



Australian Government
Aged Care Quality and Safety Commission

Engage
Empower
Safeguard

Corporate Plan 2025–26





In the spirit of reconciliation, the Aged Care Quality and Safety Commission acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, water and community. We pay our respects to Elders past, present and emerging, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

Artwork by Dreamtime Creative



**This is an interactive report.**

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Message from the Commissioner

The Aged Care Quality and Safety Commission works to safeguard the rights and wellbeing of more than 1.3 million older people accessing aged care services in Australia. We want older people to be empowered to make choices about the care they receive, and to trust that the care is safe and of high quality.

Change has been a constant since the Commission was established in 2019, and since the Royal Commission into Aged Care Quality and Safety handed down its recommendation in 2021 for a new aged care Act. The quality of aged care has improved as a result of wide-ranging reforms including increased staffing ratios, and campaigns including food, nutrition and dining, and infection prevention and control.

The once-in-a-lifetime reforms brought about by the *Aged Care Act 2024* – commencing from 1 November 2025 – will provide an invaluable opportunity to further improve care for all older people. We have worked hard with our stakeholders to prepare and uplift the sector and the Commission in readiness for the new Aged Care Act. As we transition to the new Act, the safety, health, wellbeing and quality of life of older people accessing aged care remain at the centre of everything we do.

Throughout 2025–26 our priority is putting into effect the new regulatory framework established to support implementation of the new Aged Care Act. The Commission's regulatory approach is fair, proportionate and balanced, and aligns with the rights-based focus of the aged care reforms. It is firmly anchored on older people's right to exercise personal choices, make decisions about the care they receive, be treated with dignity and respect, and receive safe and high-quality aged care.

The safety, health, wellbeing and quality of life of older people accessing aged care remain at the centre of everything we do.

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There is no doubt that implementation of the new Aged Care Act is a significant change for the sector.

We remain focused on regulating and working with aged care providers to ensure older people receive the safe and high-quality care they deserve. There is no doubt that implementation of the new Aged Care Act is a significant change for the sector. However, the practical support and guidance we provide will ensure as smooth a transition as possible, particularly for those providers that will be regulated by the Commission for the first time or existing providers that have new or changed compliance obligations.

Under our Supervision Model, we continually monitor provider compliance with their obligations, such as the Aged Care Code of Conduct, Aged Care Quality Standards, and Financial and Prudential Standards. Should a provider be found to be non-compliant, we will work with them to manage the risk posed to older people. We monitor through a wide range of mechanisms including data from the Serious Incident Response Scheme, complaints, audits and other sources of intelligence.

From November 2025, we will commence our new function of registering aged care providers, along with renewing or – where necessary – revoking those registrations. This will allow for the regular and ongoing assessment of each provider's capability, capacity and commitment to provide high-quality care for older people.

Our engagement, communication and education programs are crucial in assisting providers transition to a rights-based, person-centred model of care. Importantly, we also engage with aged care recipients to inform them of their rights, the work of the Commission and the obligations of their providers. In 2025–26 we will continue our strong focus on engagement with diverse audiences including First Nations, LGBTIQ+, and culturally and linguistically diverse people.

During the year I look forward to welcoming the statutory Complaints Commissioner (subject to appointment by the government). We will roll out a comprehensive engagement and communication strategy to introduce the Complaints Commissioner to the sector and explain their role, and empower older people to access the complaints process when things have gone wrong.

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The Commission's corporate enabling functions firmly underpin our ability to effectively protect the rights of older people and enhance their safety and quality of life. The year 2025–26 sees a focus on further establishing systems to ensure we continue to sustain and build our capacity as a best practice regulator.

As the accountable authority of the Aged Care Quality and Safety Commission, I am pleased to present the *Aged Care Quality and Safety Commission Corporate Plan 2025–26*, which covers the period 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The Commission shares the same ambition as all older people, their supporters, those working in the sector and other stakeholders – that every older person enjoys a great aged care experience. We remain deeply committed to making this happen.

A handwritten signature in black ink, which appears to read 'Liz Webb'.

Liz Hefren-Webb
Aged Care Quality and Safety Commissioner

Message from the Advisory Council

The Advisory Council brings independent insight and perspective to the work of the Commission and complements its engagement with the aged care sector.

The Aged Care Quality and Safety Advisory Council provides well informed and impartial advice to support the Commission to uphold the rights of people accessing aged care services, and to protect and enhance their safety, health, wellbeing and quality of life.

The Advisory Council brings independent insight and perspective to the work of the Commission and complements its engagement with the aged care sector.

The Advisory Council was established under the *Aged Care Quality and Safety Commission Act 2018*. Under the *Aged Care Act 2024* – to commence from 1 November 2025 – the Council’s role will be confirmed and reformed in response to a recommendation of the 2023 Independent Capability Review of the Aged Care Quality and Safety Commission that the Advisory Council ‘be strengthened to provide stronger independence, accountability and oversight’.

Advisory Council functions



To monitor the performance of the Commission’s functions



To support the Commission in developing its strategic objectives



To provide advice to the Commissioner, Complaints Commissioner and Minister for Aged Care and Seniors, including identifying current and emerging risks and systemic performance issues, and making recommendations

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Advisory Council priorities

Our priorities align with the Commission’s purpose to uphold the rights and protect and enhance the safety, health, wellbeing and quality of life of older people accessing aged care.



Ensuring our advice is centred on safeguarding the rights and wellbeing of older people accessing aged care services



Acknowledging the commitment and compassion of Commission staff, and staff across the sector



Ensuring the Commission has the capabilities needed to deliver the significant legislative reforms associated with the new Aged Care Act, including the introduction of a Statement of Rights



Supporting the Commission to develop its strategic priorities, including through contributing to the design and development of documents such as this plan



We will continue to strengthen our independence and refine our operating arrangements so we can fully embrace our enhanced functions.



The new Aged Care Act will clarify and expand the Advisory Council's capabilities and prominence. This includes enhanced functions to monitor the performance of the Commission, identify risks and issues, and make recommendations.

The Advisory Council comprises a mix of ministerially appointed members with diverse experience and expertise, and ex-officio members from the Commission and the Department of Health, Disability and Ageing.

A number of short-term ministerial appointments from 1 August to 31 October 2025 will ensure the Advisory Council can continue to function until the commencement of the new Aged Care Act. These include myself as Chair, Ms Julie Dundon as a reinstated member and Mr Andrew Brown as a new member.

The new Aged Care Act provides for an expansion of the Advisory Council to further boost our diversity and assist us to meet our enhanced role. We look forward to welcoming further new members from 1 November 2025.

Throughout 2025–26 we will continue to strengthen our independence and refine our operating arrangements so we can fully embrace our enhanced functions under the new Aged Care Act. This includes focusing our workplan on key priorities and enhancing our engagement activities.

The new Aged Care Act will ensure we have access to data and information necessary to perform our functions. In developing advice and recommendations, we will continue to draw from a broad range of data, including from the Commission's surveillance, risk assessment and regulatory processes and activities, and independent information sources.

We acknowledge the other agencies and parties involved in monitoring the performance of the Commission. We work collaboratively to ensure implementation of our enhanced functions is outcome focused and streamlined, and adds value.

We continue to place the rights and wellbeing of older people at the heart of our advice, as we contribute to driving continuous improvement across the aged care sector and fulfilling the intentions of the aged care reforms.

Margot Richardson

Chair, Aged Care Quality and Safety Advisory Council



About the Commission



The Commission's purpose is to uphold the rights of older people accessing aged care and to protect and enhance their safety, health, wellbeing and quality of life.

The Commission's purpose is to uphold the rights of older people accessing aged care and to protect and enhance their safety, health, wellbeing and quality of life. Through this lens we regulate aged care providers to ensure they comply with their legislative obligations, and manage concerns, complaints and serious incidents.

The Commission is a non-corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*. We operate independently and objectively in performing our functions and exercising our powers as set out in the *Aged Care Quality and Safety Commission Act 2018* and *Aged Care Quality and Safety Commission Rules 2018*. From 1 November 2025 this legislation will be superseded by the *Aged Care Act 2024* and *Aged Care Rules*, respectively.

The Commission's functions and powers help us manage risks in the aged care sector and respond appropriately to incidents and departures from expected performance or outcomes.

Commission functions

- To safeguard older people accessing aged care services by upholding their rights, and protecting and enhancing their safety, health, wellbeing and quality of life; includes protecting their right to culturally safe care that is free from neglect and exploitation
- To engage with older people to keep them informed of their rights so they can make the best choices about the care they need, and to educate providers and workers on best practice models to build their capacity to deliver rights-based care
- To register providers so those that enter the aged care market (and those that stay) can competently deliver high-quality aged care (from 1 November 2025)
- To uphold the rights of older people to make complaints by maintaining independent, transparent, accountable, accessible and safe processes to complain to a provider and/or the Commission

The Commission plays a leadership role in advancing the government's vision for older people to trust and have confidence that aged care services will protect their safety, independence and quality of life.

The Commission plays a leadership role in advancing the government's vision for older people to trust and have confidence that aged care services will protect their safety, independence and quality of life.

We are led by an independent Aged Care Quality and Safety Commissioner who reports to the Minister for Aged Care and Seniors. The Commissioner is the Commission's accountable authority and is accountable for all corporate and operational activities and performance as a regulator.

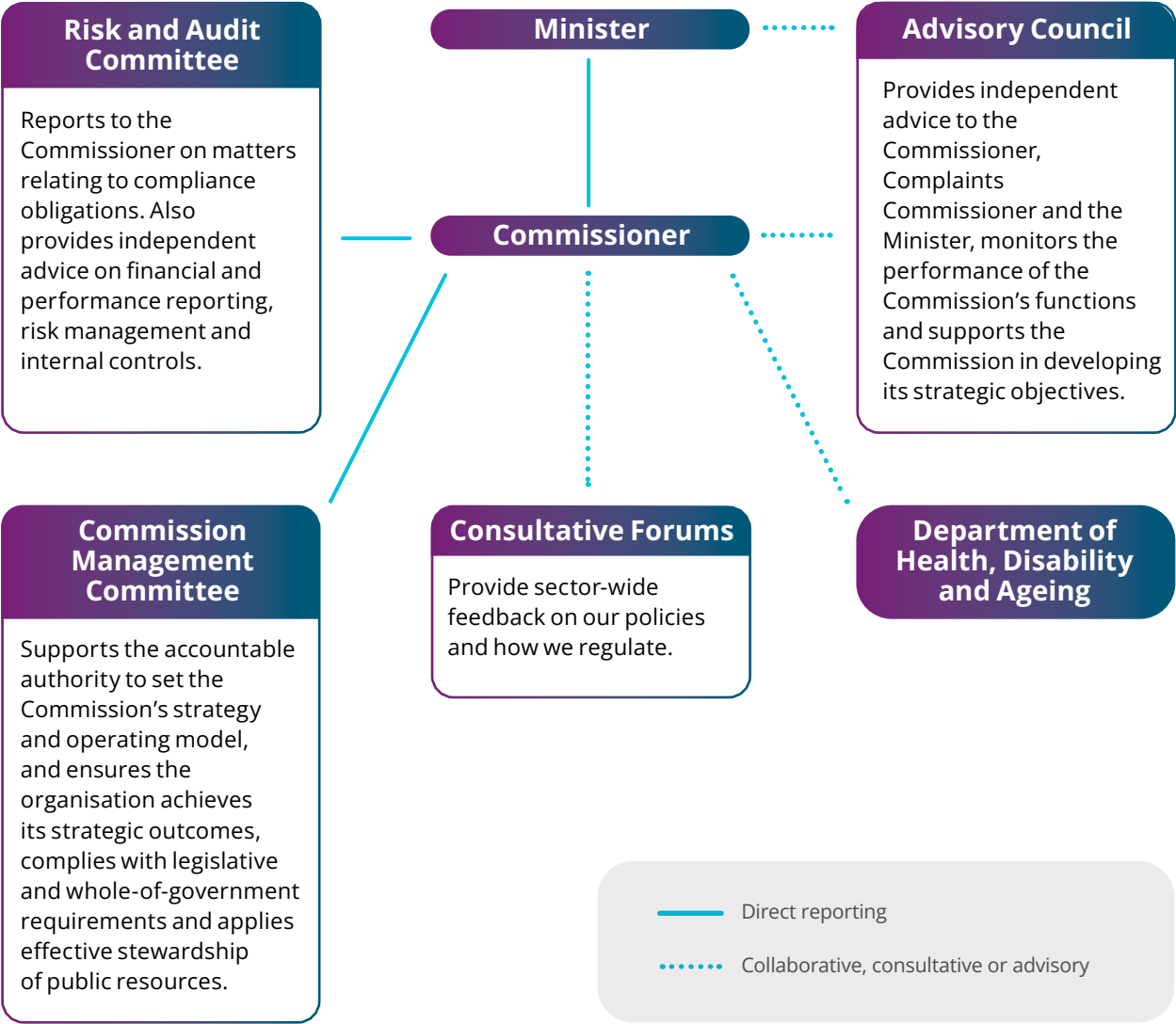
The Commissioner works with the Complaints Commissioner and is supported by the Chief Clinical Advisor, Deputy Commissioner Regulatory Operations, Deputy Commissioner Sector Capability and Regulatory Strategy, Deputy Commissioner Corporate and the broader Executive Leadership Group.

Commission roles

- To inform older people of their right to quality and safe care
- To engage with older people about the quality of care and services
- To educate providers on their responsibilities to deliver safe and high-quality care
- To regulate aged care providers and monitor the quality of care and services
- To register providers of aged care, as well as renew and revoke registrations (from 1 November 2025)
- To monitor compliance with the [Aged Care Code of Conduct](#) and [Aged Care Quality Standards](#)
- To make and enforce [Financial and Prudential Standards](#)
- To deal with complaints or feedback provided to the Complaints Commissioner
- To manage reportable incidents under the [Serious Incident Response Scheme](#)
- To publish data and insights on sector and provider performance
- To promote confidence and trust in the provision of aged care

As part of the Health, Disability and Ageing portfolio, the Commission works closely and collaboratively with the Department of Health, Disability and Ageing through a memorandum of understanding. This includes developing and implementing the government’s policy and reform initiatives to strengthen the aged care sector. The Commissioner is responsible for informing the Secretary of the Department of relevant issues and information, such as concerns or clarifications relating to legislative requirements, resourcing and policy.

Governance structure



Values

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



Impartial

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



Accountable

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



Ethical

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



Respectful

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



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.



Stewardship

We build our capability and institutional knowledge, and support the public interest now and into the future by understanding the long-term impacts of what we do.

Guiding principles



We place the rights and wellbeing of older people accessing aged care at the centre of all we do

- We listen to older people to understand what is important to them and what they need from us.
- We regulate and work with providers to ensure rights-focused, safe and high-quality care for older people.
- We work to ensure older people are empowered to easily make complaints without fear of reprisal.



We aim to improve the quality and safety of aged care and older people's experiences of care

- We support the government's objective of ensuring the safety, dignity and wellbeing of every older person accessing aged care services.
- We prioritise and target our activities to deliver aged care reforms and lift sector performance.



We advance intelligence-led, risk-based and proportionate regulation

- We use our full range of powers to strengthen our regulatory effectiveness.
- We collect, analyse and publish information that improves the transparency and understanding of provider risks and sector trends.
- We use this information to guide our regulatory activities, ensuring that our decisions and actions are proportionate to the risks facing older people.



We are a capable and accountable regulator

- Our capability and accountability are strengthened through the publication and implementation of our [Regulatory Strategy](#).
- We measure and publish relevant information about our performance.
- We invest in our people and systems to support our operations, and prioritise meaningful collaboration and engagement.



Regulatory approach

Our Regulatory Strategy outlines our regulatory approach and priorities across our safeguarding, engagement and education, complaints management and registration functions.

We regulate to ensure a rights-based approach to quality and safe aged care, drive continuous improvement, and build confidence and trust in the aged care system.

We regulate to ensure a rights-based approach to quality and safe aged care, drive continuous improvement, and build confidence and trust in the aged care system.

Commissioners' functions

The functions and powers of the Aged Care Quality and Safety Commissioner and Complaints Commissioner are assigned under the *Aged Care Act 2024*. They give us the authority to regulate the aged care sector and deliver the government's strategic priorities for the aged care system.

- **Safeguarding functions** to uphold the rights of older people and protect and enhance their safety, health, wellbeing and quality of life. We do this through administering the Serious Incident Response Scheme, monitoring risk and managing compliance and enforcement when needed. We protect continuity of care by monitoring providers' financial viability and sustainability, and promote continuous improvement to build confidence and trust in the aged care system.
- **Engagement and education functions** to learn from older people and build the capability of the aged care sector. We do this by listening to the experiences of older people, and engaging with and promoting best-practice models of care.
- **Registration of providers functions** to manage who enters the government-funded aged care market and how they participate. We do this by assessing providers' suitability to deliver aged care and varying, suspending or revoking registration where providers do not have the capability, commitment or capacity to comply with their obligations and deliver quality and safe care.
- **Complaints functions** to uphold the rights of older people by resolving their complaints or concerns with meaningful and restorative outcomes. We do this by listening and responding to complaints and feedback about providers and workers, helping older people and their supporters to make complaints and give feedback, and promoting best-practice complaint handling to build a culture of continuous improvement and open disclosure.

Regulatory priorities

Our regulatory priorities shape how we meet our regulatory purpose, perform our functions and inform our decisions:

- protect older people receiving funded aged care services
- drive continuous improvement in the aged care sector
- build public confidence and trust in the aged care system.

Protect older people

Protecting older people involves recognising that every person is unique, with different aspirations, goals and needs. Older people are entitled to quality and safe care, whatever their ability or level of autonomy.

The aged care system should:

- support older people who want to be independent
- protect older people at increased risk of harm who cannot advocate for themselves.

We regulate in a way that is led by, and in proportion to, the risk to older people. We are careful not to limit older people's autonomy by making assumptions about their dependency or frailty. We protect older people through prevention and response.

Through **prevention** we use data and regulatory intelligence to find risks early. We then base our engagement with the sector and our regulatory campaigns on reducing these risks. Through engagement, education and targeted monitoring our regulatory campaigns build sector capability and improve providers' capability to prevent harm to older people.

Through **response** we find risks to older people or failures in care during surveillance of providers and workers. We base our response to risk on our Supervision Model, which assesses a provider's management of risk and adjusts the intensity of our engagement to match the risk. If a provider cannot show they are effectively managing risks or issues, we increase our monitoring and supervision.

We protect older people through prevention and response.



We have a range of regulatory responses to encourage or compel providers or workers to change their behaviour and deliver quality and safe care for older people. While we support providers and workers to comply with their obligations, we have a low tolerance for providers that do not respond to our support or are unwilling to manage risks. If we find serious or systemic failures, we can take enforcement actions including fines or court orders. If a provider or worker's participation in the aged care market causes ongoing or significant risks to older people, we can ban them from delivering funded aged care services.

Drive continuous improvement

A successful aged care sector not only protects the safety, health, wellbeing and quality of life of older people, but continuously improves towards high-quality care. High-quality care means putting older people first and upholding their rights under the Statement of Rights. All providers have an obligation to show they are committed to continuously improve towards high-quality care.

Continuous improvement involves:

- listening to older people as unique individuals with different care needs
- engaging with workers on what a great care experience means
- finding the root cause of serious incidents and complaints, and making meaningful changes to prevent them from happening again
- restoring the trust and confidence of people receiving care when things go wrong.

Under the new Aged Care Act, we will recognise residential providers that show their commitment to high-quality care by awarding them an 'exceeding' audit grade. We also work with the Department of Health, Disability and Ageing to recognise these providers through the Star Ratings published on My Aged Care.

We partner with the sector to support innovation and drive continuous improvement. We promote providers who use innovative practices and solutions to address shared challenges. We collaborate with providers, as well as older people and their supporters, to develop best practice guidance, education and resources to encourage continuous improvement across the sector.

We partner with the sector to support innovation and drive continuous improvement.

We monitor providers and workers so older people can trust and have confidence in funded aged care services.

Build public confidence and trust

Public confidence and trust in the aged care system begins with who is allowed to enter and participate in the government-funded aged care market. Through our registration functions, we decide who enters the aged care market and the conditions that apply to them when they do. When registering organisations and people, we rigorously test their commitment, capability and capacity to deliver funded aged care services.

We monitor providers and workers so older people can trust and have confidence in funded aged care services. We do this through our safeguarding functions. This involves monitoring providers and workers to make sure they are complying with their obligations, including the Aged Care Code of Conduct and Aged Care Quality Standards, and upholding the Statement of Rights.

We also monitor the financial viability of providers so older people are confident the sector is sustainable and that they will receive continuity of care. We work with providers and the department to manage financial risk through the Financial and Prudential Standards.

Trust is built through respectful relationships. All providers have an obligation to maintain transparent, accessible and responsive complaints and incident management systems. These systems must include older people and those supporting them when things go wrong. Providers are accountable for these systems and how effective they are. If people face negative consequences for expressing their concerns, this is likely to be a breach of whistle-blower protections. We take strong action against those responsible for such a breach.

To promote confidence in how we regulate the aged care system, we independently manage complaints and feedback about providers and workers. By dealing with complaints and feedback in a way that is person-centred, timely, easy to use and encourages restorative practices, we rebuild trust between complainants, providers and workers.

We build trust and confidence by being transparent and accountable about how we and the sector are performing. We do this by publishing sector performance and insights reports, annual reports on our own performance, and policies and guidance materials.

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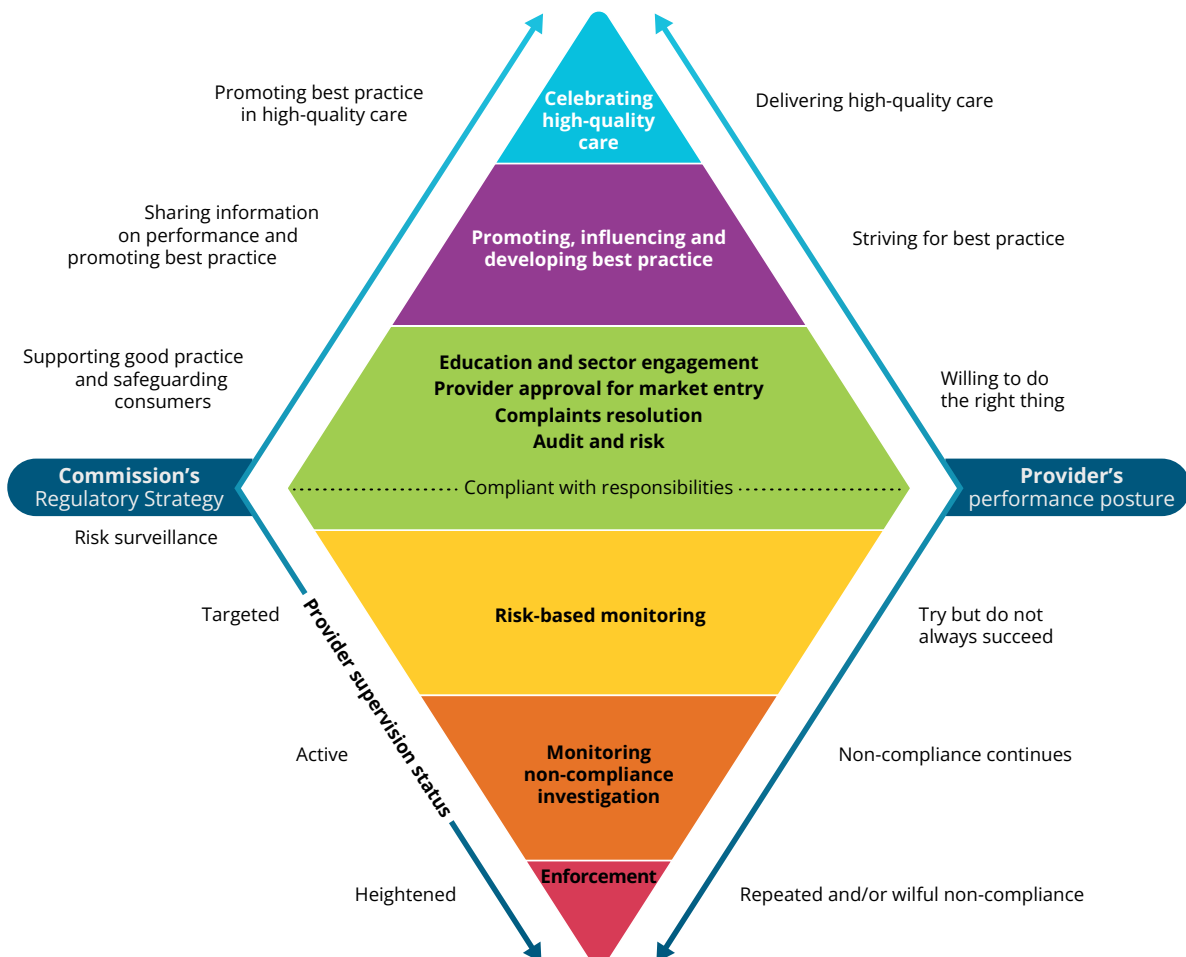
Regulatory approach

When providers are willing to do the right thing and strive for best practice, we support them to continuously improve.

Our regulatory approach describes how we will perform our functions and achieve our priorities:

- rights-based
- risk-led and proportionate
- engagement and partnerships.

The regulatory diamond summarises our approach. When providers are willing to do the right thing and strive for best practice, we support them to continuously improve and celebrate the delivery of high-quality care. But when providers are not complying with their obligations and are not willing to change, we use our Supervision Model to coordinate monitoring, compliance and enforcement to encourage or compel them to improve.



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Our focus is always on supporting the rights of older people, protecting the quality and safety of their care and improving their care experience.



Rights-based

Rights are central to how we regulate the aged care sector. We are a key player in defending older people's rights and we partner with people across the aged care system in the delivery of rights-based care.

Rights mean different things to people as they age and their level of care changes. We know older people have spent a lifetime planning, organising and managing their own lives. When they start receiving care, we respect their autonomy by listening to them and empowering them to exercise their rights and make their own choices. If they are not able to do this on their own, we will be there to advocate for their interests and support the people who support them.

We expect providers to:

- work in partnership with older people to meet their needs, choices and preferences
- respect older people's identity
- treat older people with dignity across all aspects of their aged care experience.

A safe and accessible complaints process gives older people the confidence to tell their provider or us when they think their rights are not respected. It shows them we listen and work with them to find meaningful solutions towards restorative outcomes and build a better aged care system.

When older people are prevented from exercising their rights, we use our safeguarding functions to encourage or compel providers to comply with their obligations. Our focus is always on supporting the rights of older people, protecting the quality and safety of their care and improving their care experience.

Through respectful care and rights-upholding behaviours, aged care workers support older people to maintain their dignity and autonomy. By respecting who older people are, listening to their voice and supporting their right to make choices, aged care workers empower older people to live self-determined, meaningful lives.



The regulatory actions we take are in proportion to the level of risk faced by older people.

Risk-led and proportionate

We take a risk-led and proportionate approach to regulation. This means we focus on preventing issues that have a high risk of harm and responding where harm has already happened. The regulatory actions we take are in proportion to the level of risk faced by older people and our assurance that providers have effective risk controls in place to manage and prevent harm.

We have our 'eyes on' all providers and workers through risk surveillance. Every time we engage with older people, providers, people delivering care and other agencies, we develop regulatory intelligence. By analysing regulatory intelligence, we build risk profiles to help us find providers or workers who require additional oversight. Risk profiles help us to target our efforts, meaning we are not imposing additional burden on providers or workers that are doing the right thing.

Our actions depend on the nature of the risk to older people, and how willing the provider or worker is to change.

When we find risks, we engage with providers through our Supervision Model. This helps us take a proportionate approach to how we regulate. We adjust the intensity of our engagement based on how well providers can manage risks themselves. If the risk increases, or our confidence in the provider's ability to manage the risks decreases, we assign them a higher supervision status and increase our oversight of their operations.

When we respond to a risk or issue, we have a range of monitoring, compliance and enforcement actions we can take. Our actions depend on the nature of the risk to older people, and how willing the provider or worker is to change. If they are using their best efforts and are committed to complying with their obligations, we will support them to improve and manage the risks through our engagement. If they are repeatedly or wilfully non-compliant or are putting older people at risk, we will compel them to change their behaviour. We may also seek penalties to deter similar behaviour in the future.

Supervision Model



Risk surveillance

Providers who only require surveillance represent the lowest risk cohort.



Targeted supervision

Targeted supervision in most circumstances will involve the Commission taking regulatory action to manage specific events or issues.



Active supervision

Providers are assigned an active supervision status where high-level risks are identified that are most effectively dealt with at a provider level.



Heightened supervision

Only a small number of providers will be assigned to heightened supervision, representing a cohort that is the highest risk caseload and over which the Commission has the most concern.

Engagement and partnerships

We are more than just a regulator – we are a partner in rights-based care. A rights-based aged care sector that delivers safe and quality care is built on listening and learning. It is also built on partnerships with older people, providers and aged care workers.

We know everyone involved in delivering and accessing funded aged care services has an important point of view and role in upholding the rights of older people and continuously improving the sector. Older people, their supporters, providers and workers all help us understand what works and what does not, and where we need to focus our regulatory attention.

Every conversation we have, action we take and decision we make is an opportunity to listen to older people and their supporters. This helps us understand what is important to them, what they need from us and how we can improve their care experience.

We do this when we deal with complaints and as part of our audit, monitoring and compliance activities. We listen to older people and their supporters through the Consumers and Families Panel. We also listen to and consult with groups that represent older people receiving aged care services and their supporters such as the Older Persons Advocacy Network and Council for the Ageing.

Every conversation we have, action we take and decision we make is an opportunity to listen to older people and their supporters.



We ask for feedback from workers through our aged care worker engagement register.

We are committed to making sure quality, culturally appropriate and safe aged care is delivered to First Nations and culturally and linguistically diverse (CALD) older people. First Nations and CALD aged care reference groups are partners that help us strive towards our regulatory approach and resources being meaningful, relevant and accessible for everyone.

We partner with providers to support them to deliver rights-based care. Building relationships with leaders and engaging with peak bodies help us deliver targeted communication and education. Publishing insights shows the sector examples of good performance and lets providers compare themselves with others. We also ask for informal feedback on our resources and guidance through the provider engagement register.

We engage with aged care workers to learn about the quality and safety of care, including when they make complaints or give us feedback about a provider or other aged care workers. We also engage with worker representatives and industry associations to raise awareness and discuss reforms impacting workers. We ask for feedback from workers through our aged care worker engagement register. This gives us valuable insights on our policies, resources and education.

Our partnerships with other government agencies and regulators in the care and support economy help us share information and collaboratively manage risks to people experiencing increased vulnerability. We have formalised many partnerships across the care and support sector through memoranda of understanding, which help us to:

- understand capability across the care and support sectors
- identify and respond to emerging risks
- share solutions and resources.

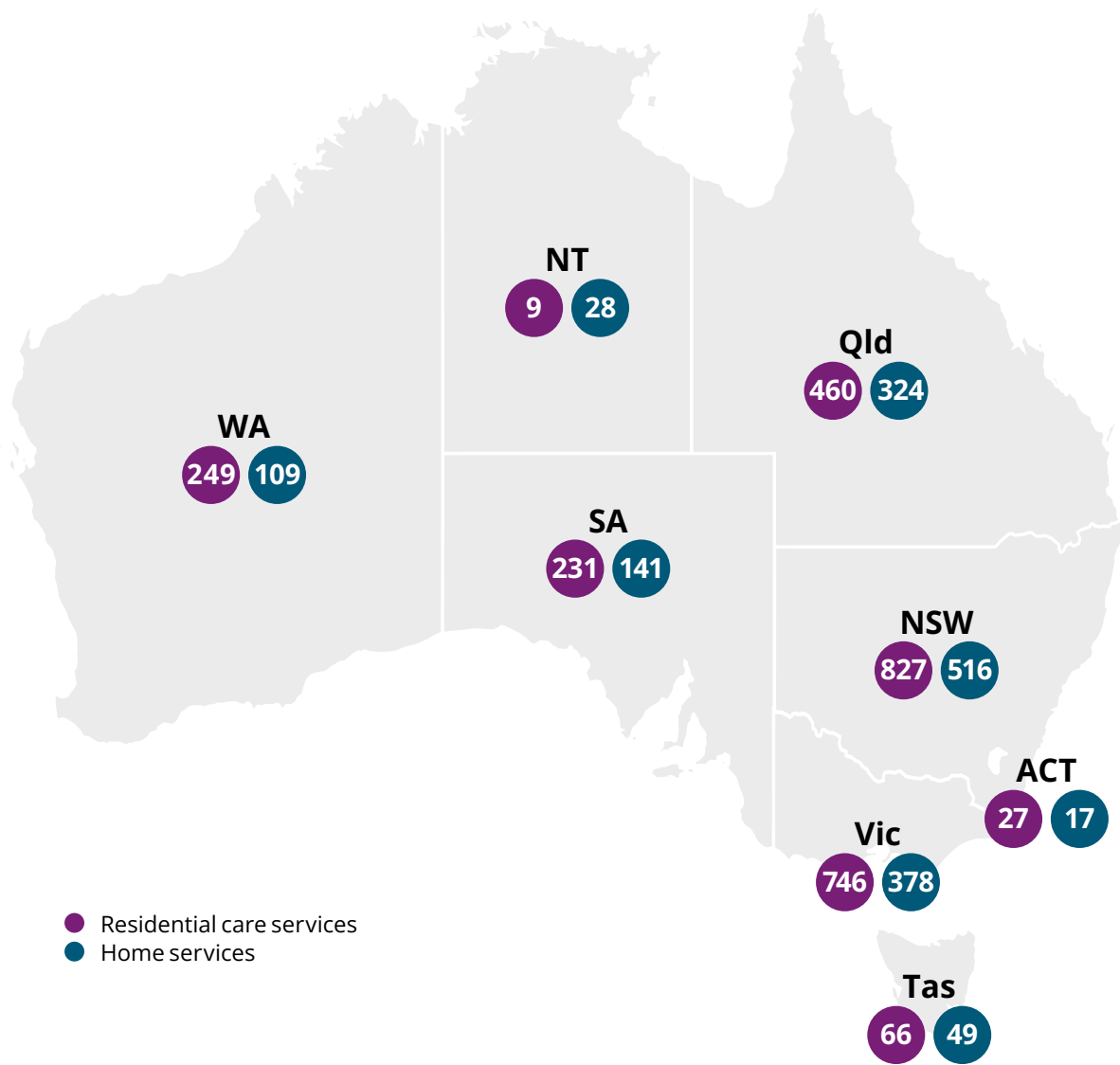
We foster research partnerships with universities, advisory bodies and other experts. We also sit on advisory committees and boards across government. This helps us develop and share innovative, evidence-based policy and practices to drive continuous improvement across the aged care sector.



A photograph of two middle-aged men sitting outdoors on a wooden bench. The man on the left, with grey hair and glasses, is wearing a light blue polo shirt and light blue trousers. He is smiling and looking towards the other man, holding a black smartphone in his right hand. The man on the right, with white hair and glasses, is wearing a light green button-down shirt and dark blue trousers. He is also smiling and looking at the first man. The background is a blurred green landscape. A semi-transparent blue overlay covers the right side of the image, where the text 'Operating context' is placed.

Operating context

The Commission performs its key activities within an increasingly evolving and dynamic operating context. Our approach to regulating the aged care sector is impacted by the environment in which we operate, capability of our people and organisation, and how we work with external stakeholders.



As at 31 March 2025, there were **4,177** aged care services across Australia, of which **2,615** provided residential care and **1,562** provided home services.



Environment

Aged Care Act 2024

The *Aged Care Act 2024*, to commence from 1 November 2025, requires everyone in the aged care sector to adapt to new expectations and obligations arising from this rights-based legislation. The new Aged Care Act:

- outlines the rights of older people seeking and accessing aged care services
- creates a single entry point for older people, with clear eligibility requirements
- includes a fair, culturally safe and single assessment framework
- supports the delivery of quality aged care services
- establishes new system oversight and accountability arrangements
- increases provider accountability through a new regulatory model
- strengthens the aged care regulator (that is, the Commission).

The new Aged Care Act is a once-in-a-generation opportunity to improve the way services are delivered to older people by putting them and their rights at the centre of the system. The Commission remains strongly focused on embedding and realising the benefits of these changes.

The new Aged Care Act is a once-in-a-generation opportunity to improve the way services are delivered to older people



As at 31 March 2025, more than **1.3 million** people were accessing aged care. Of these, approximately **200,000** received residential care and more than **1.1 million** received home services.

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Ageing population

More than 1.3 million people access aged care services across Australia; this number will increase significantly over the next 20 years.

Older people's clear preference to be supported to live independently in their community is expected to further increase demand for aged care services in the home. However, this trend may be moderated by the projected growth in the number of people with some degree of cognitive impairment associated with dementia who require higher or more complex levels of care.

Each year the number of people dying in Australia increases. This is accompanied by a corresponding increase in the demand for an end-of-life (palliative) care that involves comfort, dignity, respect for individual preferences, managing symptoms effectively, and emotional and spiritual support. Dying well – whether at home or in residential care – will require additional specialised support and care for those nearing the end of their life.

Government decisions on funding models for aged care are also likely to influence future demand for aged care services.

More than 1.3 million people access aged care services; this number will increase significantly over the next 20 years.



Workforce supply

Workforce supply in aged care remains constrained, particularly for providers operating outside of urban areas. While acknowledging this constraint, the Commission continues to work with providers to ensure continuity of services and delivery of quality care. We also develop resources and support for aged care workers, helping them to realise their potential in their vitally important roles.

Capability

To successfully deliver on our purpose, we continue to invest in enhancing and embedding capability across the Commission. Strengthened capability in our operations is integral to our effectiveness and impact as the national regulator of aged care.

People

We have a well-supported, highly capable and diverse workforce that operates effectively together. The People Strategy 2024–26 sets the vision for our workforce and workplace. We continue to embed initiatives that are driven by the strategy's 6 areas of focus:

- Organisational culture
- Health, safety and wellbeing
- Capability and performance
- Attraction, recruitment and retention
- Diversity and inclusion
- Ways of working.

In 2025–26, as we fully operationalise our new organisational structure and transition to new ways of working in preparation for the commencement of the new Aged Care Act, we continue to strengthen our people capability to ensure a skilled, agile and supported workforce.

Priorities include improving workforce planning, recruitment, attraction and retention practices in line with our Strategic Workforce Plan and funding model; enhancing leadership and regulatory capability through finalising the Regulatory People Capability Development Pathways; and fostering a positive, high-performing culture.

The Commission is expanding initiatives that promote diversity, inclusion and cultural safety, ensuring our workforce reflects and respects the communities we serve. A continued focus on staff wellbeing and psychological safety underpins our efforts to provide a safe and supportive workplace where our people can thrive.

Strengthened capability in our operations is integral to our effectiveness and impact as the national regulator of aged care.



APS Strategic Commissioning Framework

The [APS Strategic Commissioning Framework](#) is part of the government's commitment to reduce inappropriate outsourcing and strengthen the capability of the Australian Public Service (APS). Successful implementation supports a fit-for-purpose, diverse, skilled and experienced APS workforce. Over time, this approach will deepen system-wide capability and reduce the risks posed by outsourcing regarding integrity, expertise and public trust.

We continue to embed this framework across Commission policies and procedures, ensuring that core work is delivered by APS employees and contracts include arrangements to transfer knowledge and skills to the APS.

In 2025–26, the Commission plans to reduce outsourcing of core work in line with the APS Strategic Commissioning Framework. Our targets for 2025–26 focus on reduced outsourcing of digital solutions and policy work, with an expected reduction of \$4.5 million in outsourcing expenditure.

The Knowledge Hub serves as a single source of truth, reduces risk of duplication, and improves user access and content management.



Knowledge management

To operate effectively under the new Aged Care Act, we are uplifting knowledge management across the Commission. This includes a knowledge management system (Knowledge Hub), knowledge content, and operational practices for creating, maintaining and communicating knowledge.

The Knowledge Hub was co-designed with staff and stakeholders, and is structured to align with the Commission's Regulatory Operating Model. It provides clear and consistent operational information and process guidance to staff. The Knowledge Hub serves as a single source of truth, reduces risk of duplication, and improves user access and content management.

Digital

Technology remains central to our ability to fulfil our purpose in a fast-changing and complex environment. Our Digital Strategy 2022–25 enabled a significant uplift in our digital, cyber and data capabilities. The Commission's new Digital and Data Strategy will embed and build on this foundation to support our ongoing and future needs. As part of this, we are increasing our inhouse workforce as we reduce our reliance on external support. We are also collaborating with other government entities to support efficiency, resilience and inter-operability.

Our strategic approach aligns with whole-of-government priorities and will support key business systems and infrastructure required for the implementation of the new Aged Care Act. Enhancements to case management and data platforms will integrate regulatory functions and strengthen our intelligence-led, risk-based regulatory approach.

In addition, exploration of automation and innovation (including potential use of artificial intelligence), will drive opportunities for efficiencies. Any consideration of artificial intelligence will be carefully guided by whole-of-government frameworks to ensure safe, ethical and responsible use.

Technology remains central to our ability to fulfil our purpose in a fast-changing and complex environment.



Key initiatives during 2025–26 include:

- embedding the new case management system – Aged Care Regulated Entity System (ACRES) – to support the requirements of the new Aged Care Act
- enhancing cybersecurity maturity
- enhancing enterprise service management and digital operations
- strengthening enterprise architecture for system planning and connectivity.

Data and intelligence

The Commission receives and holds a large volume of information about provider performance, worker conduct and older people's experiences of aged care. We gather this information from older people, their supporters, aged care workers, providers' mandatory reporting and our regulatory intelligence.

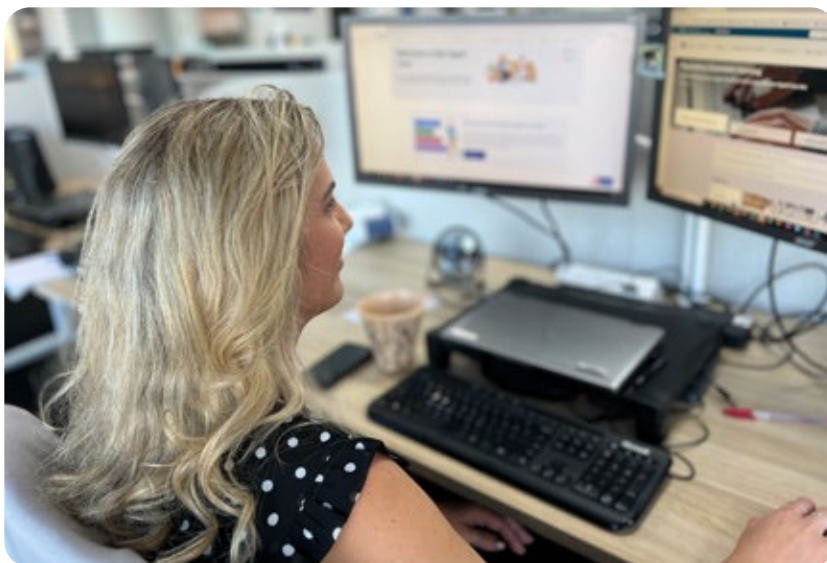
Use of this data helps us understand:

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

This allows the Commission to better identify emerging issues and intervene earlier to prevent harm to people accessing aged care services. It also allows us to assess sector-wide trends and helps us guide and shape sector performance, encouraging providers to continuously improve towards the delivery of high-quality care.

During 2025–26, the Commission continues to enhance data and intelligence tools, technologies and processes that support preventative regulation. This includes working collaboratively with stakeholders to identify and use new datasets associated with aged care reform and from external sources.

The Commission continues to enhance data and intelligence tools, technologies and processes that support preventative regulation.



Integrity

The [Australian Public Service Commission](#) defines integrity as 'the pursuit of high standards of APS professionalism, which in turn means doing the right thing at the right time to deliver the best outcomes for Australia sought by the government of the day'.

Integrity is fundamental to maintaining trust and confidence in everything we do. The Commission is invested in a pro-integrity culture that promotes the importance of maintaining high professional and ethical standards, and contributes to improved performance, transparency and accountability.

The Commission is invested in a pro-integrity culture that promotes the importance of maintaining high professional and ethical standards.



Our overarching objectives focus on creating a pro-integrity culture and embedding integrity into every aspect of our operations:

- ensuring integrity is a core component of decision-making
- maintaining and delivering stewardship and services to a high professional standard
- building and preserving trust in the Commission as a regulator of aged care services
- actively preventing misconduct.

Quality is critical in realising our purpose to uphold the rights of every older person accessing aged care and to protect and enhance their safety, health, wellbeing and quality of life.

Governance

We continue to enhance our governance maturity and capability to ensure that we are operating as an accountable and transparent organisation that delivers on its purpose.

Refreshed and tailored governance structures, resources and processes support staff to fulfil their roles with integrity and accountability. They also promote transparency in planning, operations, decisions, and performance assessment and reporting.

Our improved governance framework drives accountability and integrity, leading to improved public trust and confidence in how we operate.

During 2025–26 we are enhancing and further integrating arrangements relating to governance, quality assurance, risk management, privacy and 'Complaints about us'.

Quality assurance

Quality is critical in realising our purpose to uphold the rights of every older person accessing aged care and to protect and enhance their safety, health, wellbeing and quality of life. Our Quality Assurance Framework outlines a systematic and adaptive approach that applies to all Commission operations, encompassing services, policies, procedures and program/project management.

Six principles guide how quality assurance is applied across the Commission:

- Compliance with legislative and regulatory obligations
- Clinical governance
- Accountability and integrity
- Collaboration and engagement
- Evidence based and risk proportionate
- Continuous improvement.

In 2025–26 the Commission is promoting and further embedding the Quality Assurance Framework across the agency. This includes developing enterprise quality assurance registers and plans, and implementing quality assurance reporting processes.

Risk management

Effective risk management is a dynamic and ongoing process that evolves as the Commission and its environment change. It is an integral part of good governance and contributes to our long-term success and sustainability.

The new Enterprise Risk Management Framework outlines our collective approach to articulating and managing the different types of risk across the agency. This enterprise approach to risk management fosters a positive risk culture that drives continuous improvement and effective decision-making.

Effective risk management fosters a positive risk culture that drives continuous improvement and effective decision-making.



The Commission's Enterprise Risk Management Framework leverages the principles and processes outlined in AS/NZ ISO 31000:2018 Risk Management: guidelines, and complies with the requirements of the *Public Governance, Performance and Accountability Act 2013*.

The Commission maintains an overall low risk appetite while strategically embracing opportunities that drive innovation and efficiency. We are committed to prudent and transparent decision-making that prioritises the safeguarding and protection of older people accessing aged care and maintains the integrity of the Commission and government.

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Risk oversight and governance

Effective governance and decision-making structures are the cornerstones of how we consistently implement risk management across all levels and facets of the Commission. Our enterprise approach to risk management oversight and governance is structured through our tiered governance system. This includes:

Risk management is the responsibility of all Commission staff at every level of the agency.

> **Tier 1: Commission Management Committee**
– chaired by the Commissioner, enables confidence and trust in the Commission through an integrated approach to monitoring strategic, sector and operational enterprise risks; makes decisions on appropriate mitigating actions where necessary.

> **Tier 2: Enterprise Performance Committee**
– advises, provides assurance and makes recommendations to the Commission Management Committee on strategic priorities and business planning processes, including resourcing, risk, quality and performance.

> **Tier 3: Strategy, Performance and Quality Committee** – manages and monitors strategic and operational enterprise risks according to the Commission's integrated approach to risk management; advises the Enterprise Performance Committee on risk matters.

Risk management is the responsibility of all Commission staff at every level of the agency. All staff are expected to maintain a commitment to consistent, high-quality enterprise risk management.

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Enterprise risks

The Commission's dynamic operating environment continues in 2025–26, with the commencement of the new Aged Care Act driving significant change across all aspects of the agency. We have reviewed our enterprise risk settings to ensure we remain equipped to deliver our functions as a regulator.

In 2025–26 we are prioritising management of risks with a higher risk profile, including delivery of regulatory outcomes within the aged care sector, Commission governance arrangements and decision-making, and information management and security.

Under the new Enterprise Risk Management Framework, the following 10 enterprise risks have been identified. We continue to invest in and build our capability to manage and mitigate these risks in a way that is proportionate to the threat or opportunity.

We are prioritising management of risks with a higher risk profile.

1.

The Commission is unable to attract and retain the necessary high-performing workforce capability and capacity, resulting in operational disruptions, inability to meet statutory obligations and higher staff attrition.

2.

The Commission fails to protect the health, safety and wellbeing of its people, resulting in avoidable injury or negative wellbeing impact.

3.

Commission stakeholder engagement activities do not adequately disseminate and manage key information, resulting in poor stakeholder engagement, communication and education.

4.

The Commission does not deliver regulatory services in accordance with legislated obligations, strategic objectives and outcomes, resulting in damage to public trust and confidence, inadequate safeguarding of older people and legislative non-compliance.

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5.

The Commission does not implement change initiatives and deliver on government priorities, leading to stagnated or decreased organisational performance and regulatory non-compliance.

6.

Commission governance arrangements and decision-making (encompassing delegated authority, timeliness, consistency and evidence based) are not fit for purpose, resulting in adverse operational and regulatory outcomes.

7.

Commission staff or associated third parties engage in fraudulent activities or compromise integrity standards, resulting in financial loss, legal penalties and damage to the Commission's credibility and trustworthiness.

8.

Commission information management, security arrangements and systems (including cyber security measures, data integrity and usability) are not fit for purpose, leading to privacy or data breach, information loss or unauthorised access.

9.

Management and control of financial resources (including any changes to funding mechanisms) are ineffective, resulting in non-compliance, inadequate prevention of fraud and insufficient budget to deliver operational and regulatory functions.

10.

The Commission is unable to manage disruptions to critical business functions beyond tolerable Maximum Acceptable Outage and Maximum Tolerable Period of Disruption, resulting in inability to deliver critical services.

We continue to invest in and build our capability to manage and mitigate these risks.

Cooperation

We work closely with stakeholders in the aged care system. Trusted sector relationships and collaboration are essential to all of us upholding the rights of older people. We recognise that each stakeholder has a significant role to play and that we have shared stewardship to keep older people safe and improve sector performance ([see 'Engagement and partnerships' on pages 26–7](#)).

To be an effective regulator, the Commission must understand the community it regulates and the needs and aspirations of older people accessing aged care. To do this we convene different forums – including the Commission Consultative Forum, Consumers and Families Panel and Aged Care Providers and Workers Panel – and hold regular meetings with provider groups and peak bodies, including those representing older people and diverse communities.

The Commission must understand the community it regulates and the needs and aspirations of older people.



Our Stakeholder Engagement Strategy outlines how we plan, deliver and evaluate engagement activities with external stakeholders. The strategy, which we will update during 2025–26, aims to:

- ensure that older people accessing aged care are at the centre of all we do at all times
- improve our engagement capability
- respect stakeholders' knowledge and needs
- improve engagement governance.

Commission stakeholders



Older people and their supporters

Older people accessing aged care and their families, carers and representatives; includes First Nations, culturally and linguistically diverse and LGBTIQ+ people



Government

Department of Health, Disability and Ageing, Interim First Nations Aged Care Commissioner, Inspector-General of Aged Care, other government regulators and agencies, and state and territory health departments



Providers and workforce

Providers and their governing bodies, aged care workers and their representatives, and volunteers



Research and advisory partners

Universities, research agencies, advisory bodies and other experts



Healthcare and social support systems

Health care providers that deliver clinical care such as GPs, hospitals and allied health workers



Peak bodies and advocacy organisations

Advocacy organisations such as the Older Person's Advocacy Network; industry peak bodies; and peak bodies representing older people such as Council of the Ageing



Performance

The Commission's annual planning, performance and reporting framework connects our purpose, priorities, key activities, risk management, resource allocation, and performance measurement and monitoring.

The Commission's annual planning, performance and reporting framework – of which this Corporate Plan is a key component – connects our purpose, 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 our outcome, program and performance measures used to monitor progress against anticipated results. Our Corporate Plan is based on this information in the PBS.

Priorities flow from the Corporate Plan to division, group and section plans, then to individual performance and development agreements. This provides a clear line of sight from our purpose to the work of each staff member.

Our Annual Performance Statements report on our actual performance against the measures and their targets articulated in the PBS and Corporate Plan. The Annual Performance Statements are included in our Annual Report, which is prepared at the end of each financial year and tabled in Parliament.

Measuring performance

The 3 performance measures detailed in the PBS are included in this Corporate Plan, along with an additional 3 measures to provide a holistic view of how we will fulfil our purpose during 2025–26 (Table 1).

Our performance measures allow for multiple discrete targets. These targets can be removed, amended or added to, depending on our priorities or as new functions are introduced. This makes the performance measures more consistent over time (a requirement of the Public Governance, Performance and Accountability Rule 2014). It also allows greater flexibility to accommodate changes to targets without impacting other measures, targets or the broader planning, performance and reporting framework.

A number of the Commission's performance measure targets have been updated to reflect the impact of changes under the *Aged Care Act 2024* and to align with the 2025–26 PBS. Details of each change are included in the notes pertaining to the particular performance measure. The commencement of the new Aged Care Act will cause a break in the time series for the data for most targets.

Regulator performance

We are accountable to the government for our performance as a regulator, and we operate according to the requirements and best practice principles outlined in [Resource Management Guide 128 – Regulator Performance](#).

Consistent with these principles, we will continuously strive to build trust, working transparently and responsively with people accessing care and providers to ensure that our approach to regulation is intelligence-led and proportionate to risk.

Statements of Expectations and Intent

On 28 May 2025 the Minister for Aged Care and Seniors, the Hon Sam Rae MP, issued the Commission with a [Statement of Expectations](#).

On 11 June 2025, the Commission issued a [Statement of Intent](#) in response.

Both of these statements have been integrated into the Commission's planning, performance and reporting activities.

Best practice principles

1.

Continuous improvement and building trust: regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings

2.

Risk based and data driven: regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden, and leveraging data and digital technology to support those they regulate to comply and grow

3.

Collaboration and engagement: regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way

Key activities

The Commission undertakes 4 distinct areas of work – or key activities – to achieve our purpose of upholding the rights of older people accessing aged care, and protecting and enhancing their safety, health, wellbeing and quality of life. Our performance measures and their targets are designed to assess progress against these key activities.

1.

Uplift the quality and safety of aged care services through active collaboration, education and engagement with older people, aged care providers, workers and the sector

2.

Register entities to deliver Commonwealth-funded aged care services, monitor their ongoing suitability to be a registered provider, and manage the process for renewal, variation and/or revocation of registration

3.

Undertake risk-based regulation and effective complaints management to protect, safeguard and uphold the rights of older people receiving care

4.

Hold providers accountable for high-quality care and deter poor performance through monitoring, compliance and enforcement activities



Performance measures

Table 1. 2025–26 performance measures mapped to key activities

Purpose: To uphold the rights of older people accessing aged care, and protect and enhance their safety, health, wellbeing and quality of life

PBS outcome: Uphold rights, and protect and enhance the safety, health, wellbeing and quality of life of older people in Australia receiving Commonwealth-funded aged care services, including through effective engagement with older people, regulation and education of aged care providers and workers, and independent and accessible resolution of complaints about aged care services

Key activities	1	2	3	4
Performance Measure 1 Enable older people to receive high-quality and safe care by regulating the entry, exit and ongoing suitability of providers and workers delivering government-subsidised aged care services		●		
Performance Measure 2 Protect and improve the care quality, safety and experience of older people receiving care through an efficient and effective complaints handling service and the processing of provider reporting and notifications, including serious incident notifications			●	●
Performance Measure 3 Undertake provider and worker supervision in response to risks and non-compliance in aged care service delivery, incentivising provider compliance and taking enforcement actions where necessary				●

Key activities	1	2	3	4
Performance Measure 4 Deliver transparent regulation, in which aged care recipients and providers have trust and confidence	●	●	●	●
Performance Measure 5 Deliver targeted engagement and education initiatives and materials that support capability uplift and behavioural change across providers, workers and the sector	●			
Performance Measure 6 Use risk profiling and detection to enable regulatory risk management that is appropriate and proportionate to the level of risk of harm to aged care recipients		●		●

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Performance Measure 1

Enable older people to receive high-quality and safe care by regulating the entry, exit and ongoing suitability of providers and workers delivering government-subsidised aged care services

Key Activity 2 – Register entities to deliver Commonwealth-funded aged care services, monitor their ongoing suitability to be a registered provider, and manage the process for renewal, variation and/or revocation of registration

Regulator Best Practice Principle 1 – Continuous improvement and building trust

Regulator Best Practice Principle 2 – Risk based and data driven

PBS performance measure

2025–26	2026–27	2027–28	2028–29
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1.1 100% of registration and renewal decisions are completed within statutory timeframes (PBS target)

Rationale: demonstrates the Commission’s commitment to holding providers accountable to a high standard of care through a comprehensive and systematic audit process

Data source: records of registration and renewal decisions, including date received (to establish the start of the decision period) and date finalised; logged and held in the Commission’s case management systems

Methodology: percentage of registration and renewal decisions completed within the statutory timeframe is calculated using a predetermined and approved process and formula

Change from previous year: ‘100% of registration and renewal decisions completed within statutory timeframes’ has replaced the ‘number of audits undertaken’ to align with the 2025–26 PBS

1.2 100% of banned workers are included on the Commission’s Register of Banning Orders (PBS target)

Rationale: ensures that providers and the public are aware of individuals prohibited from working in the sector; deters misconduct among workers

Data source: banning order notices issued; Commission’s Register of Banning Orders (published on its website)

Methodology: percentage of banned workers published on the Register of Banning Orders is calculated using a predetermined and approved process and formula; reviewed quarterly

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Performance Measure 2

Protect and improve the quality, safety and experience of older people receiving care through an efficient and effective complaints handling service, management of serious incidents, and the processing of provider reporting and notifications

Key Activity 3 – Undertake risk-based regulation and effective complaints management to protect, safeguard and uphold the rights of older people receiving care

Key Activity 4 – Hold providers accountable for high-quality care and deter poor performance through monitoring, compliance and enforcement activities

Regulator Best Practice Principle 1 – Continuous improvement and building trust

Regulator Best Practice Principle 2 – Risk based and data driven

PBS performance measure

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2025–26	2026–27	2027–28	2028–29
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2.1 80% of complaints are resolved within published service standards (PBS target)

Rationale: demonstrates that complaints are taken seriously and the Commission acts swiftly to address them

Data source: records of complaints, including date received (to establish the start of the 60-day period) and date finalised; logged and held in the Commission's case management systems

Methodology: percentage of complaints finalised within 60 days is calculated using a predetermined and approved process and formula

The Commission's Data, Analytics and Intelligence group oversees data governance for this target and provides appropriate data extracts to facilitate reporting

2.2 80% of enquires are responded to within published service standards (PBS target)

Rationale: demonstrates that enquiries are taken seriously and the Commission acts swiftly to respond to them

Data source: records of enquiries, including date received (to establish the start of the 7-day period) and date responded to; logged and held in the Commission's case management systems

2025–26	2026–27	2027–28	2028–29
<p>Methodology: percentage of enquiries responded to within 7 days is calculated using a predetermined and approved process and formula</p> <p>The Commission’s Data, Analytics and Intelligence group oversees data governance for this target and provides appropriate data extracts to facilitate reporting</p> <p>Note: an enquiry is considered a request for information, clarification or assistance that is not related to a complaint. It typically involves seeking answers, understanding of, or further details about, a particular matter</p>			
<p>2.3 65% of complainant and provider survey responses have an overall rating of satisfied or higher with the complaints process in line with published service standards (PBS target)</p>			
<p>Rationale: indicates how well the Commission’s complaints process meets the needs and expectations of complainants and providers</p>			
<p>Data source: completed provider surveys; completed complainant surveys; hosted by ORIMA Research</p>			
<p>Methodology: percentages of providers and complainants that are satisfied or higher with the complaints process are calculated using a predetermined and approved process and formula</p> <p>The Commission’s Data, Analytics and Intelligence group oversees data governance for this target and provides appropriate data extracts to facilitate reporting</p>			
<p>2.4 80% of complaints finalised achieve a positive outcome for older people (PBS target)</p>			
<p>Rationale: ensures that the Commission’s resolution decisions have a tangible, beneficial impact on the quality of care received by older people</p>			
<p>Data source: records of finalised complaints, indicating outcome; logged and held in the Commission’s case management systems</p>			
<p>Methodology: percentage of positive responses is calculated using a predetermined and approved process and formula</p> <p>The Commission’s Data, Analytics and Intelligence group oversees data governance for this target and provides appropriate data extracts to facilitate reporting</p>			
<p>2.5 80% of initial assessments of Serious Incident Response Scheme Priority 1 reportable incident notifications are completed within 7 business days</p>			
<p>Rationale: demonstrates that the Commission takes Serious Incident Response Scheme (SIRS) notifications seriously, with an almost immediate response to serious incidents</p>			



2025–26	2026–27	2027–28	2028–29
<p>Data source: records of SIRS Priority 1 notifications submitted (as assessed by providers), with receipt date (to establish commencement of the 7-business day period) and completion date of initial assessment; logged and held in the Commission’s case management systems</p> <p>Methodology: percentage of initial assessments completed within 7 business days is calculated using a predetermined and approved process and formula</p> <p>The Commission’s Data, Analytics and Intelligence group oversees data governance for this target and provides appropriate data extracts to facilitate reporting</p> <p>Note: under the Serious Incident Response Scheme, a Priority 1 incident is one that has caused, or could reasonably have been expected to have caused, a physical or psychological injury or discomfort that requires medical or psychological treatment; where there are reasonable grounds to report the incident to police; involves unlawful sexual contact or inappropriate sexual conduct; involves an unexpected death; or where an older person goes missing</p>			
2.6 Establish an assurance strategy to ensure that home care providers have adequate incident management systems and governance in place	Establish reportable incident baseline for home care providers	Implement the assurance strategy using the established baseline	Evaluate the impact of the assurance strategy; refine based on findings and recommendations
<p>Rationale: ensures that home care providers have adequate incident management systems and governance in place</p> <p>Data source: internal data sources and reports including project plans and progress reports presented to relevant Commission governance committees</p> <p>Methodology: development of an appropriate assurance strategy aligned with best practice assurance and evaluation practices</p> <p>Change from previous year: new target</p>			

Performance Measure 3

Undertake provider and worker supervision in response to risks and non-compliance in aged care service delivery, incentivising provider compliance and taking enforcement actions where necessary

Key Activity 4 – Hold providers accountable for high-quality care and deter poor performance through monitoring, compliance and enforcement activities

Regulator Best Practice Principle 1 – Continuous improvement and building trust

Regulator Best Practice Principle 3 – Collaboration and engagement

PBS performance measure

2025–26	2026–27	2027–28	2028–29
<p>3.1 Establish a baseline of non-compliance by provider cohort under the Aged Care Act 2024 (PBS target)</p> <p>Decrease in non-compliance by provider cohort</p> <hr/> <p>Rationale: demonstrates the Commission’s commitment to supporting provider compliance and encouraging continuous improvement in service delivery, while ensuring that non-compliance is monitored and enforcement actions taken where necessary</p> <hr/> <p>Data source: records extracted from the Commission’s case management systems</p> <hr/> <p>Methodology: the decrease (or increase) in non-compliance by provider cohort will be calculated using a predetermined and approved process and formula</p> <hr/> <p>Change from previous year: re-baselined to align with the <i>Aged Care Act 2024</i></p>			
<p>3.2 80% of decisions in response to escalated referrals are made within 7 days</p> <hr/> <p>Rationale: demonstrates the Commission’s effective supervision activities and ability to respond swiftly to escalated referrals</p> <hr/> <p>Data source: records of escalated referrals, including receipt date (to mark the commencement of the 7-day period) and date a decision was made; logged and held in the Commission’s case management systems</p> <hr/> <p>Methodology: percentage of decisions in response to escalated referrals made within 7 days is calculated using a predetermined and approved process and formula</p>			



2025–26	2026–27	2027–28	2028–29
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3.3 80% of escalated referrals requiring active supervision are remediated within 5 months

Rationale: demonstrates the Commission’s effective oversight and supervision to ensure risks are promptly addressed

Data source: records of escalated referrals requiring active supervision extracted from the Commission’s case management systems, including receipt date (to mark the commencement of the 5-month period) and date when the provider returned to satisfactory conformance and the case was closed

Methodology: percentage of escalated referrals requiring active supervision remediated within 5 months is calculated using a predetermined and approved process and formula

Change from previous year: the time period for remediation has changed from ‘within 4 months’ to ‘within 5 months’ to better reflect the intent of Performance Measure 3

Note: this target only includes providers that have had issues detected which require additional monitoring. It does not include larger providers that are under active 24/7 supervision

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Performance Measure 4

Deliver transparent regulation, in which aged care recipients and providers have trust and confidence

Key Activity 1 – Uplift the quality and safety of aged care services through active collaboration, education and engagement with older people, aged care providers, workers and the sector

Key Activity 2 – Register entities to deliver Commonwealth-funded aged care services, monitor their ongoing suitability to be a registered provider, and manage the process for renewal, variation and/or revocation of registration

Key Activity 3 – Undertake risk-based regulation and effective complaints management to protect, safeguard and uphold the rights of older people receiving care

Key activity 4 – Hold providers accountable for high-quality care and deter poor performance through monitoring, compliance and enforcement activities

Regulator Best Practice Principle 1 – Continuous improvement and building trust

2025–26	2026–27	2027–28	2028–29
4.1 Establish a baseline for the confidence expressed by aged care recipients in the Commission's ability to safeguard their rights and quality of care under the <i>Aged Care Act 2024</i>	Improve on the established baseline for the confidence of aged care recipients in the Commission's ability to safeguard their rights and quality of care		
	Rationale: provides an indicator of aged care recipients' confidence in the Commission's ability to safeguard their rights and quality of care under the <i>Aged Care Act 2024</i>		
	Data source: completed aged care recipient surveys, designed to measure confidence in the Commission's ability to safeguard rights and quality of care		
	Methodology: percentage of positive respondent feedback about their confidence in the Commission's ability to safeguard their rights is calculated using a predetermined and approved process and formula		
	Change from previous year: re-baselined to align with the <i>Aged Care Act 2024</i>		
	Note: an aged care recipient survey may be completed on behalf of an older person accessing aged care		
4.2 Establish a baseline for the trust and confidence expressed by aged care providers in the Commission's oversight and support under the <i>Aged Care Act 2024</i>	Improve on the established baseline for the trust and confidence rating of surveyed aged care providers in the Commission's oversight and support		
	Rationale: provides an indicator of aged care provider trust and confidence in the Commission's oversight and support under the <i>Aged Care Act 2024</i>		
	Data source: completed aged care provider surveys, designed to measure trust and confidence in the Commission's oversight and support		
	Methodology: percentage of positive respondent feedback in relation to trust and confidence in the Commission's oversight and support is calculated using a predetermined and approved process and formula		
	Change from previous year: re-baselined to align with the <i>Aged Care Act 2024</i>		

Performance Measure 5

Deliver targeted engagement and education initiatives and materials that support capability uplift and behavioural change across providers, workers and the sector

Key Activity 1 – Uplift the quality and safety of aged care services through active collaboration, education and engagement with older people, aged care providers, workers and the sector

Regulator Best Practice Principle 1 – Continuous improvement and building trust

Regulator Best Practice Principle 2 – Risk based and data driven

Regulator Best Practice Principle 3 – Collaboration and engagement

2025–26	2026–27	2027–28	2028–29
5.1 80% of participants report satisfaction with engagement and education activities			
Rationale: provides an indicator of how well engagement activities meet the needs and expectations of stakeholders, encourages ongoing evaluation and improvement among the sector			
Data source: completed participant surveys, designed to measure satisfaction with the Commission’s engagement activities			
Methodology: percentage of participant satisfaction with Commission engagement activities is calculated using a predetermined and approved process and formula			
Change from previous year: ‘participants’ has replaced ‘surveyed stakeholders’ to better reflect the intent of Performance Measure 5			
5.2 80% of user feedback rates education resources as effective and engaging			
Rationale: indicates how well education resources meet the needs and expectations of providers and workers, encourages a culture of continuous learning and development			
Data source: satisfaction surveys completed by people who have undertaken the Commission’s online learning products and services; held in the Commission’s online learning system, ALIS			
Methodology: percentage of user feedback that rates education resources as effective and engaging is calculated using a predetermined and approved process and formula			



Performance Measure 6

Use risk profiling and detection to enable regulatory risk management that is appropriate and proportionate to the level of risk of harm to aged care recipients

Key Activity 2 – Register entities to deliver Commonwealth-funded aged care services, monitor their ongoing suitability to be a registered provider, and manage the process for renewal, variation and/or revocation of registration

Key Activity 4 – Hold providers accountable for high-quality care, and deter poor performance through monitoring, compliance and enforcement activities

Regulator Best Practice Principle 2 – Risk based and data driven

2025–26	2026–27	2027–28	2028–29
6.1 Of providers placed under targeted and active supervision, 20% result from proactive risk profiling or risk detection			
Rationale: demonstrates the proficiency of the Commission’s risk management, profiling and detection processes, assists in addressing risks and issues promptly			
Data source: records of providers placed under targeted and active supervision; records of providers under targeted and active supervision identified through risk profiling and risk detection; logged and held in the Commission’s case management systems			
Methodology: percentage of providers placed under targeted and active supervision as a result of proactive risk profiling or risk detection is calculated using a predetermined and approved process and formula			
Change from previous year: ‘targeted and active supervision’ has replaced ‘active supervision’ to better reflect the intent of Performance Measure 6			
6.2 Complete an annual review and evaluation of risk profiling methodologies for continuous improvement			
Rationale: demonstrates the Commission is accountable, transparent and strives for best practice, and has a proactive approach to managing provider and sector risk			

2025–26	2026–27	2027–28	2028–29
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Data source:

- Risk model and risk profiling data outputs such as risk ratings (as a point in time snapshot), including underlying data elements to allow reproduction and verification
- Description of the underlying data elements and algorithms used to derive risk ratings
- Data outputs from the automated review and evaluation tools used to measure accuracy
- Evidence of actions taken to enhance risk profiling methodologies following the review and evaluation process
- Data from survey and consultation processes on the effectiveness of risk profiling methodologies

Methodology:

- Conduct statistical testing to measure the effectiveness and accuracy of risk profiling methodologies
- Gather evidence of initiatives to improve risk models
- Organise consultations with internal stakeholders to assess the usability and effectiveness of risk profiling tools
- Engage an independent vendor for external verification of the review and evaluation process to ensure objectivity and credibility in the assessment of the risk profiling methodologies
- Document specific recommendations arising from the review and evaluation process, noting which have been accepted and outlining a clear plan for their implementation

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