



Australian Government



OFFICE OF THE
INSPECTOR-
GENERAL
OF AGED CARE

Corporate Plan

2026-27





Publication information

Acknowledgement of Country

The Office of the Inspector-General of Aged Care acknowledges the Traditional Owners of Country throughout Australia, and their continuing connection to land, water and community. We pay our respects to them and their cultures and to Elders both past and present.

Publication details

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Introduction

Inspector-General's Foreword



As Inspector-General of Aged Care, I present this Corporate Plan at a time when the expectations placed on this Office are both high and well-founded. We are a small agency with a broad mandate: to provide independent, system-level oversight of Australia's aged care system at a time of significant reform and change. Delivering on that mandate requires clarity of purpose, disciplined use of our resources, and a strong organisational core. This plan sets out how we will direct our efforts, focusing on the areas where independent scrutiny can have the greatest impact, and ensuring that our work remains rigorous, credible and grounded in evidence.

Our effectiveness depends on how we operate as much as what we examine. We are deliberate in maintaining a workforce and culture defined by integrity, professionalism and inclusion, and in building the capability required to undertake complex system oversight. We prioritise transparency in our methods, and a clear line of sight from lived experience to our analysis and conclusions. As an organisation, we are committed to being both independent and constructive. We work collaboratively where possible, while retaining the authority and discipline needed to hold government to account.

Across the life of this plan, we will continue to strengthen the systems, processes and partnerships that underpin our work. This includes sharpening our strategic commissioning and deepening our engagement with First Nations peoples and other communities whose voices must shape reform, and ensuring our performance is measurable, transparent and linked to real system change. Ultimately, this Corporate Plan is not just a statement of what we will do; it is a statement of how we will operate: with independence, with care, and with a clear and unwavering focus on improving outcomes for older people.

As the Accountable Authority, I am pleased to present the 2026-27 Corporate Plan for the Office of the Inspector-General of Aged Care, which covers the period 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the Public Governance, Performance and Accountability Rule 2014.

A handwritten signature in black ink, appearing to read 'Natalie Siegel-Brown'.

Natalie Siegel-Brown

Inspector-General of Aged Care

Purpose

About us

The Royal Commission into Aged Care Quality and Safety (Aged Care Royal Commission) recommended that the Australian Government create an independent Inspector-General and a supporting office. The intention of this recommendation was to ensure the aged care system is subject to ongoing, impartial oversight and that government agencies are held accountable for their processes, decisions and performance.

Both the role of the Inspector-General and the Office of the Inspector-General of Aged Care (the Office) were established on 16 October 2023 through the *Inspector-General of Aged Care Act 2023* (IGAC Act).

The Inspector-General of Aged Care is an independent statutory office holder.

What we do

Our purpose, as outlined in our Strategic Framework, is:

To ensure integrity and accountability of the aged care system through independent, informed oversight.

We drive meaningful change by calling out serious barriers and holding up to the light models that would create the meaningful improvement needed to achieve this vision.

Driven by our purpose, we report to the Minister for Aged Care and Parliament on how the:

- aged care system is managed, regulated and funded
- recommendations of the Aged Care Royal Commission are being implemented.

We review and report on system-wide issues in the aged care sector and identify opportunities for positive change. We also contribute submissions to inquiries and consultations about important matters related to aged care.

Our work is grounded in evidence, experience and feedback from older people and the aged care sector.

Our Strategic Framework

Our Strategic Framework outlines how we deliver our legislative remit.

It informs the decisions we make and ensures we direct our efforts towards areas where improved care models can be developed and meaningful outcomes achieved.

Our work is underpinned by our vision of an aged care system where every person receives kind, compassionate high-quality care that promotes their rights, identity and independence.

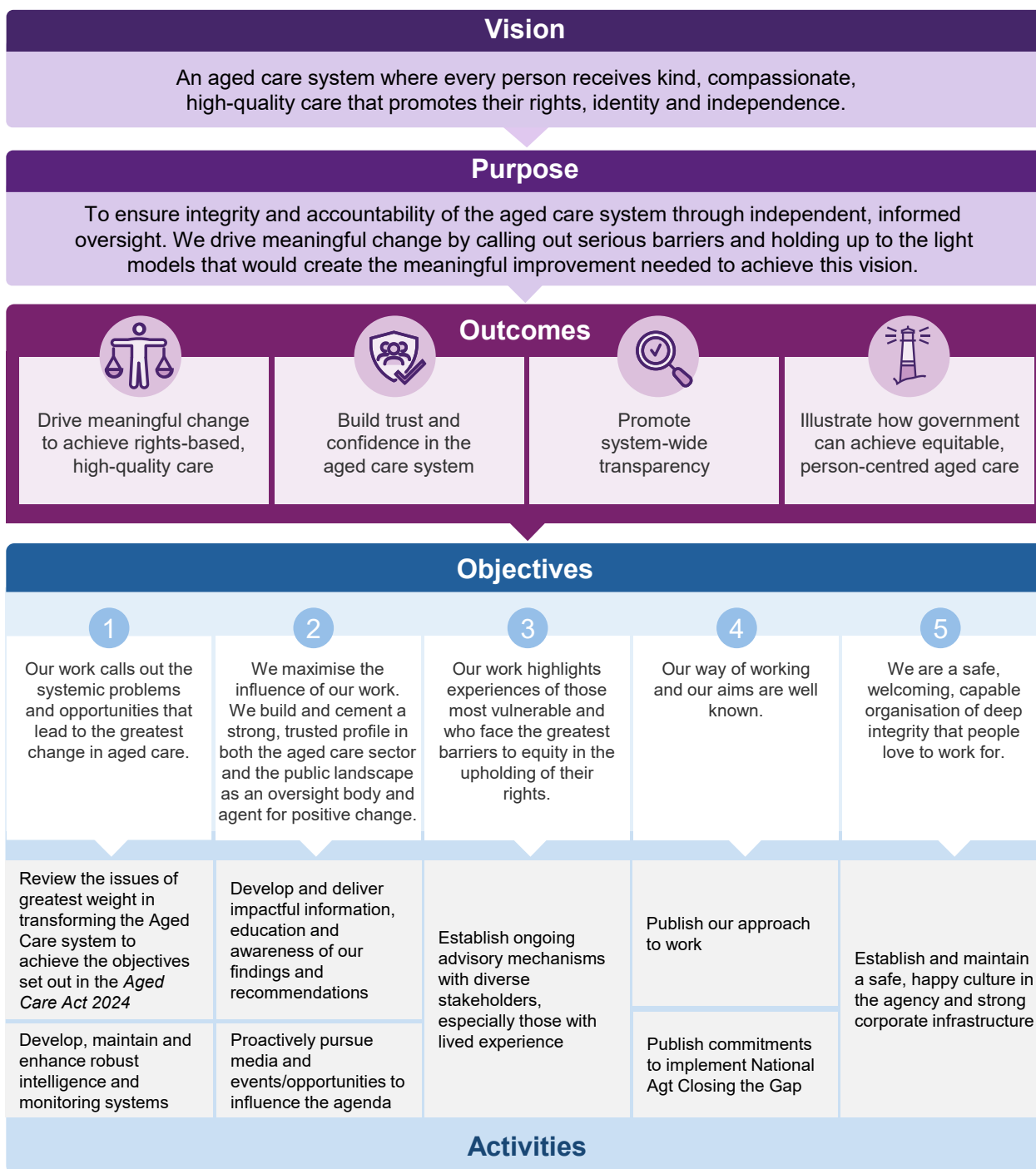


Figure 1: Office of the Inspector-General of Aged Care Strategic Framework



Outcomes

The Strategic Framework identifies 4 outcomes that support our purpose. These outcomes describe the broader impacts we aim to achieve through our oversight and engagement activities:

1. Drive meaningful change to achieve rights-based, high-quality care.
2. Build trust and confidence in the aged care system.
3. Promote system-wide transparency.
4. Illustrate how government can achieve equitable, person-centred aged care.

Strategic objectives

Our strategic objectives explain how we will achieve these outcomes and where we will focus our resources and efforts in the coming years.

1. Our work calls out the systemic problems and opportunities that lead to the greatest change in aged care.
2. We maximise the influence of our work. We build and cement a strong, trusted profile in both the aged care sector and the public landscape as an oversight body and agent for positive change.
3. Our work highlights experiences of those most vulnerable and who face the greatest barriers to equity in the upholding of their rights.
4. Our way of working and our aims are well known.
5. We are a safe, welcoming, capable organisation of deep integrity that people love to work for.

For more detail, see our [Strategic Framework](#).

Our guiding principles

Our guiding principles form the foundation of our governance framework, and support effective risk oversight and assurance activities. They shape how we work, engage with others, and fulfil our purpose: promoting an accountable, fair and high-quality aged care system through independent oversight.

We are committed to ensuring our work is inclusive and responsive to the diverse needs of everyone we serve. This includes First Nations peoples, people from culturally and linguistically diverse backgrounds, people with disability, LGBTIQ+ communities, and all individuals who bring different perspectives, identities and life experiences. This commitment guides our approach to engagement, communication and decision-making across all areas of our work.

	Inclusive Fairness, integrity, inclusivity are at the heart of how we work
	Evidence-based We use robust data and evidence to oversee the system, drawing on lived experience as a critical informant
	Accountable We hold ourselves to the same high standard of transparency that we seek in others
	Objective We are wholly independent, free from influence and uphold the integrity needed to hold others accountable
	Actionable Our recommendations are practical and actionable and focus where the most meaningful, positive change in aged care can be achieved
	Innovative Beyond monitoring, reviewing and reporting, we seek innovative ways to drive Impact and inspire change

Figure 2: Office of the Inspector-General of Aged Care guiding principles

Key activities

Each year the Inspector-General develops and publishes an Annual Work Plan. The Annual Work Plan sets out our priorities, and the specific activities and projects we will undertake over the coming year to achieve our purpose.

2026-27 priority: From action to impact

In 2025–26, our work was guided by the theme ‘From aspiration to action: Realising human rights and person-centred care in aged care’. That work reflected a system in transition, where the principles of the new *Aged Care Act 2024* were being defined and embedded. In 2026-27, we move to the next stage: testing whether those commitments are translating into real-world impact for older people and, where they are not, identifying change needed.

The key activities we will undertake or commence this year to address this priority are:

1. Review: Implementation of Aged Care Royal Commission recommendations

Section 28 of the IGAC Act requires the Inspector-General to conduct a review to evaluate the implementation by the Commonwealth of the recommendations of the Aged Care Royal Commission, with a reporting date of 1 November 2027 (as set out in the *Aged Care and Other Legislation Amendment Act 2025*).

During 2026-27, we will commence work toward delivering a report on the Review of the Implementation of Aged Care Royal Commission recommendations.

2. Measuring a human-rights focused, person-centred complaints system

We aim to establish an in-depth understanding of the current processes and policies underpinning all aged care complaints frameworks. This will build the foundation of consistent oversight.

This work will begin with identifying the key indicators of a best practice complaints framework and exploring what a rights-based system could mean for consumers.

3. Restrictive practices

We will undertake a consultative process that will examine how current usage, regulation and attitudes towards restrictive practices in aged care can evolve to achieve their reduction and ultimate elimination. The findings from this process will inform our future areas of focus in relation to restrictive practices.

4. Preventive approach to aged care

We will continue to examine whether greater investment in early-intervention and preventive aged care supports can reduce downstream demand for higher cost, more intensive aged care services, while improving outcomes for older people in Australia. Evidence suggests that delaying residential aged care entry, even modestly, can generate substantial system-wide savings. The project will apply theoretical economic evaluation methodologies to assess the effectiveness, efficiency and value for money of current aged care policy settings in supporting ageing at home.

5. Co-design of Aboriginal and Torres Strait Islander aged care

In partnership and collaboration with Aboriginal and Torres Strait Islander organisations, we will further our work on the development of best-practice guidance for co-designing Aboriginal and Torres Strait Islander aged care by government.

Operating context

Environment

The Office will operate in an increasingly complex and constrained environment in 2026–27. Globally, economic and political disruption are expected to place sustained pressure on government finances, contributing to a tightening of Commonwealth expenditure. Within this context, the Australian Government will be required to deliver significant structural reforms across several service systems, including aged care.

The continued oversight, monitoring and reporting of the implementation and embedding of the *Aged Care Act 2024* will remain a central feature of the Office's operating environment. As the new legislative framework moves from establishment to full operation, responsible Commonwealth agencies and providers are navigating significant implementation challenges, including systems transformation (particularly ICT), workforce capability, regulatory alignment and funding constraints. These challenges are real, but they do not lessen the obligation to deliver on the intent of reform. In practice, they heighten the need for disciplined, outcomes-focused implementation that prioritises the experience of older people over process, and avoids the risk of over-bureaucratising a system that is fundamentally meant to be about care, relationships and human connection.

At the same time, Australia's ageing population will drive increasing demand across home, community and residential aged care in a financially constrained environment. This makes the effective use of public resources more important – not less. There is a growing imperative for policy and funding settings to support earlier intervention, stronger support for ageing at home, and a more deliberate focus on what works to improve outcomes for older people. Without this shift, pressures on affordability, access and system sustainability will intensify, and the risk of systemic failure at the intersection of funding, administration and regulation will grow. In this context, the Office's role is not only to observe these dynamics, but to scrutinise whether government decisions are directing effort and investment to where they will have the greatest impact.

Against this backdrop, the role of independent, system-level oversight will be increasingly important. The Office will operate in an environment characterised by competing priorities, increased expectations of transparency and accountability, and the need to assess whether reforms are being implemented in a manner that delivers their intended outcomes for older people, while remaining economically sustainable over the medium to long term.

Capability

As a small agency with a broad mandate, our resources focus on priorities that best support our purpose. We build workforce capability by developing our people's skills, helping them achieve organisational goals as well as their own professional aspirations.

We invest in systems, technology and data infrastructure that are fit-for-purpose, to support the efficient and high-quality delivery of our work. Our structure and governance arrangements ensure clear accountability and effective decision-making.

We prioritise knowledge sharing, transparency and skill development, with a continued emphasis on our procurement, contract management and human resource policies. Wherever possible, essential work is carried out by Australian Public Service (APS) employees and we have significantly decreased our reliance on external consultants and



contractors. We foster a diverse, inclusive and resilient workforce that is committed to our purpose, with a strong ethical foundation, and we support flexible work practices that encourage innovation, collaboration and adaptability.

Leadership

The announcement of former Inspector-General of Aged Care, Natalie Siegel-Brown's resignation was unexpected across the sector, and provoked a great deal of concern and uncertainty regarding the future of the Office and the priorities of her successor.

Consequently, any interim arrangements are likely to bring challenges as well as many new opportunities for the Office. We are mindful of the need to clearly and unambiguously demonstrate to stakeholders that this change in leadership does not alter our remit, nor our commitment to engaging with them in the undertaking of our responsibilities and the delivery of our key priorities.

Workforce

The Office is funded for 21 full-time equivalent (FTE) roles, in addition to the Inspector-General.

Our workforce is employed under the *Public Service Act 1999*, which provides the legislative framework for APS employment. This framework supports a flexible and principles-based approach to workforce management. Terms and conditions of employment are set out in our [Enterprise Agreement 2024–27](#).

We maintain a small, agile and capable workforce. Our staffing profile includes a mix of ongoing and non-ongoing APS employees. We deploy our resources flexibly to respond to changing business needs. We identify skills and knowledge gaps which we then seek to address either by recruiting or developing the skills and knowledge of existing staff.

We work hard to attract, develop and retain high-calibre staff to support our purpose and strategic objectives. Our workforce capability is strengthened through ongoing planning, skills development and targeted recruitment.

In all our activities we uphold the APS Values and Code of Conduct. We are committed to maintaining ethical, inclusive and accountable workforce practices, ensuring they are fair and free from bias.

The psychological safety of our workforce is paramount. The nature of our role, and the embedding of our work in the lived experience evidence of older people tends to expose our team to sensitive and potentially traumatic material, including first-person accounts of abuse and harm. In recognition of the potential impacts of this, vicarious trauma training has been provided to all staff, and access to one-on-one wellbeing services provided by the MacKillop Institute. These services are in addition to our free and confidential Employee Assistance Program (EAP).

Workforce culture

As detailed earlier, a key objective within our Strategic Framework is to ensure we are a safe, welcoming, capable organisation of deep integrity, that people love to work for.

We are committed to fostering a safe, positive and supportive workplace culture, built on deep integrity and supported by strong corporate systems. Our ways of working are grounded in transparency, professionalism and respect. We work hard to maintain a culture where all staff feel comfortable speaking up with ideas or concerns. Our purpose,

values and approach are clearly communicated and understood across the agency and by our stakeholders.

We value the benefits a diverse workforce brings, and strive to create an inclusive, welcoming environment where people of all backgrounds, identities and experiences feel respected, valued, and supported to thrive. We embrace the variety of experiences, skills and perspectives our people bring to the workplace. We strive to ensure that First Nations peoples, people from culturally and linguistically diverse backgrounds, people with disability and LGBTIQ+ people are interested in working with us and are genuinely included and valued.

In line with the Australian Government's commitment to reconciliation, we have published our [commitment to implementing priority reforms](#) under the National Agreement on Closing the Gap and we will continue to strengthen our internal capability to support these important priorities.

Organisational structure

Organisational structure on 1 July 2026:

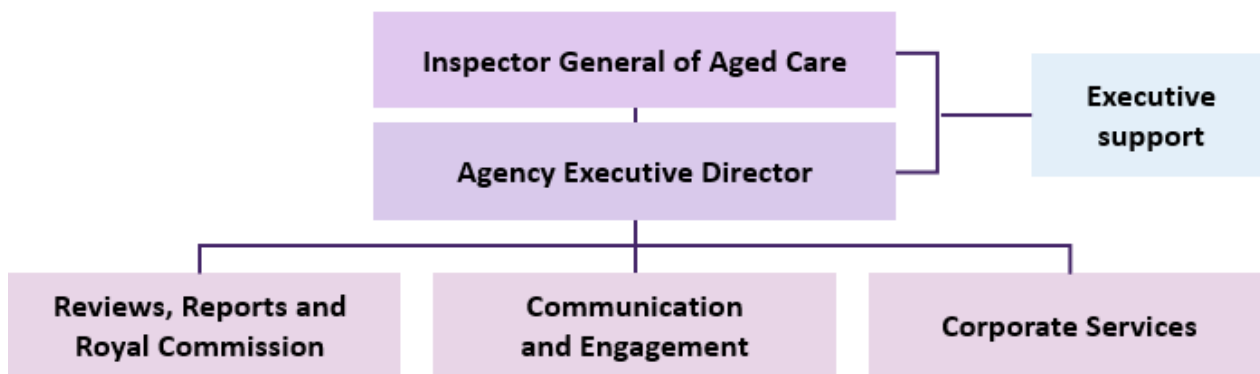


Figure 3: Office of the Inspector-General of Aged Care structure at 1 July 2026

Strategic Commissioning Framework

The Office operates in line with the APS Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.

Technology

We continue to assess and enhance the technology and data that support the delivery of our functions. Our systems must remain robust, reliable, secure and fit for purpose to ensure we can meet our responsibilities effectively and efficiently.

We have developed a [Data strategy](#) that governs how we collect, use and manage data, in line with the requirements of the National Archives of Australia, and best practice for the collection and usage of data about First Nations peoples. We have reviewed and published our [Artificial intelligence transparency statement](#), detailing how the agency uses AI technology to support work.

We continue to explore options for secure and best-practice data sharing and analysis with key strategic partners across the APS and academia.

Risk oversight

Key risks and risk management

Effective risk management is central to supporting our strategic direction. We regularly report against our risk management framework, including policies and a risk register, to identify, respond to and actively manage our key risks.

Our approach aligns with the Commonwealth Risk Management Policy and reflects our risk appetite to maintain high standards of accountability and integrity.

Risk management is the responsibility of everyone in the agency. We encourage early and open discussions about risks, recognising their importance in identifying and managing new or emerging issues.

The Office is managing 5 key risks, as detailed in Table 1.

Table 1: Key risks and management strategies

Key risk	How the risk is managed
1. Failure to attract, train, protect and retain high quality staff	• Monitor and forecast work delivery and output to assist in resource planning and recruitment. • As opportunities exist, seek additional funding and/or ASL to manage longer-term delivery of functions.
2. Failure of governance frameworks to effectively support the undertaking of our functions	• Quarterly reporting to the Audit and Risk Committee on any instances of fraud or corruption. • Annually review policies and procedures regarding risk, fraud and corruption. • Require multi-level approval processes for expenditure. • Provide annual compliance training for all staff. • Commit to ongoing training and information sharing with staff.
3. Failure to collaborate effectively with strategic and community partners	• Ensure quality assurance process for all engagement and reporting activities. • Actively engage with stakeholders with a focus on lived experience. • Engage regularly with senior stakeholders including Ministers' offices and the Department of Health, Disability and Ageing.
4. Failure of information and technology systems and infrastructure to effectively support the undertaking of our functions	• Invest in training for key staff regarding technology, data and artificial intelligence. • Continue engaging with the Department of Health, Disability and Ageing to ensure systems and system support is fit-for-purpose.
5. Failure to deliver high quality, effective and timely outputs	• Continue to focus on work planning, performance measures and monitoring output/s against plans. • Support leadership and staff to enable teams to pivot as required to focus on other work priorities.



Oversight and assurance

Strong corporate governance is essential to managing our strategic and operational activities. It supports us in achieving our purpose and delivering on our objectives.

Our independent Audit and Risk Committee convenes 4 times per year, and is a key part of our governance structure. The committee provides independent oversight and review of our risk management, financial management, performance reporting and assurance systems.

Cooperation

We operate independently and impartially, while maintaining respectful and professional working relationships with the agencies within our oversight scope, including:

- Department of Health, Disability and Ageing
- Aged Care Quality and Safety Commission
- Independent Health and Aged Care Pricing Authority.

While the Inspector-General has strong statutory powers to gather information, our preference is to pursue constructive and collaborative approaches to seeking information first. We aim to be practical in accessing information in a manner that is timely and secure.

These cooperative efforts, supported by open lines of communication where appropriate, assist us in monitoring, analysing, reviewing and reporting on the administration of the aged care system.

Our cooperative approach is guided by respect, transparency and the understanding that constructive approaches are best, while still maintaining our independence.

Our commitment to engagement

Building on our commitment to transparency, we actively engage with people and organisations across the aged care sector to inform and improve our work. We listen to and learn from older people, their families, carers, advocates, aged care workers, providers and community representatives.

We value the perspectives of people from all backgrounds, abilities, genders and sexual orientations, and are committed to ensuring our work reflects and respects the diversity of Australia's population. This includes how we engage, communicate, determine our work program and share information.

We actively seek to improve the accessibility of our materials by using plain language and offering information in a range of formats across various communication channels. This ensures more people can be informed about, participate in, and benefit from our work.

Our engagement is guided by clear principles that support respectful, inclusive and meaningful participation:

1. **Inclusive and fair engagement:** we listen to all perspectives, with a focus on older people with lived experience of the aged care system, including those whose perspectives are less often heard.
2. **Accessible and respectful participation:** we use plain language, offer information in various formats, and adapt our approach to meet individual and cultural needs – in ways that are safe, inclusive and trauma informed.
3. **Timely and purposeful engagement:** we engage early, give people time to prepare and clearly explain the purpose of each activity.
4. **Open communication and feedback:** we are open and transparent about how input will be used and share updates on decisions and outcomes.
5. **Ongoing collaboration and learning:** we build long-term relationships and use what we learn to continually improve.

For more detail, see our [Engagement principles in practice](#).



Partnering with First Nations peoples

Improving aged care in Australia cannot happen without learning from and working alongside Aboriginal and Torres Strait Islander peoples.

For generations, they have modelled how to care for older people in ways that are grounded in connection, respect and intergenerational responsibility.

We are committed to the National Agreement on Closing the Gap and to the principles of genuine engagement, deep listening, shared power and leadership. This is not a symbolic commitment but central to how we shape, deliver and report on our work – and we expect to be held to account for it.

We are proud to work in partnership with Aboriginal and Torres Strait Islander peoples, including through our close collaboration with the office of the Interim First Nations Aged Care Commissioner, to ensure cultural knowledge, lived experience and leadership inform every stage of our oversight.

Our [Statement of Commitment to the National Agreement on Closing the Gap](#) sets out how we will enliven our responsibilities under the National Agreement on Closing the Gap. It reflects our commitment to genuine partnership, shared decision-making and accountability, and recognises that improving aged care for First Nations people requires listening to, learning from and being led by their voices, knowledge and experience.

Performance

The Office's overarching goal is to achieve greater accountability and transparency in the aged care sector, and ultimately drive improvements in older peoples' aged care experience in Australia.

Performance measures

The performance measures used to assess our key activities are outlined in Table 2.

The measurement and assessment of these performance measures will be published in our 2026–27 annual performance statements.

Table 2. Performance measures for 2026–27 to 2027–30

	Key performance measure	Target 2026–27	Target 2027–30
1	Maximise the influence of our work. Number of citations and/or references to the work of the Office in parliamentary debates/forums, social media traffic and media/sector publications.	200 media mentions per year 1,000 new social media followers 30 speeches and/or representation on external panel by the Inspector-General of Aged Care or members of the executive	Reasonable increased growth year on year
2	Proportion of publications, products and activities that draw on people's lived experience	- Engage with active lived experience advisory groups quarterly 80% of lived experience participants report positive engagement and reflection of their views in the biennial stakeholder engagement review 80% of surveyed stakeholders from Aboriginal and Torres Strait Islander communities and CALD communities report positive engagement and reflection of their views in the biennial stakeholder engagement review	As per 2026–27
3	Effective stakeholder engagement with relevant committees, advisory bodies, agencies, organisations and the public	- Biennial increase in stakeholder awareness scores from targeted surveys across aged care providers, advocacy groups, and the public. 70% of respondents to surveys report hearing heard and valued	Reasonable increases biennially
4	Number of publications, products and activities generated by the Office that identify systemic issues and/or opportunities for sector-wide improvements	Tally of the outputs show 80% identify systemic issues and/or discuss opportunities for sector-wide improvement	As per 2026–27

Measure type

The achievement of our performance measures will largely be determined by quantitative assessment. As outlined in Table 1, clear targets have been set for each performance measure.

Rationale/context

Each of the 4 performance measures for 2026-27 align with the objectives outlined in our [Strategic Framework](#). Table 3 maps the measures against these objectives.

Table 3. Performance measures for 2026–27 mapped against strategic objectives

Performance measure	Relevant strategic objective
Measure 1: Maximise the influence of our work.	Objective 2: We maximise the influence of our work. We build and cement a strong, trusted profile in both the aged care sector and the public landscape as an oversight body and agent for positive change.
Measure 2: Proportion of publications, products and activities that draw on people's lived experience	Objective 3: Our work highlights experiences of those most vulnerable and who face the greatest barriers to equity in the upholding of their rights.
Measure 3: Effective stakeholder engagement with relevant committees, advisory bodies, agencies, organisations and the public	Objective 4: Our way of working and our aims are well known.
Measure 4: Number of publications, products and activities generated by the Office that identify systemic issues and/or opportunities for sector-wide improvements	Objective 1: Our work calls out the systemic problems and opportunities that lead to the greatest change in aged care.

Methodology and data sources

Performance will be assessed using the data sources outlined in Table 2. This includes a combination of media and social media monitoring, stakeholder engagement activities, and delivery of relevant publications, products and activities.

Appendix: List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of PGPA Rule	Introduction	(a) Statement that the plan is prepared for paragraph 35(1)(b) of the Act; (b) Reporting period for which the plan is prepared; (c) Reporting periods covered by plan.	4
s16E(2) item 2 of PGPA Rule	Purposes	The purposes of the entity.	5-8
s16E(2) item 3 of PGPA Rule	Key activities	For entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	9
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	10-12
s16E(2) item 4(a) of PGPA Rule	(a) Environment	(a) Environment in which entity will operate;	10
s16E(2) item 4(b) of PGPA Rule	(b) Capability	(b) Strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	10-11
s16E(2) item 4(c) of PGPA Rule	(c) Risk	(c) Summary of entity's risk oversight and management systems, and the key risks the entity will manage and how those risks will be managed;	13-14
s16E(2) item 4(d) of PGPA Rule	(d) Cooperation	(d) Details of any organisation or body that will make a significant contribution towards achieving entity's purposes through cooperation with entity, including how that cooperation will help achieve those purposes;	15-16
s16E(2) item 4(e) of PGPA Rule	(e) Subsidiaries	(e) How any subsidiary will contribute to achieving entity's purposes.	N/A
s16E(2) item 5 of PGPA Rule	Performance	For each reporting period covered by plan, details of how entity's performance in achieving its purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each performance measure for which it is reasonably practicable to set a target.	17-18



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