

Senate Committee: Community Affairs Committee
Supplementary Budget Estimates October 2025
Outcome: 3 - Ageing and Aged Care
FAS Brief

CHSP Meals on Wheels and Future Fit

KEY POINTS

Future Fit Program

- Miles Morgan Australia Pty Ltd (MMA) was contracted in December 2021 to undertake the Future Fit program.
- The program aimed to strengthen the Meals on Wheels network nationally and implement enduring reforms to meals services under the Commonwealth Home Support Program (CHSP).

ANAO Audit of the Future Fit Program

- The Auditor-General (through the ANAO) undertook an audit of the Future Fit Program (Auditor-General Report No.37 2024–25) following a request from Senator Allman-Payne and former Senator Rice. The report was published on 27 May 2025.
- The report found that the administration of the Future Fit Program fell short of the required standards.
- The Department of Health, Disability and Ageing (the department) is implementing measures to respond to all eight recommendations of this audit report.
- The department's full response is included in the final report.
- The department is commissioning an evaluation of the Future Fit Program, in response to recommendation 4 of the final report.
- The department will work with Meals on Wheels Australia, state and territory peaks and other stakeholders to evaluate the Ballarat and Whitehorse pilot programs (of Future Fit). This will inform future program design and better support the transition of the CHSP to the new Support at Home program.

Governance (see Backpocket brief on recommendations of ANAO Audit – FAS brief 11 on AHSD index)

- The department is committed to ensuring its management of public resources is efficient, effective, economical and ethical through robust administrative control and assurance processes. This is consistent with the *Public Governance, Performance and Accountability Act 2013* requirements.
- The department is also undertaking activities to strengthen its administrative processes in relation to projects, procurement and records management. In particular, the department is taking steps to ensure projects are accurately identified, and appropriate departmental governance and oversight arrangements are in place

IP Ownership

- The department has had contact with the liquidators, RSM Australia, in relation to the ownership of intellectual property created under the MMA contracts.
- The department currently doesn't hold or have access to the Enterprise Resource Planning (ERP) or Future Fit software.

Miles Morgan Australia Pty Ltd (MMA)

- MMA was contracted in December 2021 to undertake the Future Fit program.

- On 17 September 2024 MMA entered into liquidation.
- In relation to the allegations made about MMA trading while insolvent, this is a matter for the liquidators.

Freedom of Information (FOI) Requests

- Between 15 August 2023 to 30 September 2025, the Department has received:
 - 210 original FOI requests on this matter
 - 27 requests for internal review
 - 47 requests for Information Commissioner review
- As of 30 September 2025, 54 original FOI requests, 2 internal review decisions and 13 Information Commissioner review applications are *active*.

For Information Commissioner reviews, *active* meaning where the Department is currently working on submissions or s55G revised decision.

FACTS AND FIGURES

- The department is progressing a procurement process to identify an evaluator for the Future Fit Program, in line with recommendation 4 of the ANAO Audit.

<p>Recommendation 4 of 8 – Due 11/04/2026 Evaluate the Ballarat and Whitehorse LGA pilot programs to inform future program design and support the transition to the Support at Home Program in 2027.</p>	<p>Conduct an evaluation on the Future Fit Program (2021-24), including the Whitehorse and Ballarat Pilots. The evaluation will inform advice to government on future program design for CHSP and the transition to the Support at Home Program.</p>
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- Funds expended by the Commonwealth on the Future Fit program contacts:

Funding information (incl. GST)	2021-22	2022-23	2024-25
Contract with Miles Morgan Australia (MMA) to deliver Future Fit	\$5.49 million	\$1.56 million	\$1.69 million
Total value (of contracts above)	\$8.74 million		

BACKGROUND

PURPOSE OF FUTURE FIT

- The Future Fit program aimed to mitigate risks related to the viability of Meals on Wheels (MoW) under Support at Home.
- Under Support at Home, MoW organisations would need to operate in a highly contestable market.
- MoW has many individual organisations, who operate independently with their own operating model, including meals, production and delivery, prices and technology. MoW also relies heavily on a volunteer workforce.
- This can result in inconsistencies, limitations of meal choice and inefficiencies within individual MoW organisations.
- The Future Fit program was designed to:
 - Inform a new funding model that recognises the social value of the MoW model and address the current competitive disadvantage when compared to drop and go models.
 - Drive efficiencies within MoW organisations through technology
 - Understand the differing service methods across the MoW network, including the

- supply, storage, delivery and preparation of meals.
- Understand the cost associated with the time volunteers/staff spent engaging with clients.
- Increased variety of meal options and consumer choice by forming relationships with a range of meal suppliers, including MoW distribution centres.

Number of MOW providers involved in Future Fit and Feasibility Study

- In 2023-24, there were 33 MOW providers (82 sites), across NSW, QLD and TAS, involved in Future Fit in the context of the proposed feasibility study.
- On 5 December 2023 the department engaged with MOWA board to confirm the approach for the feasibility study. In December 2023 the MOWA board unanimously supported that such a study be enabled by MMA, with some caveats, such as improved governance and open communication.
- On 20 September 2024, MOWA submitted a proposal to continue the objectives of the Future Fit program via funding a new feasibility study looking into the sustainability of quality, nutritionally consistent and affordable meal services that deliver essential social capital. MOWA indicated this study would cost \$0.986 million (GST exclusive) across 2024-26.
- At a meeting of the Meals on Wheels and Commonwealth Forum on 11 December 2024, the department advised MOWA that the department was unable to support the provision of funding to MOWA to support this proposal, as it did not meet the requirements of the Commonwealth Procurement Rules (CPRs).

RECENT MEDIA

- The Future Fit program and its administration has been subject to media and stakeholder scrutiny.
- On 8 February 2025, The Saturday Paper published an article raising a number of issues regarding the Future Fit program including:
 - the wellbeing and conduct of senior departmental officials
 - the consultant, Miles Morgan Australia (MMA) trading while insolvent.
- The department does not comment on matters related to departmental employees.
- Allegations made about MMA trading while insolvent is a matter for the liquidators.
- A follow up article was published by the Saturday Paper on 31 May 2025 shortly after the ANAO published its report on the Administration of the Future Fit Program on 27 May 2025.

Contact Officer:	s47E(c), s47F Director	Created: 16/09/2025
Contact Officer number:	s47E(c), s47F	Updated: 1/10/2025
Clearance Officer:	Greg Pugh, First Assistant Secretary	Cleared: 30/09/20245
Division/Agency:	Access and Home Support Division Ageing and Aged Care Group	

Senate Committee: Community Affairs Committee
Supplementary Budget Estimates 2025-2026
Outcome: 3 - Ageing and Aged Care

Meals on Wheels

KEY POINTS

Future Fit Program

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- The report found that the administration of the Future Fit Program fell short of the required standards. The Department of Health, Disability and Ageing (the Department) is implementing measures to respond to all eight recommendations of this audit report. The Department’s full response is included in the final report.
- The Department is commissioning an evaluation of the Future Fit Program, in response to recommendation 4 of the final report.
- The evaluator will work with Meals on Wheels Australia, state and territory peaks and other stakeholders to evaluate the Ballarat and Whitehorse pilot programs. This will inform future program design and better support the transition of the Commonwealth Home Support Programme to the new Support at Home program.

Miles Morgan Australia Pty Ltd (MMA)

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- On 17 September 2024 MMA entered into liquidation.
- In relation to the allegations made about MMA trading while insolvent, this is a matter for the liquidators.

IP ownership

- The Department has had contact with the liquidators, RSM Australia, in relation to the ownership of intellectual property created under the MMA contracts.
- The Department currently doesn’t hold or have access to the Enterprise Resource Planning (ERP) or Future Fit software.

Official:	Julia Atkinson	Deputy Secretary	Sonja Stewart	Clearance: 12 September 2025
Mobile No:	s47E(c), s47F	Clearing Officer:	s47E(c), s47F	
Division:	Ageing and Aged Care Access and Home Support Division			

FACTS AND FIGURES

Miles Morgan Australia: Contract overview & timeline

Timeline & Milestone	Amount GST Exclusive (\$m)	Amount (GST Inclusive) (\$m)
23 December 2021 Official Order/Contract in relation to strategic business transformation advice and services Under Deed of Standing Offer	4.99	5.49
04 October 2022 29 September 2022 Contract Variation: Official Order/Contract in relation to strategic business transformation advice and services	1.42	1.56
<i>Total of original and variation:</i>	<i>6.41</i>	<i>7.05</i>
19 January 2024 Contract: Transitioning the Whitehorse Meals on Wheels operations to Newcastle Meals on Wheels	1.53	1.69
Total value of MMA contracts	7.94	8.74

Freedom of Information (FOI) requests

- Between 15 August 2023 to **3 September 2025**, the Department has received:
 - **126** FOI requests on this matter
 - **12** internal review applications
 - **22** applications for Information Commissioner review
- There have also been **eight** FOI requests made to the Minister for Aged Care and Sport and **four** to the Minister for Health and Aged Care.
- As of **3 September August 2025**, **47** FOI requests, **all** internal review decisions and **seven** Information Commissioner review applications have been finalised.

SUPPLEMENTARY BUDGET ESTIMATES 2025**Corporate Operations Group FAS Briefs****ATTACHMENT A: ADMINISTRATION OF THE FUTURE FIT PROGRAM –
RECOMMENDATION IMPLEMENTATION****FACTS AND FIGURES**

- As of 31 August 2025, implementation of **seven (7) of the eight (8) recommendations** for the *Administration of the Future Fit Program* are on track.
- Recommendation 4, to evaluate the Future Fit program, is at risk. Subject to procurement processes, the evaluation is scheduled to be finalised June 2026.

Recommendations	Actions
Recommendation 1 of 8 – Due 31/10/2025 Implement controls to ensure that all projects are assessed and documented against project tiering guidelines, to ensure governance arrangements in accordance the <i>Project Management Framework</i> .	The Delivery Committee will provide oversight of project tiering decisions and justifications. Strengthen internal grants and procurement frameworks to promote project identification.
Recommendation 2 of 8 – Due 31/10/2025 When procuring project management services, ensure that governance and risk management frameworks are applied for project delivery accountability.	Update and promote the <i>Project Management Framework</i> to include guidance on accountability for project delivery and project risk management.
Recommendation 3 of 8 – Due 31/10/2025 For projects with complex stakeholder relationships, develop processes to ensure stakeholder engagement plans align with the five Stakeholder Engagement framework principles and interactions are properly recorded.	Update and promote the <i>Project Management Framework</i> to include stakeholder engagement guidance and ensure alignment with the five principles and requirements in the department's Stakeholder Engagement Framework.
Recommendation 4 of 8 – Due 11/04/2026 Evaluate the Ballarat and Whitehorse LGA pilot programs to inform future program design and support the transition to the Support at Home Program in 2027.	Conduct an evaluation on the Future Fit Program (2021-24), including the Whitehorse and Ballarat Pilots. The evaluation will inform advice to government on future program design for CHSP and the transition to the Support at Home Program.
Recommendation 5 of 8 – Due 31/10/2025 Amend the procurement risk profile template to include consideration of the lawful basis for the proposed procurement expenditure.	Strengthen the department's procurement risk profile to include specific template references to lawful basis for proposed expenditure.
Recommendation 6 of 8 – Due 31/10/2025 Strengthen procurement procedures to ensure legal advice obtained during procurement is shared with the Procurement Advisory Services team to mitigate risk.	Update procurement processes to ensure legal advice obtained during a procurement is provided to the Procurement Advisory Services team for consideration before the procurement is considered and approved by the delegate.
Recommendation 7 of 8 – Due 31/10/2025 Strengthen procurement controls to ensure that relevant information (including price, legal advice, disputes, and performance issues) is incorporated into the value for money assessment.	Strengthen the department's procurement framework to better support tender evaluation panels in reviewing the overall value for money of proposals.
Recommendation 8 of 8 – Due 30/09/2025	Reinforce departmental officials records

Emphasise officials' records management obligations under the Archives Act 1983, including for mobile device use.	management obligations, with an emphasis on mobile devices and public resource use, through strengthened guidance and training.
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the Freedom of Information Act 1982 (Cth)
By the Department of Health, Disability and Ageing

Senate Committee: Community Affairs Committee

Additional Budget Estimates February 2026

Outcome: 3 - Ageing and Aged Care

FAS Brief

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- The report found that the administration of the Future Fit Program fell short of the required standards.
- The Department of Health, Disability and Ageing (the department) has implemented measures to respond to all eight recommendations of this audit report.
- The department's full response is included in the final report.
- The department is commissioning an evaluation of the Future Fit Program, in response to recommendation 4 of the final report.
- The evaluators will work with Meals on Wheels Australia, state and territory peaks and other stakeholders to evaluate the Ballarat and Whitehorse pilot programs (of Future Fit). This will inform future program design and better support the transition of the CHSP to the Support at Home program.
- The department is committed to ensuring its management of public resources is efficient, effective, economical and ethical through robust administrative control and assurance processes. This is consistent with the *Public Governance, Performance and Accountability Act 2013* requirements.
- The department has undertaken activities to strengthen its administrative processes in relation to projects, procurement and records management.

- In particular, the department has taken steps to ensure projects are accurately identified, and appropriate departmental governance and oversight arrangements are in place.

IP Ownership

- The department has had contact with the liquidators, RSM Australia, in relation to the ownership of intellectual property created under the MMA contracts.
- The department currently doesn't hold or have access to the Enterprise Resource Planning (ERP) or Future Fit software.
- The department is continuing to work to resolve the issues regarding the intellectual property ownership of the CRM/ERP. If and when intellectual property ownership issues regarding the CRM/ERP software are resolved, the department will consider the extent to which it may be possible to release and use the CRM/ERP.

Miles Morgan Australia Pty Ltd (MMA)

- MMA was contracted in December 2021 to undertake the Future Fit program.
- On 17 September 2024 MMA entered into liquidation.
- In relation to the allegations made about MMA trading while insolvent, this is a matter for the liquidators.

Freedom of Information (FOI) Requests

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 - 216 original FOI requests on this matter
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- As of 31 December 2025, 4 original FOI requests are active.
- On 17 December 2025, the OAIC decided not to continue to undertake 34 IC reviews on the basis that the interests of the administration of the FOI Act make it desirable that the IC reviewable decision be considered by the Administrative Review Tribunal (ART).

FACTS AND FIGURES

The Department is progressing a procurement process to identify an evaluator for the Future Fit Program, in line with recommendation 4 of the ANAO Audit.

<p>Recommendation 4 of 8 – Due 16/04/2026 Evaluate the Ballarat and Whitehorse LGA pilot programs to inform future program design and support the transition to the Support at Home Program in 2027.</p>	<p>Conduct an evaluation on the Future Fit Program (2021-24), including the Whitehorse and Ballarat Pilots. The evaluation will inform advice to government on future program design for CHSP and the transition to the Support at Home Program.</p>
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Funds expended by the Commonwealth on the Future Fit program contracts:

Funding information (incl. GST)	2021-22	2022-23	2024-25
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BACKGROUND

PURPOSE OF FUTURE FIT

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 - Drive efficiencies within MoW organisations through technology
 - Understand the differing service methods across the MoW network, including the supply, storage, delivery and preparation of meals.
 - Understand the cost associated with the time volunteers/staff spent engaging with clients.

- Increased variety of meal options and consumer choice by forming relationships with a range of meal suppliers, including MoW distribution centres.

Number of MOW providers involved in Future Fit and Feasibility Study

- In 2023-24, there were 33 MOW providers (82 sites), across NSW, QLD and TAS, involved in Future Fit in the context of the proposed feasibility study.
- On 5 December 2023 the department engaged with MOWA board to confirm the approach for the feasibility study. In December 2023 the MOWA board unanimously supported that such a study be enabled by MMA, with some caveats, such as improved governance and open communication.
- On 20 September 2024, MOWA submitted a proposal to continue the objectives of the Future Fit program via funding a new feasibility study looking into the sustainability of quality, nutritionally consistent and affordable meal services that deliver essential social capital. MOWA indicated this study would cost \$0.986 million (GST exclusive) across 2024-26.
- At a meeting of the Meals on Wheels and Commonwealth Forum on 11 December 2024, the department advised MOWA that the department was unable to support the provision of funding to MOWA to support this proposal, as it did not meet the requirements of the Commonwealth Procurement Rules (CPRs).

RECENT MEDIA

- The Future Fit program and its administration has been subject to media and stakeholder scrutiny.
- On 8 February 2025, The Saturday Paper published an article raising a number of issues regarding the Future Fit program including:
 - the wellbeing and conduct of senior departmental officials
 - the consultant, Miles Morgan Australia (MMA) trading while insolvent.
- The department does not comment on matters related to departmental employees.
- Allegations made about MMA trading while insolvent is a matter for the liquidators.
- A follow up article was published by the Saturday Paper on 31 May 2025 shortly after the ANAO published its report on the Administration of the Future Fit Program on 27 May 2025. On 15 January 2026 an article was published in the Daily Telegraph from the CEO MoW NSW warning of MoW waiting lists and funding shortfalls.

Senate Committee: Community Affairs Committee

Additional Budget Estimates February 2026

Outcome: 3 - Ageing and Aged Care

FAS Brief

Future Fit Program ANAO Audit Recommendations

FACTS AND FIGURES

- As of 21 January 2026, the department has implemented **seven (7) of the eight (8) recommendations** for the *Administration of the Future Fit Program*. These were closed at the 10 December 2025, Audit and Risk Committee meeting.
- Remaining Recommendation 4, to evaluate the Future Fit program, is being implemented. Procurement of evaluator is anticipated to commence February 2026 for completion by end of 2026.

Recommendations	Actions
<p>Recommendation 1 of 8 – Closed</p> <p>Implement controls to ensure that all projects are assessed and documented against project tiering guidelines, to ensure governance arrangements in accordance the <i>Project Management Framework</i>.</p>	<p>The Delivery Committee will provide oversight of project tiering decisions and justifications.</p> <p>Strengthen internal grants and procurement frameworks to promote project identification.</p>
<p>Recommendation 2 of 8 – closed</p> <p>When procuring project management services, ensure that governance and risk management frameworks are applied for project delivery accountability.</p>	<p>Update and promote the <i>Project Management Framework</i> to include guidance on accountability for project delivery and project risk management.</p>
<p>Recommendation 3 of 8 – Closed</p> <p>For projects with complex stakeholder relationships, develop processes to ensure stakeholder engagement plans align with the five Stakeholder Engagement framework principles and interactions are properly recorded.</p>	<p>Update and promote the <i>Project Management Framework</i> to include stakeholder engagement guidance and ensure alignment with the five principles and requirements in the department’s Stakeholder Engagement Framework.</p>
<p>Recommendation 4 of 8 – Due 31/12/2026</p> <p>Evaluate the Ballarat and Whitehorse LGA pilot programs to inform future program design and support the transition to the Support at Home Program in 2027.</p>	<p>Conduct an evaluation on the Future Fit Program (2021-24), including the Whitehorse and Ballarat Pilots.</p> <p>The evaluation will inform advice to government on future program design for CHSP and the transition to the Support at Home Program.</p>
<p>Recommendation 5 of 8 – Closed</p> <p>Amend the procurement risk profile template to include consideration of the lawful basis for the proposed procurement expenditure.</p>	<p>Strengthen the department’s procurement risk profile to include specific template references to lawful basis for proposed expenditure.</p>

<p>Recommendation 6 of 8 – closed</p> <p>Strengthen procurement procedures to ensure legal advice obtained during procurement is shared with the Procurement Advisory Services team to mitigate risk.</p>	<p>Update procurement processes to ensure legal advice obtained during a procurement is provided to the Procurement Advisory Services team for consideration before the procurement is considered and approved by the delegate.</p>
<p>Recommendation 7 of 8 – Closed</p> <p>Strengthen procurement controls to ensure that relevant information (including price, legal advice, disputes, and performance issues) is incorporated into the value for money assessment.</p>	<p>Strengthen the department’s procurement framework to better support tender evaluation panels in reviewing the overall value for money of proposals.</p>
<p>Recommendation 8 of 8 – Closed</p> <p>Emphasise officials' records management obligations under the Archives Act 1983, including for mobile device use.</p>	<p>Reinforce departmental officials records management obligations, with an emphasis on mobile devices and public resource use, through strengthened guidance and training.</p>

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Senate Committee: Community Affairs Committee
Supplementary Budget Estimates 2025-2026
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Future Fit Program

KEY POINTS

Future Fit Program

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- The report found that the administration of the Future Fit Program fell short of the required standards.
- The Department of Health, Disability and Ageing (the department) has implemented seven of the eight recommendations of this audit report. The final recommendation will follow the Future Fit evaluation. The department’s full response is included in the ANAO’s final report which is publicly available.
- In response to the final recommendation to be implemented, the department is commissioning an evaluation of the Future Fit Program (recommendation 4).
- The evaluators will work with Meals on Wheels Australia, state and territory peaks and other stakeholders to evaluate the Ballarat and Whitehorse pilot programs (of Future Fit). This will inform future program design and better support the transition of the CHSP to the Support at Home (SaH) program.
- The department is committed to ensuring its management of public resources is efficient, effective, economical and ethical through robust administrative control and assurance processes. This is consistent with the Public Governance, Performance and Accountability Act 2013 requirements.
- The department has undertaken activities to strengthen its administrative processes in relation to projects, procurement and records management. In particular, the department has taken steps to ensure projects are accurately identified, and appropriate departmental governance and oversight arrangements are in place.

1

Contact Officer:	Greg Pugh	Deputy Secretary Clearing Officer:	Sonja Stewart	Clearance: 05 February 2026
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Division:	[Ageing and Aged Care] Access and Home Support Division			

IP Ownership

- The department has had contact with the liquidators, RSM Australia, in relation to the ownership of intellectual property created under the MMA contracts.
- The department currently doesn't hold or have access to the Enterprise Resource Planning (ERP) or Future Fit software.
- The department is continuing to work to resolve the issues regarding the intellectual property ownership of the Customer Relationship Management (CRM)/ERP.

If and when intellectual property ownership issues regarding the CRM/ERP software are resolved, the department will consider the extent to which it may be possible to release and use the CRM/ERP.

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Contact Officer:	Julia Atkinson	Deputy Secretary Clearing Officer:	Sonja Stewart	Clearance: 11 November 2025
Mobile No:	s47E(c), s47F	Mobile No:	s47E(c), s47F	
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Future Fit Program ANAO Audit recommendations
ATTACHMENT A: Administration of the future fit program –
recommendation implementation

FACTS AND FIGURES

- As of s47C implementation of **seven (7) of the eight (8) recommendations** for the *Administration of the Future Fit Program* are **on track**.

- Recommendation 4, to evaluate the Future Fit program, is at risk. s47C procurement processes, the s47C s47C

- s47C

Recommendations	Actions
<p>Recommendation 1 of 8 – Due 31/10/2025</p> <p>Implement controls to ensure that all projects are assessed and documented against project tiering guidelines, to ensure governance arrangements in accordance the <i>Project Management Framework</i>.</p>	<p>The Delivery Committee will provide oversight of project tiering decisions and justifications.</p> <p>Strengthen internal grants and procurement frameworks to promote project identification.</p>
<p>Recommendation 2 of 8 – Due 31/10/2025</p> <p>When procuring project management services, ensure that governance and risk management frameworks are applied for project delivery accountability.</p>	<p>Update and promote the <i>Project Management Framework</i> to include guidance on accountability for project delivery and project risk management.</p>
<p>Recommendation 3 of 8 – Due 31/10/2025</p> <p>For projects with complex stakeholder relationships, develop processes to ensure stakeholder engagement plans align with the five Stakeholder Engagement framework principles and interactions are properly recorded.</p>	<p>Update and promote the <i>Project Management Framework</i> to include stakeholder engagement guidance and ensure alignment with the five principles and requirements in the department's Stakeholder Engagement Framework.</p>
<p>Recommendation 4 of 8 – Due 11/04/2026</p> <p>Evaluate the Ballarat and Whitehorse LGA pilot programs to inform future program design and support the transition to the Support at Home Program in 2027.</p>	<p>Conduct an evaluation on the Future Fit Program (2021-24), including the Whitehorse and Ballarat Pilots.</p> <p>The evaluation will inform advice to government on future program design for CHSP and the transition to the Support at Home Program.</p>
<p>Recommendation 5 of 8 – Due 31/10/2025</p> <p>Amend the procurement risk profile template to include consideration of the lawful basis for the proposed procurement expenditure.</p>	<p>Strengthen the department's procurement risk profile to include specific template references to lawful basis for proposed expenditure.</p>

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<p>Recommendation 6 of 8 – Due 31/10/2025 Strengthen procurement procedures to ensure legal advice obtained during procurement is shared with the Procurement Advisory Services team to mitigate risk.</p>	<p>Update procurement processes to ensure legal advice obtained during a procurement is provided to the Procurement Advisory Services team for consideration before the procurement is considered and approved by the delegate.</p>
<p>Recommendation 7 of 8 – Due 31/10/2025 Strengthen procurement controls to ensure that relevant information (including price, legal advice, disputes, and performance issues) is incorporated into the value for money assessment.</p>	<p>Strengthen the department’s procurement framework to better support tender evaluation panels in reviewing the overall value for money of proposals.</p>
<p>Recommendation 8 of 8 – Due 30/09/2025 Emphasise officials' records management obligations under the Archives Act 1983, including for mobile device use.</p>	<p>Reinforce departmental officials records management obligations, with an emphasis on mobile devices and public resource use, through strengthened guidance and training.</p>

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Division/Agency:	Access and Home Support Division Ageing and Aged Care Group	

Senate Committee: Community Affairs Committee

Additional Estimates February 2026

Outcome: 3 - Ageing and Aged Care

FAS Brief

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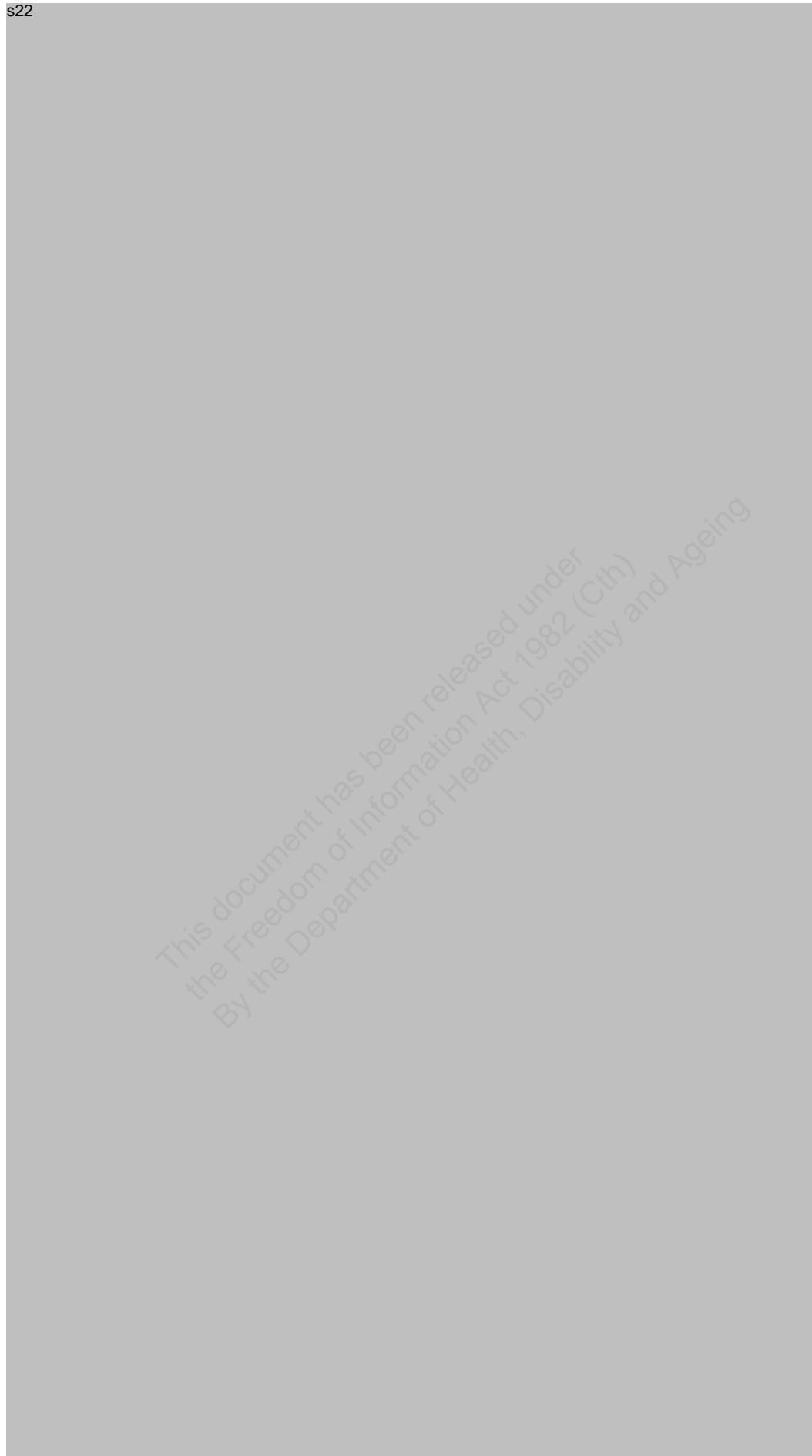
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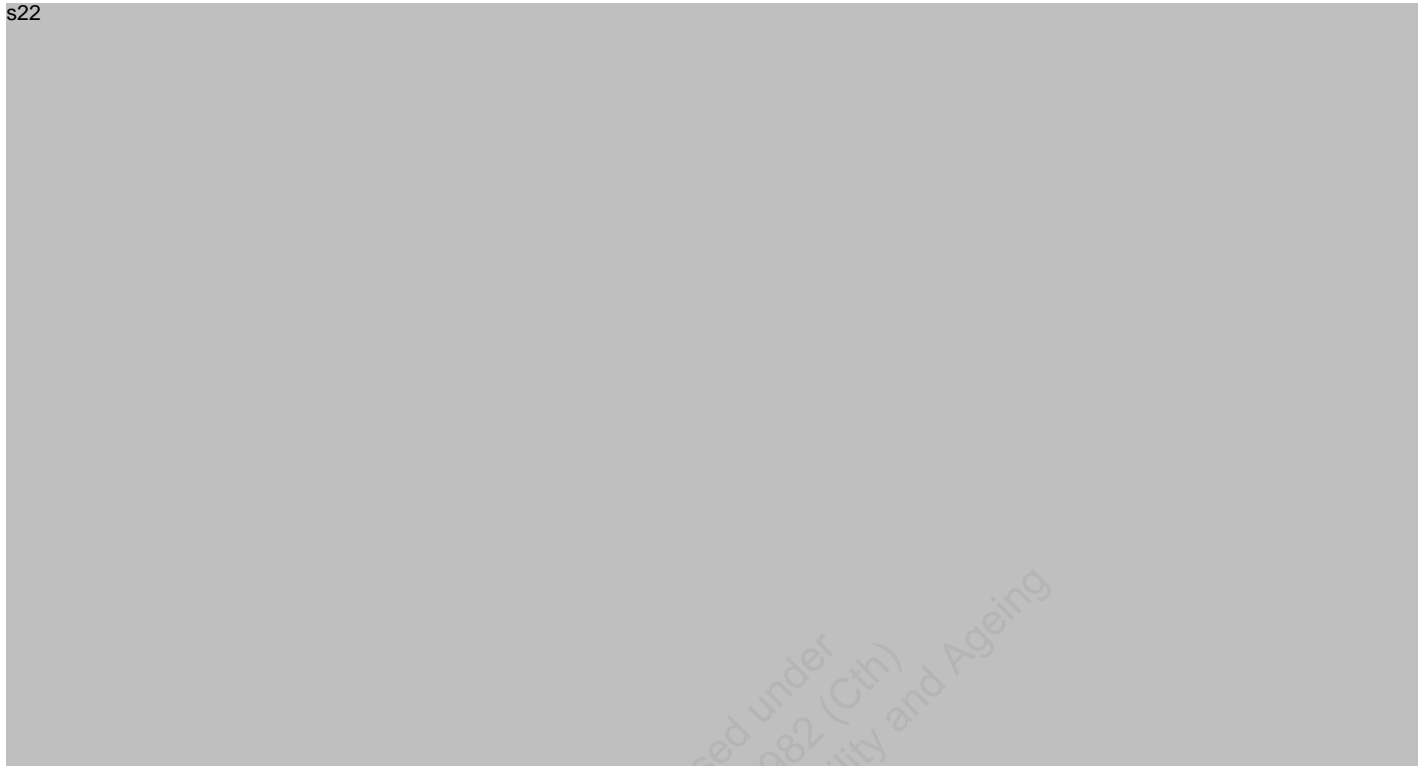
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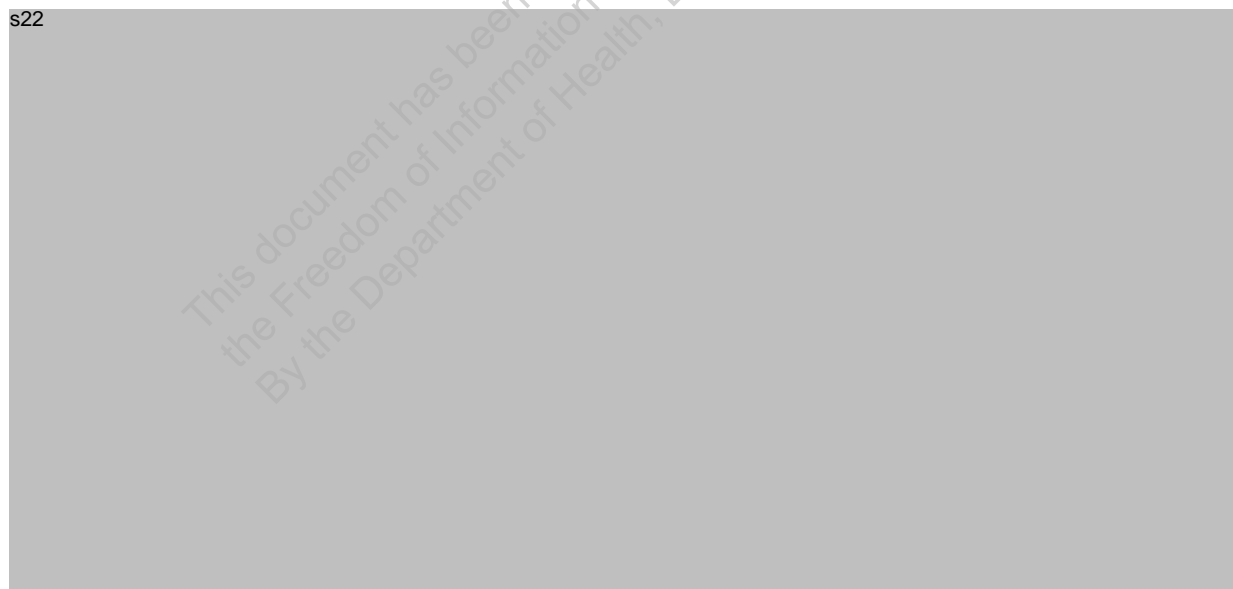
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BACKGROUND

Conflict of Interest

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- We delivered tailored Probity in Procurement training (November 2025), for a cohort of Aged Care Group staff. This was particularly important given the ANAO Audit Report findings on the *'Administration of the Future Fit Program'*.

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Division/Agency:	Reform Implementation Division/Ageing and Aged Care Group	

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