



**Australian Government**  
**Australian Radiation Protection  
and Nuclear Safety Agency**



# **ACDS**

## **Strategic Plan 2023–2027**



# Foreword

The Strategic Plan for the Australian Clinical Dosimetry Service (ACDS) is a living document which at a high level sets out the strategic objectives for the coming four years. It will be reviewed and as necessary revised annually, while maintaining its four-year outlook. The Strategic Plan forms the basis for the annual business plans and the review and revision of the strategic and operational risk register. The ACDS Strategic Plan is aligned with ARPANSA's [\*Corporate Plan\*](#), notably ARPANSA's Key Activity 1: Initiate, maintain, and promote frameworks for protection and safety.

We are confident that the dedicated and highly competent ACDS staff, with the support of ARPANSA's infrastructure and with the advice of the ACDS Clinical Advisory Group, will continue to deliver quality services to the Australian health care system for the benefit of patient safety, as set out in this Strategic Plan.



**Gillian Hirth**  
CEO of ARPANSA



**Rhonda Brown**  
ACDS Director



A woman with dark hair and eyes is looking through a radiation therapy machine. The machine has a large green laser line that is horizontal and passes through the center of the frame. There are also vertical green laser lines. The machine is dark and metallic, with some coiled wires visible. The woman's face is partially visible on the right side of the frame, looking through the machine.

# Vision for the ACDS

*A world leading dosimetry audit service for the highest level of quality and patient safety in radiation therapy*

The ACDS vision supports ARPANSA's purpose:

*To protect the health and safety of people, and to protect the environment, from the harmful effects of radiation.*





## Mission of the ACDS

To guide, support and improve patient safety and radiotherapy service delivery by:

- providing a comprehensive suite of audit modalities covering all common clinical practices
- improving national dosimetry capabilities in clinical treatment delivery
- offering its services to Australian and overseas radiotherapy centres on a fee-for-service basis.

The mission of ACDS is fully aligned with Key Activity 1 of ARPANSA and its initiative to:

***Promote the safe and effective use of medical radiation***

# Our strategic objectives

ACDS aspires to:



Be recognised as a global leader in radiotherapy dosimetry auditing and associated with the highest standards of quality and safety in radiotherapy.



Be a comprehensive provider of auditing services to all Australian and New Zealand radiotherapy facilities.



Support and collaborate in high quality research and development in clinical practice and audit methodologies.



Offer competitive quality audit services that cover all clinical practices and emerging technologies.



Positively influence the use of radiation in medicine and have tangible impact benefitting patient safety.

# Our strategies

The ACDS program of work entails five key strategies that guide our priorities and planning:



Expand our coverage of  
market and modalities



Offer value for money



Consolidate our  
reputation as trusted  
service provider



Influence the profession  
and the health care  
system



Develop robust and  
transparent governance

The strategies support the delivery of outputs and outcomes for the benefit of the Australian community. The key result areas and a selection of associated key performance indicators are outlined below. The risks encountered in realising the strategies are identified and managed in accordance with ARPANSA's Risk Management Framework and with broader requirements such as the Commonwealth Risk Management Policy 2023 and the international standard on risk management (AS ISO 31000:2018) and meets the requirements of Section 16 of the Public Governance, Performance and Accountability Act 2013.

Our strategies	Key result areas	Key performance indicators
 <p><b>Market share</b></p>	<ul style="list-style-type: none"> <li>• Provide a national audit service to Australian facilities</li> <li>• Participation of New Zealand facilities</li> <li>• Inclusion of new clinical modalities</li> </ul>	<ul style="list-style-type: none"> <li>• Accessible to all Australian facilities and 100% response to requests for audit</li> <li>• <math>\geq 5</math> New Zealand facilities in 2023</li> <li>• <math>\geq 1</math> new modality per year</li> </ul>
 <p><b>Value for money</b></p>	<ul style="list-style-type: none"> <li>• Maintained focus on cost-effectiveness while sustaining service quality</li> </ul>	<ul style="list-style-type: none"> <li>• Perform annual cost model review and ensure ACDS is sustainably funded through audit revenue</li> <li>• Provide audits that meet the Radiation Oncology Health Program Grants Scheme and jurisdictional conditions</li> </ul>
 <p><b>Reputation</b></p>	<ul style="list-style-type: none"> <li>• Maintained and improved customer satisfaction</li> <li>• Leading dosimetry expertise</li> <li>• Brand recognition among all stakeholders</li> <li>• Clinical trial linkage</li> </ul>	<ul style="list-style-type: none"> <li>• Maintenance of NATA accreditation for ACDS services</li> <li>• <math>\geq 1</math> peer-reviewed scientific publications based on ACDS audits</li> <li>• Evidence of the Trans-Tasman Radiation Oncology Group using ACDS audits</li> </ul>
 <p><b>Influence</b></p>	<ul style="list-style-type: none"> <li>• Influence on domestic and regional best practice</li> <li>• Engagement and influence on international auditing practice</li> <li>• Influence in the broader health system</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in Global Harmonisation Group activities</li> <li>• Participation in IAEA's Dosimetry Audit Network</li> <li>• <math>\geq 3</math> invited or accepted to present at key professional fora</li> </ul>
 <p><b>Governance</b></p>	<ul style="list-style-type: none"> <li>• Continuous improvement of the management system</li> <li>• Transparent financial reporting</li> <li>• Active Clinical Advisory Group (CAG)</li> <li>• Proactive horizon scanning</li> </ul>	<ul style="list-style-type: none"> <li>• Timely reporting of ACDS activities to the Australian Health Protection Principal Committee structure</li> <li>• Confirmed operation of CAG within Terms of Reference each year</li> <li>• Annual meetings organized by ACDS for Stakeholder Engagement Group</li> </ul>