

Workforce Planning and Management

1. PURPOSE

Helping Hand Aged Care Inc (Helping Hand) is committed to working as one strong, united, high-performing team. When we work as one, we work better for each other – and we deliver more for the people and communities we serve. High performance starts with one team.

This Workforce Policy supports our vision of building a better way to deliver aged care – one that is clear, connected, and centred on people and choice. We will:

- Create an operating environment where staff feel supported and systems make work easier.
- Deliver exceptional employee experiences that celebrate personal and professional growth.
- Embrace diversity and strive for excellence in all we do.
- Protect the health, safety, and wellbeing of our workforce.
- Maintain care that remains personal and consistent as we grow.

As an employer of choice and trusted brand, Helping Hand will develop a capable and engaged workforce that forms the foundation for consistently delivering excellence in person-centred, high-quality care.

2. SCOPE

This policy applies to all employees, contractors, volunteers, and students engaged with Helping Hand, including others acting on behalf of Helping Hand (including Associated Providers).

It also covers the systems, responsibilities, and practices that support workforce governance, including recruitment, training, performance, safety, diversity, compliance, and workforce planning across all service streams.

3. POLICY STATEMENT

Helping Hand is committed to building and sustaining a workforce that embodies our values of Compassion, Respect, Excellence, and Community. We uphold the Statement of Rights and ensure our workers have appropriate qualifications, skills, and experience to provide services to older people in a way that respects their decisions.

We recognise that our people are central to delivering exceptional aged care experiences. We are creating a workplace where care for our people and clients is at the heart of every action, everyone understands their role and contribution, leaders are approachable and aligned, and people feel valued and part of something bigger.

We are focused on doing care well, growing with purpose, and creating a better experience for our staff and our clients.

Helping Hand has specific responsibilities relating to workforce and aged care worker requirements as set out in the Aged Care Act 2024 (Cth), the National Disability Insurance Scheme Act 2013 (Cth), and under the Work Health and Safety Act 2012 (SA).

Approved by: Board	Approved Date: 28 October 2025
UNCONTROLLED WHEN PRINTED	Review Date: 28 October 2028

4. POLICY PRINCIPLES

Person-Centred & Respectful - Support our workforce to have interactions with consumers that are kind, caring, and respectful of each consumer's identity, culture, and diversity. We create an environment where our workforce is flexible, responsive, and takes a relationship-centred approach to treat each consumer as an individual with their own unique life experiences, preferences, needs, and abilities.

Clear & Aligned - Everyone understands the organisation's direction, priorities, and their role. Leaders communicate consistently and build trust through transparent messaging and strategic alignment.

Kind, Fair & Accountable - Expectations are clear, people take ownership, and accountability is delivered with empathy and fairness. Performance conversations balance support with clear expectations.

Compliant & Professional - Ensure compliance with relevant legislation and regulation while maintaining appropriate qualifications, skills, and experience across our workforce.

Balanced Risk & Agency - Guardrails give people confidence to decide, act, and improve while protecting safety and compliance. Professional judgment is valued within clear frameworks.

Consistent & Client-Focused Workforce - Workforce planning ensures continuity and familiarity for clients, supported by a balanced staffing mix working as connected teams.

Purpose-Driven & Engaged - Maintain a desirable staff and organisational culture that provides a positive employee journey. Workforce engagement is a key activity, with people focused on solving real problems and improving services.

Connected & Belonging - Staff, leaders, and volunteers feel part of one organisation, working together with respect and genuine relationships that foster engagement and retention.

5. POLICY REQUIREMENTS

5.1. Code of Conduct for Aged Care

Helping Hand, its employees and responsible persons must comply with the Code of Conduct for Aged Care. We will support our workforce by:

- Supporting, equipping, and preparing workers to carry out their roles in accordance with the Code of Conduct.
- Provide appropriate training and education to ensure that all staff understand and meet expected standards of behaviour.
- Ensuring accessibility of policies and procedures to guide and support workers in their day-to-day practice.
- Taking timely and appropriate action to address and remedy any failure to comply with the Code of Conduct.

5.2. Workforce Screening

Helping Hand will comply with worker screening requirements under the Aged Care Act and Rules. All employees and responsible persons will have background checks that are appropriate to their role, current, and recorded in accordance with legislative requirements.

Approved by: Board	Approved Date: 28 October 2025
UNCONTROLLED WHEN PRINTED	Review Date: 28 October 2028

5.3. Workforce qualifications and training requirements

Helping Hand ensures that employee's hold appropriate qualifications, skills and experience to deliver quality services, and that employees receive the training and supervision needed to perform their roles effectively.

We are committed to investing in our workforce by:

- Attracting and retaining a workforce that is sufficient, skilled, and qualified to deliver safe, respectful, and quality services.
- Ensuring an adequate workforce to deliver on our values and model of care.
- Providing regular opportunities for performance review and development.
- Training, equipping, and supporting our workforce to ensure they have the time and tools needed to deliver quality care every day.

5.4. Workforce capacity building

Workforce planning is undertaken to understand the current workforce capability, forecasts future workforce requirements, and identify any gaps or issues. We address these gaps to maintain a productive and sustainable organisation.

Helping Hand will:

- Regularly assess, monitor and review our workforce through effective human resources systems, including compliance with 24/7 and Care Minute requirements.
- Engage in succession planning to build sustainable leadership and capability.
- Encourage ongoing professional development that supports growth and excellence.
- Provide a high level of support to volunteers and students in recognition of their significant contribution to our team success.

5.5. Suitability of responsible persons

Helping Hand will ensure suitability of responsible persons and notify the Aged Care Quality and Safety Commission of any changes to Responsible Persons or changes to their suitability.

Helping Hand will:

- Consider all Responsible Persons against suitability matter at least once every 12 months.
- Keep records of the suitability matters considered and details explaining why you are reasonably satisfied.
- Require Responsible Persons to notify the provider if they become aware of changes in their circumstances relating to a suitability matter.

5.6. Diversity and Inclusion

Helping Hand is committed to leading a culture of quality, safety and inclusion that supports aged care workers to provide quality services by focussing on continuous improvement, embracing diversity and prioritising the safety, health and wellbeing of aged care workers.

Helping Hand will:

- Embrace and respect diversity within our workforce, ensuring that inclusion, choice and respect are key element of our One Team culture.

Approved by: Board	Approved Date: 28 October 2025
UNCONTROLLED WHEN PRINTED	Review Date: 28 October 2028

- Ensure that all people-management practices reflect our values and are conducted according to the principles of equal opportunity, access and equity, fairness and natural justice.
- Consider the diverse needs of the workforce, consumers, and the broader community in workforce planning and recruitment.

5.7. Work Health and Safety

Helping Hand recognises its legislative obligations and duty of care to ensure the safety of all persons in the workplace and sets out to exemplify good work health and safety. Helping Hand is committed to protecting the health and safety of all people who work, volunteer, receive services or have the potential to be affected by our activities.

Helping Hand will:

- Establish, implement and maintain a work health safety and injury management system.
- Ensure compliance with all relevant legislation, regulatory requirements and guidelines.
- Prioritise prevention strategies to ensure the health and safety of all employees, volunteers, and consumers.
- Achieve continual improvement by establishing and reviewing improvement plans with measurable targets and objectives and evaluating the performance of our system.
- Ensure roles, responsibilities and accountabilities are detailed in relevant work, health, safety and injury management documentation.
- Allocate sufficient resources and expertise, both internal and external, to meet the commitments of this policy.

5.8. Employee feedback and complaints

Helping Hand encourages and supports employees to make complaints and provide feedback about the delivery of funded aged care services without reprisal. We value the insights and experiences of our workforce as essential to continuous improvement.

Helping Hand will:

- Regularly encourage our workers to make complaints and provide feedback in a safe and supportive environment.
- Ensure complaints and feedback are managed respectfully and used to contribute to the continuous improvement of our services.
- Protect employees from reprisal when raising concerns or providing feedback.

6. ROLES AND RESPONSIBILITIES

Helping Hand Board

- Exercise due diligence to ensure Helping Hand has the right workforce to deliver safe, high-quality, person-centred care.
- Oversee compliance with the Aged Care Act and Work Health Safety (WHS) obligations, ensuring appropriate governance, resources, and systems are in place.
- Monitor and manage workforce risks through effective governance structures.
- Monitor and address Enterprise workforce risks, culture, and performance.

Executive Management

Approved by: Board	Approved Date: 28 October 2025
UNCONTROLLED WHEN PRINTED	Review Date: 28 October 2028

- Implement the workforce strategy and ensure systems are in place to support a skilled, qualified, and engaged workforce.
- Provide resources to maintain compliance with workforce and WHS obligations.
- Foster a culture of safety, respect, and continuous improvement.

Managers and Team Leaders

- Apply this policy within their areas of responsibility.
- Ensure staff are trained, supported, and consulted on workforce and WHS matters.
- Monitor and address operational workforce risks, culture, and performance.
- Ensure staff maintain required registrations and requirements relevant to roles.

All Employees and Volunteers (including Associate Providers)

- Follow workforce and WHS policies, procedures, and codes of conduct.
- Report incidents, hazards, and risks, and contribute to a safe, inclusive workplace.
- Maintain registrations relevant to their roles.
- Act in ways that protect the wellbeing of consumers, colleagues, and themselves.

7. MONITORING AND COMPLIANCE

The Board exercises due diligence over workforce management through the following mechanisms:

- **Workforce Strategy:** The Board annually reviews the organisation's implementation of our Workforce Strategy.
- **Work, Health, Safety and Injury Management Reporting:** The Board receives a Work, Health, Safety and Injury Management Report each quarter, which outlines lead and lag indicators, audit results, emerging trends, and continuous improvement activities.
- **Strategic Oversight:** The Chief Executive Officer presents to the Board an Organisational Strategy Scorecard report each quarter, with key workforce metrics, including turnover, safety and education and culture.
- **Risk Reporting:** The Board regularly reviews enterprise risks associated with workforce management as part of its integrated Enterprise Risk Management Framework.
- **Agency Usage:** The Board receives quarterly reports on legislated care minute targets and the 24/7 RN requirement across residential sites.

8. MANDATORY RELATED DOCUMENTS

The following documents must be complied with under the Policy, to the extent that they are relevant:

Internal Documents

- Helping Hand Employee Value Proposition
- [Diversity, Inclusion and Belonging \(DIB\) Strategy 2023-2025 \(CEO003G\)](#)
- [Helping Hand Workforce Strategy \(HRD132P\)](#)
- [Recruitment and Staff Selection \(HRD003P\)](#)
- [Helping Hand Mandatory Training Matrix](#)

External References

- [New Aged Care Act 2024](#)
- [New Aged Care Rules 2025](#)

Approved by: Board	Approved Date: 28 October 2025
UNCONTROLLED WHEN PRINTED	Review Date: 28 October 2028

- [Strengthened Aged Care Quality Standards](#)
- [National Disability Insurance Scheme Act 2013](#)
- [NDIS Practice Standards and Quality Indicators](#)
- [Aged Care Statement of Rights](#)
- [Return to Work Act 2014 \(SA\)](#)
- [Work Health and Safety Act 2012](#)
- [Fair Work Act 2009](#)
- [NDIS Code of Conduct](#)

9. SUPPORTING INFORMATION

- [ACQ&SC Governance Toolkit: A Guide to Effective Governance in Aged Care \(Workforce Planning and Management\)](#)

10. DEFINITIONS AND ABBREVIATIONS

Word/Term	Definition
Staff	means all HHAC staff, contractors, volunteers, students and others acting on behalf of HHAC (including Associated Providers)
Board	means the HHAC Inc. Board of Directors.
Governance	The processes and structures used to direct and manage HHAC.
HHAC	Helping Hand Aged Care Inc. (ABN: 19 636 743 675)
Responsible Person	A person who holds a position of responsibility within Helping Hand, as defined under the Aged Care Act 2024, including Board members and senior executives.
Associated Provider	An external organisation or individual engaged by Helping Hand to deliver services on its behalf.
Suitability Matters	Criteria used to assess whether a person is fit and proper to be a Responsible Person under the Aged Care Act 2024.
Care Minutes	The minimum amount of time per resident per day that must be spent delivering direct care, as mandated under aged care legislation.
24/7 RN Requirement	The legislative requirement for residential aged care facilities to have a registered nurse on-site and on duty 24 hours a day, 7 days a week.

11. GOVERNANCE

Version	1.0
Endorsement/ Approval Date	28 October 2025
Approved By	Board
Review Cycle	Every 3 years or as required.
Due for Review	28 October 2028
Document Owner	Board

Approved by: Board	Approved Date: 28 October 2025
UNCONTROLLED WHEN PRINTED	Review Date: 28 October 2028

Review Cycle and Approval Process

This policy will be reviewed every three years by the Board in consultation with relevant stakeholders. All changes require approval by the Board

Communication of the Policy

This policy will be communicated via:

- Staff training and onboarding.
- Intranet updates and email notifications.

Summary of Changes

Version	Date	Changes
1.0	28 October 2025	Initial document.