



Australian Government

Professional Services Review

Corporate Plan 2015-2016

Fair, Transparent and Professional

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Message from the Director

As the Director and accountable authority for the agency I would like to present the Professional Services Review Corporate Plan for 2015 - 2016. The Plan outlines the direction and vision for our agency for the next four years as required under the *Public Governance, Performance and Accountability Act 2013*. We will achieve this direction and vision by conducting the Professional Services Review (PSR) Scheme effectively and efficiently. PSR is an important part of the framework established to safeguard the Australian public from the risk and cost of inappropriate practice within the Australian Government's Medicare and Pharmaceutical Benefits Schemes.

Developed in consultation with staff and key stakeholders, the Business Plan 2015 – 2016 is founded on the *Health Insurance Act 1973*, and Ministerial and Portfolio expectations. It sets out our purpose, our vision and our values which will continue to guide the agency. The Plan provides an overview of PSR's priorities and six key areas which will drive the activity of our organisation for the next four years. It provides a commitment to our stakeholders that we will operate with professionalism, transparency and accountability. The plan should be read in conjunction with the strategic directions laid out in the *Portfolio Budget Statements*, and with the values and performance frameworks set out in the *Public Service Act 1999*.

As an Australian Government Statutory Agency, PSR acknowledges the need to continually monitor, review and improve the way our business operates. This Plan draws together the activities we will be undertaking in 2015-2016 to enhance the PSR Scheme and to meet the government's expectations of effectiveness and efficiency.

The Plan is built on the need to continue strengthening the six key areas of PSR operations – the PSR Scheme, our Capability, our Efficiency, our People, our Governance and our Relationships. The drivers for these six areas of focus are numerous but include external recommendations arising from the Senate Inquiry into the Professional Services Review Scheme in 2011.

The challenge over the next four years is to further build an agency that delivers the PSR Scheme with fairness, transparency and professionalism. We will focus our effort over the next four years to meet this challenge. The PSR Agency will continue to adapt its processes and will continue its important role of contributing to the integrity of the Medicare and Pharmaceutical Benefits arrangements.

Fundamental to this plan is the Agency's commitment to work closely with the Commonwealth Department of Health, the Department of Human Services, the Australian Medical Association, the allied health professions in Australia and State and Territory bodies. Through these partnerships, PSR will ensure the Australian health system continues to realise high levels of integrity.

As Director I would like to acknowledge the support of professional organisations and individual professionals who contribute to delivering the PSR Scheme, and the professionalism and dedication of PSR staff.

Dr Bill Coote
Director
Professional Services Review

INTRODUCTION

This document is a four-year plan outlining the purpose, vision, values, strategic drivers, strategic goals, actions and key performance indicators for the Professional Services Review Agency. It includes timeframes and a roadmap for implementation. This Business Plan builds on our previous Business Plan 2013 – 2016 and includes the progress made against this plan. Progress toward our Business Plan will be reported regularly in management meetings. The document will be formally reviewed and updated on an annual basis to reflect progress and adapt to change as required.

Our Purpose

Our purpose is to protect the integrity of the Commonwealth Medicare Benefits and Pharmaceutical Benefits programs and to safeguard the Australian public from the cost and risk of inappropriate practice. PSR investigates suspected inappropriate practice by health practitioners, on request from the Department of Human Services.

Our Vision

Our vision represents the overarching goal of the PSR as a contributing agency to Australia's health system:

Excellence in ensuring Australia's health system meets the expectations of the Government and community

Our Values

PSR recognises its responsibilities as a part of the broader Australian Public Service. As a Statutory Agency, PSR is committed to the Australian Public Service Values and the Code of Conduct outlined in the *Public Service Act 1999*. To help guide our performance we have defined our own values and behaviours which are underpinned by the APS Values. Our values and behaviours of Fair, Transparent and Professional address the unique aspects of our business and environment and guide us in how we conduct ourselves in performing our role.

Fair, Transparent and Professional

To PSR, being **fair** means:

- providing procedural fairness in the operation of the PSR Scheme
- using a consistent approach to arrive at timely, justifiable decisions
- delivering an effective and impartial PSR scheme
- explaining the process to stakeholders

To PSR, being **transparent** means:

- accurately informing practitioners of their rights and responsibilities
- accurately informing practitioners of PSR's powers, responsibilities and intentions
- proactively sharing information about the scheme, our outcomes and activities
- explaining the reasons for outcomes

To PSR, being **professional** means:

- being accountable for our actions and decisions
- complying with Commonwealth legislative requirements and expectations
- operating with integrity and honesty
- protecting the privacy and confidentiality of the information we receive, use and create
- treating all people with courtesy and respect
- using time and resources effectively

WHY THE PROFESSIONAL SERVICE REVIEW AGENCY EXISTS

The high quality and integrity of Australia's health system is recognised internationally. Preventing inappropriate practice is crucial to maintaining the high quality and integrity of the health system and in maintaining the confidence of the Australian public and the health practitioners operating within the system and to minimising financial loss to the community as a result of inappropriate practices.

About the PSR

The Professional Service Review (PSR) Agency operates as an independent agency within the Australian Government's Health portfolio, and reports directly to the Minister for Health. Together, the Director and staff form a statutory agency under the Public Service Act 1999.

Agency and Scheme Objects

The role and functions of PSR are set out in Part VAA of the Health Insurance Act 1973 (the Act), which establishes the PSR Scheme. Section 79A of the Act states that:

The object of this Part is to protect the integrity of the Commonwealth Medicare Benefits and Pharmaceutical Benefits programs and, in doing so:

- (a) protect patients and the community in general from the risks associated with inappropriate practice; and*
- (b) protect the Commonwealth from having to meet the cost of services provided as a result of inappropriate practice.*

Section 81 of the Act, sets out the medical and allied practitioner groups subject to review under Part VAA.

Agency Outcomes

Outcomes are the Government's intended results, benefits or consequences for the Australian community. The Government requires agencies such as the PSR to use outcomes as a basis for budgeting, measuring performance and reporting. Annual administered funding is appropriated on an outcomes basis.

Within the Federal Health Portfolio, the PSR Agency is accountable for delivering one of the outcomes allocated to the Portfolio. The Outcome belonging to the PSR is:

PSR Outcome: *A reduction of the risks to patients and costs to the Australian Government of inappropriate clinical practice, including through investigating health services claimed under the Medicare and Pharmaceutical Benefits Schemes.*

PSR Agency Delivery of Outcome

The PSR Scheme delivers on this Outcome by protecting the public from:

1. Inappropriate practice by ensuring that the Commonwealth funded services delivered by practitioners are clinically relevant
2. The consequences of inappropriate practice by ensuring that payments to claimants are made in accordance with the regulations for the Medicare and Pharmaceutical Benefit schedules.

The PSR Scheme has continued to evolve since its inception. Legislative amendments were made in 1997, 1999, 2002, 2006 and 2012 to strengthen the professional review process. Comprehensive reviews conducted in 1999 and 2006 by government and key stakeholders, and a Senate Inquiry in 2011 also made recommendations to refine the administration of the Scheme and improve its effectiveness and transparency.

Through the annual report, the PSR provides members of Parliament, Senators and the Public with a detailed description of the PSR's activities, reporting against its planned outcome and performance targets identified in the Health Portfolio Budget Statements, and the Health Portfolio Additional Estimates Statements.

KEY STRATEGIC DRIVERS FOR PSR

Underlying our Corporate Plan are drivers that shape our agency goals and strategic priorities for 2015-2019. Some of these remain from the previous plan but new drivers have emerged. The following articulate the most important drivers for PSR.

An Australian Government Agency

To help guide our performance we have defined our own values and behaviours which are underpinned by the APS Values. Our values and behaviours of Fair, Transparent and Professional address the unique aspects of our business and environment and guide us in performing our role.

PSR is part of the APS and is an independent portfolio agency within the Department of Health portfolio and is required to align its operation and administration with the Department of Health.

Continuing Organisational Strengthening

The Corporate Plan 2015–2019 has six goals focussed on our Core Business, People, Relationships, Governance and Efficiency:

1. PSR preserves the integrity of Medicare Scheme through Peer Review
2. PSR enhances and improves the PSR Case Management Capability
3. PSR has committed, knowledgeable, well-trained staff, capable of delivering PSR's objectives
4. PSR works closely with stakeholders to help ensure the integrity of the PSR Scheme
5. PSR maintains robust corporate governance that supports the delivery of the PSR scheme within a changing environment.
6. PSR is structured and operates to meet the Government's expectations for efficiency and reduced regulatory burden.

The Business Plan builds on the work done in realising the Goals of the previous plan.

Legal Developments

The *Health Insurance Amendment (Professional Services Review) Act 2012* was passed in June 2012. The Act validates all previous appointments made under the PSR Scheme and all past Committee decisions (excluding the decisions involved in the five matters relating to the four practitioners involved in the Kutlu case). In addition, the Act gives effect to a range of amendments recommended by a comprehensive review of the Scheme in 2007 conducted in consultation with the professions. Some of the specific amendments include:

- removal of PSR referrals to the Medicare Participation Review Committee
- a new requirement that all concerns regarding a prescribed pattern of services must be referred to the Director
- extending the PSR Scheme to cover all health professionals who are eligible to generate claims under Medicare and the Pharmaceutical Benefits Scheme (PBS).

A Resource Constrained Environment

The Federal Government remains resource constrained. In a time of austerity across Government the PSR aims to operate effectively and efficiently in a tight financial environment. Operating within this environment means that PSR will have to ensure its structure, people and resources are optimally positioned to improve service delivery.

The Future

The Medicare Benefits Schedule will become more complex as it evolves to reflect innovations in technology, health science and an expansion of the professions whose services attract Medicare benefits. These developments will make the tasks performed by PSR more challenging and also more significant. Consequently, PSR must be able to maintain the organisational agility required to meet these future changes and challenges.

PSR realises it needs the capability to undertake its core functions by managing risks and ensuring it minimises its regulatory impact while still ensuring the integrity of the scheme. Since inception, PSR has undertaken 932 reviews, of

these 98 court cases have proceeded to judgement (that is review findings challenged in court). Minimising challenges to findings and reducing regulatory burden on industry is an important future driver for PSR.

PSR'S GOALS

Ensuring the effective operation of the PSR Scheme is the core business of our agency. Our forefront goals are **preserving the integrity of the Medicare Scheme through peer review** and **enhancing and improving the PSR Case Management Capability**.

The enabling goals that support the realisation of these are:

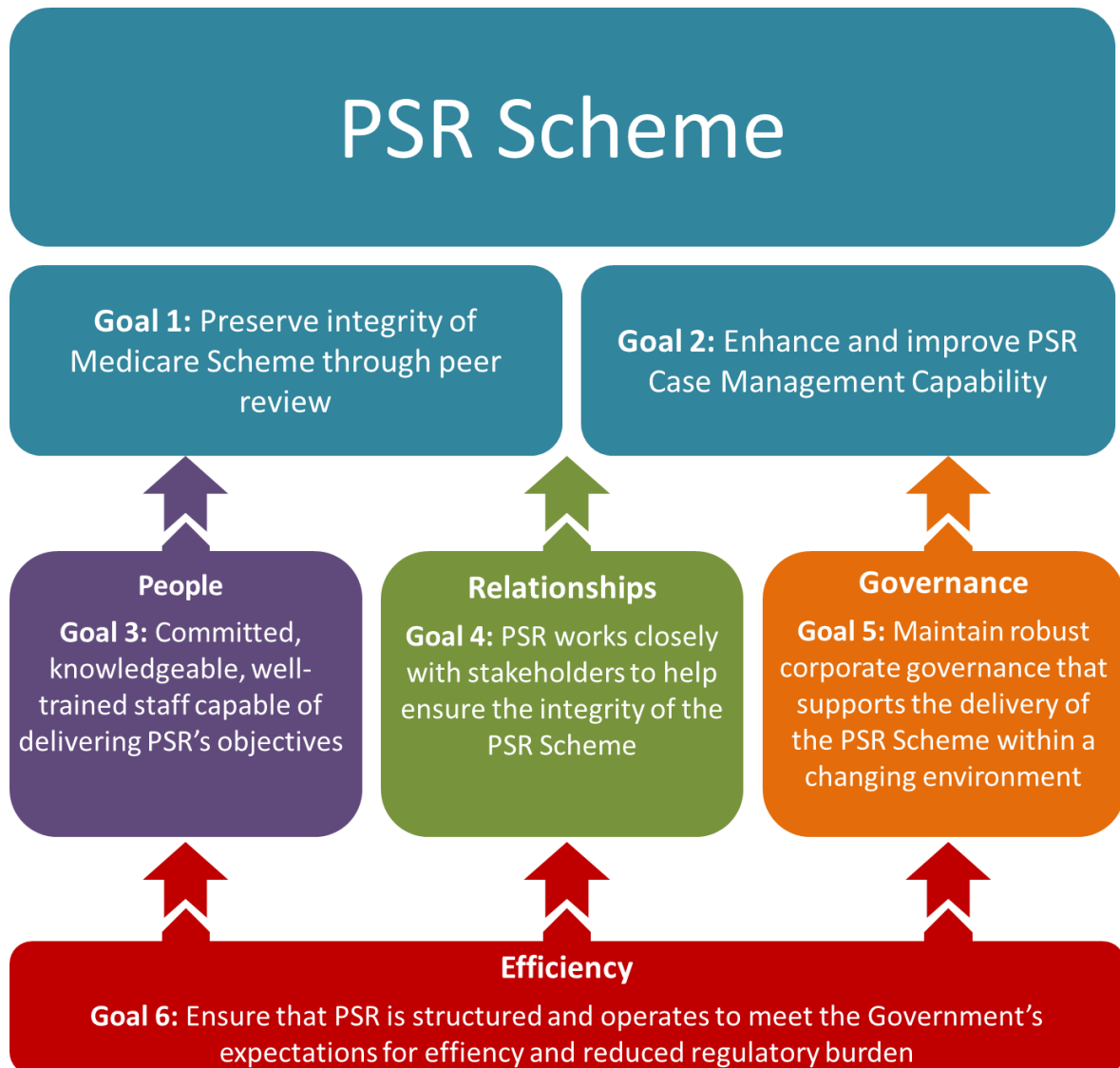
People. We will build our people capability to ensure we have committed, knowledgeable, and well-trained staff capable of delivering the PSR goals.

Relationships. We will enhance our relationships with stakeholders to ensure the integrity of the PSR Scheme.

Governance. We will ensure robust corporate governance that supports the delivery of the PSR Scheme within a changing environment.

Efficiency. We will ensure that we are well structured and that we operate effectively and efficiently to meet Government's expectations.

The following diagram illustrates our goals for operating the PSR Scheme.



Where Are We Now?

Progress against the 2013 – 2016 Business Plan

The following table details the progress made against the strategic goals identified in the 2013 – 2016 Business Plan. The 2013 – 2016 Business Plan was collaboratively developed by PSR staff members and stakeholders. This Business Plan was used to guide the Agency's operations, but due to the changing environment it became necessary to update the plan earlier than anticipated.

Strategic Goal 1 – Preserve integrity of Medicare Scheme through Peer Review	
Actions	Progress
1.1: Finalise the development and implement case management Information and Communication Technology (ICT) system to improve the efficiency of the review process.	Good progress has been made. Currently the system is in the final stages of implementation and should be completed within 12 months. However as in all ICT Systems this will be an ongoing task to ensure the effectiveness of the system as well as any future requirements that needs to be addressed.
1.2: Appoint Determining Authority and make committee appointments as needed.	Actioned , however it is an ongoing task as it is a statutory requirement.
1.3: Provide regular feedback to policy makers to ensure transparency of PSR work.	Actioned , regular feedback was provided. This task is ongoing.
Strategic Goal 2 – Enhance and improve PSR Case Process	
Actions	Progress
2.1: Complete the review of the case management process to ensure high quality work is supported and update the Case Procedures Manual to reflect changes in processes.	Actioned . The case management process was reviewed in April 2014 and the Case Procedures Manual was updated. This is an ongoing task to incorporate any other changes that might occur.
2.2: Enhance the Director's review process through the establishment of a group of expert consultants to provide advice to the Director on a range of matters including specialised fields of practice, specific practices and any general matters of concern to the Director.	Actioned , and ongoing.
2.3: Conduct Panel and committee member training to ensure committee members are best prepared to undertake their role and demonstrate procedural fairness.	This task was actioned . The focus was on more specific training as identified to ensure that all requirements were met and that all committee members were prepared. Quality was monitored to ensure that procedural fairness was consistent. This task is ongoing.
Strategic Goal 3 - Committed, knowledgeable, well-trained staff, capable of delivering PSR's objectives	
Actions	Progress
3.1: Review organisational structure to ensure operating model is balanced to support the core business and in view of the economic climate.	Actioned , however this task is ongoing. Shortcomings were identified in the capabilities required and will be addressed to ensure the integrity of the Commonwealth Medicare Benefits and Pharmaceutical Benefits programs.
3.2: Implement a learning and development plan to build staff skills and capabilities required for job roles.	Training Needs Analysis was actioned and this task is ongoing to address the specific training requirements identified for individual staff members.
3.3: Enhance internal communication process to enable staff input and collaboration.	Actioned , internal communication mechanisms were improved. This task is ongoing.

Strategic Goal 4 – PSR is viewed as an effective and efficient organisation that supports the PSR Scheme

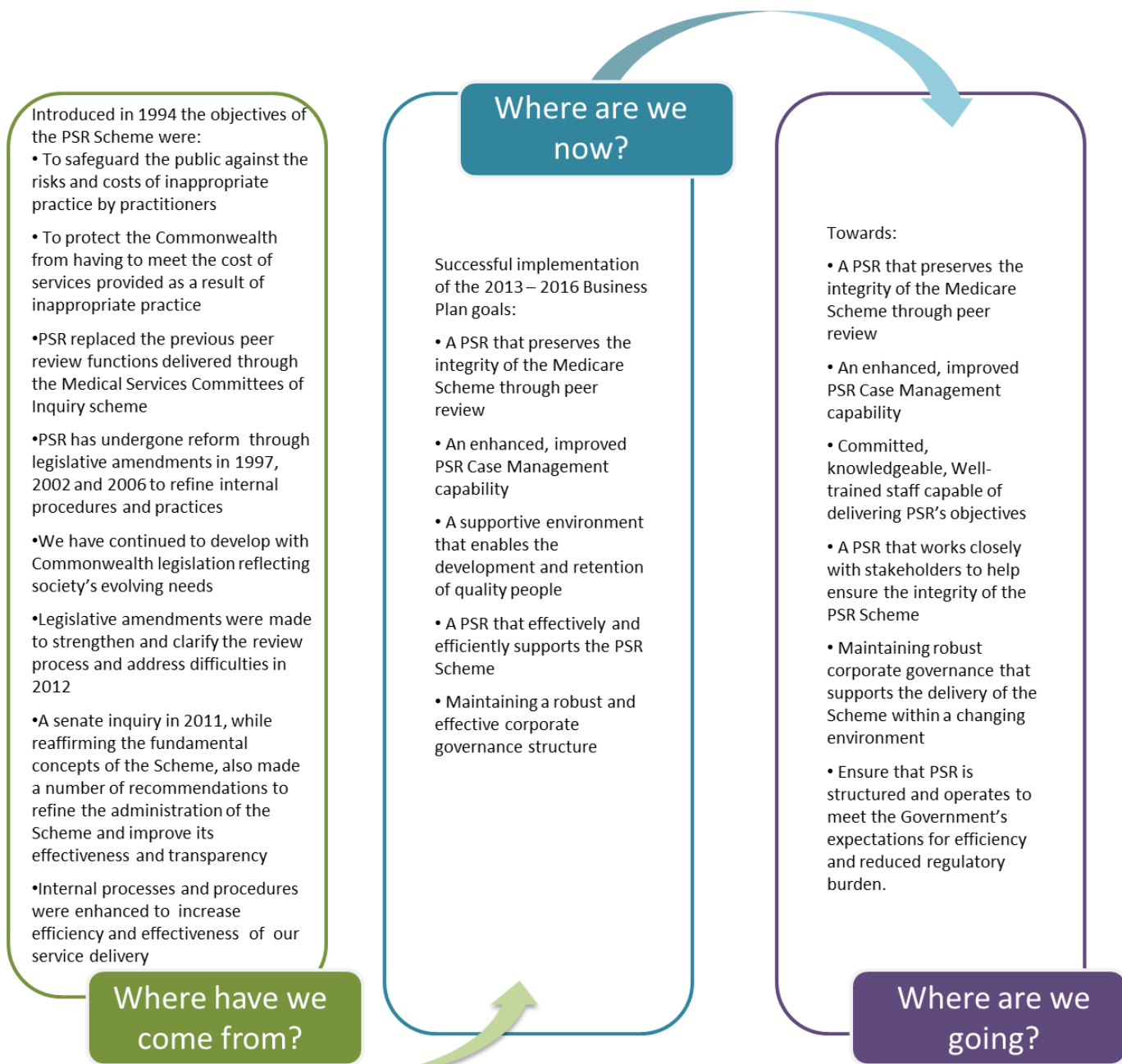
Actions	Progress
4.1: Manage cases and meet all obligations in a timely manner to ensure the confidence of stakeholders.	Actioned , positive media feedback can attest to this. The confidence of the stakeholders has improved. This task is ongoing.
4.2: Engage with Government and relevant professional and regulatory bodies to ensure peer support and raise awareness of inappropriate practice issues.	Actioned , regular engagement with stakeholders has occurred. This task is ongoing.
4.3: Develop stakeholder engagement schedule of meetings to increase the transparency of PSR.	Actioned , regular engagement with stakeholders has occurred as well as ad-hoc contact as required. This task is ongoing.
4.4: Implement stakeholder engagement schedule to ensure continual consultation with the relevant health care professional bodies.	Actioned , regular interaction with relevant health care professional bodies occurred. This task is ongoing.

Strategic Goal 5 - Maintain effective and robust corporate governance that supports the delivery of the PSR scheme within a changing environment

Actions	Progress
5.1: Improve information management and ICT infrastructure to enable effective and efficient internal processes.	Good progress has been made, this will be an ongoing task to ensure the effectiveness of the system as well as any future requirements that needs to be addressed.
5.2 Develop a committee structure and a performance reporting framework that reflects the size and nature of the agency.	Actioned .
5.3: Ensure PGPA compliance and strengthen Financial Management processes.	Actioned , with requirements being met (this was externally audited).
5.4: Develop a plan to improve Internal Audit and Risk Management processes.	Actioned , internal audits are being undertaken and a Risk Register is being used.
5.5: Strengthen Media and Communication procedures and ensure accountability measures are effective.	Actioned , a more robust system is in place.

Where Do We Want To Be?

In previous years, the PSR has undergone significant transformation in response to a range of factors. Since our inception in 1994 as a statutory agency within the Health Portfolio, we have been an adaptive organisation that responds to challenges and continues to evolve to improve our business processes. We aim to enhance our efficiency and effectiveness to deliver excellence to the Government and Australian community.



Implementing Our Goals

To achieve the PSR goals and ultimately our vision of excellence, we have identified a set of actions against each goal. These actions will direct the activity of our agency over the next three years. A pivotal action will be refining our agency's structure to ensure people and resources are optimally positioned to enable our core business and ensure cost-effectiveness.



Goals, Actions and Key Measures of Success

The following tables detail the strategic goals and key measures of success which we will use to judge how successful we have been in ensuring excellence in our service delivery. We have tasked staff members against each action and have provided expected completion dates.

Goal 1: Preserve the integrity of Medicare Scheme through peer review.

PSR Scheme Delivery

The operation of the PSR Scheme is our core business. To administer the Scheme, we review and examine possible inappropriate practice by practitioners who provide Medicare services or prescribe Government subsidised medicines under the PBS. When we undertake our reviews, we will work with accuracy and efficiency to preserve the integrity of the Medicare Scheme. This goal aims to ensure that the case management system is optimised to support this work, committee appointments are made both accurately and in a timely fashion, and that we communicate the outcomes of our work to key stakeholders.

Action	Who/When/Key Measures of Success
1.1 Finalise the development and implement Case Management Information and Communication Technology (ICT) system to improve the efficiency of the review process.	Who: Corporate Solicitor in conjunction with Executive Officer and Chief Finance Officer and Project Officer ICT When: 30 Dec 2015 Key measures of success: Case Management ICT System in place and operating effectively with enhanced capabilities.
1.2 Continue making panel appointments as needed.	Who: Corporate Solicitor When: Ongoing Key measures of success: Appointments made comply with legislation and are conducted in a timely manner to ensure foreseen requirements are met.
1.3 Provide regular feedback to policy makers to both inform and contribute to the policy development process for the Medicare and PBS schemes.	Who: Director, Executive Officer, General Counsel and Corporate Solicitor When: Ongoing Key measures of success: Policy makers provided with feedback (including data) that is useful for decision making.

Goal 2: Enhance and improve PSR Case Management Capability.

PSR Scheme Delivery

We will continually strengthen the PSR Case Process to ensure excellence in delivering the PSR Scheme. We will provide the support necessary for committee members to deliver efficient and consistent work into the future.

Action	Who/When/Key Measures of Success
2.1 Undertake ongoing review of the case management capability.	Who: Executive Officer, General Counsel and Corporate Solicitor When: Ongoing Key measures of success: Timely and effective case management process and number of challenges to findings.
2.2 Enhance the Director's review process through the engagement of expert consultants to provide advice on specialist fields of practice.	Who: Director, Executive Officer and Corporate Solicitor When: Ongoing Key measure of success: Development and maintenance of a group of consultants that can provide advice on current matters.
2.3 Continue to conduct Panel and committee member training to ensure committee members are best prepared to undertake their role and demonstrate procedural fairness.	Who: Executive Officer, General Counsel and Corporate Solicitor When: Ongoing Key measures of success: Quality of case outcomes and quality of Committee Hearings (including challenges to findings).

Goal 3: Committed, knowledgeable, well-trained staff capable of delivering PSR's objectives.

Building our people capability

The collective knowledge of staff is of crucial importance to our organisation. We recognise that our success in meeting our goals and realising our vision is dependent on the abilities, behaviour and motivation of our staff. We will ensure that we attract and retain quality people who can enable the development and implementation of our strategic goals. We will provide the support necessary for our people to deliver these goals.

Action	Who/When/Key Measures of Success
3.1 Review the organisational structure so that it best supports PSR's core operations and there is sufficient support to these operations.	Who: Director in consultation with whole of Agency When: Commencing February 2015 Key measures of success: Recommended structure in place, staff assigned to roles with clearly defined responsibilities.
3.2 Build upon the Training Needs Analysis, to develop and implement individual learning and development plans to build staff skills and capabilities required for job roles.	Who: Managers, Executive Officer When: Ongoing Key measures of success: Staff feedback and performance, and training attended.
3.3 Continue to enhance internal communication process to enable staff input and collaboration.	Who: Director and Executive Officer in conjunction with all staff When: Ongoing Key measures of success: Staff feedback.

Goal 4: PSR works closely with stakeholders to help ensure the integrity of the PSR Scheme.

Relationships

Maintaining stakeholder support is fundamental to the improvement of PSR's operations and reputation in the community. Through strong relationships with our stakeholders, we will increase understanding of the PSR Scheme and provide opportunities for stakeholder feedback to improve our processes. We aim to increase stakeholder confidence in the PSR Scheme and have the opportunity to acknowledge stakeholder contributions. We will continually improve our approach to stakeholder engagement to ensure our relationships are professional, transparent and accountable.

Action	Who/When/Key Measures of Success
4.1 Continue to manage cases and meet all obligations in a timely manner to ensure the confidence of stakeholders.	Who: Director, Executive Officer, General Counsel and Corporate Solicitor When: Ongoing Key measures of success: KPIs, feedback from stakeholders, tracking times, monitoring reasons for delays.
4.2 Engage with government and relevant professional and regulatory bodies to ensure peer support and raise awareness of inappropriate practice issues.	Who: Director, Executive Officer When: Ongoing Key measures of success: Feedback from meetings, number of meetings etc., and invitations recorded, recorded negotiations and position.
4.3 Continue engagement with all stakeholders to ensure that they understand PSR's role, current activities and emerging issues.	Who: Director, Executive Officer and Corporate Solicitor When: Ongoing Key measures of success: Feedback from stakeholders.

Goal 5: Maintain robust corporate governance that supports the delivery of the PSR Scheme within a changing environment.

Governance

Effective governance processes and practices are essential to maintaining an enduring and strong organisation. We accurately and consistently report on our performance in line with Commonwealth requirements, and use this information to conduct continuous review and evaluation activities. We will ensure that we adhere to the requirements of the PGPA Act. Key to our governance is a commitment to managing and mitigating risks through high level risk identification.

Action	Who/When/Key Measures of Success
5.1 Continue to enhance information management and ICT infrastructure to enable effective and efficient internal processes.	Who: Chief Finance Officer, Executive Officer When: Ongoing Key measures of success: Developed documentation and ability to respond to requests for data / information (quantitative and qualitative) in a timely manner.
5.2 Ensure PGPA compliance and strengthen Financial Management processes.	Who: Director, Executive Officer, Chief Finance Officer When: Commencing January 2015 Key measures of success: Developed documentation, reduction of breaches and staff awareness and understanding of the financial framework and individual responsibilities

Goal 6: Ensure that PSR is structured and operates to meet the Government's expectations for efficiency and reduced regulatory burden.

Efficiency

We will ensure that we are structured and that we operate to meet Government's expectations. Effective and efficient services are essential to maintaining an enduring and strong organisation. We will review and improve our internal procedures and processes to best protect the integrity of the Commonwealth Medicare Benefits and Pharmaceutical Benefits Programs. We will also ensure that we review our operations to minimise the regulatory burden to the health industry while maintaining the integrity of these programs.

Action	Who/When/Key Measures of Success
6.1 Continue to undertake work with the Department of Health to transition PSR's corporate functions to a shared services arrangement in accordance with the MYEFO direction.	Who: Chief Finance Officer, Executive Officer When: Ongoing Key measures of success: Successful implementation of shared services arrangement.
6.2 Review PSR's operations to ensure that the regulatory burden to the health industry is minimised while ensuring the integrity of the Medicare Scheme.	Who: Director, Executive Officer, General Counsel and Corporate Solicitor When: Commencing February 2015 Key measures of success: Courts uphold a consistent interpretation of the Act and Regulations. Sufficient legal expertise and input in Case Management Process.
6.3 Undertake analysis of PSR's facilities requirements to enable a cost effective solution to be determined at the end of the current lease.	Who: Director, Executive Officer, Chief Finance Officer When: Commencing November 2015 Key measures of success: Cost effective and appropriate facilities.

HOW PSR WILL MEASURE ITS PERFORMANCE

The table below outlines how PSR will measure its performance against its strategic objectives.

Strategic Goal	Key Performance Indicators
1: Preserve integrity of Medicare Scheme through Peer Review	1. Analysis of available information demonstrates a positive change in health care professional behaviour by those who have been subject to a review under the PSR Scheme. 2. Professional bodies actively engaged in the process for appointments to the PSR Panel, and PSR receives the required number of nominees to ensure broad professional representation on the PSR Panel.
2: Enhance and improve PSR Case Management Capability	1. Improved case management capability. 2. Percentage of reviews by the Director of PSR finalised within 12 months. 3. Total number of matters finalised within legislative timeframes. 4. Ongoing improvement of the process to access/engage expert consultants in place. 5. Number of findings challenged.
3: Committed, knowledgeable, well-trained staff capable of delivering PSR's objectives	1. Organisational structure review. 2. Increased job satisfaction and performance.
4: PSR works closely with stakeholders to help ensure the integrity of the PSR Scheme	1. Ongoing active engagement with stakeholders to provide education on the PSR Scheme. 2. Number of meetings held with stakeholders.
5: Maintain robust corporate governance that supports the delivery of the PSR Scheme within a changing environment	1. PGPA compliance.
6: Ensure that PSR is structured and operates to meet the Government's expectations for efficiency and reduced regulatory burden.	1. Implementation of shared services arrangements. 2. Completed analysis of PSR's facilities requirements. 3. Number of measures implemented to reduce regulatory burden including improving efficiency and capability in managing cases.

