



Australian Government

Aged Care Quality and Safety Commission

Choice
Dignity
Respect

Corporate Plan 2026–27

Covering the reporting periods
2026–27 to 2029–30

This is an interactive report

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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.

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Contents

Message from the Aged Care Quality and Safety Commissioner	4
Message from the Aged Care Complaints Commissioner	7
Message from the Advisory Council Chair	10
About the Commission	12
Purpose and functions	13
Strategic principles	17
Key activities	19
Operating context	20
Environment	21
Regulatory approach	23
Cooperation and partnerships	25
Capability	29
Risk management	33
Performance	36
Regulator performance	37
Performance	38
Appendices	53
Appendix 1: Changes to performance information	54
Appendix 2: List of requirements	57

Message from the Aged Care Quality and Safety Commissioner

I am pleased to present the Aged Care Quality and Safety Commission's Corporate Plan for 2026–27 – the first full year working under the *Aged Care Act 2024* (Aged Care Act). This plan sets out our priorities as we move on from preparing for and implementing the changes in the new Aged Care Act. Our focus is now firmly on delivery.

I understand that the scale of the changes and reform has meant challenges for providers, workers and other stakeholders, in particular those with new or changed legislative (legal) obligations. This transition is complex and will take time. The Commission is committed to supporting the sector through this. We will continue to:

- provide clear guidance, education and practical resources
- work openly with providers to build capability and confidence.

We will also continue to closely monitor other challenges, such as concerns about higher costs and resourcing issues.

A key focus for us in the year ahead is the spirit of the new Aged Care Act. This calls for a shift in culture and practice across the sector to make sure older people understand their rights and feel that the system strongly supports these rights.

Our role as regulator is to support this shift and keep strong safeguards (protections) in place for older people. We make sure our tools and approaches are flexible enough to cover many different models of care.

Our regulatory approach is still risk-based and in proportion to the level of risk faced by older people. We direct our efforts to the areas of greatest risk to the safety, health and wellbeing of older people.

A key focus for us in the year ahead is the spirit of the new Aged Care Act.

At the same time, we work constructively with providers that are making genuine efforts to meet their obligations and improve their services. However, where there are serious risks or non-compliance that make older people unsafe, we act quickly and effectively.

Another key focus is strengthening cultural capability. This is so that older people are seen, heard, respected and connected to the people, places and practices that matter to them. The Aged Care Act includes the right to culturally safe care – care that is planned and delivered in a way that is spiritually, socially, emotionally and physically safe and respectful for older people.

This is particularly important for Aboriginal and Torres Strait Islander people. We are committed to supporting First Nations older people using aged care services. This includes improving how we work with Aboriginal and Torres Strait Islander people and communities as a regulator. It also includes supporting providers to deliver culturally appropriate services. We recognise that we must earn trust, and that this work needs long-lasting effort, partnership and accountability.

On 1 July 2026 the government introduced a Bill to amend the Aged Care Act and establish Australia's first permanent Aboriginal and Torres Strait Islander Aged Care Commissioner.

This independent statutory role will have functions and powers to strengthen the provision of culturally safe, trauma-aware and responsive aged care for Aboriginal and Torres Strait Islander people. This includes promoting cultural safety training in services, supporting Aboriginal and Torres Strait Islander organisations to become registered aged care providers, and increasing the representation of Aboriginal and Torres Strait Islander people in the aged care workforce.

The Aboriginal and Torres Strait Islander Aged Care Commissioner will be situated within and supported by the Commission (pending passage of legislation). I look forward to welcoming them during the year.

In 2026–27 we will strengthen our use of data to assess and escalate risk. We balance data-driven intelligence (information) with on-the-ground insights from our people who work in-person with older people.

Together, these approaches mean we get a clear understanding of emerging trends. This allows us to identify, prioritise and design a coordinated response to sector risks.

Our sector risk priorities in 2026–27 centre on embedding older people's rights, sexual safety and sexual rights, de-escalating changed behaviours and the delivery of culturally safe aged care to Aboriginal and Torres Strait Islander people.

**Another
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During the year, we will also make better use of our clinical expertise when we assess risk, make regulatory decisions or take regulatory action.

Within the Commission, we will continue to strengthen our governance, workforce capability and digital systems. We are focused on building an organisation that supports its people to deliver strong outcomes. This includes:

- encouraging a culturally safe, respectful and inclusive workplace
- encouraging innovation and improvement
- supporting our staff with the tools and skills they need.

As the accountable authority of the Aged Care Quality and Safety Commission, I am pleased to share this plan with you. It covers the period 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

This corporate plan reflects our commitment to being a consistent, transparent (open and honest) and compassionate regulator. We will continue to work in partnership with, and listen and adapt to, the sector. We will also stay focused on what matters most – safeguarding the rights, safety and wellbeing of older people.

There is more work ahead, but we have a strong foundation to build on in the year to come.



Liz Hefren-Webb

Aged Care Quality and Safety Commissioner



Message from the Aged Care Complaints Commissioner

As the first independent Aged Care Complaints Commissioner, I am pleased to contribute to the Aged Care Quality and Safety Commission's Corporate Plan for 2026–27.

It is a privilege to serve in this role – a statutory appointment created under the *Aged Care Act 2024* (Aged Care Act). The role provides a key safeguard for the rights of older people.

My responsibility is to make sure that we hear, understand and respond to the concerns, experiences and feedback of older people. And that we do this in ways that are meaningful and healing for older people and their families, carers and supporters.

Complaints are an important part of a well-functioning aged care system. They tell us about the lived experiences of people receiving care. They highlight where services are not meeting expectations.

We recognise the significant work carried out across the sector in recent years. But older people continue to raise concerns about the quality, safety and respectfulness of their care. In residential settings, these concerns often relate to:

- managing medication
- preventing falls
- staffing
- hygiene.

In home and community care, we hear most often about:

- poor communication
- fees and charges
- care coordination
- management of personal finances.

Complaints are an important part of a well-functioning aged care system.

The Aged Care Act introduced important changes to how the Commission manages complaints. Our role expanded to include:

- using new powers to resolve complaints
- dealing directly with complaints about workers
- keeping to legislated timeframes
- complying with strengthened whistleblower protections
- asking for feedback on how we handle complaints.

The Aged Care Act also reinforces the importance of restorative (healing) practices. It supports complaint outcomes that rebuild trust, repair relationships and deliver lasting improvements.

As we make these changes, my focus for 2026–27 is on strengthening the user experience and the impact of our complaints system and providers' systems. We will continue to build our capability to achieve meaningful outcomes for older people. We will also support providers to create a culture that values complaints as opportunities for learning, innovation and continuous improvement.

A key priority is improving the experience for people who raise concerns with us. We will focus on clear, respectful and timely communication. We will make sure that, throughout the complaints process, we consistently respect the rights of older people and providers. We want people to feel confident that when they speak up, we will listen to them and support them.

We will also work to strengthen the impact of complaints by using the new powers available to us. As we build confidence in our new tools and approaches, we are focused on making sure our work leads to long-term change.

Our [Serious Incident Reporting Scheme](#) (SIRS) is closely in line with our work to manage complaints. Under SIRS, a provider must notify us if a [reportable incident](#) happens. In fact, these 2 functions improve and complement each other.

Another priority for the year is improving how we use the insights (data) we get from complaints and incident reporting. We have a lot of information about risks, and patterns and emerging issues across the sector. By strengthening how we analyse and apply this information, we can better:

- identify issues across the sector
- support sector improvements in quality and safety.

**A key priority
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Supporting providers to improve their processes for handling complaints and managing incidents is also important to our work. We will continue to work with providers to help them understand how important open disclosure is to the provision of safe, transparent and responsible care. Encouraging honest conversations when things go wrong is key to improving and building trust.

Finally, we are committed to improving cultural safety across the complaints process. This includes providing a culturally safe and trauma-informed experience for all people who work with or contact us, particularly Aboriginal and Torres Strait Islander people. This work is essential to making sure that the complaints system is inclusive, respectful and responsive to different people's needs and experiences.

As the 'front door' for much of our work, the complaints function plays an important role in connecting the experiences of older people with regulatory action and system improvement.

I look forward to working with providers, older people, their supporters and colleagues across the Commission to make sure that every concern raised contributes to safer, quality care for older people.



Treasure Jennings

Aged Care Complaints Commissioner



Message from the Advisory Council Chair

Aged care is fundamentally about people: their lives, their choices and their dignity.

The promise of the *Aged Care Act 2024* (Aged Care Act) is real, but legislated rights must be felt in practice: in a home care visit that respects how someone wants to live, in a residential care setting that feels like home to the person living there, and in a system that recognises the extraordinary diversity of older people and responds accordingly.

It is a privilege to serve as Aged Care Quality and Safety Advisory Council Chair. I am fortunate to work alongside Council members who bring deep expertise across:

- regulation
- governance
- financial and prudential matters
- education and engagement
- leadership and culture
- First Nations
- safety
- advocacy
- allied health
- nursing
- psychiatry and geriatric medicine.

We share a genuine commitment to supporting the Commission to uphold the rights of people using aged care services and to protect and improve their safety, health, wellbeing and quality of life.

Our role is to bring independent insight and perspective to the work of the Commission and contribute to its connection with the aged care sector.

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the Commission.**

Established in January 2019, the Advisory Council has gained greater independence and accountability under the Aged Care Act, including a new function to monitor the Commission's performance. New Ministerial appointments in January 2026 have further strengthened our collective expertise.

Our functions are to:

- monitor the performance of the Commission's functions
- provide advice to the Commissioner, Complaints Commissioner and Minister, including identifying current and emerging risks and sector performance issues, and making recommendations
- support the Commission to develop its strategic objectives
- use data and other information to inform our work, including through stakeholder engagement and consultation.

We take a strategic and collaborative approach, drawing on stakeholder engagement and data to inform our advice.

In 2026–27, our priorities are to:

- develop and apply a performance monitoring framework to support independent, strategic oversight of the Commission's functions
- provide advice focused on safeguarding the rights and wellbeing of people using aged care services, including through the Commission's sector risk work program
- contribute independent input to the Commission's 2027–28 strategic objectives
- establish a stakeholder engagement strategy that keeps us connected to what is actually happening across home and residential aged care.

The culture shift the new Act calls for does not happen through compliance alone. It requires leadership, sustained focus and honest reflection from regulators, providers and advisors alike. The Advisory Council is committed to playing its part.

Our work has meaning when it improves life for older people receiving care. I am grateful to the Commission's staff who hold that purpose every day, and I look forward to working alongside them as they implement this plan in the year ahead.



Liz Kearins

Chair, Aged Care Quality and Safety Advisory Council



About the Commission

Purpose and functions

Our purpose is to make sure people who use aged care are safe, receive good care and have their rights upheld through regulation and a complaints scheme. Our vision is that older people's expectations of choice, dignity and respect are upheld through the delivery of safe, quality and rights-based aged care.

The Commission is the national regulator of Australian Government-funded aged care services. We protect and improve the safety, wellbeing and quality of life of people using aged care. This includes dealing with complaints and feedback about the care they receive.

We aim to build confidence and trust in aged care by encouraging best practice and a culture of safety and quality in the sector. We hold providers responsible if they do not meet the expected standards of care.

We work with aged care providers, workers, older people and their supporters to make sure that everyone understands and upholds older people's rights.

We make sure people who use aged care are safe, receive good care and have their rights upheld.

Statement of Rights

Under the Aged Care Act, people using aged care services have the right to:

- independence, choice and control
- equitable (fair) access to aged care
- quality and safe aged care
- respect for privacy and information
- communication that meets their needs
- support to raise issues quickly and fairly, without punishment
- support from, and connection with, people and their community.

We are a non-corporate Australian Government entity under the *Public Governance, Performance and Accountability Act 2013*. We are independent and objective when we carry out our functions and use our powers. These are set out in the *Aged Care Act 2024* (Aged Care Act) and Aged Care Rules 2025.

We are led by the Aged Care Quality and Safety Commissioner, who reports to the Minister for Aged Care and Seniors. The Commissioner is the Commission's accountable authority.

The Aged Care Complaints Commissioner (a statutory appointment from 1 November 2025) works alongside the Commissioner. They also report to the Minister for Aged Care and Seniors.

The Commissioner and Complaints Commissioner are supported by the:

- Chief Clinical Advisor
- Deputy Commissioner Chief Clinical Advisor Division
- Deputy Commissioner Corporate
- Deputy Commissioner Regulatory Operations
- Deputy Commissioner Sector Capability and Regulatory Strategy.

As part of the Health, Disability and Ageing portfolio, we work closely and collaboratively with the Department of Health, Disability and Ageing. We work together on significant issues to strengthen the aged care sector. A [memorandum of understanding](#) explains our commitment to working together. It explains how we:

- share information to uphold the rights of older people
- support the development of a lasting, strong and trusted aged care system.

Commissioner's functions

Safeguarding, including:

- upholding the rights of people using aged care services
- encouraging providers and workers to keep improving
- monitoring providers and workers, and managing non-compliance and enforcement
- protecting continuity of care, including making sure providers can stay financially viable (have the money to keep providing aged care)
- managing notification of reportable incidents.

Engaging and educating, including:

- empowering and listening to people using aged care services to improve their care experience
- promoting the Statement of Rights to older people, providers and workers
- educating providers and workers on their obligations under the Aged Care Act
- educating providers and workers about ways to keep improving.

Registering, including:

- registering providers to deliver aged care
- regularly assessing if providers are suitable, capable, committed and able to operate in the aged care market
- varying (changing), suspending or revoking (stopping) registration if providers do not deliver safe and quality care.

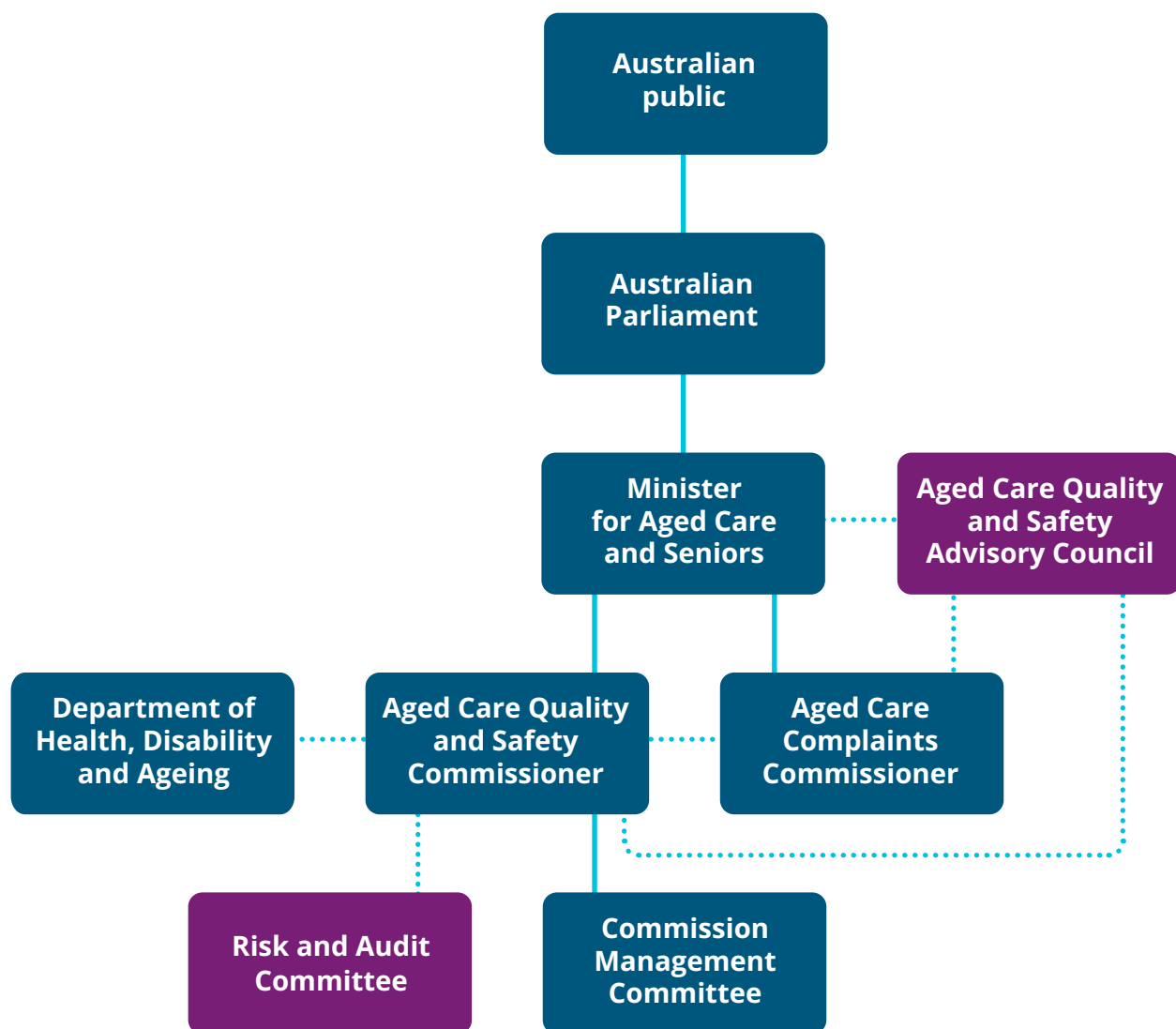
Complaints Commissioner's function

Managing complaints, including:

- upholding the rights of older people by managing processes for people to make complaints and provide feedback
- empowering and helping people using aged care services to make complaints about providers and workers
- resolving complaints, with the best possible outcome for older people
- encouraging best-practice complaints handling in the aged care sector, including open disclosure and continuous improvement.

Commission's function

- To support the Commissioner and Complaints Commissioner to deliver their functions.

Figure 1 Governance structure

— Direct reporting

..... Engagement/collaboration

Note:

The Aged Care Complaints Commissioner is a member of the Commission Management Committee.

Purple boxes indicate an external governance body.

Strategic principles

Our strategic principles guide our focus, resources and how we make decisions over the next 4 years. Together, they create the foundation to achieve our purpose.



Protect older people

We put the rights and safety of people using aged care services at the centre of all we do.

We support older people to make decisions and stay independent, including those who cannot speak up for themselves.

We empower older people to make complaints without fear of retaliation or punishment.

We regulate in a way that is:

- in proportion to the level of risk older people face
- informed by and focused on preventing harm to older people.



Continuously improve

We listen to older people to understand what is important to them and what they need from us to improve their aged care.

We work with the aged care sector to get better outcomes for older people.

We support providers and workers to deliver safe and quality care and manage risk.

We support providers to improve their processes for handling complaints.

We continuously review and monitor to improve our processes.



Increase public confidence and trust

We are consistent, transparent and fair in the way we regulate.

We only register providers that are committed and able to deliver safe and quality care.

We monitor and, if necessary, compel (force) providers and workers to comply with their obligations.

We make sure all providers have a clear, accessible and responsive system to manage complaints.



Remain transparent, accountable and capable

We are open about:

- how we regulate
 - what guides our decisions
 - how we are performing.
-

Open disclosure is a fundamental part of how we regulate and make decisions.

Integrity is part of every aspect of our operations and central to our regulatory culture.

We invest in our people and systems to support our operations.

Key activities

In 2026–27 the Commission will carry out 4 key activities as we work to make sure people who use aged care are safe, receive good care and have their rights upheld.

1.

Listen to older people, and educate providers and workers, to continuously improve the safety and quality of aged care services

2.

Register providers to make sure they deliver safe and quality care

3.

Manage complaints effectively to achieve meaningful and sustainable outcomes

4.

Carry out monitoring, compliance and enforcement activities to hold providers and workers accountable for delivering safe and quality care



Our [performance measures](#) and their targets allow us to assess our progress against each key activity.

Operating context

The Commission works in an ever-changing environment. To manage this we make sure our people and systems are capable, and monitor and manage risk effectively. We prioritise strong relationships with our stakeholders, including older people and providers. We respond, adapt and focus on making sure people who use aged care are safe, receive good care and have their rights upheld.

Environment

Ageing population

The expectations of older people are evolving. Older people in Australia are diverse, and they are becoming more knowledgeable about and engaged with aged care. They expect to have choice, independence and quality of life. This is encouraging the sector to innovate and change the way it delivers care.

As Australia's population ages, demand for aged care services continues to grow. Nearly 1.3 million people already access aged care, and this number will increase significantly over the next 20 years. There is a strong and growing preference among older people to keep living independently at home. This will increase demand for home-based care services.

As people live longer, they develop more complex care needs – particularly in residential aged care. For example, they can become more frail, develop dementia or multiple chronic conditions.

Demand for quality end-of-life care – involving comfort, dignity and respect for individual preferences – is also increasing. Many people receive aged care services in their final year of life.

As Australia's population ages, demand for aged care services continues to grow.

New legislation

Since the *Aged Care Act 2024* (Aged Care Act) commenced on 1 November 2025, we are working under a very different legislative framework. The new Aged Care Act requires everyone in the aged care sector to adapt to new rights-based responsibilities.

Including these changes in the way we work is a key part of our operations in 2026–27. While the reforms provide an important opportunity to improve outcomes for older people, some providers are finding it challenging to meet aspects of the new requirements. We will keep supporting the sector by guiding, educating and engaging with our stakeholders – all while we regulate to achieve the aims of the Aged Care Act.

Workforce shortages

Workers are in short supply across the aged care sector, particularly in regional and remote areas. Providers face ongoing challenges recruiting and keeping skilled workers. This can affect the services they deliver and the quality of care.

We will keep supporting the sector by guiding, educating and engaging with our stakeholders.

Agetech

Technological innovation continues to shape the aged care sector. The growth of ‘agetech’ gives the sector opportunities to improve care, safety and independence for older people. Agetech includes things such as artificial intelligence, virtual reality and assistive technologies.

These developments also raise questions about safety, ethics and the appropriate use of technology. We will continue to monitor and respond to these developments to make sure that innovation supports quality, person-centred care.

Regulatory approach

The Commission's regulatory approach is set out in our [Regulatory Strategy](#), which we review each year.

Our approach to regulation is:

- rights-based
- risk-led
- in proportion to the risk of harm to older people
- developed in collaboration with the aged care sector to achieve better outcomes for older people.

Our regulatory priorities are to:

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

We protect older people by preventing and responding to risks. We use data and regulatory intelligence (information we collect through regulation) to identify risks early and prevent harm.

We use our supervision model to respond to risk. This includes:

- assessing a provider's ability to manage risks
- changing our level of supervision and action to match the risk.

If a provider cannot show they are managing risk or non-compliance, we use our legal powers to make them change their behaviour and deliver quality and safe care. We can also take action against aged care workers if they have not complied with their obligations. The supervision model supports us to use our influence and powers to quickly achieve better outcomes for older people.



[The regulatory diamond](#) (Figure 2) summarises our approach.

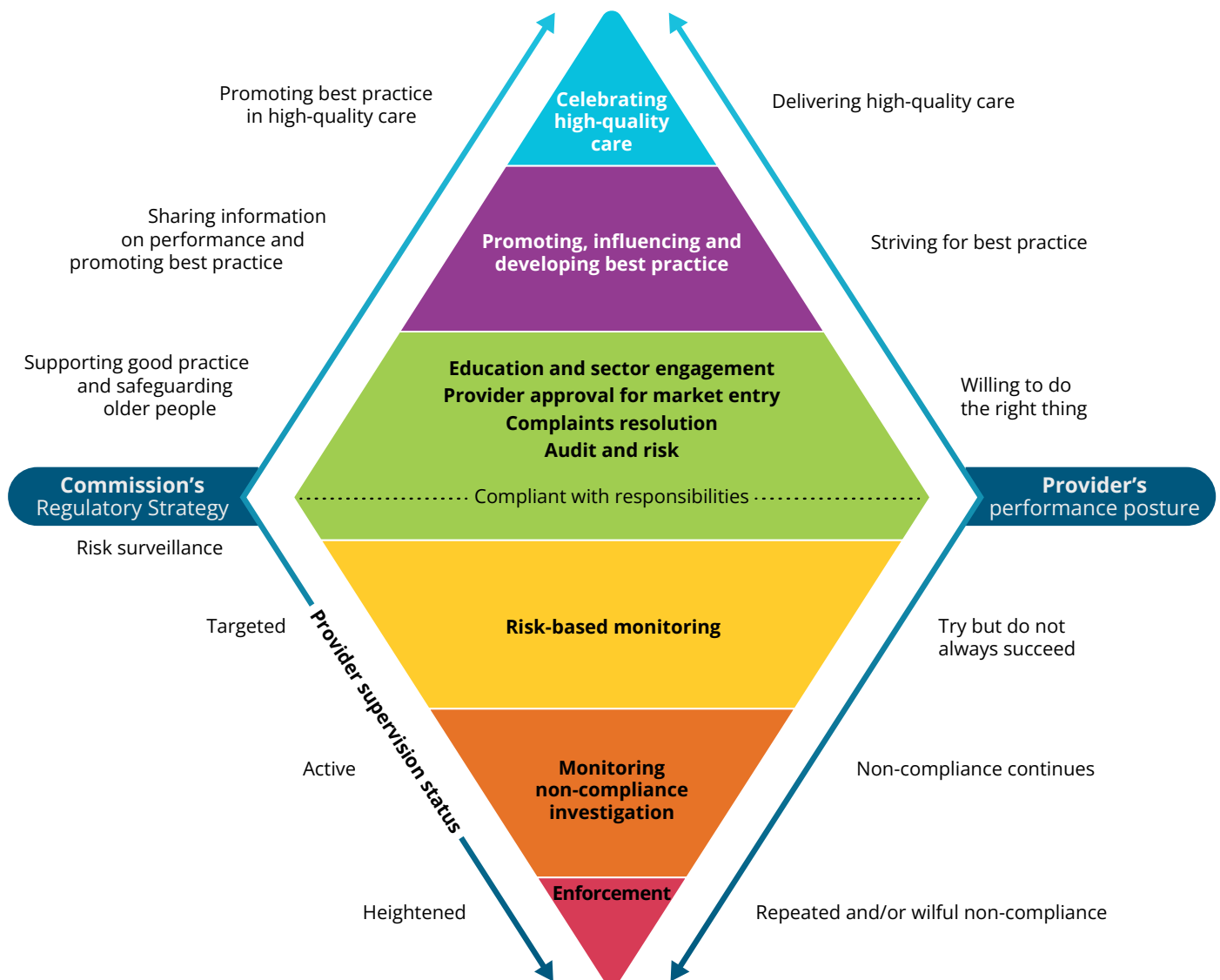


Figure 2 The Commission's regulatory diamond

When providers are willing to do the right thing and strive for best practice, we support them to improve. We recognise them when they deliver quality care, for example by awarding them an 'exceeding' audit grade.

We build public confidence and trust in the aged care system through our registration functions. We are thorough and careful when deciding who can enter the aged care market and the conditions that apply to them. We monitor registered providers and their workers to make sure they are meeting their obligations under the:

- [Aged Care Act](#)
- [Aged Care Quality Standards](#)
- [Aged Care Code of Conduct](#)
- [Statement of Rights](#).

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

Cooperation and partnerships

External stakeholders play an important role in helping us to keep older people safe.

The Aged Care Act directly requires us to listen to and engage with older people, their supporters, providers and workers. Working with stakeholders helps us understand risk. It also helps us plan our regulatory approach and improve the safety and quality of aged care.

Forums

One way we cooperate is by organising forums, including the:

- [Commission Consultative Forum](#)
- [Consumers and Families Panel](#)
- [Aged Care Providers and Workers Engagement Register](#).

These forums bring together older people, their supporters, providers, workers and representative bodies. They give us insights, challenge our assumptions and help us decide our regulatory priorities. Forums work as both advisory bodies and practical feedback loops. They help us make sure that we base our regulation on people's experience and respond to emerging issues.

Everyday communication and cooperation with older people, their supporters and aged care workers

Cooperation is part of our day-to-day regulatory activities. Our complaints processes give older people and their supporters a direct channel to raise concerns and provide feedback.

Building on a public information program we launched last financial year, in 2026–27 we will engage directly with older people and their supporters to build knowledge and understanding of their rights in aged care. We will continue to encourage older people to speak to their provider if they have concerns about their aged care, or to come to the Commission if they do not feel able to engage directly with their provider or they are not happy with the outcome.

We also engage with older people and workers through our auditing, monitoring and compliance activities. This allows us to gather first-hand insights into the quality and safety of care. Workers also contribute through interviews, feedback and engagement registers. These help us understand frontline conditions and risks that we may not be able to identify in other ways.

We will engage directly with older people... to build understanding of their rights.

Sector cooperation

Providers and peak bodies partner with us to improve practice across the sector. By engaging with us regularly, they help us develop and improve our guidance, education and regulatory resources. This is a two-way exchange. We share our expectations and insights, and they share their operational knowledge, innovation and challenges.

Research and advisory bodies

Collaborating with research institutions, advisory bodies and experts adds another perspective to stakeholder cooperation. These partnerships bring evidence, data and innovation to the design and evaluation of our regulation. They support us to adopt best practice and keep improving our approach.

Importantly, we work alongside the Aged Care Quality and Safety Advisory Council as it brings independent insight and perspective to our work and contributes to our connection with the aged care sector.

Peak bodies and advocacy organisations

Advocacy organisations make sure that the voices of older people stay at the centre of our regulatory decision-making. Organisations such as the Older Persons Advocacy Network and the Council on the Ageing provide independent perspectives on the experiences and needs of older people. Their input improves our understanding of sector issues and helps us respond in more targeted and effective ways.

We work closely with organisations representing First Nations, culturally and linguistically diverse, and LGBTIQ+ older people and communities. Through reference groups and partnerships with peak bodies, stakeholders co-design culturally appropriate resources and processes. This helps to make sure that we regulate in a way that is inclusive and responsive to a wide range of needs.

We work closely with organisations representing First Nations, culturally and linguistically diverse, and LGBTIQ+ people.

Formal partnerships with government agencies

We cooperate through strong formal partnerships with the Department of Health, Disability and Ageing, other government agencies and regulators. We develop [memoranda of understanding](#) to agree on how we will share information, make joint decisions and manage risk. These arrangements support us to respond effectively to complex or cross-sector risks. When we align with related sectors – such as health, disability and workplace regulation – we improve our consistency and reduce gaps in supervision.

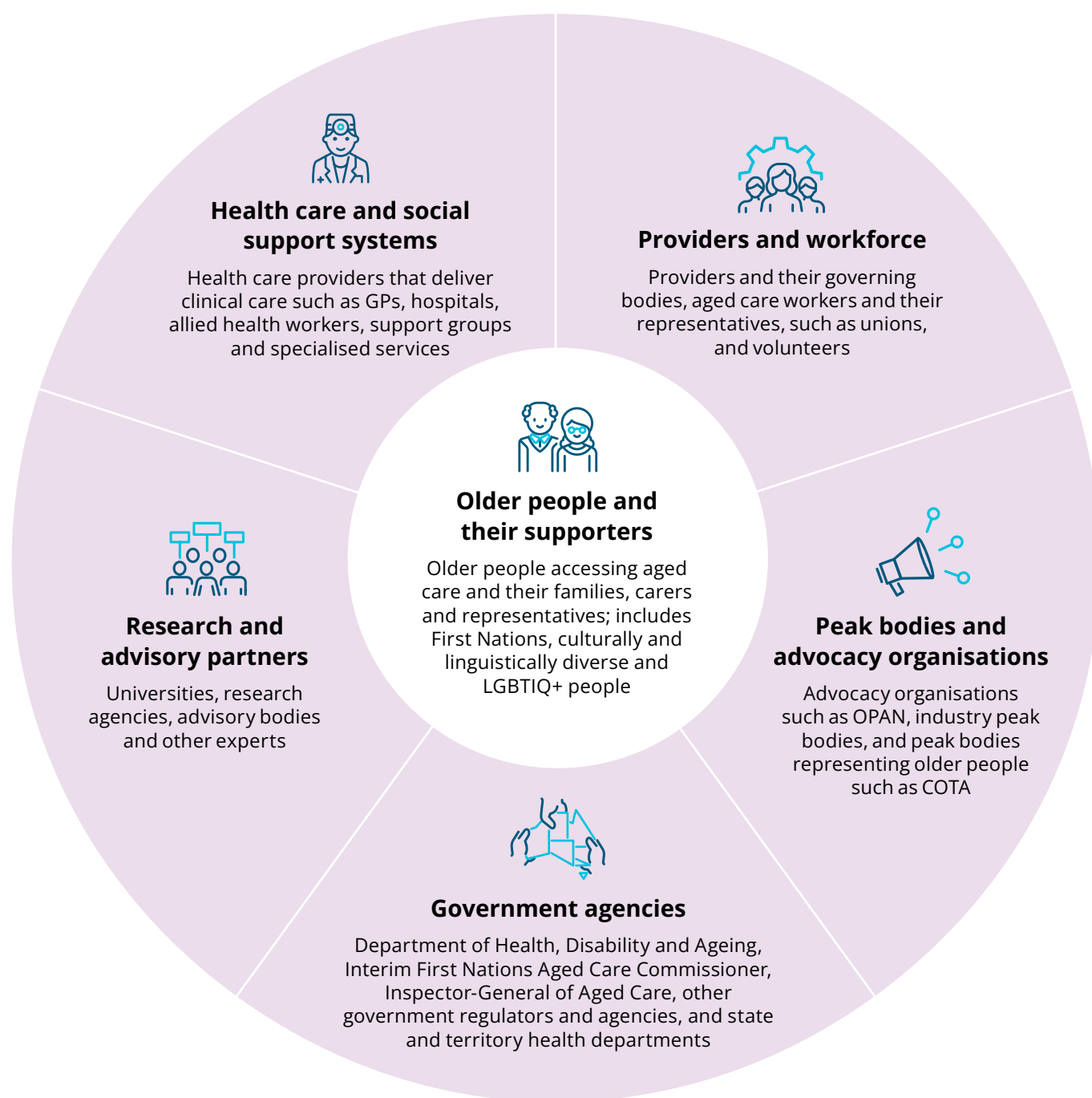


Figure 3 The Commission's stakeholders and partners

Capability

To make sure people who use aged care are safe, receive good care and have their rights upheld, we invest in people with the right skills and experience, and support them to keep learning. Having skilled, expert staff is vital for us to be effective as the national regulator of aged care.

People

In 2026–27 we will continue to strengthen our workforce capability to ensure we can effectively deliver on our purpose.

Our new People Strategy 2026–29 sets out how we attract, develop and support our people – now and into the future. The Strategy focuses on maintaining a workforce that is well supported, highly capable, diverse and works together effectively to deliver quality services aligned to the requirements of the Aged Care Act.

Key focus areas include:

- leadership capability
- psychosocial safety
- regulatory capability
- First Nations cultural capability and representation
- workforce capacity
- exploring artificial intelligence (AI).

Our ongoing commitment to uplift leadership capability will ensure a robust and fit-for-purpose leadership group to guide the operational and strategic direction of the Commission.

We will focus on organisational culture and initiatives to enhance diversity, cultural capability and inclusion to make sure our staff reflect and understand the communities we serve. Ongoing investment in psychological safety, and health and wellbeing supports a resilient workforce capable of operating in a complex regulatory environment.

We will continue to strengthen our workforce capability.

The Commission will continue to reduce reliance on external contractors in line with the Australian Public Service Strategic Commissioning Framework, strengthening inhouse capability and ensuring knowledge transfer.

As required by the Framework, we have identified the following job families as our core work in 2026–27, in addition to those defined by the APS: Communications and Engagement; Compliance and Regulation; Data and Research; Human Resources; ICT and Digital; and Portfolio, Program and Project Management.

Digital

We will keep developing our digital capability so we can regulate in an efficient and integrated way. Our new Digital and Data Strategy 2026–29 will guide our investment in modern, secure and scalable systems.

We will focus on making the best, most effective use of our core business systems, including our case management system. This will help us to smoothly combine our complaints, compliance, monitoring, enforcement and other relevant corporate functions.

Improving our digital architecture, digital delivery and service management practices will help our system connectivity and reliability, and improve the user experience. We will keep focusing on meeting whole-of-government priorities, and building our internal digital capability to reduce our reliance on external providers.

We will also continue to:

- strengthen our cybersecurity to protect sensitive data and maintain trust
- update our digital environment by removing systems that we no longer need
- improve accessibility for our staff and stakeholders
- explore emerging technologies.

We will consider use of automation and AI in an ethical, safe and responsible way to:

- improve our efficiency
- support us to make decisions in line with government frameworks.

We have published our [AI Transparency Statement](#) on our website and will update it regularly to reflect changes to how we are using AI in our work.

We will keep developing our digital capacity so we can regulate in an integrated way.

Data, analytics and intelligence

During the year we will use our updated data tools, technologies and processes to regulate the sector in a proactive way that helps prevent risk (see Digital on page 30). We will collect, combine and analyse data from multiple sources, including outside the Commission. This will improve our ability to:

- identify risks
- monitor provider performance
- respond to emerging issues.

We will use advanced analytical methods to identify sector-wide risks, patterns and trends early. This includes the safe and approved use of AI and machine learning. This will help us to reduce risk to older people in a targeted and timely way.

We will continue to prioritise sharing information and cooperating with other government agencies and regulators. Formal agreements and secure systems will help us to:

- improve our ability to supervise the sector
- respond to risks to older people in a coordinated way.

To help providers understand sector-wide risks, we will share what we learn from our analysis through our [performance and insights reports](#).

We will use advanced analytical methods to identify sector-wide risks, patterns and trends.

Governance and funding

Strong governance and sustainable funding are critical for the Commission. In 2026–27 we will continue to refine our governance framework to make sure:

- we are accountable
- our oversight is effective
- we meet our priorities.

We will follow key frameworks to make sure we work with integrity to meet our responsibilities.

Integrity is central to all we do. We strive to foster a culture that values ethics and professionalism. We will continue to develop and use best-practice integrity processes and our Complaints about Us Framework. These will help us:

- improve our ethical decision-making
- prevent misconduct
- keep the public's trust.

We will follow our Quality Assurance Framework to make sure we regulate in a way that is:

- consistent
- evidence-based
- in proportion to the risk faced by older people.

Our quality assurance processes help us to keep improving. These processes include organisation-wide registers and reporting.

We will continue to implement our budget management frameworks, and refine and validate our government-approved funding model to make sure we manage our finances in a way that:

- is sustainable
- is transparent
- enables us to meet regulatory demand.

This includes improving our modelling, analytics, performance monitoring and procurement practices.

**We strive
to foster
a culture
that values
ethics and
professionalism.**

Risk management

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

Our Enterprise Risk Management Framework sets out how we identify and manage the different types of risk across the Commission. Strong governance processes mean we can manage those risks consistently.

All of our staff are responsible for managing risk. To support them, we encourage a positive risk culture. This helps us to keep improving and make effective decisions.

We have an overall low appetite for risk but still encourage opportunities for innovation and efficiency. We are committed to cautious and transparent decision-making that protects people using aged care services and supports the integrity of the Commission and government.

The new Aged Care Act has created significant change across the Commission. We have identified 10 enterprise (organisation) risks under our Enterprise Risk Management Framework. These are:

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.

**All of our staff
are responsible
for managing risk.**

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.
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 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 are not fit for purpose, leading to privacy or data breach, information loss or unauthorised access.
9. Management and control of financial resources 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 reduce these risks.

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

Climate-related risks

We are committed to managing the risks associated with climate change through:

- limiting the negative impacts of our operations on the natural environment
- creating a strong corporate sustainability culture and capability.

During 2026–27 we will continue our work to meet the [Commonwealth Climate Disclosure Requirements](#) for Tranche 2 (medium-sized) agencies to publicly disclose their climate risks and opportunities, along with actions to manage them.

This process involves:

- establishing governance arrangements
- developing a strategy
- assessing and managing risk
- putting in place targets and metrics to inform reporting.

Our Annual Report will include an overview of our progress against the Commonwealth Climate Disclosure Requirements.

In addition, our Chief Sustainability Officer will continue to champion corporate sustainability across the Commission. This includes the Net Zero in Government Operations Strategy, emissions reduction and reporting, and implementing initiatives to develop Net Zero capability.

We are committed to managing the risks associated with climate change.



Performance

Regulator performance

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

We operate according to the requirements and best practice principles outlined in the Department of Finance's [Resource Management Guide 128 – Regulator Performance](#).

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

Australian Government Regulator 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

We continuously strive to build trust and work transparently.

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, we issued a Statement of Intent in response. Both of these statements have been integrated into our planning, performance and reporting activities.

Performance

Our annual planning, performance and reporting framework – of which this Corporate Plan is a key component – connects our purpose, strategic principles (priorities), key activities and performance measures. This complies with the requirements of the [Commonwealth Performance Framework](#).

The [2026–27 Health Portfolio Budget Statements](#) (PBS) set out the performance measures used to monitor our progress in achieving our outcome and purpose.

The 3 performance measures detailed in the 2026–27 PBS are included in this Corporate Plan, along with an additional 3 measures to provide a more holistic view of how we will fulfil our purpose during 2026–27 (Table 1). Each performance measure and their targets comply with the requirements of section 16EA of the Public Governance, Performance and Accountability Rule 2015.

Priorities flow from the Corporate Plan to division, group and section business 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.

**As the
Commission's
operations mature
we expect our
performance
measures to
mature also.**

Changing performance measures

Our performance measures allow for multiple discrete targets. These targets can be removed, amended or added to as our priorities or functions change. This assists in ensuring performance measures are consistent over time. It also allows us to more easily accommodate changes to targets without affecting other measures, targets or our broader planning, performance and reporting framework.

Since the 2026–27 PBS were published, we have made changes to some of our performance measures or their corresponding targets. The details and rationale for each change are outlined at Appendix 1.

Our performance framework continues to evolve. As the Commission's operations mature we expect our performance measures to mature also.

Table 1 Planning framework

Purpose	To make sure people who use aged care are safe, receive good care and have their rights upheld through regulation and a complaints scheme
PBS Outcome 1	Uphold rights, and protect and enhance the safety, health, wellbeing and quality of life of older Australians 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.
PBS Program 1.1	Quality Aged Care Services – 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 and build confidence and trust in the provision of aged care services. Empower older people to exercise their rights when accessing, or seeking to access, Commonwealth-funded aged care services and support them to live active, self-determined and meaningful lives as they age.
Key Activity	Listen to older people, and educate providers and workers, to continuously improve the safety and quality of aged care services
Performance Measures	• Build trust in the Aged Care Quality and Safety Commission • Deliver targeted engagement and education initiatives that support capability uplift and behavioural change among providers and workers
Key Activity	Register providers to make sure they deliver safe and quality care
Performance Measure	• Regulate the entry, exit and ongoing suitability of providers and workers delivering government-funded aged care services
Key Activity	Manage complaints effectively to achieve meaningful and sustainable outcomes
Performance Measure	• Provide an efficient and effective complaints handling service and manage provider reporting and notifications
Key Activity	Carry out monitoring, compliance and enforcement activities to hold providers and workers accountable for delivering safe and quality care
Performance Measures	• Undertake provider and worker supervision in response to risks and non-compliance in aged care service delivery, incentivising compliance and taking enforcement actions where necessary • Use risk profiling and detection to manage regulatory risk in a way that is appropriate and proportionate to the risk of harm to aged care recipients

Key activity

Listen to older people, and educate providers and workers, to continuously improve the safety and quality of aged care services

Performance Measure 1

Build trust in the Aged Care Quality and Safety Commission

2026–27	2027–28	2028–29	2029–30
1.1 Regulatory and engagement activities increase older people's trust in the aged care system			
Measure type: qualitative; effectiveness			
Assessment method: achieved; substantially achieved; partially achieved; not achieved			
Why this matters: older people are more likely to engage with the Commission and share concerns about the safety and quality of their care when they trust and understand the aged care system			
Data source: a range of internal and external sources, including meeting minutes, participation engagement and sentiment data, publications and internal records			
Methodology: case study of the effectiveness of the Consumers and Families Panel supported by a clear methodology that explains the basis for selecting the study; bias in case study selection and evaluation will be managed by an established Case Study Selection Committee			
Regulator Best Practice Principle: 1 – Continuous improvement and building trust			

2026–27

2027–28

2028–29

2029–30

1.2 Improve on the baseline for providers' trust and confidence in our oversight and support

Measure type: quantitative; effectiveness

Assessment method: achieved; not achieved

Why this matters: provider trust and confidence in the Commission support improved collaboration and increased transparency to support improved outcomes for older people

Data source: completed aged care provider surveys, designed to measure trust and confidence in the Commission's oversight and support

Methodology: percentage of positive provider feedback in relation to trust and confidence in the Commission's oversight and support is calculated using a predetermined and approved process and formula

Regulator Best Practice Principle: 1 – Continuous improvement and building trust

Note: An initial survey was conducted in 2025–26. A baseline of 72% was established. Future survey results will be measured against this baseline.

Performance Measure 2

Deliver targeted engagement and education initiatives that support capability uplift and behavioural change among providers and workers

2026–27	2027–28	2028–29	2029–30
2.1 80% of provider and worker survey participants report satisfaction with engagement and education activities			
Measure type: quantitative; effectiveness			
Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)			
Why this matters: effective provider and worker education supports capability uplift to deliver safe and quality care, and 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 survey participant satisfaction with Commission engagement activities is calculated using a predetermined and approved process and formula			
Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven; 3 – Collaboration and engagement			
2.2 80% of user feedback rates education resources as effective and engaging			
Measure type: quantitative; effectiveness			
Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)			
Why this matters: effective provider and worker education supports capability uplift to deliver safe and quality care, and encourages a culture of continuous learning and development			
Data source: completed satisfaction surveys of people who have completed Commission online learning products and services; held in the Commission's online learning system			
Methodology: percentage of user feedback that rates education resources as effective and engaging is calculated using a predetermined and approved process and formula			
Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven; 3 – Collaboration and engagement			

Key activity

Register providers to make sure they deliver safe and quality care

Performance Measure 3

Regulate the entry, exit and ongoing suitability of providers and workers delivering government-funded aged care services [PBS MEASURE]

2026–27	2027–28	2028–29	2029–30
3.1 Registration and renewal decisions are completed within statutory timeframes [PBS TARGET]			
Measure type: quantitative; output			
Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)			
Why this matters: providers that demonstrate capacity and commitment to delivering quality and safe care are registered in a timely manner			
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			
Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven			

2026–27

2027–28

2028–29

2029–30

3.2 Investigations and regulatory decisions about a responsible person or aged care worker are actioned and resolved in a timely manner

Measure type: qualitative; output

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: ensures timely, transparent and effective regulation of responsible persons or aged care workers to protect and safeguard older people

Data source: records of escalated referrals, including receipt date and date decision was made

Methodology: the time taken to resolve investigations and regulatory decisions about a responsible person or aged care worker is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven

Note: This is a composite target comprising the following measures:

- 80% of investigations about a responsible person or aged care worker have enquiries complete within 6 months
- 97% of regulatory decisions about a responsible person or aged care worker remain effective and are not set aside following reviews or reconsiderations.

Key activity

Manage complaints effectively to achieve meaningful and sustainable outcomes

Performance Measure 4

Provide an efficient and effective complaints handling service and manage provider reporting and notifications [PBS MEASURE]

2026–27

2027–28

2028–29

2029–30

4.1 85% of complaints are resolved within 90 days [PBS TARGET]

Measure type: quantitative; output, as a proxy for effectiveness

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: 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 90-day period) and date finalised; logged and held in the Commission's case management systems

Methodology: percentage of complaints finalised within 90 days is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven; 3 – Collaboration and engagement

2026–27

2027–28

2028–29

2029–30

4.2 80% of enquiries are responded to within 7 days [PBS TARGET]

Measure type: quantitative; output, as a proxy for effectiveness

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: 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

Methodology: percentage of enquiries responded to within 7 days is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven; 3 – Collaboration and engagement

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

4.3 65% of complainant and provider survey responses have an overall rating of satisfied or higher with the complaints process [PBS TARGET]

Measure type: qualitative; effectiveness

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: indicates how well the Commission's complaints handling process meets the needs and expectations of complainants and providers

Data source: completed provider surveys and completed complainant surveys; hosted by ORIMA Research

Methodology: percentage of providers and complainants that are satisfied or higher with the complaints process is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven; 3 – Collaboration and engagement

2026–27

2027–28

2028–29

2029–30

4.4 80% of complaints finalised achieve a positive outcome for older people [PBS TARGET]

Measure type: qualitative; effectiveness

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: ensures that the Commission's complaints decisions improve the quality of care received by older people

Data source: records of finalised complaints, indicating outcome; logged and held in the Commission's case management systems

Methodology: percentage of positive responses is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven; 3 – Collaboration and engagement

4.5 80% of initial assessments of Serious Incident Response Scheme Priority 1 reportable incident notifications are completed within 7 business days

Measure type: quantitative; output, as a proxy for effectiveness

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: demonstrates that the Commission takes Serious Incident Reporting Scheme (SIRS) notifications seriously, with timely responses to serious incidents

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

Methodology: percentage of initial assessments completed within 7 business days is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 2 – Risk based and data driven; 3 – Collaboration and engagement

2026–27

2027–28

2028–29

2029–30

Note:

- Under SIRS, 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.
 - Initial assessments are achieved when a risk alert is assessed and assigned a priority risk rating. The alert must then be either finalised as no further action or escalated for further regulatory action.
-

Key activity

Carry out monitoring, compliance and enforcement activities to hold providers and workers accountable for delivering safe and quality care

Performance Measure 5

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

2026–27	2027–28	2028–29	2029–30
5.1 Establish a baseline of compliance-enhancing activity by provider cohort [PBS TARGET]	Maintain or improve on the baseline of compliance-enhancing activity by provider cohort		
Measure type: qualitative; effectiveness			
Assessment method: achieved; not achieved			
Why this matters: demonstrates that the Commission actively manages provider risk and non-conformance to ensure delivery of safe and quality care			
Data source: records extracted from the Commission’s case management systems, audit and inspection scheduling system, and other sources as identified			
Methodology: a baseline is built capturing outcomes delivered through key regulatory programs including audit findings, reactive risk-based monitoring activities and proactive inspectorate activities			
Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 3 – Collaboration and engagement			

2026–27

2027–28

2028–29

2029–30

5.2 80% of decisions in response to escalated referrals are made within 7 days

Measure type: quantitative; output, as a proxy for effectiveness

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: demonstrates the Commission's commitment to supporting provider compliance and encouraging continuous improvement in aged care service delivery

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

Methodology: percentage of decisions in response to escalated referrals made within 7 days is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 3 – Collaboration and engagement

5.3 Effective and timely regulatory oversight ensure risks are promptly addressed, and provider performance is sustained over the longer term

Measure type: quantitative; effectiveness

Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)

Why this matters: demonstrates the Commission's effective oversight and supervision to ensure risks to older people are promptly addressed

Data source: records of active supervision status over time including the reasons providers were placed under active supervision; logged and held in the Commission's case management systems

Methodology: improvement in provider compliance and service delivery while under active supervision is calculated using a predetermined and approved process and formula

Regulator Best Practice Principles: 1 – Continuous improvement and building trust; 3 – Collaboration and engagement

2026–27

2027–28

2028–29

2029–30

This is a composite target comprising the following sub-targets:

- 90% of cases involving provider obligations undertaken by the Commission's Compliance and Enforcement branch do not require further Compliance and Enforcement intervention for a period of at least 12 months after case closure
- 80% of cases allocated to Compliance and Enforcement have a case management plan, strategy and target outcome documented within 14 days
- 80% of escalated cases allocated to Compliance and Enforcement commence regulatory activities within 28 days from commencement or 7 days for cases requiring urgent responses
- activities for 80% of cases allocated to Compliance and Enforcement are completed within 10 months.

Performance Measure 6

Use risk profiling and detection to manage regulatory risk in a way that is appropriate and proportionate to the risk of harm to aged care recipients

2026–27	2027–28	2028–29	2029–30
6.1 70% of providers identified via preventative risk profiling are subject to a regulatory response			
Measure type: quantitative; effectiveness			
Assessment method: achieved (100% of target met); substantially achieved (95.0–99.9% of target met); partially achieved (75.0–94.9% of target met); not achieved (less than 75.0% of target met)			
Why this matters: demonstrates that the Commission addresses risks and issues promptly and proactively			
Data source: total number of providers identified via preventative risk profiling and total number of these providers subject to a regulatory response; logged and held in the Commission's case management systems			
Methodology: percentage of providers identified via preventative risk profiling and subject to a regulatory response is calculated using a predetermined and approved process and formula			
Regulator Best Practice Principle: 2 – Risk based and data driven			
6.2 The accuracy and operational performance of the Commission's risk-profiling methodologies are maintained or improved			
Measure type: qualitative and quantitative; effectiveness			
Assessment method: achieved; not achieved			
Why this matters: demonstrates that the Commission has a proactive approach to managing provider and sector risk, and strives for better practice			
Data source: report/s delivered through an annual review and evaluation process; a 'recommendation tracking' document that will monitor the Commission's endorsed response to, and progress on, recommendations over multiple years; qualitative data in the form of case studies			
Methodology: accuracy and operational performance of the Commission's risk-profiling methodologies will be assessed using a predetermined and approved process and formula			
Regulator Best Practice Principle: 2 – Risk based and data driven			

Appendices

Appendix 1:

Changes to performance information

The table below sets out revisions made to performance measures and targets since publication of the Commission's Corporate Plan 2025–26 or Portfolio Budget Statements 2026–27.

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27	Rationale for change
Purpose To uphold the rights of older people accessing aged care and to protect and enhance their safety, health, wellbeing and quality of life	To uphold the rights of older people accessing aged care and to protect and enhance their safety, health, wellbeing and quality of life	To make sure people who use aged care are safe, receive good care and have their rights upheld through regulation and a complaints scheme	The change better reflects the intent of the <i>Aged Care Act 2024</i> , using plain English.
Deliver transparent regulation, in which aged care recipients and providers have trust and confidence	na	PM 1 Build trust in the Aged Care Quality and Safety Commission	The change better reflects the intent of corresponding key activity.
Establish a baseline for the confidence expressed by aged care recipients in the Commission's ability to safeguard their rights and quality of care	na	Target 1.1 Regulatory and engagement activities increase older people's trust in the Commission	The change better aligns with the intent of the corresponding performance measure and Aged Care Act.
100% of registration and renewal decisions are completed within statutory timeframes	Registration and renewal decisions are completed within statutory timeframes	Target 3.1 Registration and renewal decisions are completed within statutory timeframes	The change allows a more flexible method of reporting performance using defined bands.

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27	Rationale for change
100% of banned workers are included on the Commission's Register of Banning Orders	na	Target 3.2 Investigations and regulatory decisions about a responsible person or aged care worker are actioned and resolved in a timely manner	The change better aligns with the intent of the corresponding performance measure.
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	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	PM 4 Provide an efficient and effective complaints handling service and manage provider reporting and notifications	The change has been made for the sake of brevity and clarity.
80% of complaints are resolved within published service standards	85% of complaints are resolved within 90 days	Target 4.1 85% of complaints are resolved within 90 days	The changes have been made to reflect the requirements of the Aged Care Act.
80% of enquiries are responded to within published service standards	80% of enquiries are responded to within 7 days	Target 4.2 80% of enquiries are responded to within 7 days	The change has been made to reflect the requirements of the Aged Care Act.
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	65% of complainant and provider survey responses have an overall rating of satisfied or higher with the complaints process	Target 4.3 65% of complainant and provider survey responses have an overall rating of satisfied or higher with the complaints process	The change has been made to reflect the requirements of the Aged Care Act.

Corporate Plan 2025–26	Portfolio Budget Statements 2026–27	Corporate Plan 2026–27	Rationale for change
Establish a baseline of non-compliance by provider cohort under the <i>Aged Care Act 2024</i>	It was noted that the target for this measure is subject to development.	Target 5.1 Establish a baseline of compliance-enhancing activity by provider cohort	The change has been made to better align with the performance measure and reflect the Commission's work to manage provider compliance.
80% of escalated referrals requiring active supervision are remediated within 5 months	na	Target 5.3 Effective and timely regulatory oversight ensure risks are promptly addressed, and provider performance sustained over the longer term	The change better aligns with the intent of the corresponding performance measure.
Of providers placed under targeted and active supervision, 20% result from proactive risk profiling or risk detection	na	Target 6.1 70% of providers identified via preventative risk profiling are subject to a regulatory response	The change has been made to account for the data available within the Commission's systems to report on the metric, and to better reflect the Commission's regulatory processes embedded during 2025–26.
Complete an annual review and evaluation of risk profiling methodologies for continuing improvement	na	Target 6.2 The accuracy and operational performance of the Commission's risk-profiling methodologies are maintained or improved	The change has been made to better assess the effectiveness of the Commission's risk-profiling methodologies.

Appendix 2:

List of requirements

This Corporate Plan meets the reporting requirements in the Public Governance, Performance and Accountability Rule 2014.

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s 16E(2) item 1	Introduction	The following: • a statement that the plan is prepared under paragraph 35(1)(b) of the <i>Public Governance, Performance and Accountability Act 2013</i> • the reporting period for which the plan is prepared • the reporting periods covered by the plan.	6
s 16E(2) item 2	Purposes	The purposes of the entity.	13
s 16E(2) item 3	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	19, 39–52
s 16E(2) item 4	Operating context	For the entire period covered by the plan, the following:	20–35
s 16E(2) item 4(a)	Environment	the environment in which the entity will operate;	21–2
s 16E(2) item 4(b)	Capability	the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	29–32

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s 16E(2) item 4(c)	Risk	a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	33–5
s 16E(2) item 4(d)	Cooperation	details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	25–8
s 16E(2) item 4(e)	Subsidiaries	how any subsidiary of the entity will contribute to achieving the entity's purposes.	na
s 16E(2) item 5	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: • specified performance measures for the entity that meet the requirements of section 16EA; and • specified targets for each of those performance measures for which it is reasonably practicable to set a target.	36–52

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