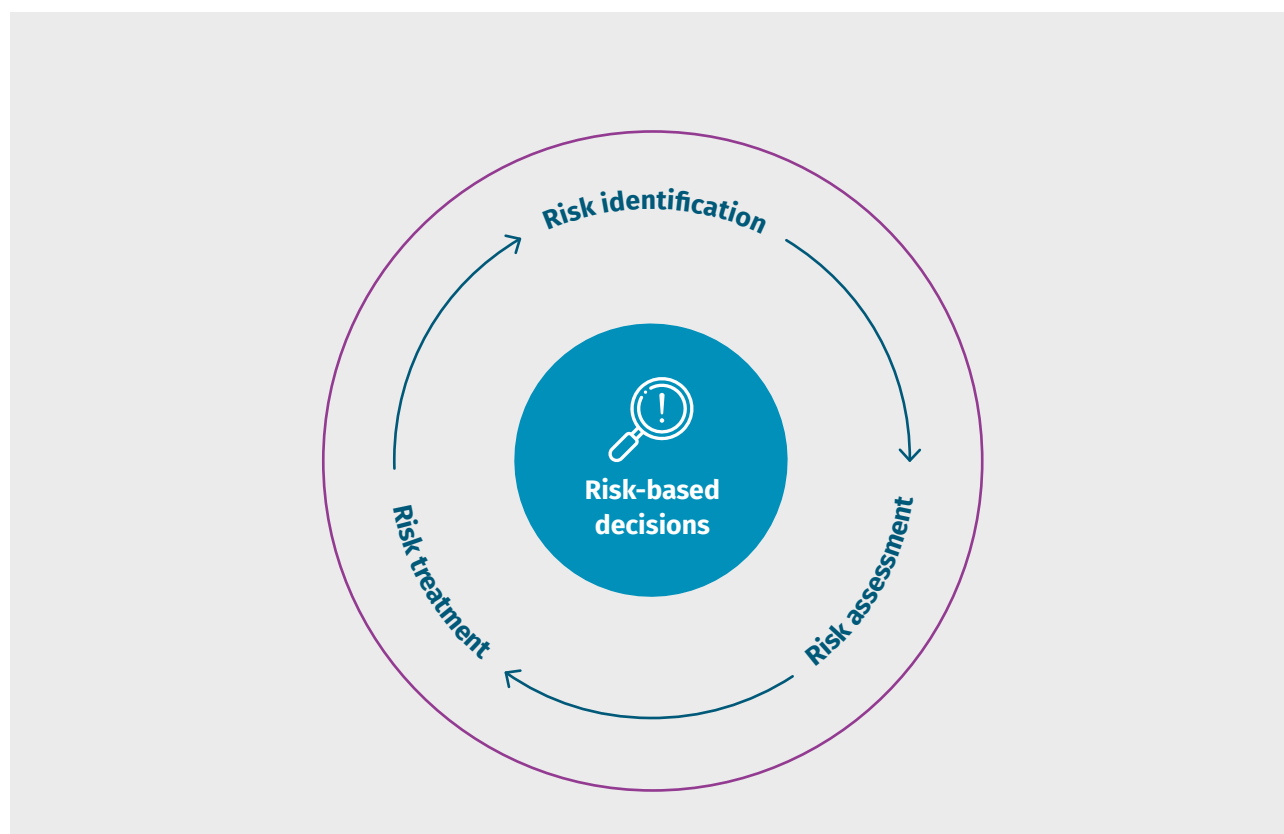
The Commission takes a strong and measured approach to risk management, identifying opportunities that encourage improvements and innovation in pursuit of its purpose.

The PGPA Act places a duty on Commonwealth entities to establish and maintain appropriate systems of risk oversight and management. The Commission's risk management approach is further informed by [ISO 31000:2018 Risk Management – Guidelines](#) and the [Commonwealth Risk Management Policy](#).

Risk-management principles and practices are embedded in the Commission's organisational culture; governance and accountability arrangements; reporting and performance review processes; and business transformation and improvement processes. The Enterprise Risk Management Framework outlines the principles, expectations, accountabilities and responsibilities for staff in applying effective risk-management practices.

During 2023–24 the Commission will develop and mature its approach to integrated risk management across the Commission – ensuring strategic, enterprise and regulatory risk management activities work together to best place the Commission to deliver on its purpose. This will be underpinned by the governance reform activities outlined in 'Corporate governance and structure' (page 14).

**Figure 4. Approach to integrated risk management**



## Operating context

### Risk culture and appetite

The Commission adopts a positive risk culture. Its risk-management approach acknowledges the need to engage with risk to increase our value to older Australians, providers and the aged care sector.

The Commission is working towards adopting and supporting innovations that could contribute to better regulatory outcomes. In doing this, it works to reduce risk and ensure that staff have adequate skills, expertise and authority to effectively make decisions in response to risk.

The Commission has a low appetite for risks to the safety and wellbeing of older Australians accessing aged care services, and the safety and wellbeing of Commission staff. It has a higher appetite for risks that support improvement and innovation that may contribute to the delivery of its purpose.

The Commission adopts a positive risk culture. Its risk-management approach acknowledges the need to engage with risk to increase its value to older Australians, providers and the aged care sector.

*The Commission adopts a positive risk culture. Its risk-management approach acknowledges the need to engage with risk to increase its value to older Australians, providers and the aged care sector.*

### Strategic risk

The Commission's strategic risks are global and external, and if realised, would significantly affect the ability to achieve its purpose. They are:

- **Priorities** – changes or shifts in government priorities
- **Funding model** – government changes the Commission's funding model and structure
- **Experience of older Australians** – the experience of people accessing aged care services is not in keeping with the required Quality Standards
- **Workforce** – inability to provide a professional, engaged and flexible workforce to meet operational requirements
- **Service demand** – a sudden change in demand for services.

To manage and mitigate these risks, the Commission employs strategies in proportion to the threat and opportunity, and continues to invest in and build its capability. For example, the Commission:

- ensures resources and capabilities focus on delivering government priorities
- implements regulatory responsibilities and programs to protect the safety, health, wellbeing and quality of life of people accessing care
- uses expertise and meaningful stakeholder relationships to contribute to enhanced confidence and trust in the aged care system, empower older Australians to make informed choices, provide education and information about matters relating to Commission functions, and promote best practice service provision
- creates greater awareness and understanding of its role as a regulator with the community, providers and other stakeholders.

## Enterprise risk

The Commission's enterprise risks are external or internal events that affect the ability to deliver its purpose. Enterprise risk categories are:

- **Workplace and people** – an incident occurs that threatens the health, safety and/or wellbeing of staff
- **Decision-making** – Commission staff operate outside delegated authority or make uninformed decisions in conduct of operations
- **Delivery** – the Commission delivers a program, project or service that is late, ineffective, poor quality or not fit for purpose
- **Stakeholder engagement** – incorrect, incomplete or untimely information is provided to a critical stakeholder
- **Business resilience** – disruption to a critical business function occurs for a period in excess of specified maximum acceptable outage
- **Integrity** – fraudulent or corrupt behaviour by a member of staff and/or third party
- **Information governance and security** – unauthorised release, use, amendment to, or loss of corporate or confidential information.

Commission corporate, administrative and operational policy frameworks outline key mitigation strategies for these risks. These frameworks 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
- developing its people and protecting them from harm
- collaborative relationships with Ministers, the aged care sector and the broader Australian Public Service
- suitable IT and digital services, and the protection of information
- effective policy guidance and understanding of processes for operational activities.

## Regulatory risk

The [Regulatory Strategy](#) details how the Commission responds to risk relating to providers of aged care services and people receiving care, enabled through an intelligence-led, risk-based and proportionate approach to regulation.

The Commission focuses on areas of greatest risk to the safety, health, wellbeing and quality of life of people accessing aged care services, and where providers are failing to meet their obligations to deliver safe, quality care.

To consolidate and strengthen its risk-management approach, during 2023–24 the Commission will further align strategic and enterprise risks with data and intelligence-based regulatory activities. A key element of this will be strong alignment of performance measures and annual operational plan actions with the regulatory best practice principles outlined in the Department of Finance's Resource Management Guide 128 – Regulator Performance (see page 36).

## Risk oversight

The Executive Leadership Group monitors enterprise risks and the associated treatments. In addition, the Enterprise Risk Management Framework is reviewed annually. Strategic risks are identified and managed by Senior Executives.

The Commission's Risk and Audit Committee provides independent advice and assistance to the Commissioner on risk, finance, performance, control and compliance frameworks, and external accountability responsibilities.

The internal audit function reports to the Commission and provides reports to the Risk and Audit Committee. It works independently of business areas to evaluate management systems, practices and controls. Internal audits provide assurance to senior management on corporate governance and administration, as well as the Commission's ability to meet objectives.



### Regulatory approach

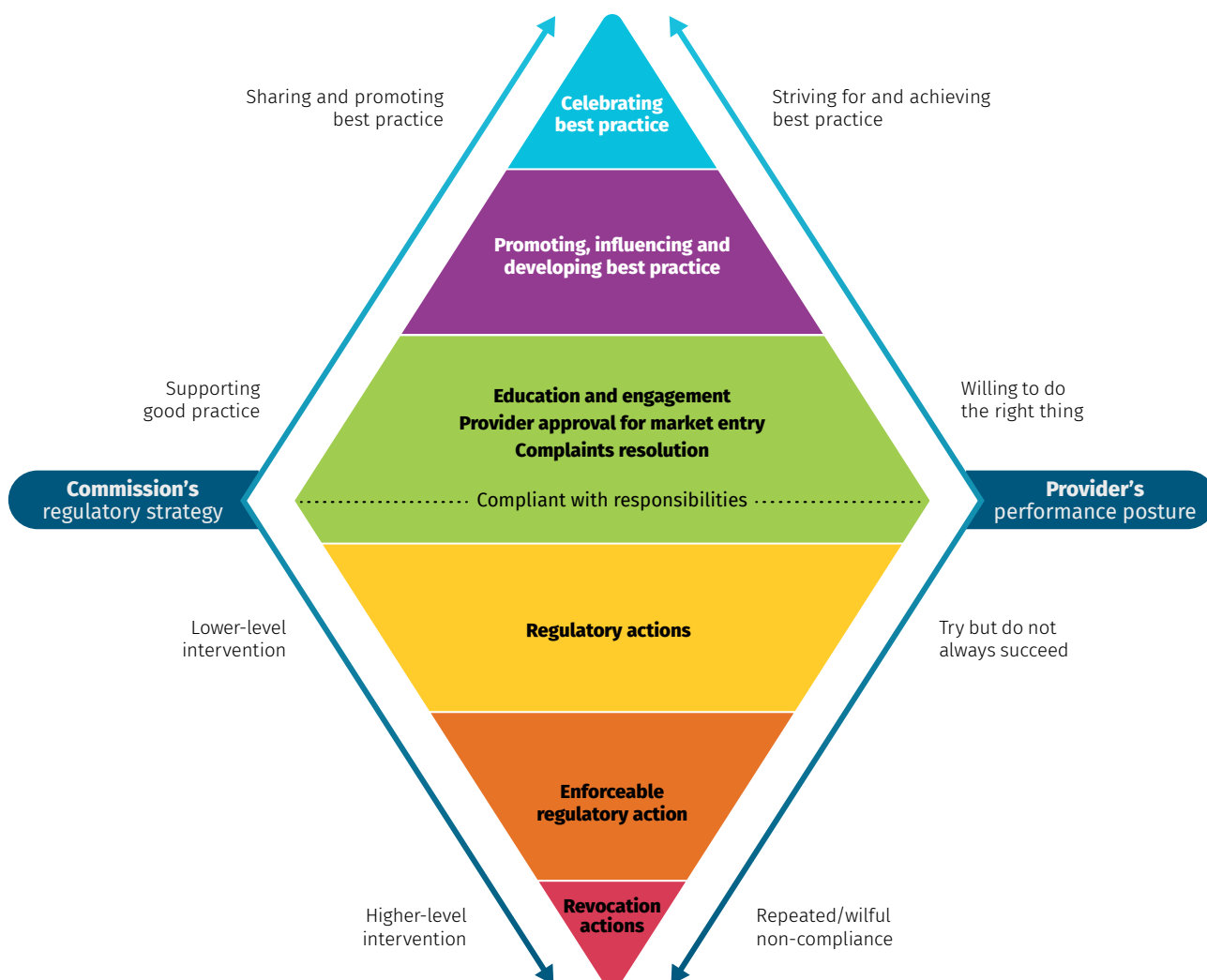
The Commission will deliver better outcomes for Australians accessing aged care services through matured regulation of a transforming sector.

The Commission regulates to ensure that aged care is safe and of high quality, that services are well managed and that providers comply with their responsibilities. It also regulates individual aged care workers and people governing providers to ensure that they act in a way that is respectful, kind and consistent with the behaviours set out in the [Code of Conduct for Aged Care](#).

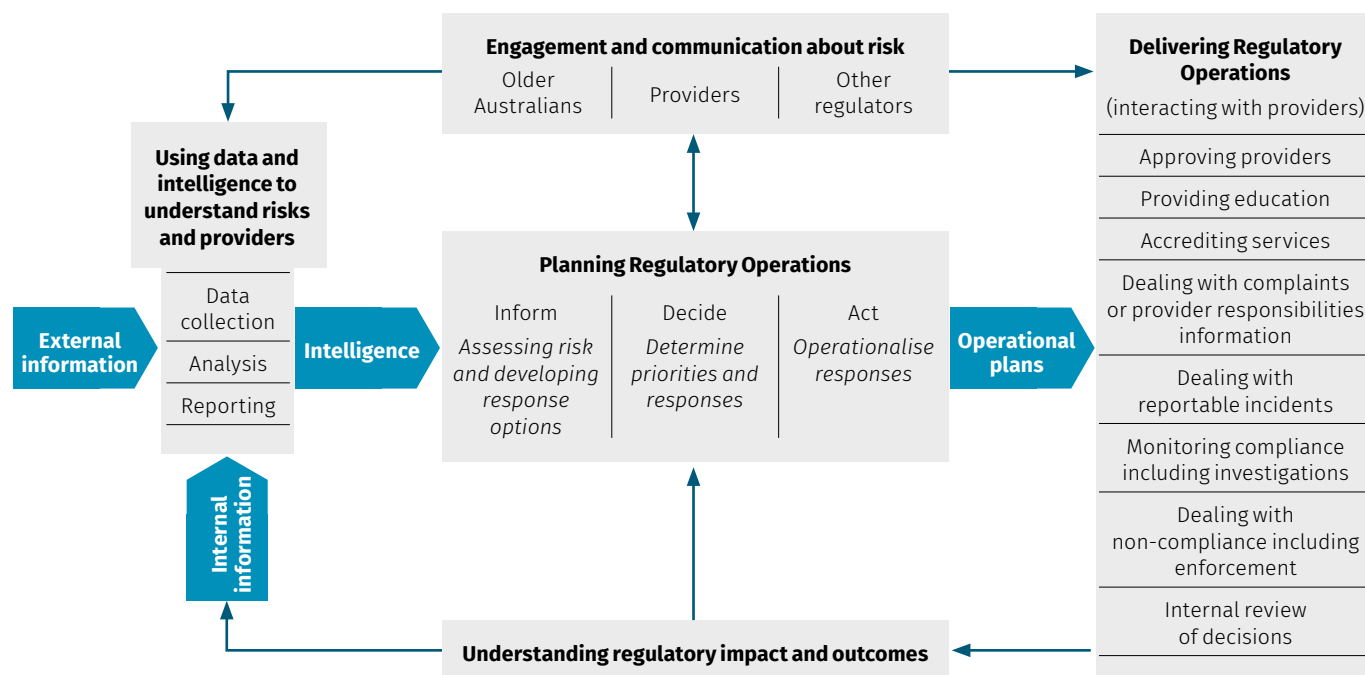
The [Regulatory Strategy](#) outlines how the Commission empowers and engages with people accessing care, detects and responds to risk relating to providers and individuals, and contributes to building sector capability. Through the Strategy, the Commission seeks to support an aged care system that all Australians are confident in – one that will safeguard older Australians, meet their needs and provide the best possible experience for them.

The Commission's regulatory approach is represented at Figure 5.

**Figure 5. Regulatory diamond**



**Figure 6. Regulatory operating model**



## Regulatory operating model

The Commission applies an intelligence-led, risk-based and proportionate approach to regulation, focusing activities on areas of greatest risk to Australians accessing aged care services, and on those providers, aged care workers and governing persons who are not meeting their responsibilities.

The Commission delivers on its purpose by harnessing a wide range of intelligence and data to understand and respond to risks at an individual, service, provider and sector level. Data analytics inform the approach to engaging providers and individuals, handling complaints, monitoring compliance and undertaking regulatory responses (see Data and intelligence, page 24 and Complaints handling, page 32).

## Regulatory response

The regulatory response is informed by the consequence of harm to the safety, health, wellbeing and quality of life for people receiving aged care services, and the Commission's trust in a provider's ability to manage that harm. Depending on the circumstances, the Commission may undertake regulatory activity, including compliance and enforcement actions, in response to risk to older Australians.

The Commission's regulatory operating model is represented at Figure 6.

## Operating context

### Financial and prudential compliance regulation

From July 2023 the Commission became responsible for all financial and prudential regulation of the aged care sector. This involved some functions transferring from the Department of Health and Aged Care, as well as the Commission receiving additional powers and responsibilities under the *Aged Care Act 1997* and related legal instruments. This transition commenced in January 2020, with the transfer of responsibility for regulation of the prudential standards from the Department to the Commission (see Figure 7).

The Commission is now responsible for active financial monitoring and case management of providers for viability risks (potential insolvency risks). This includes:

- **Financial monitoring** – the Commission actively monitors providers for viability risks, and works with them to understand and manage these risks.
- **Appropriately managing insolvency risks** – the Commission takes appropriate steps to mitigate viability risks based on the circumstances of each case and the various options and powers available.
- **Referring at-risk providers to the Department of Health and Aged Care** – the Commission refers providers that meet the associated criteria for potential Commonwealth support.

The Department of Health and Aged Care remains responsible for various funding, grant and advisory programs that support providers to remain operational in the aged care market. The Department's decisions are informed by intelligence provided by the Commission on at-risk providers that may benefit from its support programs.

The Commission has implemented a regulatory model to effectively and efficiently manage financial and prudential risks.

The Commission has also invested in developing a wide range of foundational capabilities, skills and tools to equip it to prevent harm and respond to immediate financial and prudential issues. The Commission must do this as the sector responds and adapts to a range of risks within the operating environment.

The Commission's success relies on its ability to develop enhanced detection and monitoring capabilities that enable the targeting of efforts to areas that will assist to deliver public value. This involves building a greater understanding among providers of the broader benefits of having financial governance and information-management systems that help them meet their disclosure obligations and effectively manage liquidity and viability risks that can harm people in their care.

**Figure 7. Prudential Standards**



The Commission will do this by using intelligence gained through financial and prudential regulation audit and review activities. The Commission will use the insights gained to support and drive improved outcomes and focus on areas of high risk. These activities support the Commission to engage with stakeholders to seek and respond to feedback and inform continuous improvement of the design of regulatory activities. Outcomes will inform the production of sector awareness and education products.

As the Commission continues on this journey, there are risks and variables that will only become visible as it starts to execute different elements of the strategy. Therefore, maintaining close engagement with the sector and older Australians will be vital to setting and adjusting regulatory priorities.

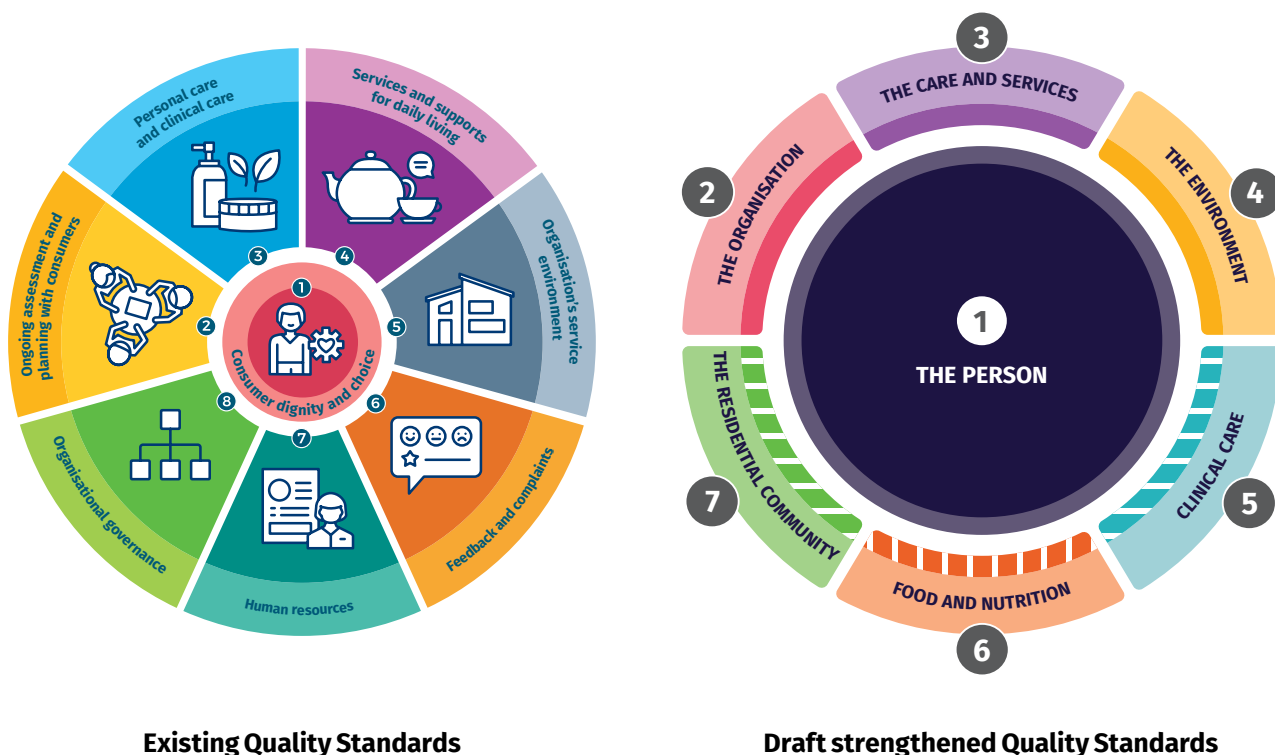
## Aged Care Quality Standards

Providers are required to comply with the Aged Care Quality Standards made under the *Aged Care Act 1997*. The Quality Standards focus on outcomes for older Australians accessing care and reflect the level of care and services the community expects from providers.

The 8 Quality Standards are shown in Figure 8, with 'Consumer dignity and choice' at the heart of all service delivery.

In 2021, the Final Report of the Royal Commission into Aged Care Quality and Safety recommended that the Quality Standards be reviewed to include areas such as governance, food, dementia and clinical care. The Department of Health and Aged Care is currently finalising this review following an extensive consultation process, and advising the government of the outcome. Strengthened Quality Standards are expected to apply from 1 July 2024, subject to parliamentary processes.

**Figure 8. Existing and proposed Aged Care Quality Standards**



## Operating context

In preparation, the Commission is implementing the Stronger Standards, Better Aged Care Program. The intent of the program is to prepare older Australians, providers and the Commission for the change. This includes development of a new audit methodology to assess performance against the strengthened Standards.

The Commission is testing the methodology through a pilot program that also explores how the strengthened Quality Standards work in practice across different aged care settings.

The results will inform the development of tools and resources that providers will need to prepare for, and implement, the strengthened Quality Standards.

The Commission is also expanding the ways it engages across the sector, listening and responding to what it hears. It is working with providers to co-design the right information and tools needed to prepare for the change. Importantly the Commission is also working with older Australians to ensure that they know what to expect from their aged care provider and how the Commission can help if things go wrong. Importantly the Commission is working with older Australians to ensure they understand the strengthened Quality Standards.

## Complaints handling

The Commission provides a single point of contact for people wanting to make a complaint about an aged care provider's performance in relation to its responsibilities under the *Aged Care Act 1997*, Aged Care Principles (which include the Aged Care Quality Standards), or its Australian Government funding agreement. Complaints can be made openly, anonymously or confidentially.

Each complaint is assessed and managed through complaint-resolution processes set out in the Commission Rules. The Commission works with complainants and providers to assist them to address concerns and resolve issues. If the Commission is not satisfied that a provider is meeting their responsibilities, it can direct them to take specified actions.

Information gathered during complaint-resolution processes informs the Commission's regulatory and education functions (and vice versa). In this way, complaints information assists the Commission to understand older Australians' quality of life experiences and the risks they are exposed to by providers' non-compliance with the Quality Standards. It also helps to understand providers' behaviour in relation to meeting their broader responsibilities.

In May 2023, the Commissioner announced the appointment of a new Complaints Commissioner. During the planning period, the Complaints Commissioner will oversee the transformation of the Commission's complaints-handling processes in line with the recommendations of the Royal Commission into Aged Care and the Review.

*In May 2023, the Commissioner announced the appointment of a new Complaints Commissioner. During the planning period, the Complaints Commissioner will oversee the transformation of the Commission's complaints-handling processes.*





Significant projects relating to complaints handling being undertaken throughout 2023–24 include:

- **Complaints report** – from August 2023, the Commission will publish reports every 6 months about its complaints performance. As recommended by the Royal Commission, it is seeking to improve transparency in complaints handling, and to better use data to help improve providers' behaviour and achieve improved outcomes for older Australians.
- **Complaints Communication and Education Strategy** – the Commission will implement a communications and engagement strategy to increase provider understanding of the value of good complaints handling and promote awareness of its role in complaints resolution.
- **Review of complaints operating model** – the Commission will refine its complaints operating model and structure to optimise efficiencies, streamline processes and reduce processing times.
- **Performance framework** – the Commission is improving externally reported performance measures to increase transparency and lift public confidence in its complaints-handling processes. The new framework will provide older Australians accessing care, their families and providers with better information about the Commission's performance.
- **Complaints (about us) Framework and Policy** – the Commission is renewing its framework, policy and processes to better manage and realise the benefits from complaints about its decisions and actions, while ensuring the integrity, accountability and transparency of these processes.



### Cooperation

Aged care in Australia is undergoing transformative change and reform. During the planning period, the Commission will ensure better outcomes for Australians accessing aged care services through regulation change and ongoing reform. Ensuring these reforms are implemented effectively requires a collective commitment.

Collaboration, cooperation and consultation are key to delivering on the Commission's purpose. A deep understanding of aged care – in particular, expectations, preferences and experiences of older Australians – is vital in shaping how the Commission works as a regulator and where its efforts are focused.

The Commission works closely with stakeholders that have a role in the aged care system including the Australian Government Department of Health and Aged Care, Aged Care Quality and Safety Advisory Council, peak consumer and provider bodies, Commission Consultative Forum, state and territory public health authorities, researchers and universities.

The Stakeholder Engagement Strategy outlines how the Commission will identify opportunities to plan, deliver and evaluate engagement activities with external stakeholders. The strategy aims to:

- ensure that older Australians accessing aged care are at the centre at all times
- uplift the Commission's engagement capability
- respect stakeholders' knowledge and their needs
- improve engagement governance.

Four key actions underpin the Commission's stakeholder engagement:

- **Collaborate** – partnering with stakeholders to produce resources, and designing and developing processes with stakeholders
- **Consult** – seeking advice from stakeholders, holding roundtable discussions and asking for regular feedback
- **Inform** – providing information via emails, letters, webinars and the Commission website; talking with people at events and leading education activities
- **Inquire** – gathering information via holding workshops, running interactive webinars, sending surveys, and having conversations and listening.

**Figure 9. Commission stakeholders**



# Performance

*The Commission continues to strengthen the performance information it provides to Parliament and the community.*

The annual planning, performance and reporting framework – of which this Corporate Plan is a key component – connects the Commission’s strategic direction and priorities, key activities, risk management, resource allocation, and performance measurement and monitoring. This complies with the requirements of the Commonwealth Performance Framework.

The Health Portfolio Budget Statements (PBS) set out the Commission’s outcome, programs and performance indicators used to monitor progress against the stated deliverables. They also outline annual appropriations (amount of allocated funds) and how the Commission is to spend these funds to deliver on its purpose.

The Corporate Plan and Annual Operational Plan are developed based on the information in the PBS. Priorities flow from the corporate and operational plans through to group and section plans, then to individual performance and development agreements. This provides a clear line of sight from the Commission’s purpose through to the work of the individual staff member.

Annual Performance Statements report on actual performance against the anticipated results articulated in the PBS and Corporate Plan. The Annual Performance Statements are included in the Commission’s Annual Report, which is prepared at the end of the reporting cycle (see Figure 10 on page 36).

## **Expectations and intent**

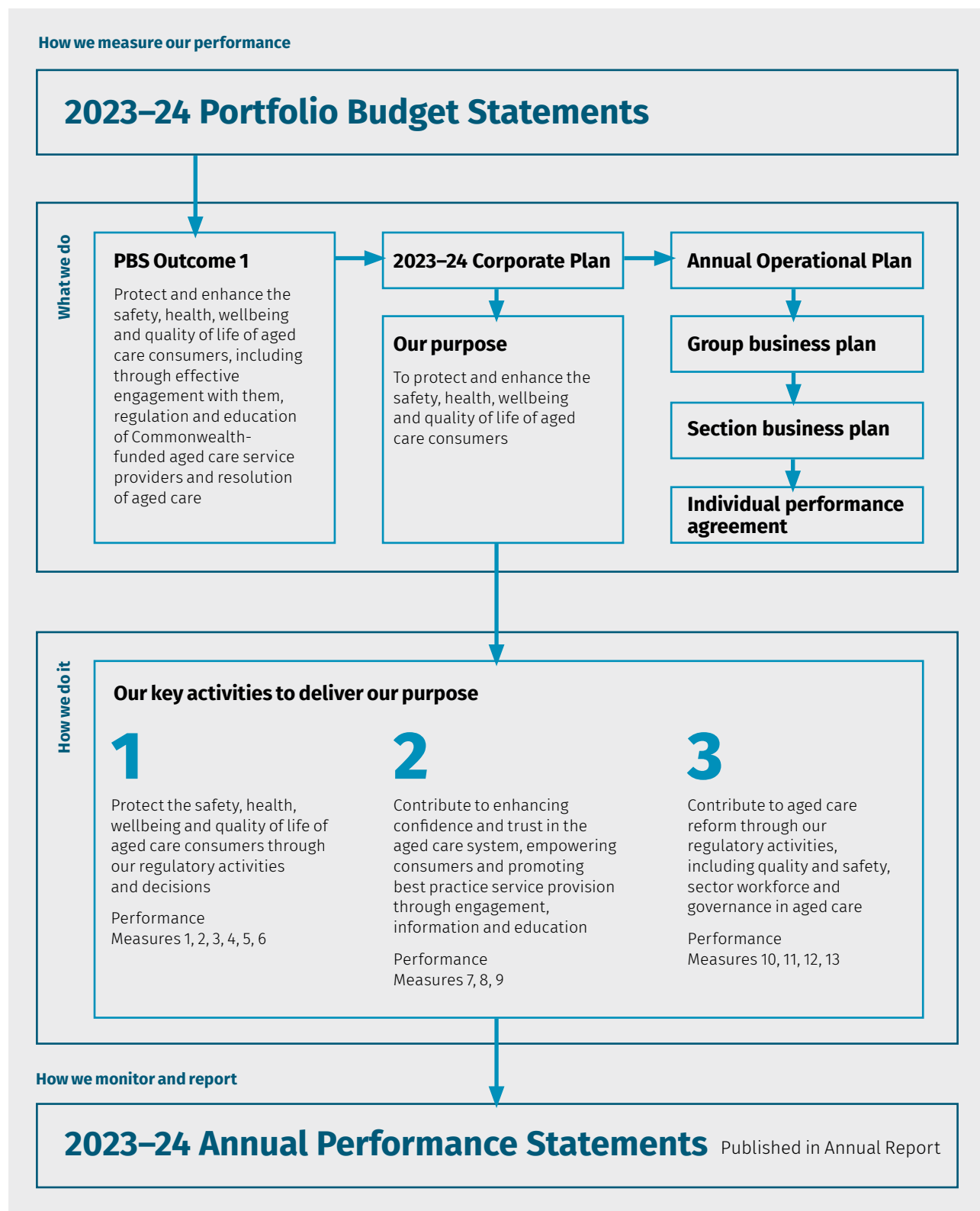
On 11 October 2022, the Hon Mark Butler MP, Minister for Health and Aged Care and the Hon Anika Wells MP, Minister for Aged Care jointly issued the Commission with a [Statement of Expectations](#).

The Statement outlines the Australian Government’s expectations of the Commission in carrying out its role and functions in the context of the government’s policy agenda. It also outlines expectations of how the Commission manages relationships with the government, people accessing aged care and other key stakeholders, and issues of transparency and accountability.

The Commission issued a [Statement of Intent](#) in response.

The Commission’s planning, performance and reporting activities are developed within the context of issues covered in both documents.

**Figure 10. Planning, performance and reporting framework**



## Key activities

During the planning period, the Commission's performance will revolve around 3 key activities outlined in the PBS:

- 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.

## Performance measures

Aligned to each key activity is a series of performance measures that reflect the main outcomes the Commission wants the activity to achieve. An anticipated result/s (or target/s) is assigned to each performance measure, so progress can be monitored, measured and reported on in the Commission's Annual Performance Statements.

Alignment of the Commission's purpose, key activities and performance measures in this manner meets legislative requirements for corporate plans, and strengthens the ability to demonstrate a clear line of sight across planning and reporting documents.

The performance measures detailed in the PBS are included in this Corporate Plan, along with additional measures to provide a holistic view of how the Commission will deliver on its purpose during 2023–24.

A range of qualitative, quantitative, output and effectiveness measures is used to provide a balanced and unbiased assessment of the Commission's achievements. As newer functions develop over time, many qualitative and output measures will become more quantitative and outcomes focused. Some timeliness measures are used as proxies to measure efficiency, as they can give an indication of efficiency over time.

In addition, the performance measures reflect the Commission's approach to using data and intelligence to:

- improve its ability to make informed, risk-based and proportionate decisions
- build capability and capacity
- inform and educate
- help drive increased trust in the aged care system.

Thirteen performance measures are identified for 2023–24 to 2026–27. Each clearly shows how the Commission will continue to deliver the government's reform agenda over the planning period – delivering effective regulation of the aged care sector, engaging the sector to prepare for and leverage aged care reforms, and investing in its capability, governance and integrity as a maturing world-class regulator.

Performance measures and targets will continue to develop over the next 12 months and efficiency measures will be determined for the 2024–25 PBS and Corporate Plan.

## Summary of changes to performance measures

In this Corporate Plan the number of performance measures has decreased from 14 to 13. Measures subsequent to Performance Measure 4 have been renumbered to reflect this change. Other changes to performance measures include:

- Performance Measure 2 has been revised to better reflect the way complaints are measured and reported. Rather than setting a single target for all aggregated complaints, the new measure distinguishes categories of complaints consistent with published service standards, as well as measuring and assessing complainant satisfaction. Further information is available on the [Commission website](#).
- Performance Measures 4 and 5 (in the 2022–23 Corporate Plan) have been combined into a single measure to reflect the significant work of the Commission and success of the Third-party Provider Program in reducing the backlog of reaccreditation site audits that accumulated during the height of the COVID-19

## Performance

pandemic. The volume of reaccreditation audits to be completed is now consistent with pre-pandemic expectations.

- Performance Measure 5 has been slightly modified to account for both individual providers and provider groups, and to account for the prudential reform Budget measure.
- Performance Measure 10 has been updated to reflect the next stage in the lifecycle of the program of work.
- Performance Measure 10 no longer includes reference to the Quality Indicator Program, which has not yet progressed.
- Performance Measure 12 has been updated to remove reference to ‘campaign’, and more accurately reflect the Commission’s work and expected outcomes for people accessing aged care services.

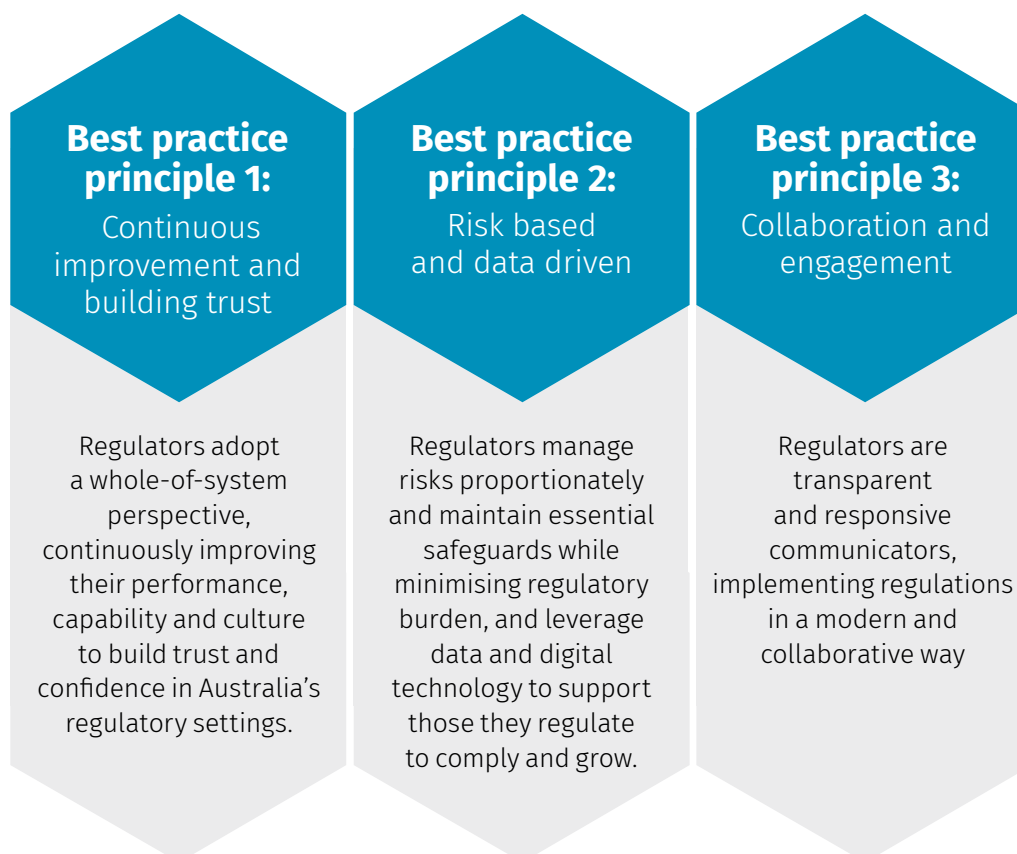
- More broadly, the language of some anticipated results has been modified slightly to enhance readability.

### **Regulator performance**

The Commission is accountable to the government for its performance as a regulator. As part of its regulatory approach, performance measures are aligned to the 3 principles of regulator best practice outlined in the Department of Finance’s [Resource Management Guide 128 – Regulator Performance](#).

Consistent with these principles, the Commission will continuously strive to build trust, working with both Australians accessing care and providers in a transparent and responsive manner to deliver regulation that is intelligence-led and proportionate to risk.

**Figure 11. Principles of regulator best practice**



# Key activity 1

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

Older Australians will be further protected and will benefit from improved, safer care and better outcomes through the Commission's strengthened capability.

Providers will benefit from responsive, risk-based proportionate regulation that relies on the Commission's knowledge, understanding, assessment of, and trust in, each provider.

The Commission uses the full range of regulatory tools available to optimise its impact on individual providers and the sector.

## ***Performance data***

- 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
- Quarterly performance reporting

## **Regulator best practice principle 2:**

Risk based and data driven

The Commission manages risks proportionately and maintains essential safeguards while minimising regulatory burden. It also leverages data and digital technology to support those it regulates to comply and continuously improve.



## Performance

Performance measure	2023–24 anticipated result	2024–25	2025–26	2026–27
<b>PM 1</b> Protect the safety, wellbeing and interests of Commonwealth-subsidised aged care consumers through regulatory activities 2023–24 Portfolio Budget Statements, p.141	Action taken to address non-compliance with approved provider responsibilities under the <i>Aged Care Act 1997</i>	As for 2023–24	As for 2024–25	As for 2025–26
<b>PM 2</b> Provide an efficient, effective and accessible complaint-handling service 2023–24 Portfolio Budget Statements, p.141	80% of complaints and enquiries with the Commission finalised within published service standards 65% of complainant and provider survey responses have an overall rating of satisfied or higher in line with published service standards	As for 2023–24	As for 2024–25	As for 2025–26
<b>PM3</b> Monitor aged care provider quality and safety performance against the Aged Care Quality Standards 2023–24 Portfolio Budget Statements, p.140	More than 2,500 assessment contacts completed to monitor and assess provider performance	To be determined subject to the introduction of the regulatory model under the new Aged Care Act	To be determined post introduction of the new Aged Care Act	To be determined post introduction of the new Aged Care Act

Performance measure	2023–24 anticipated result	2024–25	2025–26	2026–27
<b>PM4</b>				
Conduct audits of aged care services in accordance with legislative provisions in the residential, home care and National Aboriginal and Torres Strait Islander Flexible Care Program (NATSIFACP) sub-sectors	More than 1,250 audits of aged care services conducted Includes: <ul style="list-style-type: none"> <li>• site audits for residential services</li> <li>• quality audits of home care and NATSIFACP services</li> <li>• review audits</li> </ul>	To be determined subject to the introduction of the regulatory model under the new Aged Care Act	To be determined post introduction of the new Aged Care Act	To be determined post introduction of the new Aged Care Act
2023–24 Portfolio Budget Statements, p.140				
<b>PM5</b>				
Monitor and take appropriate action in response to individual providers and provider groups with potential or actual non-compliance with financial and prudential responsibilities including the Prudential Standards	4 targeted reviews focused on high-risk provider groups undertaken  Prudential audits of 80 residential aged care providers undertaken  Prudential reviews of 40 residential aged care providers undertaken  Home care pricing audits of 54 home aged care providers undertaken  A minimum of 15 new educational products for the sector delivered	2 targeted reviews focused on high-risk provider groups undertaken  Prudential audits of 17 residential aged care providers undertaken  A minimum of 15 new educational products for the sector delivered*	2 targeted reviews focused on high-risk provider groups undertaken  Prudential audits of 17 residential aged care providers undertaken  A minimum of 15 new educational products for the sector delivered*	2 targeted reviews focused on high-risk provider groups undertaken  Prudential audits of 17 residential aged care providers undertaken  A minimum of 15 new educational products for the sector delivered*

\* Funding is allocated for 2023–24 through the Prudential Reform Budget Measure. Performance measures for subsequent years will be dependent on government budget processes.

## Performance

Performance measure	2023–24 anticipated result	2024–25	2025–26	2026–27
<b>PM6</b>				
Improve the use of intelligence and enhance risk profiling and assessment to effectively target regulatory responses	<p>Use of risk profiling expanded, and risk assessment enhanced, to effectively target regulatory responses</p> <p>Includes targeted risk-based monitoring of home care providers and assessment of providers' financial viability</p> <p>New Quality Indicators and quarterly financial reporting data included in risk profiling</p>	<p>Use of risk profiling embedded and risk assessment enhanced to effectively target regulatory responses</p> <p>A proportion of all regulatory decisions made using risk profiling and assessment</p> <p>Further focus on preventing harm to consumers incorporated in risk profiling</p>	<p>Use of risk profiling embedded and risk assessment enhanced to effectively target regulatory responses</p> <p>An increased proportion of all regulatory decisions made using risk profiling and assessment</p> <p>Focus on preventing harm to consumers incorporated in risk profiling enhanced</p>	<p>Use of risk profiling embedded and risk assessment enhanced to effectively target regulatory responses</p> <p>An increased proportion of regulatory decisions made using risk profiling and assessment</p> <p>Risk-profiling methods continue to be enhanced</p>

# 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

The experiences of those receiving aged care will continue to inform the Commission's regulatory approach and contribute to improved risk profiling and regulatory oversight.

Their views and concerns will be captured through targeted engagement, complaints resolution, quality assessment and monitoring, and compliance activities. Older Australians, their families, friends and carers are encouraged and supported to provide feedback.

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

The Commission will also 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.

### **Performance data**

- Reports on completion and success through stakeholder feedback (for example, surveys and documented feedback)
- Evaluation of information and education programs
- Quarterly performance reporting

### **Regulator best practice principle 3:**

Collaboration and engagement

The Commission is a transparent and responsive communicator, implementing regulation in a contemporary and collaborative way.

## Performance

Performance measure	2023–24 anticipated result	2024–25	2025–26	2026–27
<b>PM 7</b> Use consumer feedback and engagement to inform the design and focus of Commission activities	Consumer satisfaction with engagement activities evaluated using the Commission Evaluation Framework Findings from customer journey mapping and channel ensure that materials are appropriately targeted	Impact of Commission activities on consumer trust and confidence evaluated New approaches evaluated to ensure they are fit for purpose	Impact of Commission activities on consumer trust and confidence evaluated	Impact of Commission activities on consumer trust and confidence evaluated
<b>PM 8</b> Support and promote best practice in quality use of medicines through stakeholder engagement, including extending pharmacy outreach activities to more aged care services	Requests for outreach visits continue to be met Visits to remote services undertaken Sustainability of improved care practices through refinement of training resources supported	Requests for outreach visits continue to be met	Requests for outreach visits continue to be met	—
<b>PM 9</b> Underpin the Commission’s activities with focused communications, information and education to support capability uplift and behavioural change in the sector	Effectiveness of communication and education channels and activities measured using the Commission Evaluation Framework	Effectiveness of communication and education channels and activities implemented, and evaluation framework reviewed	Evaluation framework adjusted, and effectiveness of communication and education channels and activities evaluated	Communications, information and education priorities determined based on outcomes of evaluation processes

# Key activity 3

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

The Commission's contribution to aged care reform will deliver better experiences and outcomes for Australians who access aged care services. Older Australians requiring aged care will receive safe, quality care and services, be able to exercise choice and control in relation to their care arrangements, and be treated with dignity and respect.

The Commission's change agenda, informed by regulatory intelligence, will build sector capability, improve the corporate and clinical governance capability of aged care leaders, and equip governing bodies of aged care providers to drive improved outcomes for older Australians.

The Commission will enhance providers' behaviour, support capability and strive to eliminate inappropriate use of restrictive practices through engagement, education and regulatory activities.

The Commission will strengthen its partnerships across government, and with the aged care sector and advisory bodies.

### **Performance data**

- Reports on completion and success through tracking progress of recommendations
- Evaluation of programs
- Stakeholder feedback (for example, survey responses)
- Quarterly performance reporting

### **Regulator best practice principle 1:**

Continuous improvement and building trust

The Commission seeks to continuously improve its performance, capability, culture and governance, and to ensure the integrity of its operations and decision-making to build trust and confidence in Australia's aged care sector.



## Performance

Performance measure	2023–24 anticipated result	2024–25	2025–26	2026–27
<b>PM 10</b>				
Embed the Serious Incident Response Scheme (SIRS) in home services	Baseline of provider participation and reporting established  SIRS home services notifications incorporated in provider risk profiles to inform predictive risk-based targeting	Reporting of incidents by home services providers improved  SIRS home services notifications continue to be incorporated in provider risk profiles to inform predictive risk-based targeting	Reporting of incidents by home services providers improved	Reporting of incidents by home services providers improved
<b>PM 11</b>				
Build organisational and clinical governance capability of leaders and governing bodies of Commonwealth-subsidised residential and home care providers through targeted education and engagement	Governing for Reform in Aged Care Program learning opportunities extended to existing and a further 300 learners by 31 December 2023  Governing for Reform in Aged Care Program evaluated to inform future education and engagement strategies  Online learning resources transitioned from the Governing for Reform in Aged Care Program to the Commission's learning platform by January 2024	—	—	—

Performance measure	2023–24 anticipated result	2024–25	2025–26	2026–27
<b>PM 12</b>				
Protect consumers by ensuring that, where necessary, they are receiving safe, effective, person-centred behaviour support and the appropriate use of restrictive practices that support their health, wellbeing and quality of life	<p>Guidance and resources provided and published to assist providers to understand and fulfil their responsibilities to consumers in relation to providing behaviour support and appropriate use of restrictive practices</p> <p>Regulatory intelligence and reporting data used to:</p> <ul style="list-style-type: none"> <li>• identify high-risk providers and undertake targeted activities to promote improved practice</li> <li>• design and implement training sessions and resources for regulatory staff on behaviour support and restrictive practices to support their role</li> </ul>	As for 2023–24	As for 2024–25	As for 2025–26

## Performance

Performance measure	2023–24 anticipated result	2024–25	2025–26	2026–27
<b>PM13</b> Establish regulatory arrangements for new Code of Conduct	Risk-based proportionate regulatory approach applied to assessing and responding to instances of potential non-conformance with the Code  Information-sharing arrangements established with bodies with similar powers and/or jurisdiction	Baseline data relating to Code of Conduct established	Regulatory approach and impact reviewed	Changes from review implemented  Additional measure components considered and integrated

Note: information relating to the methodology and data source/s use to determine the success of each performance measure will be available in the Commission's Annual Report 2023–24.

# Annual Operational Plan

## 2023–24

As required under Section 54 of the *Aged Care Quality and Safety Commission Act 2018*, the Commission must produce an Annual Operational Plan. The Annual Operational Plan is informed by the Commission’s Corporate Plan, and in turn informs group and section-level business plans, as well as individual performance agreements. The Commission reports on its performance against the Annual Operational Plan in its Annual Report.

This Annual Operational Plan comprises 29 actions with 96 deliverables. They align with the 13 performance measures derived from 3 key activities outlined in the Commission’s 2023–24 Portfolio Budget Statements (Table 1).

This work effort is mapped to 7 focus areas and 4 capabilities (Table 2 and Table 3 on page 50), designed to deliver better outcomes for Australians accessing aged care services and stronger corporate capabilities for the Commission.

The focus areas will be realised through delivery of initiatives, targeted projects, and the collective and valued efforts of Commission staff. All deliverables are subject to government support and financial consideration.

**Table 1. Key activities**

<b>Key activity 1</b>	Protect the safety, health, wellbeing and quality of life of aged care consumers through our regulatory activities and decisions
<b>Key activity 2</b>	Contribute to enhancing confidence and trust in the aged care system, empowering consumers and promoting best practice service provision through engagement, information and education
<b>Key activity 3</b>	Contribute to aged care reform through our regulatory activities, including quality and safety, sector workforce and governance in aged care

**Table 2. Focus areas**

Better outcomes for Australians accessing aged care services	
<b>Focus area 1</b>	Improve quality, safety and choice in aged care through transformative regulatory reforms and sector capability uplift
<b>Focus area 2</b>	Provide a better regulatory service to the community by delivering matured regulatory and operational functions
<b>Focus area 3</b>	Better understand and respond to the risks to aged care consumers by strengthening the Commission's data and intelligence
<b>Focus area 4</b>	Increase understanding, trust and respect with stakeholders through enhanced engagement
Stronger corporate capabilities	
<b>Focus area 5</b>	Strengthen the Commission's governance and funding arrangements
<b>Focus area 6</b>	Maximise the potential of the Commission's workforce
<b>Focus area 7</b>	Evolve the Commission's ICT systems to be robust and user-focused

**Table 3. Capabilities**

<b>Engagement</b>	Ensures the Commission establishes and maintains effective stakeholder relationships and supports the delivery of person-centred outcomes including through sector capability uplift
<b>Enterprise-wide</b>	Ensures effective operations and supports the delivery of the Commission's primary function and mandate
<b>Regulatory</b>	Enables the delivery of the Commission's legislated functions and assures the safety and quality of care for older people
<b>Strategic</b>	Supports the achievement of the Commission's purpose, vision and priorities through strategic leadership and good governance

# Environment

## Linked programs

- Health Portfolio Budget Statements 2023–24 Outcome 3: Ageing and Aged Care – improved wellbeing for older Australians through targeted support, access to appropriate, high quality care and related information services.
- Program contributing to Outcome 3 – Program 3.3: Aged Care Quality. The Department of Health and Aged Care has policy responsibility for ageing and aged care, including the regulatory framework.

## Legislative and regulatory drivers

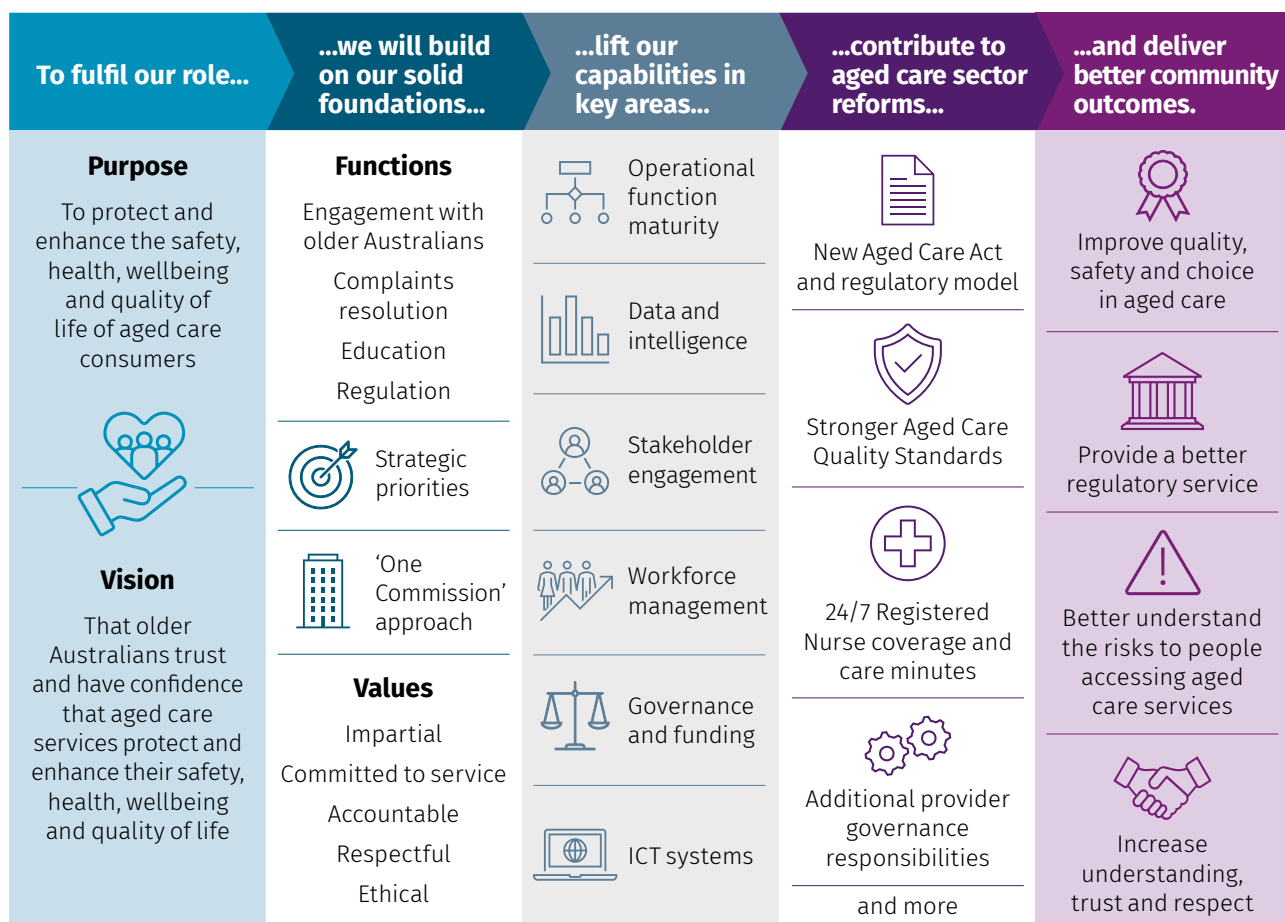
- Sections 17–20 of the *Aged Care Quality and Safety Commission Act 2018*, which provides for the Commission’s legislative pillars (consumer engagement, education, regulatory and complaints) and Commission Rules.

- Section 35 of the *Public Governance, Performance and Accountability Act 2013* and subsections 16EA(a)–(f) of the *Public Governance, Performance and Accountability Rule 2014*, which establishes the Performance Reporting Framework.
- Resource Management Guide 128 – Regulator performance, which outlines expectations and best practice for Commonwealth regulators.

## Performance, regulatory and risk-management frameworks

The Commission has current performance management, regulatory and risk-management frameworks consistent with the [Commonwealth Performance Framework](#), [Resource Management Guide 211 – Implementing the Commonwealth Risk Management Policy](#) and [Resource Management Guide 128 – Regulator performance](#). The regulatory and risk-management frameworks will be refreshed during 2023–24.

**Figure 12. Blueprint for change**





Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
Better outcomes for Australians accessing aged care services						
<b>Focus area 1</b> Improve quality, safety and choice in aged care through transformative regulatory reforms and sector capability uplift						
<b>A1</b> Establish updated regulatory arrangements for new Code of Conduct	<b>D1.1</b> Enhanced risk-based proportionate regulatory approach applied to potential non-conformance with the Code	Executive Director, Intake and Complaints Resolution	June 2024	KA3	PM13 (was PM14) RBPP1	Regulatory
	<b>D1.2</b> Information-sharing arrangements established with relevant bodies with similar powers and/or jurisdiction relating to worker regulation	Executive Director, Regulatory Policy and Intelligence  Executive Director, Enterprise Governance and Corporate Operations	December 2023	KA3	PM13 RBPP1	Regulatory
	<b>D1.3</b> National Care and Support Worker Regulation initiative delivered, including worker screening and registration	Executive Director, Regulatory Policy and Intelligence	June 2024	KA3	RBPP1	Strategic
<b>A2</b> Target initiatives at sector leaders to drive change and better support sector capability uplift	<b>D2.1</b> Governing for Reform in Aged Care Program (Provider Governance – corporate and clinical) extended	Assistant Commissioner, Sector Capability and Regulatory Strategy	January 2024	KA3	PM11 (was PM12)	Strategic
	<b>D2.2</b> Online learning resources transitioned from the Governing for Reform in Aged Care Program to the Commission’s learning platform	Executive Director, Strategic Projects	January 2024	KA3	RBPP1	Strategic
	<b>D2.3</b> Governing for Reform in Aged Care Program evaluated	Executive Director, Strategic Projects	June 2024	KA3	PM11 (was PM12)	Strategic
	<b>D2.4</b> Supporting resources for provider governance and legislative regulation (phase 2) finalised	Executive Director, Approvals and Serious Incident Notifications	August 2023	KA3	RBPP1	Strategic
	<b>D2.5</b> Change support program for implementation of strengthened Aged Care Quality Standards delivered	Assistant Commissioner, Sector Capability and Regulatory Strategy	Ongoing	KA3	RBPP1	Engagement
	<b>D2.6</b> Contribute to development and implementation of the Government Provider Management System	Executive Director, Enterprise Governance and Corporate Operations	Ongoing	KA3	RBPP1	Regulatory
	<b>D2.7</b> Insights into performance issues and practical guidance for providers to improve experience of care delivered via sector performance reporting	Executive Director, Regulatory Policy and Intelligence	November 2023	KA2	RBPP3	Engagement

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
A3 Empower consumers with information to exercise choice	D3.1 Contribute to engagement and education on Star Ratings	Executive Director, Regulatory Policy and Intelligence	Ongoing	KA3	RBPP1	Engagement
		Executive Director, Engagement, Education and Communication				
A4 Strengthen education for the sector on key topics	D4.1 Campaign to improve food, nutrition and the dining experience in residential care delivered	Chief Clinical Advisor Executive Director, Regulatory Policy and Intelligence	June 2024	KA3	RBPP1	Regulatory
	D4.2 Pharmacy outreach activities extended to more aged care services	Chief Clinical Advisor	June 2024	KA2	PM8 (was PM9) RBPP3	Engagement
	D4.3 Guidance and resources provided and published to assist providers understand and fulfil their responsibilities to consumers in relation to behaviour support and appropriate use of restrictive practices	Senior Practitioner, Behaviour Support	June 2024	KA3	PM12 (was PM13) RBPP1	Regulatory
	D4.4 Campaign on infection prevention and control support for aged care delivered	Assistant Commissioner, Sector Capability and Regulatory Strategy	December 2023	KA1	RBPP2	Regulatory
A5 Expand the regulation and monitoring of residential and home service providers	D5.1 Baseline of provider participation and reporting for the Serious Incident Response Scheme established	Complaints Commissioner Executive Director, Approvals and Serious Incident Notifications	June 2024	KA3	PM10 (was PM11) RBPP1	Regulatory
	D5.2 New processes and procedures for 24/7 registered nurse requirement and care minutes embedded	Executive Director, Regulatory Policy and Intelligence	July 2023	KA3	RBPP1	Regulatory
	D5.3 Aged Care Structural Adjustment Prudential Strategy delivered	Executive Director, Compliance Management	June 2024	KA3	RBPP1	Strategic
	D5.4 Arrangements implemented for regulation and monitoring of provider compliance with governing body responsibilities	Complaints Commissioner Executive Director, Approvals and Serious Incident Notifications	Ongoing	KA3	RBPP1	Regulatory
A6 Plan for the new Aged Care Act and regulatory redesign	D6.1 Contribute to aged care legislative reform (led by the Department of Health and Aged Care) by assisting in the design and development of the legislation and implementing these changes in the Commission	Executive Director, Regulatory Policy and Intelligence	June 2024	KA3	RPP1	Strategic
	D6.2 Contribute to the implementation of Stronger Standards	Assistant Commissioner, Sector Capability and Regulatory Strategy	June 2024	KA3	RBPP1	Strategic

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
<b>Focus area 2</b> Provide a better regulatory service to the community by delivering matured regulatory and operational functions						
<b>A7</b> Monitor aged care provider quality and safety performance against the Aged Care Quality Standards	<b>D7.1</b> More than 2,500 assessment contacts completed	Executive Director, Quality Assessment and Monitoring	June 2024	KA1	PM3 RBPP2	Regulatory
<b>A8</b> Undertake aged care audits of home service, residential and flexible care providers	<b>D8.1</b> More than 1,250 audits conducted	Executive Director, Quality Assessment and Monitoring	June 2024	KA1	PM4 (was PM5) RBPP2	Regulatory
	<b>D8.2</b> Proportion of audits by Commission quality assessors increased	Executive Director, Quality Assessment and Monitoring	June 2024	KA1	RBPP2	Regulatory
<b>A9</b> Effectively resolve complaints about aged care service providers within published service standards	<b>D9.1</b> 80% of complaints and enquiries with the Commission finalised within <a href="#">published service standards</a>	Complaints Commissioner Executive Director, Intake and Complaints Resolution	Ongoing	KA1	PM2 RBPP2	Regulatory
	<b>D9.2</b> 65% of complainant and provider survey responses have an overall rating of satisfied or higher, in line with <a href="#">published service standards</a>	Complaints Commissioner Executive Director, Intake and Complaints Resolution	Ongoing	KA1	PM2 RBPP2	Regulatory
	<b>D9.3</b> Complaints Team structure and operating model reviewed	Complaints Commissioner Executive Director, Intake and Complaints Resolution	March 2024	KA3	RBPP1	Regulatory
<b>A10</b> Monitor and take appropriate action in response to individual providers and provider groups with potential or actual non-compliance and publish compliance rates	<b>D10.1</b> Audits and reviews completed	Executive Director, Compliance Management	June 2024	KA1	PM5 (was PM6)	Regulatory
	<b>D10.2</b> Educational products for the sector delivered	Executive Director, Compliance Management Executive Director, Engagement, Education and Communication	June 2024	KA1	PM5 (was PM6) RBPP2	Regulatory
	<b>D10.3</b> Compliance rates published	Executive Director, Regulatory Policy and Intelligence	Ongoing	KA1	PM5 (was PM6) RBPP2	Regulatory
	<b>D10.4</b> Action taken to address non-compliance with approved provider responsibilities under the <i>Aged Care Act 1997</i>	Executive Director, Compliance Management	June 2024	KA1	PM1 RBPP2	Regulatory
<b>A11</b> Integrate financial and prudential regulation risk engine into operational functions	<b>D11.1</b> Risk engine, including financial and prudential data, enhanced	Executive Director, Compliance Management	Ongoing	KA1	RBPP2	Regulatory

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
A12 Undertake regulatory review activities and implement agreed improvements	D12.1 Regulatory Strategy reviewed and communicated with the sector	Executive Director, Regulatory Policy and Intelligence	March 2024	KA1	RBPP2	Regulatory
	D12.2 Review of Serious Incident Response Assessment Operating Model completed	Complaints Commissioner Executive Director, Approvals and Serious Incident Notifications	March 2024	KA1	RBPP2	Regulatory
	D12.3 Exceptional Circumstances Model developed with the Department of Health and Aged Care	Executive Director, Quality Assessment and Monitoring	December 2023	KA1	RBPP2	Regulatory
	D12.4 Providers’ right to seek a review of regulatory decisions formalised – as far as possible under current legislation and (through work with the Department of Health and Aged Care) the new Aged Care Act	Executive Director, Regulatory Policy and Intelligence	March 2024	KA1	RBPP2	Regulatory
	D12.5 Monitoring and Investigations Framework delivered	Executive Director, Regulatory Policy and Intelligence	June 2024	KA1	RBPP2	Regulatory
	D12.6 Home Services Regulation Project implemented	Executive Director, Regulatory Policy and Intelligence	December 2023	KA1	RBPP2	Regulatory
	D12.7 National Residential Care Compliance Transformation Program commenced	Executive Director, Compliance Management	December 2023	KA1	RBPP2	Regulatory
	D12.8 Provider governance operational policies implemented	Executive Director, Regulatory Policy and Intelligence Executive Director, Approvals and Serious Incident Notifications	December 2023	KA3	RBPP2	Regulatory

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
<b>Focus area 3</b> Better understand and respond to the risks to aged care consumers by strengthening the Commission’s data and intelligence						
<b>A13</b> Improve the Commission’s capability, intelligence resources and use of tactical, operational and systemic risk profiling to effectively target regulatory activities	<b>D13.1</b> Use of risk profiling expanded, and risk assessment enhanced, to effectively target regulatory responses	Executive Director, Regulatory Policy and Intelligence	Ongoing	KA1	PM6 (was PM7) RBPP2	Regulatory
	<b>D13.2</b> Use of risk profiling and risk assessment enhanced for targeted risk-based monitoring of home care providers, and assessment of providers’ financial viability and performance	Executive Director, Regulatory Policy and Intelligence	Ongoing	KA1	PM6 (was PM7) RBPP2	Regulatory
	<b>D13.3</b> New Quality Indicators and quarterly financial reporting data incorporated into risk profiling	Executive Director, Regulatory Policy and Intelligence	Ongoing	KA1	PM6 (was PM7) RBPP2	Regulatory
	<b>D13.4</b> End-to-end Data and Intelligence Capability Framework developed	Executive Director, Regulatory Policy and Intelligence	March 2024	KA1	RBPP2	Regulatory
	<b>D13.5</b> Data Management Framework updated	Executive Director, Regulatory Policy and Intelligence	March 2024	KA1	RBPP2	Regulatory
	<b>D13.6</b> Data, Analytics and Risk Profiling Strategy developed (in partnership with the Department of Health and Aged Care)	Executive Director, Regulatory Policy and Intelligence	March 2024	KA1	RBPP2	Regulatory
	<b>D13.7</b> Regulatory Risk Management Framework revised, including Risk Assessment and Escalation Policy	Executive Director, Regulatory Policy and Intelligence	November 2023	KA1	RBPP2	Regulatory
	<b>D13.8</b> Provider Management of Consumer Harm Risk Model developed	Executive Director, Regulatory Policy and Intelligence	December 2023	KA1	RBPP2	Regulatory
	<b>D13.9</b> Regulatory Intelligence Assessment Tool developed	Executive Director, Regulatory Policy and Intelligence	March 2024	KA1	RBPP2	Regulatory
	<b>D13.10</b> Analytics environment (phase 2) commenced	Executive Director, Regulatory Policy and Intelligence	March 2024	KA1	RBPP2	Regulatory
	<b>D13.11</b> Qualitative research capability continued to be built	Executive Director, Regulatory Policy and Intelligence	December 2023	KA1	RBPP2	Regulatory

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
<b>Focus area 4</b> Increase understanding, trust and respect with stakeholders through enhanced engagement						
<b>A14</b> Improve understanding and connection with key stakeholders	<b>D14.1</b> Consumer satisfaction with our engagement activities evaluated	Assistant Commissioner, Sector Capability and Regulatory Strategy	June 2024	KA2	PM7 (was PM8) RBPP3	Engagement
	<b>D14.2</b> The effectiveness of communication and education channels and activities measured using an evaluation framework	Executive Director, Engagement, Education and Communication	June 2024	KA2	PM9 (was PM10) RBPP3	Engagement
	<b>D14.3</b> Enhanced Commission website delivered	Executive Director, Engagement, Education and Communication	March 2024	KA2	RBPP3	Engagement
	<b>D14.4</b> Customer Experience Design Project delivered	Assistant Commissioner, Sector Capability and Regulatory Strategy	September 2023	KA2	RBPP3	Engagement
	<b>D14.5</b> New Communications and Stakeholder Engagement Strategy developed and implemented, with improved mechanisms and processes for engagement with consumers from diverse backgrounds	Executive Director, Engagement, Education and Communication	September 2023	KA2	RBPP3	Engagement
	<b>D14.6</b> Registrations with the Aged Care Learning Information Solution platform increased, with content available for upload to provider learning and development systems	Executive Director, Engagement, Education and Communication	Quarterly reporting from October 2023	KA2	RBPP3	Engagement
<b>A15</b> Communicate clearly about our organisation and regulatory approach	<b>D15.1</b> The Commission’s purpose, role and responsibilities statement, and relevant communications products updated	Executive Director, Enterprise Governance and Corporate Operations  Executive Director, Engagement, Education and Communication	March 2024	KA2	RBPP3	Engagement
	<b>D15.2</b> Comprehensive communication program for the revised Regulatory Strategy designed and implemented	Executive Director, Engagement, Education and Communication	March 2024	KA2	RBPP3	Engagement
	<b>D15.3</b> The Commission’s program of work to facilitate open disclosure developed, implemented and communicated	Complaints Commissioner  Executive Director, Regulatory Policy and Intelligence	March 2024	KA2	RPP3	Engagement
	<b>D15.4</b> Regulatory performance reporting enhanced	Complaints Commissioner  Executive Director, Regulatory Policy and Intelligence	November 2023	KA2	RBPP3	Engagement

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle



Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
Stronger corporate capabilities						
<b>Focus area 5</b> Strengthen the Commission’s governance and funding arrangements						
<b>A16</b> Implement a robust, comprehensive and transparent governance and operational policy framework	<b>D16.1</b> New Accountability and Governance Framework – incorporating a Legislative, Regulatory and Policy Framework and refreshed Accountable Authority Instructions and Delegations – developed and implemented	Executive Director, Enterprise Governance and Corporate Operations	September 2023 to June 2024	KA2	RPP3	Strategic
	<b>D16.2</b> Operational Policy Framework developed and implemented	Executive Director, Regulatory Policy and Intelligence	December 2023	KA2	RBPP3	Strategic
	<b>D16.3</b> Prioritisation Framework and methodology developed and implemented	Executive Director, Enterprise Governance and Corporate Operations	December 2023	KA2	RBPP3	Strategic
	<b>D16.4</b> Enterprise architecture embedded into decision-making processes to better align business needs and ICT	Executive Director, Enterprise Governance and Corporate Operations	December 2023	KA2	RBPP3	Strategic
	<b>D16.5</b> Business Continuity Framework developed and implemented	Executive Director, Enterprise Governance and Corporate Operations	September 2023 to March 2024	KA2	RBPP3	Enterprise-wide
	<b>D16.6</b> Complaints and Feedback (about the Commission) Policy reviewed and recommendations implemented	Executive Director, Enterprise Governance and Corporate Operations	November 2023	KA2	RBPP3	Engagement
<b>A17</b> Implement an Integrity Framework and related integrity measures throughout the Commission’s operations	<b>D17.1</b> Integrity Framework and Plan, consistent with the Commonwealth Integrity Maturity Framework, developed and implemented	Executive Director, Enterprise Governance and Corporate Operations	September to December 2023	KA2	RBPP3	Strategic
<b>A18</b> Enhance the Commission’s Quality Assurance Framework	<b>D18.1</b> Enhanced whole-of-Commission Quality Assurance Framework developed and implemented	Executive Director, Enterprise Governance and Corporate Operations	November 2023	KA2	RBPP3	Strategic

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
A19 Update MOU and enhance coordination with the Department of Health and Aged Care	D19.1 MOU between the Commission and Department of Health and Aged Care updated	Executive Director, Regulatory Policy and Intelligence  Executive Director, Enterprise Governance and Corporate Operations	March 2024	KA2	RBPP3	Engagement
	D19.2 Joint Strategic Committee formed	Assistant Commissioner, Sector Capability and Regulatory Strategy	August 2023	KA2	RBPP3	Engagement
	D19.3 MOU between the Commission and Inspector-General updated	Executive Director, Regulatory Policy and Intelligence	October 2023	KA2	RBPP3	Engagement
A20 Optimise resource management models	D20.1 Appropriate and ongoing funding model further progressed (working with the Department of Health and Aged Care)	Executive Director, Enterprise Governance and Corporate Operations	October 2023	KA3	RBPP1	Strategic
	D20.2 Aged Care Regulatory Resource Model updated	Executive Director, Regulatory Policy and Intelligence	May 2024	KA3	RBPP1	Strategic
	D20.3 Financial Management Transformation Plan implemented	Executive Director, Enterprise Governance and Corporate Operations	June 2024	KA2	RBPP3	Enterprise- wide
A21 Action approved recommendations of the Independent Capability Review	D21.1 Capability Review Action Plan implemented	Commissioner  Executive Director, Enterprise Governance and Corporate Operations	June 2024	KA1–3	RBPP1–3	Enterprise- wide
	D21.2 Aged Care Quality and Safety Advisory Council strengthened	Commissioner  Assistant Commissioner, Sector Capability and Regulatory Strategy	June 2024	KA1–3	RBPP1	Strategic

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
<b>Focus area 6</b> Maximise the potential of the Commission’s workforce						
<b>A22</b> Develop a Clinical Governance Framework	<b>D22.1</b> Core clinical knowledge embedded throughout the Commission	Chief Clinical Advisor	March 2024	KA3	RBPP1	Regulatory
<b>A23</b> Develop a comprehensive Workforce Strategy including workforce profiling, recruitment and retention strategies	<b>D23.1</b> Strategic Workforce Plan delivered	Executive Director, Enterprise Governance and Corporate Operations	September 2023 to April 2024	KA2	RBPP3	Enterprise-wide
	<b>D23.2</b> Quality Assessor Retention Strategy actioned	Executive Director, Quality Assessment and Monitoring	November 2023	KA2	RPP3	Enterprise-wide
	<b>D23.3</b> Group, role or team-based retention and recruitment plans developed to enable priority recruitment	Executive Director, Enterprise Governance and Corporate Operations	Ongoing	KA2	RPP3	Enterprise-wide
	<b>D23.4</b> Strengthened Commission Leadership Model and Change Plan delivered	Commissioner Executive Director, Enterprise Governance and Corporate Operations	March 2024		RPP3	Strategic
<b>A24</b> Implement strategies to enhance diversity and inclusion in our workplace, and improve how we cater to the Commission’s diverse range of stakeholders	<b>D24.1</b> Diversity and Inclusion Strategy delivered	Executive Director, Enterprise Governance and Corporate Operations	October 2023	KA2	RPP3	Enterprise-wide
	<b>D24.2</b> Cultural Capability Framework delivered	Executive Director, Enterprise Governance and Corporate Operations	March 2024	KA2	RBPP3	Enterprise-wide
	<b>D24.3</b> ‘Innovate’ Reconciliation Action Plan implemented	Executive Director, Quality Assessment and Monitoring	June 2024	KA2	RBPP3	Enterprise-wide
<b>A25</b> Deliver improved workforce management capabilities, organisational culture and employee experience	<b>D25.1</b> ‘One Commission’ Strategy reviewed	Executive Director, Enterprise Governance and Corporate Operations	October 2023	KA2	RBPP3	Enterprise-wide
	<b>D25.2</b> Staff Capability Framework delivered	Executive Director, Enterprise Governance and Corporate Operations	December 2023	KA2	RBPP3	Enterprise-wide
	<b>D25.3</b> New Enterprise Agreement delivered	Executive Director, Enterprise Governance and Corporate Operations	March 2024	KA2	RBPP3	Enterprise-wide

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

Action	Deliverable	Accountable officer	Timeframe	Key activity	Corporate Plan link	Capability
	<b>D25.4</b> Revised Human Resources and Learning and Development Operating Model implemented, including alignment of relevant strategies and plans	Executive Director, Enterprise Governance and Corporate Operations	June 2024	KA2	RBPP3	Enterprise-wide
	<b>D25.5</b> Human Resources Information System delivered	Executive Director, Enterprise Governance and Corporate Operations	June 2024	KA2	RBPP3	Enterprise-wide
<b>Focus area 7</b> Evolve the Commission’s ICT systems to be robust and user-focused						
<b>A26</b> Implement the Commission’s Digital Strategy	<b>D26.1</b> Digital Strategy launched and key initiatives delivered	Executive Director, Enterprise Governance and Corporate Operations	June 2024	KA2	RBPP3	Enterprise-wide
	<b>D26.2</b> ICT Operating Model, resourcing and governance reviewed	Executive Director, Enterprise Governance and Corporate Operations	November 2023	KA2	RBPP3	Enterprise-wide
	<b>D26.3</b> System improvements to support regulatory reform initiatives delivered	Executive Director, Enterprise Governance and Corporate Operations  Executive Director, Regulatory Policy and Intelligence	Ongoing	KA2	RBPP3	Enterprise-wide
<b>A27</b> Deliver a cyber security uplift program	<b>D27.1</b> Maturity against the Essential 8 and Protective Security Policy Framework improved	Executive Director, Enterprise Governance and Corporate Operations	Ongoing	KA2	RBPP3	Enterprise-wide
<b>A28</b> Deliver the Aged Care Case Management Information System	<b>D28.1</b> Aged Care Case Management Information System operationalised and enhancements progressed	Executive Director, Enterprise Governance and Corporate Operations	October 2023	KA1	RBPP2	Enterprise-wide
<b>A29</b> Deliver the Applications, Notifications, Determinations and Information system	<b>D29.1</b> Applications, Notifications, Determinations and Information system delivered (replacing multiple manual-tracking mechanisms and processes)	Executive Director, Enterprise Governance and Corporate Operations	August 2023	KA1	RBPP2	Regulatory

KA – Key Activity | PM – Performance Measure | RBPP – Regulator Best Practice Principle

# Appendix 1

## List of requirements

### Corporate Plan

The Corporate Plan has been prepared in accordance with the requirements of Subsection 35(1) of the PGPA Act and the PGPA Rule 2014.

Table 4 details the requirements met by the Corporate Plan and the page reference(s) for each requirement.

**Table 4.**

Requirement	Page(s)
Introduction	
• Statement of preparation	
• Reporting period for which the plan is prepared	
• Reporting periods covered by the plan	5–7
Purposes	8
Key activities	37
Operating context	19–34
• Environment	19–20
• Capability	21–4
• Risk oversight and management	25–7
• Cooperation	34
• Subsidiaries (where applicable)	na
Performance	35–48

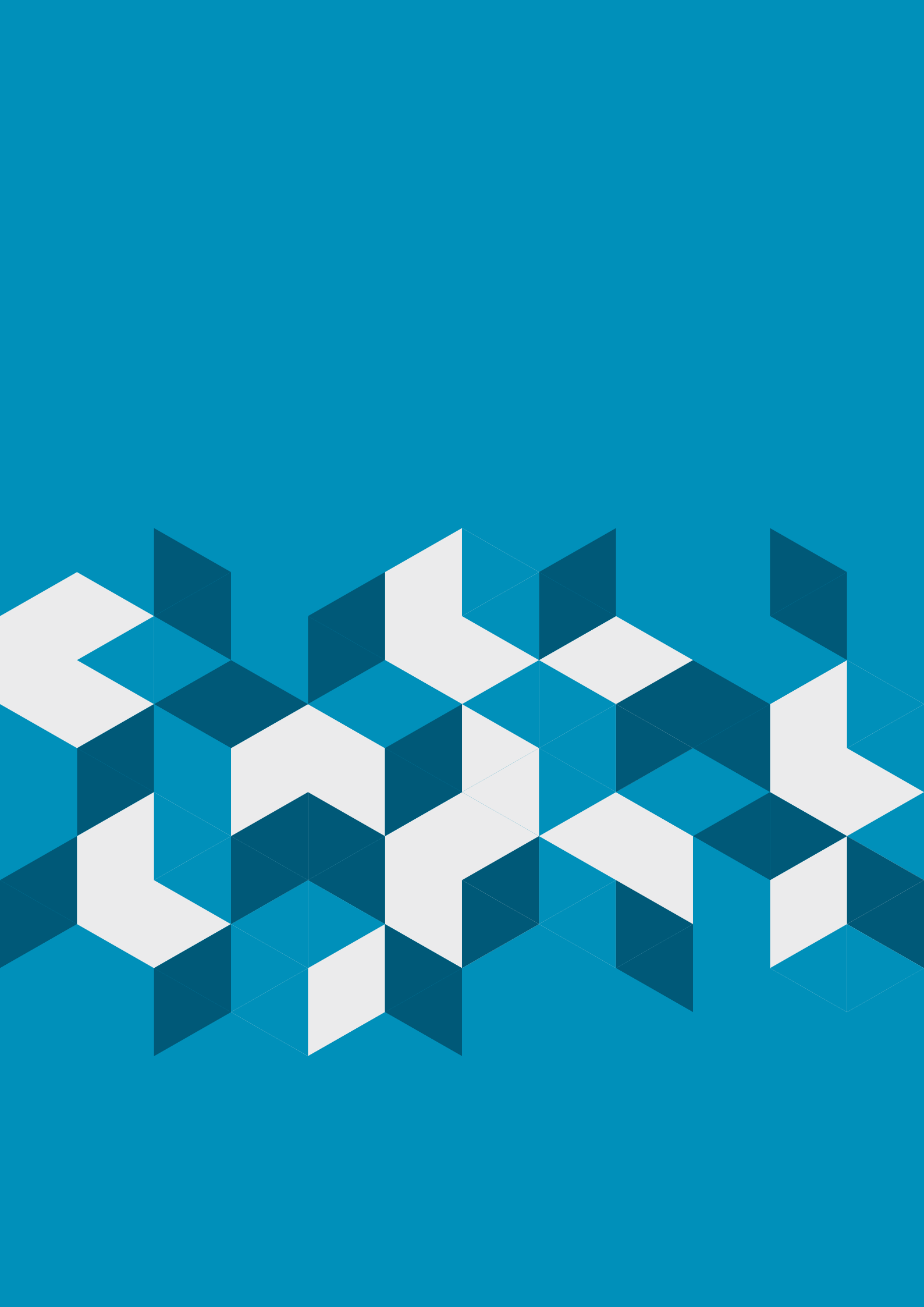
### Annual Operational Plan

The Operational Plan has been prepared in accordance with Section 54(1) and (2) of the Commission Act.

Table 5 details the requirements met by the Annual Operational Plan and the page reference(s) for each requirement.

**Table 5.**

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	49–71
Set out the Commissioner's priorities for work to be undertaken during the period	
• Commissioner's strategic priorities	16–17
• Commissioner's focus areas for the year	49–71
Set out how the Commissioner will apply the resources of the Commission to achieve those objectives	21–4 49–71
An assessment of risks faced by the Commission for the period together with a plan to manage those risks	25–7
Performance indicators the Commissioner considers appropriate for assessing the performance of the Commission during the period	49–71





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