# Services Australia Annual Report 2021–22

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ISSN: 1832-8792 (Print)

ISSN: 1838-2452 (Online)

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This annual report is available online at transparency.gov.au or servicesaustralia.gov.au

To speak to the agency in languages other than English, please call 131 202.

If you are deaf or have a hearing or speech impairment, please call 1800 810 586 (a TTY phone is required to use this service).

More information about the agency is available at servicesaustralia.gov.au and on social media at:

* facebook.com/ServicesAustralia
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# Agency snapshot

1 July 2021 to 30 June 2022

As the government’s primary service delivery agency, Services Australia supports millions of Australians each year by efficiently delivering high-quality, accessible services and payments on behalf of government.

| 26.4M | Medicare |
| --- | --- |
| 11.4M | Centrelink\* |
| 1.2M | Child support (children supported) |
|  | \* A unique count of Centrelink customers who had a benefit. A benefit can be a payment or a card. |
|  | **EMERGENCY PAYMENTS** |
| $14.8B | Pandemic Leave Disaster Payment, Economic Support Payments and Coronavirus Supplement, Coronavirus Disaster Payment |
| $1.8B | Emergency payments |
|  | **DIGITAL** |
| 1.2B | Online transactions |
| 510M | Medicare digital services |
| 1M | myGov sign ins per day |
| 158M | Website visits (> 462M web page views) |
|  | **CLAIMS** |
| 517.6M | Total claims |
| 4.6M | Centrelink |
| 511.5M | Medicare (services) |
| 1.5M | Emergency |
| 53K | Child support (new registrations) |
|  | **PAYMENTS** |
| $226.7B | Total payments |
| $152.2B | Centrelink |
| $72.7B | Medicare |
| $1.8B | Child support facilitated |
|  | **TELEPHONE** |
| 73M | Calls handled |
| 48.9M | Centrelink |
| 16.2M | Medicare |
| 1.5M | Child support |
| 6.4M | Emergencies |
|  | **FACE TO FACE** |
| 9.3M | Service centre engagements |
| 318 | Service centres (including 16 remote service centres) |
| 576 | Agents and access points |
| 3 | Mobile service centres |

# Letter of transmittal

# About this report

The Services Australia 2021–22 Annual Report is a transparent account to the Parliament of Australia and the public of the activities undertaken by the agency throughout the financial year.

We report against our planned performance expectations outlined in the Department of Social Services Portfolio Budget Statements 2021–22, Budget Related Paper No 1.12.

This report provides financial and performance information about the work of our agency from 1 July 2021 to 30 June 2022. It was prepared in accordance with legislative and parliamentary reporting requirements.

## Guide to this report

| Part 1 | Provides an overview of the agency’s role and responsibilities and information about the Minister, the agency’s executive and management structure and enterprise governance. |
| --- | --- |
| Part 2 | Reviews the delivery of essential benefits and services to meet unprecedented demand as a result of the COVID-19 pandemic and responses to other emergencies. |
| Part 3 | Provides our Annual Performance Statement 2021–22, which reports on the agency’s actual non-financial performance against planned performance set out in the Portfolio Budget Statements 2021–22. |
| Part 4 | Details progress on service delivery modernisation and provides an overview of key transformation reforms that have improved customer experiences in 2021–22. |
| Part 5 | Details payments and services delivered to customers under the 3 programs of Social Security and Welfare, Health, and Child Support, as well as other targeted services and support the agency delivers on behalf of government. |
| Part 6 | Provides an overview of Services Australia’s collaboration efforts, shared services and partnerships in delivering government services. |
| Part 7 | Details our fraud control and compliance, identity management and debt management, including appeals and reviews. |
| Part 8 | Details our management and accountability processes, including freedom of information and external scrutiny. |
| Part 9 | Provides an overview of Services Australia’s organisational culture and broad workforce strategies. |
| Part 10 | Sets out information on the agency’s financial performance, procurement and consultancies, and communication and advertising. |
| Part 11 | Includes appendices and reference information, including staffing statistics, service commitments and other information required to be reported in the agency’s annual report by legislation. |

# Chief Executive Officer’s review

2021–22 has been another big year for Services Australia. This year, we again exceeded service delivery records, responded to significant and distinct surges in demand and delivered high-quality payments and services to our customers. At the same time, we made significant progress towards our goal of becoming a world-leading government service delivery agency by 2025.

Services Australia provides services to almost every Australian at some point in their lives. We are committed to delivering simple, helpful, respectful and transparent services to our customers, and using customer insights to design and improve the services Australians experience.

This year, we managed the largest demand for telephony and claims processing work in our history, simultaneously supporting our usual demand peaks, COVID-19 payments and delivery of vaccination certificates, and disaster recovery payments.

At the same time, we made significant and tangible improvements to the customer experience, including through our new website, service centre transformation, Aged Care Specialist Officers, and video chat. User insights and customer research tell us that customers recognise and appreciate that we are making the user experience simpler and more convenient.

## Continuing to support Australians through the COVID-19 pandemic

Services Australia has provided support to Australians throughout the COVID-19 pandemic. This financial year, we managed record claim volumes for COVID-19 Disaster Payments during the COVID Delta outbreak, implementing a new and streamlined digital claim process and processing 4.9 million COVID-related claims in just 4 months. We also provided Pandemic Leave Disaster Payments to Australians, receiving 2.7 million claims and making $1.9 billion in payments over the financial year.

During the pandemic we also focussed on supporting customers to download and install the Express Plus Medicare app and link Medicare to their myGov account. This allowed them to access over 107 million Immunisation History Statements, around 131 million digital certificates and over 6 million International COVID-19 Vaccination Certificates.

## Disasters and emergencies

Services Australia plays an integral role in responding quickly to support disaster-affected communities. From rapidly delivering disaster recovery payments to providing on-the-ground support in evacuation and recovery centres, we supported millions of Australians in need of urgent assistance this year, providing nearly $2.1 billion in disaster recovery payments to people directly impacted by natural disasters.

We upgraded our platforms and systems so customers can apply for assistance more easily and receive payments more quickly. During the February–March floods in New South Wales and Queensland, we received 1.8 million claims for disaster recovery payments digitally, ensuring faster processing and quicker payments to customers.

During 2021–22, our mobile servicing teams visited 53 communities and supported around 4,000 people directly affected by floods or storms.

Our ability to rapidly respond to surges in demand is supported by the capability and capacity in our service system, which allows us to pivot when required. This includes the Emergency Reserve, Internal Surge Team and the Australian Public Service Surge Reserve. Deploying staff on a temporary basis allows us to deliver core business functions in response to increases in demand for services during a natural disaster event and support Australians when they need it most.

## Modernisation

Even as we pivoted to respond to COVID-19 and disasters, we have continued to deliver on longer-term projects and programs to accelerate our continued delivery of high-quality services to customers. Developing modern payment systems, reusable technological architecture and new ways of assisting our customers is fundamental to our transformation journey, while protecting the integrity of government outlays which continues to be a strong focus for the agency.

We have made significant enhancements to our systems, improving both system stability and customer experience. The transformational 7-year Welfare Payment Infrastructure Transformation Programme (WPIT), which ended on 30 June 2022, delivered a single staff interface that made staff processing faster and more intuitive. WPIT also introduced a digital gateway and the ability to use data from third parties — for example, we have made claims easier for students by sharing student information from tertiary education providers.

Our service improvements for customers are not just focused on our major technology programs. We are also improving and modernising our face-to-face services and operations. In 2021–22, this included introducing 69 Aged Care Specialist Officers in service centres across Australia to help older Australians and their families navigate aged care services.

The response to this new service has been very positive, with 96% of surveyed customers saying they were ‘extremely satisfied’ with the overall quality of the service.

We also continued transforming our face-to-face service offer, including implementing appointment-based servicing to allow customers to seek advice and support at a time convenient to them. In addition, more than a quarter of our 318 service centres have now been refreshed with a new and welcoming physical environment, and many more will be upgraded over the next few years.

Our video chat pilot has been expanded, enabling more customers to access face-to-face services without leaving their homes. In 2021–22, our virtual service centre served more than 82,000 customers using video chat appointments for Youth Allowance and JobSeeker payment types.

## Our people

We continue to invest in our staff to support our capacity to respond to customer needs. This includes driving customer-centric cultural change through our Empowering Excellence program, which gives staff the tools to find better ways of working and adopt high-performance habits.

This year, we also formed the Service Delivery Faculty to centralise our approach to developing the skills and capabilities of our service delivery workforce. It is also a crucial support mechanism for rapid training of surge workforces in response to natural disasters and emergencies.

I am delighted that the agency was once again named as a ‘Gold Employer’ in the Australian Workplace Equality Index, the benchmark for LGBTI+ inclusion in Australian workplaces. I continue to be proud of our diversity and inclusion programs, including the Aurora Neurodiversity Program which gives people with autism the opportunity to contribute their skills and knowledge in a supportive workplace and the Indigenous Apprenticeships Program.

## Collaborating across government

We continued to work closely across government to ensure people can easily access the services they need. We do this digitally through continuing enhancements to myGov, and in person by providing side‑by‑side servicing with state and territory governments via our mobile service centres in regional and remote areas.

This financial year we provided telephony support to the Australian Bureau of Statistics for the 2021 Census and to the Australian Electoral Commission for the 2022 federal election. We also supported the whole‑of‑government response to the humanitarian evacuations from Afghanistan and the conflict in Ukraine, working with the Department of Home Affairs to help evacuees access the right payments and services upon arrival in Australia.

## Acknowledgements

Our Services Australia staff continue to show commitment to delivering simple, helpful, respectful and transparent services to our customers, and to putting customers at the centre of everything we do.

Thank you to all staff for their dedication this year and for continuing to step up to support Australians.

I would also like to acknowledge my executive team for another successful year.

I am pleased to present the agency’s annual report for 2021–22.

Rebecca Skinner PSM

Chief Executive Officer

Services Australia

# Part 1 Agency overview – role and function

# 1.1 Purpose and vision

Services Australia’s purpose is ‘to support Australians by efficiently delivering high‑quality, accessible services and payments on behalf of government’.

Our vision is ‘to make government services simple so people can get on with their lives’.

To achieve this purpose and vision, the agency is continuing its transformation and modernisation journey to establish the capacity, structures and capabilities necessary to sustain change in order to deliver simple, helpful, respectful and transparent customer services.

## Ministers

The Hon Bill Shorten MP was appointed Minister for Government Services on 1 June 2022. Previously, Senator the Hon Linda Reynolds CSC was the Minister for Government Services from 30 March 2021 to 23 May 2022.

## Role and function

The agency designs, delivers, coordinates and monitors government services and payments relating to social security, child support, students, families, aged care and health programs. We provide advice to government on the delivery of these services and payments, and collaborate with other government agencies, state and territory governments, providers, businesses, and customers to ensure we provide high‑quality, accessible and efficient services and payments to individuals, families and communities when they need it.

## Portfolio structure

Services Australia is an executive agency with responsibility for supporting individuals, families, businesses and communities by efficiently delivering high‑quality, accessible services and payments on behalf of government.

The agency is part of the Social Services portfolio established under Administrative Arrangements Orders.

# 1.2 Corporate governance

## Agency executive and management structure

Figure 1 outlines the agency’s organisational structure at 30 June 2022.

It shows the reporting lines from General Managers (GMs) to Deputy Chief Executive Officers (DCEOs), and from DCEOs to the Chief Executive Officer (CEO).

**Figure 1:** Organisational structure at 30 June 2022

## Executive responsibilities

Chief Executive Officer – responsible for supporting the Minister for Government Services in the delivery of portfolio responsibilities and the development of strategic policy advice. The CEO provides strategic oversight, leadership and management of the agency, ensuring collaborative implementation and delivery of government policy and programs and a whole‑of‑government approach to service delivery. The CEO also manages key stakeholder relationships and contributes to the stewardship of the Australian Public Service.

Deputy Chief Executive Officer, Strategy and Performance – responsible for setting the strategic direction and transformation agenda for the agency and monitoring and reporting on performance and strategic risks. The DCEO is also responsible for developing data capability throughout the agency, as well as driving innovation through expert communication advice and support.

Deputy Chief Executive Officer, Customer Service Design – responsible for the design and overall program management of the social welfare payments and services delivered by the agency. The DCEO leads delivery of a customer‑focused approach to designing user experiences, and is responsible for relationships with partner agencies across the Australian Government.

Deputy Chief Executive Officer, Health and Aged Care – responsible for health and aged care programs and payments, and information across the health, veterans and aged care sectors, as well as driving the transformation of services and programs to meet expectations of customers, approved providers and government.

Deputy Chief Executive Officer, Customer Service Delivery – responsible for the agency’s face‑to‑face, telephony, processing and digital services. These provide access to a wide range of government services and programs including Centrelink, the Medicare Benefits Schedule, the Pharmaceutical Benefits Scheme, the Child Support Program and other programs. The DCEO is also responsible for 24/7 monitoring of operations, coordinating the agency’s responses to emergencies, and developing and delivering the agency’s remote, Indigenous and multicultural services.

Deputy Chief Executive Officer, Payments and Integrity – responsible for administering the agency’s fraud, non‑compliance and payment integrity programs, including management of debt recovery and appeals processes. These measures aim to protect the integrity of government outlays for health and welfare services.

Chief Operating Officer, Corporate Enabling – responsible for the agency’s corporate functions including finance, human resources, audit, legal, property and procurement, and services provided to other agencies and departments through shared services.

Chief Information and Digital Officer, Technology and Digital Programmes – responsible for developing and delivering the agency’s information and communications technology (ICT) digital capability. This includes responsibility for designing the digital experience, managing and delivery of the digital product suite and connecting with whole‑of‑government digital and technology strategies.

The Chief Information and Digital Officer has responsibility for the reliability of the agency’s ICT systems, partnering with technology providers and shared services to develop fit‑for‑purpose technology to support the agency’s future direction, and contributing to the Australian Government’s broader digital agenda.

Strategic Advisor Transformation – responsible for driving the internal transformation program to enable the agency to be a world leader in delivering seamless services nationally.

## Enterprise governance and risk management

Everything the agency does is supported by clear and accountable governance arrangements. Effective governance supports decision making that is considered and transparent, based on reliable and accurate information and data and in genuine consultation with stakeholders, in a way that stands up to scrutiny.

During 2021–22, our enterprise governance committees and arrangements were fundamental in ensuring the agency worked in an agile way to successfully support millions of Australians who needed our services as a result of the ongoing COVID‑19 pandemic and the natural disasters that affected parts of New South Wales and Queensland.

### Executive Committee

The Executive Committee is the agency’s most senior governance committee. It supports the CEO to discharge her duties under the Public Governance, Performance and Accountability Act 2013 (PGPA Act) and section 57 of the Public Service Act 1999.

The committee’s focus is on the overall strategic direction and priorities of the agency, as well as oversight of the agency’s financial and operational performance. It allocates resources, resolves major issues, oversees the management of enterprise risks, and ensures that the accountability and regulatory requirements of the agency are met. It also provides direction on key organisational matters raised by sub‑committees.

The Executive Committee is supported by the Enterprise Business and Risk Committee (EBRC) and the Transformation and Integration Committee.

### Enterprise Business and Risk Committee

The EBRC supports the Executive Committee by overseeing the effective day‑to‑day running of the agency. The committee’s remit includes business planning and continuity, performance monitoring and reporting, enterprise risk management, workforce management, information management and security, and resource management.

The committee is supported by 3 sub‑committees:

* Customer Sub‑Group – considers customer experience and service delivery performance
* People Sub‑Group – considers workforce management, including capability and performance and workplace health and safety
* Security Sub‑Group – considers security, fraud, and privacy risk management.

### Transformation and Integration Committee

The Transformation and Integration Committee supports the Executive Committee by overseeing the development of the agency’s future capabilities and progress against key priorities. This ensures that our implementation of the agency’s plans and delivery of its key projects is on track. The committee’s remit includes progress against strategic and whole‑of‑government priorities, ministerial priorities, budget measures, program changes and major projects.

The committee is supported by 2 sub‑committees:

* Enterprise Automation and Digital Delivery Board – considers all digital and automation initiatives across the agency
* Portfolio Management Steering Group – considers the delivery of all registered projects across the agency.

### Audit and Risk Committee

The Audit and Risk Committee (ARC) provides independent advice to the CEO, as the accountable authority, on the appropriateness of the agency’s financial reporting, performance reporting, system of risk oversight and management, and system of internal control, consistent with subsection 17(2) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

The Audit and Risk Committee Charter outlines its functions, in accordance with section 17 of the PGPA Rule. To view the charter, see servicesaustralia.gov.au/audit-and-risk-committee-charter

The ARC comprises 3 independent members – the Chair, Ms Jennifer Clark; Ms Carol Lilley; and Mr Greg Divall. The Chief Operating Officer and the General Manager Health Programmes support the committee as senior advisers, as determined by the CEO. The Chief Audit Executive, Chief Financial Officer, General Manager Enterprise Strategy and Governance, and General Manager Technology Strategy and Architecture are all advisers to the ARC. Representatives from the Australian National Audit Office also attend meetings as observers.

The ARC met 9 times during the year. The qualifications, knowledge, skills, experience and remuneration of committee members are detailed in Table 1.

**Table 1:** Audit and Risk Committee membership 2021–22

| **Member name: qualifications, knowledge, skills or experience** | **Number of meetings attended** | **Total annual remuneration**  **$ (including GST)** |
| --- | --- | --- |
| Jennifer Clark (Chair) and (Chair, Audit Findings Sub-Committee)  Ms Clark is an independent board director and has been the chair or a member of over 20 audit, risk and finance committees in the Australian Government and private sector over the past 30 years.  Ms Clark has an extensive background in business, finance and governance through a career as an investment banker and non-executive director.  Ms Clark is a Fellow of the Australian Institute of Company Directors and has substantial experience in financial and performance reporting, audit, and risk management. | 9 – Audit and Risk Committee meetings  3 – Financial Statements Sub-Committee meetings  6 – Audit Findings Sub-Committee meetings | 139,162 |
| Carol Lilley (Member, Chair of Financial Statements Sub-Committee)  Ms Lilley is an independent board director and Chair or member of a number of Australian Government audit committees.  Ms Lilley was a partner at PricewaterhouseCoopers and has over 20 years’ experience in financial statement audit, internal audit, and project and risk management, with a particular focus on government.  Ms Lilley holds a Bachelor of Commerce from the University of Western Australia, is a graduate of the Australian Institute of Company Directors, a Fellow of Chartered Accountants Australia and New Zealand and a certified internal auditor, and was a registered company auditor. | 9 – Audit and Risk Committee meetings  3 – Financial Statements Sub-Committee meetings  5 – Audit Findings Sub-Committee meetings | 83,509 |
| Greg Divall (Member)  Mr Divall has over 20 years’ experience in Commonwealth Senior Executive Service leadership roles, with over 35 years’ experience in the public sector. Mr Divall was the group business manager of the $16 billion per annum Capability Acquisition and Sustainment Group and led the group’s reintegration into the Department of Defence.  Mr Divall holds a Bachelor of Applied Science (Mathematics, with majors in Computing and Statistics) and a Master of Business Administration. He is a member of the Australian Institute of Company Directors and a Vincent Fairfax Fellow. He completed the ANZSOG Executive Fellows Program, the Harvard Kennedy School’s National and International Security program for senior executives and the Advanced Management and Leadership Programme at Oxford Said Business School. | 9 – Audit and Risk Committee meetings  2 – Financial Statements Sub-Committee meetings  6 – Audit Findings Sub-Committee meetings | 67,834 |
| Andrew Dix (Member)  Mr Dix holds a Bachelor of Commerce, majoring in Accounting, Economics, and Commercial Law. Mr Dix was a board member of the Institute of Internal Auditors in Australia from 2005 to 2012 and served as national president from 2009 to 2011.  Mr Dix retired from Telstra Corporation as the executive director responsible for risk management and internal audit and has served as a member of a range of boards and committees.  Mr Dix is a Fellow of the Institute of Chartered Accountants, a Certified Member of the Institute of Internal Auditors, and a Graduate Member of the Australian Institute of Company Directors.  Mr Dix was a member of the Audit and Risk Committee until 12 April 2022. | 7 – Audit and Risk Committee meetings  1 – Financial Statements Sub-Committee meeting  5 – Audit Findings Sub-Committee meetings | 48,150 |

The ARC is supported by 2 sub‑committees:

* Financial Statements Sub‑Committee – oversees the preparation of the agency’s annual financial statements, and related financial matters. The sub‑committee, met 3 times during the year and reported directly to the ARC.
* Audit Findings Sub‑Committee – oversees the approach taken by the agency to address Australian National Audit Office audit findings and related issues and to monitor and close key findings. The sub‑committee met 6 times during the year and reported directly to the ARC. The sub‑committee met for the last time in June 2022, when all functions of the sub‑committee were transferred to either the ARC or the Financial Statements Sub‑Committee.

### Risk management

Effective risk management is integral to the agency’s strategic and operational environment.

We manage risk in accordance with the Commonwealth Risk Management Policy and the agency’s Risk Management Policy.

Our Risk Management Policy is prepared in accordance with the agency’s Accountable Authority Instructions, the Commonwealth Risk Management Policy 2014 and the PGPA Act. It establishes a consistent approach to identifying and managing risk to support the agency in achieving our purpose. The policy is underpinned by the Risk Management Framework. As the accountable authority, the CEO endorses this policy and framework.

DCEOs are accountable to the CEO for management of risk in the agency. Our Risk Management Policy and Risk Management Framework empower DCEOs to use their professional judgement and experience to make risk‑informed decisions and provide direction for applying risk management approaches across their groups in line with the agency’s risk appetite and tolerance and our governance and accountability arrangements.

All staff in the agency actively contribute to risk management by identifying, assessing, controlling, communicating, monitoring and reporting risks in accordance with our Risk Management Policy and Risk Management Framework.

The Executive Committee sets the direction for risk management in the agency, supported by the EBRC. The EBRC has overarching responsibility for the oversight and management of the agency’s enterprise risk arrangements, including systems of internal control.

The EBRC advises the Executive Committee that significant risks, issues and opportunities are being actively monitored by the agency.

The CEO also receives independent advice from the ARC on the appropriateness of the agency’s system of risk management and oversight.

# Part 2 Our response during disasters and emergencies

Services Australia has always played a key role in recovery efforts during emergency responses.

Our modernised servicing, systems and platforms ensure our capacity to deliver when Australians need us most. In 2021–22, our staff have again been on hand to help by delivering disaster and rapid response payments, connecting people with other government service providers, and offering wellbeing support.

# 2.1 Disasters and emergency events in 2021–22

Australians faced another difficult year of natural disasters in 2021–22. We responded quickly to provide government assistance by delivering payments on behalf of the National Recovery and Resilience Agency (NRRA). We continued to demonstrate our commitment to being responsive to customers in need during emergencies and the ongoing COVID-19 pandemic.

In 2022, the agency released a 24/7 digital online claiming channel for Australian Government Disaster Recovery Payment, Disaster Recovery Allowance and the equivalent New Zealand payments.

The agency administers the following disaster recovery and rapid response payments on behalf of the NRRA:

* Australian Government Disaster Recovery Payment (AGDRP)
* Disaster Recovery Allowance (DRA)
* New Zealand Disaster Recovery Payment (NZDRP)
* New Zealand Disaster Recovery Allowance (NZDRA)
* AGDRP Special Supplement
* DRA Top-Up
* COVID-19 Disaster Payment
* Pandemic Leave Disaster Payment (PLDP).

We also administer:

* Australian Victims of Terrorism Overseas Payment (AVTOP) on behalf of the Department of Home Affairs
* MH17 Family Support Package on behalf of the Department of Foreign Affairs and Trade.

## Delivering financial relief

In 2021–22, we focused on improving our ability to design, develop and deliver COVID-19 and natural disaster payments.

We leveraged the architecture established to support the COVID-19 Disaster Payment to enable online claiming for AGDRP, DRA, NZDRP and NZDRA. This enables those affected by disasters to claim for these payments through their myGov account at any time that suits them, as the service is available 24 hours a day, 7 days a week. We have kept phone claiming and paper claim forms available for those who are unable to access online services and require more support.

## Support in disaster-affected communities

Our staff are resilient and well-practised at delivering quick, effective and caring support to people affected by disasters. With disaster seasons lasting longer, the agency stands ready to assist the community during emergencies, delivering disaster and rapid response payments to people in need.

In 2021–22, we delivered payments to support people affected by:

* New South Wales storms and floods, November 2021
* Queensland storms and floods, November 2021
* Queensland floods, January 2022
* South East Queensland floods, February 2022
* New South Wales floods, February 2022.

During 2021–22, our mobile service centres and mobile servicing teams visited 53 communities and supported over 4,000 people directly affected by disasters. This support included connecting people with social work services, counselling and other government and community services. We also answered 2.7 million calls to the Australian Government Emergency Information Line.

We provided vital support to people when they needed it most by delivering over:

* $1.65 billion in AGDRP
* $148.8 million in DRA
* $30.8 million in NZDRP
* $2.4 million in NZDRA
* $199.0 million in AGDRP Special Supplement
* $17.1 million in DRA Top-Up.

## Pandemic Leave Disaster Payment and COVID-19 Disaster Payment

As part of the agency’s response to the COVID-19 pandemic, we continued to deliver Pandemic Leave Disaster Payment (PLDP) and COVID-19 Disaster Payment. By delivering online claiming for PLDP and COVID-19 Disaster Payment, we enabled customers to submit online claims 24/7 through their myGov account.

We have also worked to effectively communicate about the COVID-19 Disaster Payment and PLDP, ensuring that those who may need a payment are aware of the support we offer and can navigate the available payments as they evolve. We targeted communications to Aboriginal and Torres Strait Islander and culturally and linguistically diverse (CALD) applicants, through radio spots, fact sheets, social media posts, videos translated into the top 20 languages for use in CALD communities, and direct contact with Indigenous Service Officers supporting Aboriginal and Torres Strait Islander communities.

### Pandemic Leave Disaster Payment

As part of the Government’s response to the COVID-19 pandemic, the agency started administering PLDP in August 2020 on behalf of the Department of Home Affairs. The NRRA now has responsibility for PLDP policy. From 1 July 2021 to 30 June 2022, we processed over 2.7 million claims and paid over 2.4 million claims, totalling almost $1.9 billion.

### COVID-19 Disaster Payment

In June 2021, the COVID-19 Disaster Payment was activated to assist people who were unable to work due to state or territory public health orders for restricted movement and/or lockdown in a Commonwealth-declared COVID-19 hotspot. The payment provides a lump sum based on the number of work hours lost as a result of these restrictions. The agency started administering the payment on behalf of the Department of Home Affairs on 8 June 2021.

From 1 July 2021 to 30 June 2022, we processed over 6.2 million COVID-19 Disaster Payment claims and paid over 5.9 million claims, totalling $12.8 billion.

## Supporting the COVID-19 vaccination rollout

Throughout 2021–22, the agency supported the COVID-19 vaccination rollout to ensure health providers could record COVID-19 vaccinations they administered and that customers could easily and safely access their proof of vaccination.

The agency brought together subject matter experts to rapidly develop and implement approaches to respond to the significant surge in demand for health services associated with the pandemic. We:

* recruited, redeployed and reskilled approximately 8,000 staff, significantly increasing our capability to support health service delivery
* released over 30 major enhancements to the Australian Immunisation Register (AIR) system to ensure it was the single source of truth for COVID-19 vaccination rates across the country
* supported state and territory jurisdictions, general practitioners and pharmacies to report over 54 million transmissions of vaccinations through to the AIR in a timely and accurate manner
* proactively engaged with third parties, the Australian Public Service (APS) and different industries, employers and sectors to provide resources on how to obtain proof of vaccination
* supported customers through a variety of digital and non-digital channels to:
* download and install the Express Plus Medicare app and link Medicare to their myGov account
* access over 107 million Immunisation History Statements and 131 million digital certificates
* access over 6 million international COVID-19 Vaccination Certificates
* copy their digital certificate into state-based check-in mobile apps
* access proof of vaccination if they were not eligible for Medicare
* securely access proof of vaccination on behalf of someone else.

See also Australian Immunisation Register on page 73 and Digital health on page 78.

## COVID-19 Consumer Travel Support Program

During 2021–22, the agency continued to deliver Round 2 of the COVID-19 Consumer Travel Support Program on behalf of the Australian Trade and Investment Commission (Austrade). Round 2 of the program provided further payments of up to $100,000 to eligible travel agents and tour arrangement service providers who received a payment under Round 1.

The intent of the program was to provide additional support to travel agents and tour providers, to assist them to continue to trade and meet their legal obligations to process refunds and credits to Australian consumers.

In 2021–22, the agency granted 800 claims and paid $41.7 million.

## National Emergency Call Centre Surge Capability

The agency provides support through the National Emergency Call Centre Surge Capability. This service enables federal, state and territory government agencies to redirect to us calls made to their emergency (non-000) lines. In 2021–22, we activated the service for the Department of Foreign Affairs and Trade in relation to the Afghanistan repatriation.

## Emergency Reserve

The agency maintains a register of staff willing to assist in recovery efforts, known as the Emergency Reserve. Emergency Reserve staff can be called on at short notice to help respond quickly to emergencies. Over 1,037 staff are registered, providing a range of skills including:

* assisting people affected by emergencies at field locations
* supporting affected service centres
* backfilling gaps in business-as-usual roles where staff have been deployed to provide emergency support.

We also have a well-established and experienced Internal Surge Team, made up of staff from across the agency who can be swiftly redeployed to support priority work when the agency experiences a surge in demand. In 2021–22, the Internal Surge Team deployed on 6 occasions, with 15,000 staff playing a significant role in the agency’s response to a number of events. The team assisted with:

* emergency responses to the New South Wales and Queensland floods from February 2022
* telephony operations to support the Australian Electoral Commission during the 2022 federal election
* the delivery of COVID-19 Disaster Payment and PLDP in response to lockdowns and isolation requirements in the states and territories.

Where necessary we also draw on the APS Surge Reserve initiative to second staff from other government agencies to address increased demand. In 2021–22, the APS Surge Reserve deployed on 3 occasions, with over 1,750 staff from other APS agencies playing a significant role in the Government’s response to natural disasters and the COVID-19 pandemic.

## Payments and support following other emergency events

The agency provided support to customers affected by the following emergency events.

### MH17 Family Support Package

In 2021–22, we continued to deliver the MH17 Family Support Package on behalf of the Department of Foreign Affairs and Trade. This payment supports families of Australian MH17 victims to attend legal proceedings in the Netherlands. Due to COVID-19 pandemic travel restrictions, the payment was placed on hold for 2020–21 and much of 2021–22. Claims resumed on 11 April 2022 for travel periods between 1 July 2022 and 30 June 2023.

### Disaster Health Care Assistance Scheme

The Disaster Health Care Assistance Scheme helps with reasonable health-related out-of-pocket costs for people who have suffered an injury as a direct result of specific international acts of terrorism and natural disaster events. The declared events are:

* Balimed – bombing in Bali, Indonesia, 12 October 2002
* Tsunami – Indian Ocean tsunami, 26 December 2004
* London – bombing in London, United Kingdom, 7 July 2005
* Bali 2005 – bombing in Bali, Indonesia, 1 October 2005
* Dahab Egypt – bombing in Dahab, Egypt, 24 April 2006.

### Australian Victim of Terrorism Overseas Payment

The Australian Victim of Terrorism Overseas Payment is a one-off payment on behalf of the Department of Home Affairs to Australians who were harmed (primary victims) or had a close family member who died (secondary victims) as a direct result of a declared overseas terrorist act. During the year, the Australian Victim of Terrorism Overseas hotline answered over 2,300 calls. In 2021–22, claims totalling $225,000 were paid.

### National Security Hotline

The National Security Hotline is the single point of contact for people to report possible signs of terrorism or to request information. The agency provides surge assistance for the National Security Hotline on request from the Department of Home Affairs. We were not asked to assist with the hotline in 2021–22.

# Part 3 Summary of performance

# 3.1 Annual Performance Statement 2021–22

### Statement of preparation

As the accountable authority of Services Australia, I present the 2021–22 annual performance statement of Services Australia, as required under paragraph 39(1)(a) and (b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

In my opinion, the 2021–22 annual performance statement is based on properly maintained records, accurately presents the performance of Services Australia, and complies with subsection 39(2) of the PGPA Act.

Rebecca Skinner PSM

Chief Executive Officer

Services Australia

The Annual Performance Statement 2021–22 outlines the agency’s performance against its outcome, programs and performance criteria, as published in the Services Australia Corporate Plan 2021–22 and the Social Services 2021–22 Portfolio Budget Statements. Our performance results show our achievements against our purpose:

To support Australians by efficiently delivering high quality, accessible services and payments on behalf of government.

In 2021–22, we transitioned to a new outcome statement and key activity structure for performance reporting, which better reflects our transformation journey to become a leader in government service delivery, focused on the customer experience. To complement this new key activity structure, a suite of 7 agency-level strategic performance measures were developed, focused on driving the delivery of simple, helpful, respectful and transparent services to our customers.

# 3.2 Analysis of performance against purpose

In 2021–22, the agency implemented a suite of 7 strategic performance measures that reflect the breadth of the agency’s business and align with its purpose of supporting Australians by delivering high‑quality, accessible services and payments on behalf of government.

The performance outcomes of the strategic performance measures for 2021–22 are detailed from page 26. Of the 7 strategic performance measure results, we achieved 3, substantially achieved 2, and partially achieved 1. No target was set for our strategic performance measure 2, ‘Customer trust’, as we elected to use 2021–22 to baseline performance to establish a target for 2022–23.

As part of our commitment to ensuring transparency as we transition to solely reporting our performance against the 7 strategic performance measures from 2022–23, the performance results for the legacy 27 key performance indicators can be found at Appendix A on page 194.

In 2021–22, the agency once again demonstrated its flexibility and responsiveness to support Australians in need. We dealt with record service demand driven by the COVID-19 pandemic, flood events and other emergencies. Our performance outcomes reflect our prioritisation to address critical government priorities, including the design, build and delivery of the digital COVID-19 Vaccination Certificate, managing unprecedented claim volumes for people impacted by the pandemic, and responding to flood events in early 2022.

Meeting these challenges placed additional pressure on our people, processes and systems and directly impacted the momentum of our transformation, as we redirected resources to provide immediate critical services.

In response to the ongoing high service demand, new initiatives were introduced during the year aimed at streamlining processes and improving outcomes for customers. These included simplifying the online process for claiming Pandemic Leave Disaster Payment (PLDP); improving the myGov linking process to enable a tailored response in the event customers encounter an error; providing automatic processing for simple claims resulting in faster claim outcomes; and promoting identification security tools such as Voice Biometrics to improve customer privacy and security.

We achieved our payment quality target, demonstrating our ability to process payments and services within the agreed quality standard, based on the information provided to us at point of claim. We expanded our self-service options and the use of pre-filled customer data during the year, which helped to reduce errors and contributed to the payment quality performance result.

Although we fell short of achieving our target to serve customers within 15 minutes, we anticipate an improvement in our performance as demand for payments and services returns to more normal levels, compared to what we have experienced over the past 2 years. The agency recognises that it was an ambitious stretch target for us to achieve this year due to record numbers of calls answered and face-to-face contacts — the agency answered over 37.1 million calls and served around 9.3 million customers in service centres. The agency will reassess this target in 2022–23 against current projected demand to ensure the target is ambitious but realistic and capable of showing year-on-year improvement.

Digital system upgrades implemented throughout 2021–22 helped improve the online experience for our customers, particularly for those affected by the COVID-19 pandemic. The Report Employment Income function processed over 39.4 million reports electronically, with an information and communications technology accuracy rate of more than 99%.

Single Touch Payroll integration allowed customers to confirm pre-filled earnings income details from participating employers via this service, reducing customer transcription errors and improving the correctness of payments. Functionality enhancements were delivered to Medicare online accounts and the Express Plus Medicare mobile apps that enhanced customer access to their Immunisation History Statements and domestic and international digital COVID-19 Vaccination Certificates.

Our significant enhancements to technology provide a strong foundation for us to continue to simplify government services.

## Looking ahead

Our performance results will continue to inform how and where we need to prioritise work and focus our resources to meet the needs of our customers, including individuals impacted by unforeseen events such as emergencies and natural disasters.

As we refocus in 2022–23, we will ensure that the agency is best positioned to meet emerging customer needs and government priorities, while driving our service delivery modernisation initiatives to deliver high-quality, accessible services and payments to Australians.

Digital is now the preferred channel for most of our customers when they interact with the agency, and we anticipate this demand for digital will continue. We will maintain our focus on building capability to make it easy for customers to access the information, services and payments they need, when and where they need it.

In parallel to expanding and improving our digital service offer, we will continue to transform our face-to-face and telephony services to deliver tangible improvements to the customer experience. In particular, the uptake of digital services will allow staff to focus on providing more targeted support to vulnerable customers and those with complex needs.

Our continued focus on customer-centred improvements to our services will underpin our performance as we move forward.

## Performance measure summary of results

To better reflect our performance in a year of experiencing the largest demand for service and payments, the agency has assessed its performance outcomes against the following tolerance levels:

* Achieved: 100% of the performance target has been achieved
* Substantially achieved: ≥90–99.9% of the performance target has been achieved
* Partially achieved: ≥75–89.9% of the performance target has been achieved
* Not achieved: <75% of the performance target has been achieved.

The table below provides a summary of the performance outcomes for each of the strategic performance measure targets for 2021–22.

| **Strategic performance measure** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| Customer satisfaction | ≥85 out of 100 | 82.1 out of 100 | Substantially achieved |
| Customer trust | Establish a baseline | Baseline established | N/A(a) |
| Payment quality | ≥98% | 98.5% | Achieved |
| Customers served within 15 minutes | ≥80% | 68.4% | Partially achieved |
| Work processed within timeliness standards | ≥90% | 84.4% | Substantially achieved |
| Availability of digital channels | ≥98% | 99.7% | Achieved |
| Self-managed work completed digitally | ≥80% | 90.0% | Achieved |

(a) No target was established for strategic performance measure 2, ‘Customer trust’, as the agency elected to use the financial year to baseline performance to establish a target for 2022–23 and beyond. (refer to the Social Services 2022–23 Portfolio Budget Statements and Services Australia 2022–23 Corporate Plan.)

# 3.3 Strategic performance measure results

## Key activity 1 – Strategy and Corporate Enabling

### Strategic Performance Measure 1 – Customer satisfaction

To drive the agency’s performance to ensure all information and services provided is high-quality, timely and meet the needs of customers.

Results

| **Year** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| 2021–22 | ≥85 out of 100 | 82.1 out of 100 | Substantially achieved |

Analysis

The agency substantially achieved its target with a result of 82.1 out of 100.

The result was aggregated from a 6-driver model (see the ‘Satisfaction drivers’ table below), derived from customer survey responses from customers interacting with us via telephony, face-to-face, online and mobile application channels.

In 2021–22, we expanded the scope of the measure to include responses from health providers (including pharmacists, practitioners and practice managers).

| Channel | Results | Weighting |
| --- | --- | --- |
| Face-to-face | 87.3 | 7% |
| Mobile apps | 86.8 | 31% |
| Telephony | 80.7 | 17% |
| Online | 80.4 | 41% |
| Health providers | 60.5 | 4% |
| Total | 82.1 out of 100 | 100% |

The results in face-to-face and mobile app channels exceeded the target, driven by the agency’s ongoing focus on improving claim processing timeliness and making access to services easier and faster for Australians by modernising our services. Our ongoing focus on simplifying digital outcomes and improvements to our face-to-face environments, such as the Contemporary Service Centre model and Appointment Based Servicing, also supported the results (see Service delivery modernisation on page 43).

Customer satisfaction in the telephony channel substantially achieved our target. This can be attributed, in part, to the unprecedented demand for PLDP. Many people seeking payment had previously had little to no contact with the agency.

As a result, customers had to wait longer for a service, resulting in a drop in customer satisfaction – see the ‘Time to receive service’ driver result in the table below.

Numerous initiatives were implemented in 2021–22 to encourage digital options (see Digital services on page 44). Digital improvements – for example, Voice Biometrics authentication combined with Interactive Voice Response technology – helped to elevate demand in the telephony channel. This enabled us to provide information to customers through targeted, tailored and personal messaging, which meant they could conduct their business without having to speak to a staff member. We also increased our use of pre-filled data options for customers to deliver faster claim outcomes. However, the demand on telephony channels this year from Australians seeking support services was exceptional. The agency answered over 37.1 million calls – 6 million more calls than in 2020–21.

For more information see Strategic Performance Measure 4 – Customers served within 15 minutes on page 33.

The result for health providers can be attributed to the pressure placed on the health professional sector in 2021–22 due to the COVID-19 pandemic. There was a significant increase in the number of Medicare claimed services completed (511 million in 2021–22 compared to 471 million in 2020–21). However, we are anticipating that the result will improve as we continue to work with our health providers to implement initiatives such as:

* the Digital Provider Improvements Project, which will improve the health professional experience by building contemporary digital options for health professionals to apply for Medicare provider numbers.
* the Track and Monitor Care Plan, which will make it easier for health professionals and vulnerable people to manage care plans, delivering simple and intuitive self-service options that will help providers spend less time on the phone to the agency and more time providing health care to patients.

The table below provides the satisfaction driver results for the financial year.

| Satisfaction drivers | Results |
| --- | --- |
| Perceived quality | 82.3 |
| Personalised service | 83.7 |
| Communication | 85.9 |
| Time to receive service | 77.0 |
| Fair treatment | 87.3 |
| Effort | 80.0 |

Reference

2021–22 Portfolio Budget Statements, page 237

2021–22 Corporate Plan, page 17

Data source

External survey provider

Calculation formula

(A Result × A Weighting) + (B Result × B Weighting) + (C Result × C Weighting) + (D Result × D Weighting) + (E Result × E Weighting)

A = Online channel

B = Mobile apps channel

C = Telephony channel

D = Face-to-face channel

E = Health provider channel\*

The result is calculated by adding all weighted channel average scores. Scores are calculated from the customer survey responses. The weighting is derived from transactional volumes from the previous financial year.

\* ‘Health provider’ is reported as a ‘channel’ because the agency is unable to accurately determine the appropriate channel used by the individual surveyed providers due to data constraints.

Calculation variable

Based on the responses provided to the driver of satisfaction questions, an index score ranging from 0 to 100 is established for every single survey respondent. All survey questions align to the 6 drivers and are measured on a 5-point scale, with 3 being neutral.

| Customer response | Index score |
| --- | --- |
| 1 out of 5 | 0 out of 100 |
| 2 out of 5 | 25 out of 100 |
| 3 out of 5 | 50 out of 100 |
| 4 out of 5 | 75 out of 100 |
| 5 out of 5 | 100 out of 100 |

Notes and definitions

* The performance measure is objective and not biased. The performance measure is based on the customers’ surveyed perceptions of the agency and is used to improve the quality of services provided to our customers. The margin of error is less than 5 index points.
* A total of 207,465 customers completed this survey in 2021–22.
* The scope of the measure does not include aged care providers. This falls in the remit of the Department of Health.
* Surveys are undertaken via automated Interactive Voice Response (post-call survey), online, or via outbound interviews conducted by the agency’s external provider.

### Strategic Performance Measure 2 – Customer trust

To drive the agency’s performance to ensure that our customers trust the information and advice provided, and that their data is secure, appropriately managed, and used ethically.

Results

| **Year** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| 2021–22 | Establish a baseline | 77.9 out of 100 | Baseline established |

Analysis

The agency achieved an annual customer trust result of 77.9 out of 100. This result supported the agency in establishing a target for 2022–23 and beyond (refer to Services Australia Corporate Plan 2022–23).

The result was aggregated from a 6-driver model (see the ‘Trust drivers’ table below), derived from customer survey responses from customers interacting with us via telephony, face-to-face, online and mobile app channels.

In 2021–22, we expanded the scope of the measure to include responses from health providers (including pharmacists, practitioners and practice managers).

| Channel | Results | Weighting |
| --- | --- | --- |
| Telephony | 82.9 | 17% |
| Face-to-face | 80.5 | 7% |
| Online | 75.4 | 41% |
| Mobile apps | 79.2 | 31% |
| Health providers | 68.0 | 4% |
| Total | 77.9 out of 100 | 100% |

In 2021–22, the agency implemented a number of initiatives aimed at streamlining processes and increasing customer trust, providing the capacity and capability to manage the increased demand from customers claiming Australian Government Disaster Recovery Payment, Disaster Recovery Allowance, and PLDP. These initiatives included:

* simplifying the online process for claiming PLDP, removing the need for customers to upload a PDF version of their application
* making improvements to myGov linking so that customers can ask about specific myGov errors and receive a tailored response
* fine-tuning our online claim processing, including allocating straightforward claims that meet eligibility criteria for straight-through processing, freeing up staff to process more complex claims and providing customers with faster claim outcomes
* promoting Voice Biometrics features for customers, providing more identification security and increasing customer trust
* deploying improved information and messaging around obtaining COVID-19 Vaccination Certificates in all Services Australia, Express Plus mobile app and online claim processes.

The table below provides the trust driver results for the financial year.

| Trust drivers | Results |
| --- | --- |
| Integrity | 79.9 |
| Responsiveness | 75.3 |
| Openness and honesty | 80.9 |
| Reliability | 77.4 |
| Fairness | 76.7 |
| Personal data security | 78.1 |

Reference

2021–22 Portfolio Budget Statements, page 237

2021–22 Corporate Plan, page 17

Data source

External survey provider

Calculation formula

Refer to the Strategic Performance Measure 1 calculation formula on page 28.

Notes and definitions

* The performance measure is objective and not biased. The performance measure is based on the customers’ surveyed perceptions of the agency and is used to improve the quality of services provided to our customers. The margin of error is less than 5 index points.
* A total of 72,262 customers completed this survey in 2021–22.
* The scope of the measure does not include aged care providers. This falls in the remit of the Department of Health.
* Surveys are undertaken via automated Interactive Voice Response (post-call survey), online or via outbound interviews conducted by the agency’s external provider.

## Key activity 2 – Customer Services Delivery

### Strategic Performance Measure 3 – Payment quality

To drive the agency’s performance to ensure our processes deliver high-quality, accurate and reliable payments to customers.

Results

| **Year** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| 2021–22 | ≥98% | 98.5% | Achieved |

Analysis

The agency achieved its target with a result of 98.5%.

The result demonstrates the agency’s ability to process payments and services within the agreed quality standard based on the information provided by customers at point of claim. To reduce the possibility of administrative error and to support the delivery of high-quality payments, the agency continues to focus on expanding self-service options for customers and the use of customer pre-filled data.

The performance result demonstrates the agency’s ability to pay the right person the right payment at the right time — in particular, in a year that involved a major response to customers in need during emergencies and the ongoing COVID-19 pandemic.

Program results

| Program results | Correctness rate | Weighting factor |
| --- | --- | --- |
| Social Security and Welfare | 98.9% | 67.7% |
| Health | 97.7% | 32.3% |
| Total | 98.5% | 100% |

Weighting calculations

| Weighting factor | Financial outlays ($) | % of total outlay |
| --- | --- | --- |
| Social Security and Welfare | $152,245,761,880 | 67.7% |
| Health | $72,695,110,181 | 32.3% |
| Total | $224,940,872,062 | 100.00% |

The agency has undertaken analysis to determine areas to further improve quality within the Health program. It identified that rapid training to cross-skill staff to meet the demand from COVID-19 had increased the number of errors identified. It is expected that, as staff proficiency levels increase, our Health quality results will improve to meet the target of 98%.

Reference

2021–22 Portfolio Budget Statements, page 237

2021–22 Corporate Plan, page 18

Data source

Social Security and Welfare (SSW) data – Random sample survey (RSS)

Results System

Health data – Data mining (Medicare Quality Control System, also known as QBBI)

Calculation formula

(A×B) + (C×D)

A = SSW correctness rate (RSS)

B = SSW weighting factor

C = Health correctness rate (QBBI)

D = Health weighting factor

Calculated by adding the weighted SSW quality score (RSS) to the Health quality score (QBBI). The weighting methodology is derived from total financial outlays for the same reporting period.

Notes and definitions

* The scope of this performance measure is limited to:
* SSW: payments which are included in the RSS program
* Health: Medicare Benefits Schedule (MBS) manually and automatically processed and paid services
* Child Support: excluded from the scope of this performance measure on the basis that it does not currently have comparable data.
* In 2021–22 the agency completed a total of 18,901 RSS reviews covering the following 13 social welfare payments, representing 97% of social welfare outlays:
* ABSTUDY
* Age Pension
* Austudy
* Carer Payment
* Carer Allowance
* Disability Support Pension
* Family Tax Benefit
* Parenting Payment Partnered
* Parenting Payment Single
* Youth Allowance (JobSeeker)
* Youth Allowance (Student)
* JobSeeker Payment
* Special Benefit
* A total of 220.4 million manually processed and 291 million automatically processed and paid Health services were used to calculate the Health correctness rate, for a total of 511.6 million Health services delivered in 2021–22.
* A total of 146,819 randomly sampled manually processed Health items were quality checked.
* Manually processed and paid services include:
* Medicare Manual and those submitted digitally that require operator intervention
* Medicare Eligibility Enrolments
* Medicare Safety Net registrations
* Automatically processed and paid services include Bulk-Bill, Patient Claim and Simplified Billing Services submitted digitally.

### Strategic Performance Measure 4 – Customers served within 15 minutes

To drive the agency to provide customers with timely access to the services and support they need to get on with their lives.

Results

| **Year** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| 2021–22 | ≥80% | 68.4% | Partially achieved |

Analysis

The agency partially achieved its target with a result of 68.4%.

Our 2021–22 performance was significantly affected by the ongoing impact of the COVID-19 pandemic and the high demand for payments and services. These included PLDP and emergency payments as the agency supported the Government’s response to flood events in New South Wales and Queensland and the effects of illness and isolation on our workforce as a result of the COVID-19 pandemic.

The agency served the highest number of telephony customers in a year — over 37.1 million calls were answered and over 9.3 million customers were served in service centres. This includes the agency answering around 400,000 calls supporting the New South Wales and Queensland flood events, 2 million calls related to COVID-19 payments and services, and 1.4 million calls assisting customers to access their COVID-19 Vaccination Certificates.

The agency also provided telephony support for other government agencies, including the Department of Foreign Affairs and Trade, the Australian Bureau of Statistics (Census 2021) and the Australian Electoral Commission (2022 federal election), for a total of over 1.1 million calls.

For more information see Telephony on page 45; and Service centres on page 47.

The table below summarises the agency’s face-to-face and telephony performance for customers served within 15 minutes in 2021–22.

| Results by channel and program | Social Security and Welfare | Health customer | Health provider | Health PBS authorities | Child Support |
| --- | --- | --- | --- | --- | --- |
| Face-to-face | 77.5% | 75.4% | N/A\* | N/A\* | N/A\* |
| Telephony | 55.9% | 67.3% | 95.6% | 99.9% | 94.5% |
| Total | 60.2% | 68.7% | 95.6% | 99.9% | 94.5% |

\* Face-to-face customer contacts do not occur for these programs.

Reference

2021–22 Portfolio Budget Statements, page 237

2021–22 Corporate Plan, page 18

Data source

Telstra Computer Telephony Interface files

SAPUI5 Front of House application information

Calculation formula

(A+B+C) / (C+D+E+F) (represented as a percentage)

A = Calls answered in 15 minutes

B = Face-to-face Virtual Wait Room (VWR) contacts served in 15 minutes

C = Resolved face-to-face enquiries

D = Total customer terminated calls over 5 minutes

E = Total calls answered

F = Total face-to-face VWR contacts served

Notes and definitions

* The scope of this measure includes customers served in both telephony and face-to-face channels. Wait times for telephony commence when the customer enters the telephony queue to speak to a service officer and face-to-face wait time begins once customers are booked into the VWR.
* Calls transferred internally between telephony queues are counted as separate telephone calls with separate wait times that are included in the calculation for this measure.
* Resolved face-to-face enquiries are those where customers are served by a service officer at first point of contact upon entering the service centre and are not required to be signed into the VWR.
* The scope of this measure excludes:
* telephone calls that terminate in less than 5 minutes. This is because the agency considers that the customer’s decision to abandon the call was unlikely to have been a result of the agency’s service delivery (for example, their query was addressed by the Interactive Voice Response or they were unwilling to wait a reasonable duration)
* face-to-face abandons. The agency has no means to identify when the customer has left the service centre, so the time to abandon is based on when the service officer records it as abandoned, not when the customer has left. On this basis, there was no means to exclude abandons at a particular time interval (for example, for identifying good and bad abandons). Therefore, it was decided to exclude them altogether.

### Strategic Performance Measure 5 – Work processed within timeliness standards

To drive the timely processing of work to ensure customers receive the right payment at the right time based on the information they provide to the agency.

Results

| **Year** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| 2021–22 | ≥90% | 84.4% | Substantially achieved |

Analysis

The agency substantially achieved its target with a result of 84.4%.

The result in 2021–22 was impacted by the ongoing COVID-19 pandemic; the high demand for payments and services, including emergency payments as the agency supported the Government’s response to the flood events in New South Wales and Queensland; and the effects of illness and isolation on our workforce as a result of COVID-19.

During the year, the agency processed over 525 million claims, benefits, services, and registrations as part of this measure. This included over 2 million claims for support from Australians impacted by the New South Wales and Queensland flood events and over 10.2 million claims related to the COVID-19 pandemic.

The agency continues to expand its digital services, including self-service options and the use of customer pre-filled data, in order to process claims as quickly as possible and provide customers with simple, helpful, respectful, and transparent payments and services.

| Work types | Claims processed within standard |
| --- | --- |
| Social Security and Welfare | 81.7% |
| Health | 84.5% |
| Child Support payments | 92.0% |
| Emergency payments | 80.0% |

Reference

2021–22 Portfolio Budget Statements, page 237

2021–22 Corporate Plan, page 18

Data source

Enterprise Data Warehouse

Calculation formula

A / B (represented as a percentage)

A = Work processed within timeliness standards

B = Total work processed

The result is calculated by dividing all work processed within their individual processing standards by the total work processed. Currently, this includes 39 work types.

Notes and definitions

* No direct comparison should be made between this strategic performance measure and the legacy key performance indicators for SSW, Health and Child Support ‘Achievement of processing service level standards: claims processed within standard’ as reported in Appendix A on pages 195 and 201. This is because this strategic measure covers a larger portion of the agency’s business, including more payment types, in comparison to the key performance indicators.
* The scope of this performance measure is limited to work types with an agreed timeliness standard. Any work types without an agreed timeliness standard are excluded from the scope of this performance measure. As new timeliness standards are agreed with partner agencies, the measure will be updated to incorporate these new work types.

## Key activity 3 – Technology and transformation

### Strategic Performance Measure 6 – Availability of digital channels

To drive the agency to ensure that our digital services are stable and available for customers to use when they need them.

Results

| **Year** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| 2021–22 | ≥98% | 99.7% | Achieved |

Analysis

The agency achieved its target with a result of 99.7%.

The result highlights that the agency’s information and communications technology (ICT) systems were available throughout the year for customers to manage their business with the agency in a simple and timely manner.

To improve the customer experience, the agency implemented a number of significant changes and service enhancements to its ICT systems. Most notable were:

* upgrades to the Australian Immunisation Register and other health systems to support COVID-19 vaccination recording and processing, including COVID-19 Vaccination Certificate generation
* enhancements to Medicare online accounts and Express Plus Medicare mobile apps to enable customers to manage their Medicare business online
* a new ‘Click to Call’ feature in Express Plus Centrelink mobile apps allowing customers who encounter certain errors while reporting their income to ‘Call us now’, resulting in a streamlined digital journey between the Express Plus Centrelink mobile apps and telephony channels.

The agency is committed to providing customers with 24-hour access to our digital channels in order to support customer mobility and accessibility and provide an improved customer experience.

The table below outlines the program level results for this measure.

| Program | Availability of digital channels |
| --- | --- |
| Social Security and Welfare | 99.6% |
| Health | 99.8% |
| Child Support | 99.8% |

Reference

2021–22 Portfolio Budget Statements, page 238

2021–22 Corporate Plan, page 19

Data source

Internal data sources, including incident records, problem records and scheduled maintenance periods, are used to calculate the availability result.

Calculation formula

A / B (represented as a percentage)

A = Service uptime (sum of availability window of digital channels minus sum of outage time of digital channels)

B = Availability window (sum of total service hours of digital channels minus sum of scheduled maintenance periods)

The result is calculated by dividing the total hours of service uptime by the total hours in the availability window. It excludes scheduled maintenance periods and planned outages.

Notes and definitions

* Availability: the amount of time digital channels and supporting systems are operating correctly to support 24/7 customer access to digital channels.
* Outage time: a confirmed disruption to digital channels.

### Strategic Performance Measure 7 – Self-managed work completed digitally

To drive the agency to develop and deliver services that enable customers to manage their own business digitally, where possible.

Results

| **Year** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| 2021–22 | ≥80% | 90.0% | Achieved |

Analysis

The agency exceeded its target with a result of 90.0%, with 667 million tasks self-managed by customers in digital channels.

This strong result is primarily driven by regular tasks that customers undertake online in high volumes, including:

* Social Security and Welfare: stimulating payments by completing reporting statements when reporting no earnings (26 million, of which 93% were self-managed)
* Health: Pharmaceutical Benefits Scheme scripts (331 million, of which 100% were self-managed)
* Child Support: updating customer details (0.4 million, of which 24% were self-managed).

The agency has continued to expand its digital service offer to enable customers to self-manage their business at a time and in a manner that is convenient to them.

The result has improved this year due to initiatives such as:

* Interactive Voice Response, which provides authentication and personalised, tailored services
* messages when customers log into their mobile app reminding them to check and update details relating to the end of financial year
* individual and campaign SMS promoting digital services
* information and promotion of online claiming within the Provider Registration Package for new medical practitioners
* individual support and promotion to low or non-digital users
* individual support and promotion to rural and remote customers.

Tasks with the greatest improvement in the 2021–22 period include:

* Health: confirming a family for Medicare Safety Net (increased proportion self-managed by 66 percentage points)
* Social Security and Welfare: emergency relief claims (increased proportion self-managed by 59 percentage points)
* Child Support: payment updates (increased proportion self-managed by 10 percentage points).

The agency remains focused on increasing customer uptake of self-managed digital services in order to support improved customer experience and operational efficiencies. This has the additional benefit of freeing up staff time to support more complex claims and enquiries being served in both face-to-face and telephony.

| **Program** | **Digital task availability(a)** | **Customer uptake of digital options(b)** | **Self-managed work completed digitally** |
| --- | --- | --- | --- |
| Social Security and Welfare | 82.8% | 84.2% | 69.7% |
| Health | 99.3% | 95.6% | 95.0% |
| Child Support | 53.6% | 34.1% | 18.3% |
| Total | 96.1% | 93.6% | 90% |

(a) Digital task availability is the proportion of tasks that were able to be self-managed by customers through digital channels over the total tasks completed.

(b) Customer uptake of digital options is the proportion of customers who chose to self-manage through digital channels where available.

Reference

2021–22 Portfolio Budget Statements, page 238

2021–22 Corporate Plan, page 19

Data source

Business Activity Reporting and Analytics data extracted from the Electronic Data Warehouse

Calculation formula

A / B (represented as a percentage)

A = Total volume of tasks self-managed by customers in digital channels

B = Total volume of tasks completed

Notes and definitions

* A ‘task’ is a discrete and identifiable process related to a customer or their record. A task may be an interaction with a customer (for example, a phone call where no other tasks were completed during the call), an interaction with a customer’s record (for example, processing a customer’s claim), or a transaction completed by the customer digitally or with staff assistance (for example, updating a phone number).
* Self-managed tasks are completed by customers through these digital channels:
* customer online accounts
* Express Plus mobile apps
* Interactive Voice Response.

# Part 4 Service delivery modernisation

Services Australia is focused on improving the way we deliver services and payments, with the goal of becoming a world leader in government service delivery by 2025.

We are improving our systems and capabilities across the agency and making it easier for customers to deal with us, whether they do so through digital, telephony or face-to-face channels.

# 4.1 Simplifying services

## Improving customer experiences

In 2021–22, during a year of emergencies and disasters, we continued to drive our service delivery modernisation initiatives to make it easier for people to access government services and payments.

We have made it easier for customers to interact with us and to access more information and services through a range of products. Improvements to our website and digital experience have been personalised to customer needs and circumstances. By offering services designed around customer life events, we will deliver simple, connected services to all Australians.

We have undertaken extensive work towards linking services across government. Customers have told us they expect government to offer them timely and personalised services. We have identified opportunities and actions to improve our services based on customer circumstances.

## Digital services

Customer expectations of service delivery have changed significantly over recent years. Our data shows that digital is now the preferred channel for the majority of our customers. We have continued to enhance our digital service offer to meet customers’ expectations and preferences.

We are increasing the number of personalised messages available and streamlining access to the services customers need most. We will continue to deliver connected services, making it simpler for our customers to interact with us.

Our focus on easier and more secure ways for customers to verify and authenticate their identity meant that customers who needed to access services remotely during COVID-19 pandemic lockdowns were able to do so (see *Identity management* on page 107). We implemented new technologies to support this, including Interactive Voice Response (IVR), videoconferencing for appointments, and Voice Biometrics (see Voice Biometrics and Interactive Voice Response on page 46).

Our digital transformation has enabled online claiming and supported processing. We have enabled automated processing for a number of claim types, allowing simple online claims to be processed end-to-end without staff intervention. This has allowed the agency to process record claim volumes through the COVID-19 pandemic and respond to other surges in demand, to quickly get money into customers’ bank accounts.

The high demand for digital services is expected to continue in the long term. This increasing uptake of digital services for simple and routine transactions frees up our staff to provide more targeted support to customers with complex needs.

A key enabler of digital services is the Enhanced myGov program, which is being delivered by the agency. The program will drive the connection and seamless experience of services across government (see Enhanced myGov on page 51).

## Telephony

We have significant telephony capability and are modernising our telephony services to ensure we can continue to deliver high-quality services for customers.

Our telephony services are increasingly being used to support our digital self-service channels. For example, our staff support customers to access convenient self-service options, including Express Plus mobile apps and online services.

People can contact us using phone services delivered through our nationwide network of Smart Centres. Our Smart Centre staff are skilled across multiple areas, enabling the agency to respond quickly to meet surges in demand. During 2021–22, this meant staff could take calls and process claims from Australians affected by emergencies, including the 2022 New South Wales and Queensland floods and the COVID-19 pandemic.

For customers in areas highly affected by the 2022 New South Wales and Queensland floods, the agency provided an intensive wraparound service, including outbound contact to customers to support their claims for disaster payments and to provide information on other support services and payments.

We also provided telephony support for other government agencies, including for the Department of Foreign Affairs and Trade, the Australian Bureau of Statistics (Census 2021) and the Australian Electoral Commission (2022 federal election).

## Voice Biometrics and Interactive Voice Response

Voice Biometrics is an essential capability designed to support seamless customer interactions. It is the foundation for delivering a more integrated service delivery experience and building customer confidence to self-serve. When calling, voice authentication confirms a customer’s identity, enabling tailored and personalised messaging and faster access to the service they need. Authentication via voiceprint is similar to, and as secure as, a fingerprint.

Voice Biometrics and IVR are connected technology, providing authentication and personalised, tailored services. Together they deliver a smarter and more integrated service, reducing the number of calls that end with service officer assistance by delivering personalised and automated services when appropriate.

Over 50% of Centrelink call traffic has Voice Biometrics capability available. This enables the customer to save their voiceprint with us so that they can use it in future calls. For customers who require staff assistance, the information obtained through Voice Biometrics allows the customer’s call to be effectively directed to suitably skilled staff. When staff support is required, each phone call using a voiceprint is 45 seconds faster.

In August 2021, Voice Biometrics technology expanded from Centrelink to Child Support services. Customers who use a voiceprint to access Centrelink services can now use that same voiceprint when calling about Child Support. Voiceprint authentication is also enabled on the Debt Recovery, Emergency and Online Services support lines.

During 2021–22, Voice Biometrics enabled us to authenticate over 56,000 calls per working day (across all lines) and authenticate more than 39% of all calls to Centrelink main business lines. Between August 2021 and June 2022, Voice Biometrics also enabled authentication of over 450 Child Support calls per working day. This is 11.4% of Child Support call volume. This is an important step towards delivering a consistent experience across all of our services.

## Service Centres

Our face-to-face services remain a critical part of our integrated service offer. We have an extensive face-to-face presence across Australia, with 318 service centres and nearly 576 agents and access points (see Agents and access points on page 87).

We are transforming our face-to-face service centres to better support customers. We are continuing to modernise and improve these services to ensure they meet customer needs and expectations, including those of vulnerable customers and people who require additional support. Improvements include:

* a new service environment that aligns with our approach to service delivery
* the ability for Centrelink customers to book an appointment if they need to speak with our team face-to-face or over the phone
* digital coaching appointments to help customers use our digital services
* updated self-service facilities offering options for customers to use onsite computers in a seated area or use tablet devices for quicker transactions
* mobile device charging points to complement free Wi-Fi, making it easier for customers to connect using their own devices
* the opportunity to provide real-time survey feedback on the customer experience. Over 952,000 customer surveys were completed in 2021–22, providing in-the-moment feedback to improve our services.

We conducted around 1.6 million appointments with Centrelink customers who chose to access services by appointment in 2021–22, reducing their wait time in a service centre and allowing them to get on with their day.

Our video chat pilot was expanded in 2021–22, further reducing the need for customers to visit a service centre. Video chat is a service that links customers and staff through a secure appointment. Customers can access this appointment through their myGov account, on their own device, at a location that is convenient to them. The agency now operates 2 virtual service centres and has completed around 82,000 video chat appointments.

We are supporting increased cooperation between government service delivery partners, allowing more customers to access government services from a single location. We provide support for customers to access Medicare, Centrelink, Department of Veterans’ Affairs (DVA) and My Aged Care services in all our service centres.

Our mobile service centres have been modernised and are providing support in regional, rural and remote communities (see Mobile service centres on page 88). We have partnered with state government and other Australian Government agencies to provide ‘side-by-side’ mobile servicing so that regional and remote communities can access an extended range of services in a single location at one time.

The modernisation of our service centres enables us to deliver services in new and more convenient ways, making services more accessible to people who need our assistance.

# 4.2 Welfare Payment Infrastructure Transformation Programme

The Welfare Payment Infrastructure Transformation (WPIT) Programme, completed in 2021–22, has transformed the way the government administers, and the agency delivers, welfare services to Australians. Over a 7-year program of transformation, the WPIT Programme has delivered capabilities to improve the customer experience, enhance staff-facing systems and deliver re-usable capability for government. In doing so, it has also enabled replacement of components of legacy capability and modernised this critical national infrastructure.

The capabilities developed by the WPIT Programme have enabled us to support the Government’s response to the COVID-19 pandemic and natural disasters and emergencies:

* The customer experience has been modernised and simplified through digital enhancements, making better use of data to pre-fill forms, improving self-service capabilities and enabling quicker claim processing.
* Staff have been empowered through the transition of new claim and non-new claim processing capability into an intuitive single staff interface, reducing the need to switch between multiple systems. Staff now have consistent processes across payment types for claims and circumstances updates, increasing their ability to support complex cases and vulnerable customers most in need.
* The government now has third-party data exchange capabilities, re-usable frameworks for information collection, re-usable payment delivery capability, and improved payment accuracy through better use of data (student data, payroll data and so on).

We are now processing 90% of all Centrelink payments (by volume) through the new payment delivery capability.

The WPIT Programme has delivered value in 4 stages:

* Tranche 1 delivered digital enhancements to create an interactive self-service online customer experience and established frameworks for data exchange. Simulation products were created for staff to interact with Centrelink online and through apps, allowing them to see what customers experienced.
* Tranche 2 transformed the delivery of student payments and developed foundational capabilities required to support the future delivery of welfare payments. This tranche finalised the new design and initiated fundamental work required to move from legacy technology.
* Tranche 3 improved the customer experience, with a focus on transforming the way payments for job seekers, carers, older Australians and people with disability are delivered. It launched the new JobSeeker Payment; the Payment Utility platform, which can deliver combined, same-day payments; straight-through processing capability for faster claiming; and enhanced data exchange (for example, with the Australian Taxation Office). This has been critical in supporting the agency’s COVID-19 response.
* Tranche 4 improved customer interactions by delivering a single staff interface and increasing straight-through processing capability. It delivered Single Touch Payroll (STP) functions and streamlined collection of student information through better use of data. It also continued to provide capability that can be re-used across government.

The conclusion of the WPIT Programme marks the end of a significant transformation that has delivered capability and technology that the Government can use to achieve its service delivery ambitions.

The WPIT Programme has transformed the way we do business and has improved our systems, enabling the delivery of services that are simple, helpful, respectful and transparent.

# 4.3 Simplifying employment income reporting

Amid the uncertainty of the COVID-19 pandemic, the lives of many Australians have become more complicated, particularly when it comes to their work and finances. The agency is helping customers by making employment income reporting as simple as possible.

## Single Touch Payroll

Single Touch Payroll (STP) is an Australian Government initiative to reduce employers’ reporting burden. With STP, employers report employee payroll information such as salary and wages, allowances, pay-as-you-go withholdings, and superannuation deductions, to the ATO. Where an employee is a mutual client of the ATO and Services Australia, the employee’s payroll information is shared with us to:

* pre-fill employment income reports for our customers
* provide ways to remind customers to update their family income estimates. We now send SMS and email messages to customers when STP data shows that their family income estimate may be too low, they have a new job or their employment has changed
* establish child support deductions from an employee’s pay more efficiently where it is appropriate to do so.

Customers are benefiting from faster employment income reporting as we pre-fill details we already know. Customers also need to contact us less frequently because STP data provides the information we previously needed to confirm online or with a phone call.

# 4.4 Health delivery modernisation

Under the Health Delivery Modernisation Program, we have continued work to stabilise and modernise the health payments system that supports Medicare, the Pharmaceutical Benefits Scheme and other health-related programs.

We are making critical information and communications technology (ICT) investments to ensure the continuity and security of health payments, services and data for all Australians, health care professionals and businesses, while also delivering regular improvements to the digital user experience and reducing the regulatory burden. User improvements delivered in 2021–22 include:

* 2 new event-based digital services for Medicare customers, ‘Relationship change’ and ‘Children in and out of care’, which allow customers and their children to move from one Medicare card to another without needing to visit a service centre or complete a paper form
* new web services for health care professionals to interact electronically and claim digitally with Medicare more securely and efficiently
* enhanced online claiming functionality for Medicare customers.

# 4.5 Veteran Centric Reform

Veteran Centric Reform, which commenced in 2017–18, is a multi-year transformation to improve services for veterans and their families by providing DVA with a modern ICT platform, boosting digital, telephony and face-to-face services and data capability. The measure supports DVA’s transformation to improve the wellbeing of veterans and their families through a focus on early access to services, preventative health approaches, and care for veterans with complex circumstances.

The agency has partnered with DVA to support this ongoing transformation. We are also re-using capabilities developed through the WPIT Programme to transform DVA’s services and systems.

Veteran Centric Reform improvements delivered in 2021–22 include:

* enhanced functionality in the online system MyService, making more information available to veterans online
* enhanced functionality in staff processing systems, giving DVA staff access to a faster, more reliable system for claims and processing
* increasing the number of letters made available in the myGov Inbox, making it easier for veterans to access their correspondence and reducing the amount of paper mail sent by DVA.

We will continue to work collaboratively with DVA as a strategic partner to support DVA’s ongoing transformation.

# 4.6 Enhanced myGov

myGov is a reliable and secure way for people to access Australian Government services online. On 1 July 2021, we began the Enhanced myGov Program.

People’s expectations of digital services have increased. In response, we are leading the development of an enhanced myGov service that will deliver a simpler and more tailored experience for Australians based on their preferences and interactions. Enhanced myGov will be backed by digital identity to provide a consistent, simplified, secure and personalised experience for people interacting with government services. Its design will be intuitive and personalised for every Australian and will make it quicker and more cost-effective for government to deliver services. We are working to transition to the Enhanced myGov service during 2022–23.

The Enhanced myGov service will allow for sustained change through a safe, secure, extensible and reusable digital platform. It will also enable government services to be more adaptive and responsive when there is increased demand for payments and services during emergencies.

# Part 5 Delivering payments and services to our customers

As the Australian Government’s main service delivery agency, Services Australia is responsible for delivering payments and services on behalf of government policy departments. The range of payments and services we deliver is so broad that we regard all Australians as our customers.

We provide advice to government on service delivery and we collaborate with other agencies, providers and businesses to ensure convenient, accessible and efficient services for individuals, families and communities. We are working closely with state, territory and Australian Government partners to ensure that people can access the service they need.

This section details the payments and services we delivered in 2021–22 across social security and welfare, health, child support, targeted support for particular groups and issues, and supporting people to manage their money.

# 5.1 Social Security and Welfare

Table 2 shows that in 2021–22 the agency processed around 4.6 million claims for social security and welfare. Of these, around 3 million claims were granted and just over 1.5 million were rejected.

**Table 2:** Claims finalised in 2021–22

| **Payment type** | **Claims** | **Granted** | **Rejected** |
| --- | --- | --- | --- |
| ABSTUDY | 28,500 | 22,900 | 5,600 |
| Additional Child Care Subsidy | 114,400 | 93,400 | 21,000 |
| Age Pension | 144,400 | 117,900 | 26,500 |
| Assistance for Isolated Children | 7,000 | 5,300 | 1,700 |
| Carer Payment and Carer Allowance | 175,400 | 117,400 | 58,000 |
| Child Care Subsidy | 357,600 | 335,200 | 22,400 |
| Crisis Payment | 1,427,000 | 728,500 | 698,500 |
| Dad and Partner Pay | 116,000 | 102,400 | 13,600 |
| Disability Support Pension | 98,700 | 45,900 | 52,800 |
| Double Orphan Pension | 110 | 80 | 30 |
| Family Tax Benefit | 403,100 | 299,200 | 103,900 |
| JobSeeker Payment | 653,000 | 419,800 | 233,200 |
| Low Income Card | 138,000 | 83,500 | 54,500 |
| Mobility Allowance | 6,500 | 1,200 | 5,300 |
| Paid Parental Leave | 317,000 | 292,500 | 24,500 |
| Parenting Payment | 127,700 | 78,900 | 48,800 |
| Pensioner Education Supplement | 32,600 | 23,000 | 9,600 |
| Seniors Health Card | 60,400 | 50,400 | 10,000 |
| Special Benefit | 24,800 | 9,600 | 15,200 |
| Stillborn Baby Payment | 1,760 | 900 | 860 |
| Youth Allowance (JobSeeker) | 105,000 | 59,000 | 46,000 |
| Youth Allowance Student and Austudy | 232,000 | 149,500 | 82,500 |
| Total | 4,570,970 | 3,036,480 | 1,534,490 |

Note: Rounding has been applied.

## Older Australians

Age Pension is an income support payment for eligible older Australians. It also gives customers a Pensioner Concession Card that provides access to a range of concessions.

Age Pension is income and assets tested, with entitlement assessed under the social security income and assets tests. As at 30 June 2022:

* there were approximately 2.55 million Age Pension customers
* 66.7% of Age Pension recipients received the full-rate pension and 32.8% received a part-rate pension, based on their income and assets.

In 2021–22, $51.3 billion was paid in Age Pension payments.

## Carers

### Carer Payment

Carer Payment is an income support payment for carers who, because of the demands of their caring role, are unable to support themselves through substantial employment.

To be eligible for Carer Payment, a carer must be providing constant care for either:

* an adult or child with disability or severe medical condition
* an adult who is frail aged.

In 2021–22, $6.6 billion was paid in Carer Payment.

### Carer Allowance

Carer Allowance is an income supplement for people who provide additional daily care and attention for either:

* an adult or child with disability or a severe medical condition
* an adult who is frail aged.

Carer Allowance is income tested but is not taxable or assets tested.

In 2021–22, $2.5 billion was paid in Carer Allowance.

## People with disability

### Disability Support Pension

Disability Support Pension (DSP) is an income support payment for people with a permanent physical, intellectual or psychiatric condition that prevents them from working.

In 2021–22, $18.4 billion was paid in DSP.

On 18 February 2022, the Senate Community Affairs References Committee tabled its report on the purpose, intent and adequacy of the DSP. The report noted policy and service delivery matters raised in the Senate inquiry submissions and witness testimony and made 30 recommendations. The agency supported the Department of Social Services in preparing the Australian Government’s response, outlining how the agency is continuing to improve its services for people with disability.

In December 2021, the Australian Government launched Australia’s Disability Strategy 2021–2031, developed by all levels of government in partnership with people with disability, their families, carers and representatives. The strategy supports Australia’s commitment under the United Nations Convention on the Rights of Persons with Disabilities and recognises that all levels of government are responsible for supporting people with disability to reach their full potential, as equal members of the community. It will drive change over the next decade to uphold the rights, inclusion and participation of people with disability in all areas of Australian life. For more information, see the Department of Social Services [website](https://www.dss.gov.au/).

### Mobility Allowance

Mobility Allowance is a supplementary payment that assists with travel costs for work, study or looking for work for people with disability, illness or injury that prevents them using public transport.

## Families

The agency administers a range of payments and support to help families meet the costs of raising children. We also help parents planning to return to work and education and grandparents and non-parent carers needing information.

### Parenting Payment

Parenting Payment is the main income support payment available to people with sole or primary responsibility for the care of a young child, to assist with the costs of raising children.

There are 2 payment rates:

* Parenting Payment Single, which is for single parents with principal care of a child under 8
* Parenting Payment Partnered, which is for partnered parents with principal care of a child under 6.

Both payments are income tested and the amount paid is based on individual circumstances.

### Family Tax Benefit

Family Tax Benefit (FTB) is a supplementary payment available to low and middle income families to help with the day-to-day cost of raising children. It has 2 parts:

* FTB Part A, which is paid per child
* FTB Part B, which is paid for the family.

Both payments are income tested and the amount each family is paid is based on the family’s individual circumstances.

### Paid Parental Leave Scheme

The Paid Parental Leave Scheme helps eligible parents to take time off work to care for a new baby or recently adopted child. There are 2 payments under the scheme:

* Parental Leave Pay, which is a payment to parents of newborns and newly adopted children
* Dad and Partner Pay, which is a short-term payment to fathers or partners who are on leave to help care for a new child.

To receive these payments the applicant must meet an income test, a work test and residency requirements. In 2021, changes to the eligibility conditions for these payments were implemented to allow customers to count periods in receipt of COVID-19 Disaster Payment towards the work test, allowing customers who may not have been eligible for payment to claim.

### Child Care Subsidy

Child Care Subsidy helps families with the cost of approved child care. There are 2 Child Care Subsidy payments:

* Child Care Subsidy, which is an income and activity tested subsidy to reduce the out-of-pocket cost of approved child care
* Additional Child Care Subsidy, which gives eligible families extra help with the cost of approved child care.

We usually make these payments directly to childcare service providers.

In 2021–22 the Child Care Subsidy annual cap for all families was removed for the 2021–22 financial year onwards. This change allows families to receive Child Care Subsidy based on their income and activity test without being subject to a maximum Child Care Subsidy amount per child per year.

From 7 March 2022, Child Care Subsidy increased for families with more than one child in care aged 5 or younger. This change means that some children may receive a higher rate of Child Care Subsidy, capped at 95%.

We implemented other changes to the subsidy in 2021 to assist families affected by childcare service closures related to COVID-19. These changes included Business Continuity Payments to help childcare services maintain childcare places while affected by COVID-19 and paying Child Care Subsidy for children absent from care for more than the allowable number of days.

### Newborns and newly adopted children

The agency delivers payments that help parents with expenses for newborn or newly adopted children. They are:

* Newborn Upfront Payment — a one-off payment
* Newborn Supplement, which increases the rate of FTB Part A for up to 13 weeks
* Paid Parental Leave Scheme payments.

### Stillborn Baby Payment

Stillborn Baby Payment is a one-off payment to assist families with the extra costs they face when a child is stillborn.

### Double Orphan Pension

Double Orphan Pension helps with the costs of caring for orphaned children. It is not income or assets tested.

### Grandparent Adviser Program

The Grandparent Adviser Program was established for grandparents and other non-parent carers. It provides tailored information to non-parent carers about payments and services that are available through the Australian, state and territory governments and community service providers.

Our advisers also operate a Grandparent Adviser Line, attend community forums and work with carer organisations. In 2021–22, the Grandparent Adviser Line handled around 27,000 calls, compared to around 24,000 calls in 2020–21.

From 1 July 2022, the Grandparent Adviser Program will be renamed the Grandparent, Foster and Kinship Carer Adviser Program, to increase awareness and referrals of all types of non-parent carers.

### ParentsNext

ParentsNext is a service that supports study and work goals for parents and carers who have children aged under 6 and receive Parenting Payment. The agency connects eligible customers with a ParentsNext provider who will help them identify and achieve study and work goals and connect them to activities and support services in their local community. Since the program was rolled out in 2018, we have referred 249,691 customers to a ParentsNext provider.

## Job seekers

### JobSeeker Payment

JobSeeker Payment provides financial support for Australians aged between 22 and Age Pension age who are looking for work. It is also for people who are temporarily unable to work or study for medical reasons. To qualify for JobSeeker Payment, claimants must meet the income and asset tests and residency requirements and be willing to take part in activities to increase their chances of finding a job. These activities are mutual obligation requirements agreed to by each payment recipient.

To support job seekers through COVID-19 pandemic lockdowns and disaster situations such as flooding, the Australian Government temporarily paused mutual obligation requirements in affected areas. The agency provided timely information about this to job seekers and agency staff, ensuring consistency with information from the Department of Education, Skills and Employment. We also updated our information and communications technology (ICT) systems to ensure job seekers continued to receive income support payments throughout these difficult periods.

### Youth Allowance (JobSeeker)

Youth Allowance (JobSeeker) is an income support payment for young job seekers, aged 16 to 21. To be eligible, people need to meet income and assets tests and residency requirements. They may also have mutual obligation requirements.

## Students

### ABSTUDY

The ABSTUDY scheme provides financial assistance for Aboriginal and Torres Strait Islander people who are undertaking approved secondary or tertiary study or are full-time Australian apprentices aged between 16 and 24.

### Assistance for Isolated Children

Assistance for Isolated Children is a suite of payments for parents and carers of children who cannot attend their local government schools because of geographical isolation, disability or special needs.

### Austudy

Austudy provides financial assistance to full-time students and Australian apprentices aged 25 and older.

### Youth Allowance (Students and Australian Apprentices)

Youth Allowance provides financial assistance to full-time students and Australian apprentices aged between 16 and 24.

### Tertiary Access Payment

The Tertiary Access Payment (TAP) is part of the Australian Government’s Job-ready Graduates Package and its response to the National Regional, Rural and Remote Tertiary Education Strategy (Napthine Review), aimed at helping students with the costs of relocating to undertake tertiary study.

The TAP was introduced in January 2021 for eligible students in outer regional, remote and very remote areas. On 17 December 2021, the Australian Government announced changes to extend the TAP eligibility criteria to include students in inner regional areas from 1 January 2022.

We administer the TAP for eligible students relocating to study with a vocational education and training provider, a non-university higher education provider or a university.

The TAP is paid at different rates that reflect how participation and attainment rates decrease, and associated costs increase, the further away students are from a major city. Students relocating from outer regional, remote and very remote locations can be eligible to receive up to $5,000, and students relocating from inner regional areas can be eligible for up to $3,000.

For more information about TAP, see the Services Australia website.

## Assessment services

### Assessments of medical conditions and work capacity

The agency sometimes needs to assess whether a person has barriers to work, such as a medical condition. The assessments we conduct are:

* Medical Assessment Team (MAT) Assessments, which are early assessments of all available medical evidence to determine if the more comprehensive Job Capacity Assessment is required to assess eligibility for DSP.
* Job Capacity Assessments (JCAs), which determine the impact of medical conditions on a person’s ability to work and whether they would benefit from employment assistance and/or are eligible for DSP.
* Employment Services Assessments (ESAts), which identify a person’s work capacity and the most appropriate type of employment service for a job seeker with multiple and/or complex barriers.

**Table 3:** Medical and non-medical, MAT Assessments, JCAs and ESAts

|  | **2019–20** | **2020–21** | **2021–22** | **change since 2020–21** |
| --- | --- | --- | --- | --- |
| MAT Assessments | 109,619 | 104,465 | 99,843 | –4% |
| JCAs | 50,860 | 44,487 | 51,399 | 15.5% |
| ESAts – medical | 218,851 | 249,609 | 227,107 | –9% |
| ESAts – non-medical | 18,555 | 16,294 | 16,738 | 3% |
| Total | 397,885 | 414,855 | 395,087 | –5% |

### Assessors

The agency employs 517 qualified health and allied health professionals to perform assessments of medical conditions and work capacity. This includes a Health Professional Advisory Unit (HPAU) and a team of 7 medical advisers, supported by 10 health and allied health professionals across a virtual network. In 2021–22, the HPAU completed 1,146 referrals from internal stakeholders for assessments of eligibility for DSP or DSP portability (see Payments while outside Australia on page 91).

# 5.2 Health

The agency administers a range of health, pharmaceutical, aged care and veterans’ programs and related services. These enable access to cost-effective medicines, health services and care, as well as supporting and improving the wellbeing of an ageing population.

For more reporting about health programs, payments and services, refer to the Department of Health Annual Report 2021–22.

## Medicare

Medicare provides access to essential health services, such as seeing a doctor, getting medicines, and accessing mental health services and other medical services.

In 2021–22, 26.4 million people were enrolled in Medicare and $29.1 billion was paid in Medicare benefits.

**Table 4:** Medicare enrolments

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| People enrolled at 30 June | 25.9 million | 26.1 million | 26.4 million |
| Active cards at 30 June | 14.7 million | 14.8 million | 15.2 million |
| New enrolments | 521,125 | 428,413 | 493,244 |

### Medicare Entitlement Statement

People who do not meet the eligibility criteria for Medicare may apply to be exempt from paying the Medicare levy as part of their income tax. If the application is approved, the agency issues a Medicare Entitlement Statement, which entitles them to an exemption from the levy.

**Table 5:** Medicare Entitlement Statements

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Accepted applications | 90,412 | 94,980 | 79,075 |
| Rejected applications | 3,173 | 3,266 | 2,763 |
| Total applications | 93,585 | 98,246 | 81,838 |

### Medicare Safety Net

The Medicare Safety Net provides an additional Medicare benefit to eligible individuals, couples and families who have high out-of-hospital medical expenses. When the total out-of-pocket costs a customer pays reaches a certain threshold, the customer can receive higher Medicare benefits for the rest of the calendar year.

There are 2 Medicare safety nets:

* the Original Medicare Safety Net threshold for the 2022 calendar year is $495.60 and applies to all Medicare cardholders (individuals and registered families)
* the Extended Medicare Safety Net has 2 threshold levels for 2022:
* $717.90 for Commonwealth concession cardholders and families eligible for Family Tax Benefit Part A
* the general threshold of $2,249.80 for all other Medicare cardholders.

### Access to Medicare benefits

In 2021–22, we implemented changes to 7,786 Medicare Benefits Schedule (MBS) items to support access to essential Medicare-subsidised health services. The changes included measures enabling people affected by emergencies to continue to have access to necessary health services.

### Medicare claiming

Health professionals can bulk-bill their patients. This means that the patient agrees to have their Medicare benefit paid directly to the health professional. The health professional can then claim the Medicare benefit directly from us. For services that are not bulk-billed, the patient pays the health professional and claims the Medicare benefit.

When a patient has received in-hospital services, Medicare claims can be made through simplified billing arrangements.

**Table 6:** Medicare services and benefits by claim type

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Bulk-billing | 347.7 million | 382.3 million | 421.3 million |
| Patient claiming | 51.3 million | 53.5 million | 57.4 million |
| Simplified billing | 34.1 million | 35.3 million | 32.8 million |
| Total services processed(a) | 433.1 million | 471.1 million | 511.5 million |
| Bulk-billing | $17.9 billion | $20.0 billion | $21.0 billion |
| Patient claiming | $4.4 billion | $4.9 billion | $5.4 billion |
| Simplified billing | $2.7 billion | $2.9 billion | $2.7 billion |
| Total benefits paid(a) | $25.0 billion | $27.7 billion | $29.1 billion |
| Average benefit per service | $57.67 | $58.99 | $56.81 |
| Average period (date of lodgement to processing) | 0.81 days | 0.57 days | 1.00 day |

(a) Rounding has been applied.

**Table 7:** Medicare services by payment type

|  | **2019–20 million** | **%** | **2020–21 million** | **%** | **2021–22 million** | **%** |
| --- | --- | --- | --- | --- | --- | --- |
| Electronic Funds Transfer (EFT) to claimant | 36.7 | 8.5 | 40.6 | 8.6 | 44.7 | 8.7 |
| EFTPOS payment to claimant | 12.1 | 2.8 | 10.7 | 2.3 | 10.7 | 2.1 |
| EFT to health professional | 347.7(a) | 80.3 | 382.3 | 81.2 | 421.3 | 82.4 |
| Pay doctor via claimant cheque | 2.5 | 0.6 | 2.2 | 0.5 | 2.0 | 0.4 |
| Payment to private health fund or billing agent | 34.1 | 7.9 | 35.3 | 7.5 | 32.8 | 6.4 |
| Total services(a) | 433.1 | 100 | 471.1 | 100 | 511.5 | 100 |

(a) Rounding has been applied.

**Table 8:** Volumes of services transmitted digitally

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Medicare Online |  |  |  |
| Bulk-billing | 324.9 million | 360.6 million | 401.5 million |
| Patient claiming | 34.9 million | 38.5 million | 42.5 million |
| Medicare Easyclaim |  |  |  |
| Bulk-billing | 18.6 million | 17.3 million | 15.4 million |
| Patient claiming | 12.2 million | 10.8 million | 10.8 million |
| ECLIPSE(a) |  |  |  |
| Simplified billing | 32.2 million | 33.9 million | 31.6 million |
| Simple File Transfer Protocol |  |  |  |
| Simplified billing | 1.8 million | 1.4 million | 1.2 million |
| Medicare Online Account |  |  |  |
| Patient claiming | 1.4 million | 1.7 million | 1.8 million |
| Express Plus Medicare mobile app |  |  |  |
| Patient claiming | 891,000 | 1.0 million | 1.2 million |
| Health Professionals Online Service |  |  |  |
| Bulk-billing | 2.4 million | 3.3 million | 3.5 million |
| Patient claiming | 231,800 | 0.4 million | 0.4 million |
| Total digital services | 429.4 million | 468.8 million | 510 million |
| Percentage of overall claims lodged digitally | 99.2% | 99.5% | 99.7% |

(a) ECLIPSE: Electronic Claim Lodgement Information Processing Service Environment.

### Health professionals under Medicare

Health care providers that provide services covered by Medicare are given a Medicare provider number for each practice location. The provider number allows health professionals to prescribe medications, refer or request health services for patients, and claim benefits under the MBS and on behalf of DVA.

In 2021–22, we issued 207,110 Medicare provider numbers.

Practices that have diagnostic imaging services, including radiation oncology, must be registered with the agency and have a Location Specific Practice Number to claim Medicare benefits.

**Table 9:** Health professionals under Medicare

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Medicare provider numbers issued(a) | 193,363 | 201,696 | 207,110 |
| Diagnostic imaging or radiation oncology practices registered | 5,235 | 5,214 | 5,280 |
| Approved Pathology Authorities (APAs) | 106 | 104 | 102 |
| Approved Pathology Practitioners (APPs) | 483 | 393 | 430 |
| Accredited Pathology Laboratories (APLs) | 697 | 723 | 672 |
| Approved Collection Centres (ACCs)(b) | 3,790 | 4,078 | 4,061 |

(a) These numbers do not equate to individual health professionals, as health professionals are issued more than one provider number if providing services at multiple locations.

(b) These numbers do not represent the number of unique ACC locations. It represents relationships between APAs and ACCs.

### Medicare compensation recovery

Medicare compensation recovery aims to recover any Medicare benefits, nursing home benefits, residential care or home care government subsidies paid to a claimant as a result of a compensable injury or illness. When a person receives a lump sum compensation payment of more than $5,000, they may have to pay these costs back to the Australian Government before they receive their compensation payment.

**Table 10:** Compensation recovery

|  | **2019–20** | **2020–21** | **2021–22(a)** | **change since 2020–21** |
| --- | --- | --- | --- | --- |
| Cases finalised | 41,862 | 39,081 | 39,735 | 2% |
| Benefits recovered | $48.7 million | $42.0 million | $29.2 million | –30% |

(a) The 2021–22 results have been largely impacted by the redeployment of processing staff to support the agency’s ongoing COVID-19 pandemic and natural disaster response.

## Access to medicines

The agency administers 2 schemes that subsidise access to medicines:

* The Pharmaceutical Benefits Scheme (PBS) provides access to a wide range of medicines at a reduced cost to Australian residents and eligible overseas visitors.
* The Repatriation Pharmaceutical Benefits Scheme (RPBS) gives eligible veterans and their widows, widowers and dependants subsidised access to some additional medicines and dressings at concession rates and, if clinically justified, items not listed under either scheme.

**Table 11:** PBS and RPBS expenditure

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| PBS benefits paid(a) | $12.7 billion | $13.7 billion | $14.5 billion |
| RPBS benefits paid(a)(b) | $0.3 billion | $0.3 billion | $0.3 billion |
| Total benefits paid | $13.0 billion | $14.0 billion | $14.8 billion |
| PBS services processed(c) | 206.0 million | 210.7 million | 213.6 million |
| RPBS services processed(b)(c) | 8.0 million | 7.6 million | 7.2 million |
| Total services processed | 214.0 million | 218.3 million | 220.8 million |

(a) Excludes Electronic Prescription Fee payments and Premium Free Dispensing Incentive payments.

(b) Payments/services processed on behalf of the Department of Veterans’ Affairs.

(c) Excludes services under co-payment prescriptions; patient refund claims; Aboriginal Health Services claims; and claims that are yet to be closed by approved suppliers.

### Pharmaceutical Benefits Scheme concessions

There are 2 concession levels for PBS listed medicines:

* The maximum cost for a pharmaceutical benefit item at the general rate for 2022 is $42.50. All Australian residents and eligible overseas visitors can access PBS medicines at the general rate.
* Patients (and their families) with a valid concession card from the agency or DVA are eligible for the concession rate of $6.80 maximum cost for a pharmaceutical benefit item.

Patients may pay extra for more expensive brands of medicines.

### Pharmaceutical Benefits Scheme Safety Net

The PBS Safety Net helps patients with the cost of their medicines when they or their family require a large number of prescription medicines in a calendar year.

The threshold was $1,542.10, and $326.40 for patients with a concession card. When the relevant threshold is reached, a pharmacist will issue a PBS Safety Net card. The patient’s PBS contribution for the rest of the calendar year will then be:

* $6.80 for general patients
* nil for concession patients.

Patients must still pay any applicable special patient contributions, brand premiums or therapeutic group premiums.

### Aboriginal and Torres Strait Islander people’s access to the Pharmaceutical Benefits Scheme

Special PBS arrangements are administered for people in remote Aboriginal and Torres Strait Islander communities through Aboriginal Health Services and some state and territory funded health services. Patients of approved remote area Aboriginal Health Services can access PBS medicines directly from these services at no cost.

At 30 June 2022, there were 161 approved Aboriginal Health Services around the country.

The agency also supports Aboriginal and Torres Strait Islander people living with or at risk of chronic disease by assisting with the cost of PBS medicines through the Closing the Gap PBS Co-Payment measure.

### Travelling with PBS medicines

It is illegal to take or send PBS subsidised medicines out of Australia unless they are for the personal use of the person to whom the medicine was prescribed. The PBS Taking or Sending Medicine Overseas inquiry line and the Services Australia website provide information and advice to people about their responsibilities and rights when travelling overseas with PBS medicines.

In 2021–22 the inquiry line received around 700 calls (compared to almost 900 in 2020–21) and the ‘How to manage your PBS medicines overseas’ webpage was visited 11,999 times (compared to 23,181 in 2020–21). The reduction was due to the impact of the COVID-19 pandemic on international travel.

### Online claiming and payments for the Pharmaceutical Benefits Scheme

Online claiming for the PBS allows approved suppliers to lodge prescription claims with the agency each time they supply a PBS or RPBS medicine. We make payments to approved suppliers within 2 to 9 days of the claim submission. At 30 June 2022, 99.9% of approved suppliers of PBS and RPBS medicines used online claiming.

### Authority-required medicines

The Schedule of Pharmaceutical Benefits lists subsidised medicines. Some of these medicines need prior authority approval from the agency before they can be prescribed to patients as PBS benefits. This is because these medicines are subsidised only for the treatment of specific conditions. In 2021–22, we received 6.9 million authority approval requests, including 330,000 RPBS authority requests processed by DVA.

## Aged care

### Aged care programs

The agency delivers subsidies and supplements to approved aged care providers on behalf of the Department of Health and the Department of Veterans’ Affairs (DVA). We also conduct means test assessments for people entering aged care to determine the level of government-subsidised care a person is eligible for and any co-contribution they need to make to the cost of their care.

**Table 12:** Aged care overview

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Residential Care provider claims processed | 33,198 | 32,640 | 32,399 |
| Home Care Package provider claims processed | 27,738 | 28,428 | 26,451 |
| Transition Care provider claims processed | 970 | 963 | 886 |
| Short-term Restorative Care provider claims processed | 1,049 | 1,181 | 1,324 |
| Total provider claims processed | 62,955 | 63,212 | 61,060 |
| Total amount paid(a) | $17.1 billion(b) | $18.3 billion(b) | $18.7 billion |
| Total number of providers | 1,516 | 1,671 | 1,623 |
| Residential Care services | 2,749 | 2,747 | 2,720 |
| Home Care services | 2,674 | 2,237 | 2,483 |
| Transition Care services | 106 | 77 | 109 |
| Short-term Restorative Care services | 96 | 82 | 136 |
| Total number of services | 5,625 | 5,143 | 5,448 |

(a) Includes $0.8 billion in 2019–20, $0.7 billion in 2020–21 and $0.6 billion in 2021–22 paid on behalf of DVA.

(b) Includes COVID-19 pandemic stimulus payments.

### Improving services to the aged care sector

The agency is working with the Department of Health to implement aged care reforms and to support the Australian Government’s response to the final report of the Royal Commission into Aged Care Quality and Safety.

A key reform is the new Aged Care Payment System for aged care providers, due in the second half of 2022, which will be more flexible and responsive. In 2021–22, we leveraged capabilities built by the Welfare Payment Infrastructure Transformation Programme to build an aged care entitlement calculation engine and to enhance existing provider and staff portals that are key foundational capabilities for the new payment system (see Welfare Payment Infrastructure Transformation Programme on page 48).

From 1 September 2021, the agency delivered the second phase of improved payment arrangements for home care. Aged care providers began receiving funding based on actual services delivered to aged care recipients after the advance payment model ceased in February 2021.

We also introduced the My Aged Care face-to-face service offer in November 2021 to help older Australians and their families navigate aged care.

A general aged care information service is now available in all of our service and contact centres, offering simple aged care information. We have linked our contact centres with those of the Department of Health so that customers can transfer between them without needing to retell their story.

At 30 June 2022, there were 69 Aged Care Specialist Officers based in service centres in metropolitan and regional locations around Australia, providing detailed information on aged care services. By the end of 2022, there will be 80 Aged Care Specialist Officers in place, including 10 outreach officers providing services in regional and remote areas.

The response to this new service has been positive, with 95% of surveyed customers saying they were ‘extremely satisfied’ with the overall quality of the service.

## Health services for the Department of Veterans’ Affairs

The agency assesses claims and processes payments for providers treating eligible DVA clients. This includes medical, specialist, diagnostic imaging, pathology, allied health and dental services; private hospital admissions; and prostheses. We also produce DVA’s Gold Card, White Card and Orange Card health care cards for eligible veterans.

Over 176,000 provider locations claimed digitally for these services in 2021–22.

In partnership with DVA, we continued to promote the benefits of electronic claiming to providers. As a result, in 2021–22:

* electronic claiming increased to 97.64%
* electronic claiming for allied health services increased to 96.04%
* electronic claiming for medical services increased to 98.58%
* electronic claiming for hospitals increased to 93.22%
* manual claiming for DVA decreased to 2.36%.

**Table 13:** Department of Veterans’ Affairs processing

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Cards produced | 177,577(a) | 105,733 | 38,878 |
| Services processed | 16.1 million | 16.1 million | 15.0 million |
| Total benefits paid | $1.9 billion | $1.9 billion | $1.8 billion |

(a) The agency is required to periodically undertake a bulk card re-issue at DVA’s request (approximately every 6 years). This last occurred during 2019–20.

## Private Health Insurance Rebate

The Private Health Insurance Rebate reimburses or discounts the cost of private health insurance cover. It is available to everyone who is eligible for Medicare and has a complying health insurance policy. The rebate is income tested. It can be claimed in 2 ways:

* as an upfront reduction in the cost of premiums — the Premium Reduction Scheme (administered by the agency)
* as a tax offset in annual income tax returns (administered by the Australian Taxation Office).

**Table 14:** Private Health Insurance Rebate

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Memberships registered | 6.9 million | 7.1 million | 7.3 million |
| Total paid to private health funds | $6.1 billion | $6.3 billion | $6.5 billion |

## External Breast Prostheses Reimbursement Program

The External Breast Prostheses Reimbursement Program reimburses up to $400 for each new or replacement external breast prosthesis for women who have had breast surgery as a result of breast cancer. Claimants must be eligible for Medicare and must not have claimed under the program in the previous 2 years unless there is a medical reason.

**Table 15:** External breast prostheses reimbursements

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Number of claims processed | 12,754 | 13,720 | 12,334 |
| Amount paid | $5.4 million | $6.1 million | $5.5 million |

## Continence Aids Payment Scheme

The Continence Aids Payment Scheme gives eligible people with severe and permanent incontinence yearly or twice-yearly payments to help cover the cost of products to help manage incontinence.

**Table 16:** Continence aids payments

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Number of applications processed | 31,078 | 31,221 | 40,789 |
| Amount paid | $88.0 million | $91.2 million | $97.0 million |

## Health care provider incentives

### Practice Incentives Program

The Practice Incentives Program encourages general practices to continue providing quality care, enhance capacity, and improve access and health outcomes for patients. Payments are made through the program to eligible medical practices and individual providers.

**Table 17:** Practice Incentives Program

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Number of practices participating | 6,206 | 6,376 | 6,422 |
| Amount paid to practices | $454.1 million | $438.0 million | $492.5 million |

### Workforce Incentive Program – Practice Stream

This program targets financial incentives to support general practices to engage nurses, Aboriginal and Torres Strait Islander health workers and health practitioners, and allied health professionals in multidisciplinary and team-based primary health care across Australia.

**Table 18:** Workforce Incentive Program – Practice Stream

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Number of practices participating | 5,542 | 5,698 | 5,812 |
| Amount paid to practices(a) | $387.6 million | $389.3 million | $390.8 million |

(a) Amount paid to practices includes DVA loading paid to eligible practices.

### Workforce Incentive Program – Doctor Stream

The Workforce Incentive Program – Doctor Stream encourages medical practitioners to practise in rural and remote communities and to promote careers in rural medicine.

**Table 19:** Workforce Incentive Program – Doctor Stream

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Medical practitioners paid (GPs and specialists) | 8,292 | 8,284 | 8,331 |
| Payments made | 8,467 | 8,481 | 8,517 |
| Amount paid | $116.7 million | $124.6 million | $126.3 million |

## Child Dental Benefits Schedule

The Child Dental Benefits Schedule provides families, teenagers and approved care organisations with financial support for basic dental services for eligible children. Dental services include examinations, X-rays, cleaning, fissure sealing, fillings, root canals and extractions.

Benefits for basic dental services are capped at $1,026 per child over 2 consecutive calendar years. In 2021–22, the agency processed 4.7 million services and paid $281.6 million in benefits under the Child Dental Benefits Schedule. This compares to 5.3 million services and $316.0 million in benefits paid in 2020–21.

## Australian Immunisation Register

The Australian Immunisation Register (AIR) is a national register that records vaccines given to people of all ages in Australia. In February 2021, the AIR started to record all COVID-19 vaccinations administered across Australia, as well as COVID-19 vaccines given overseas (see Supporting the COVID-19 vaccination rollout on page 17).

**Table 20:** Australian Immunisation Register

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Vaccine episodes(a) | 30.6 million | 26.0 million | 74.0 million |
| Amount paid to vaccination providers(b) | $9.3 million | $8.9 million | $7.9 million |

(a) The number of vaccines administered by vaccination providers and recorded on the Australian Immunisation Register. A vaccine can consist of multiple antigens. For example, the measles, mumps, rubella vaccine has 3 antigens.

(b) Payments are made to eligible vaccination providers on completion of the childhood National Immunisation Program schedule for a child aged under 7 years, or for vaccinating a child aged under 7 years who is more than 2 months overdue for their childhood National Immunisation Program scheduled vaccines.

## Australian Organ Donor Register

The Australian Organ Donor Register is a national register that records people’s decisions about becoming organ and/or tissue donors for transplantation after death.

The register enables authorised medical personnel to verify a person’s decision about donating their organs and/or tissue for transplantation. People can register their donation decision online using their Medicare online account through myGov or the Express Plus Medicare mobile app.

There are 2 types of organ donor registrations:

* intent registration, available to people aged 16 and older – where intent to donate is registered through a channel, such as phone or email, that does not require a signature or electronic authentication
* consent registration, available to people aged 18 and older – where consent to donate is provided through a signed registration form or a Medicare online account through myGov or the Express Plus Medicare mobile app.

Whether registration is by intent or consent, approval will always be sought from the person’s family before proceeding with the donation process.

Table 21 shows the cumulative total numbers of registrations since the register began.

**Table 21:** Organ donor registrations

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Consent registrations(a) | 2,632,151 | 2,788,915 | 3,164,600 |
| Intent registrations(b) at 30 June | 4,321,011 | 4,338,052 | 4,285,999 |
| Total registrations | 6,953,162 | 7,126,967 | 7,450,599 |
| Enquiry line calls received | 12,216 | 10,130 | 8,745 |

(a) Consent via a signed registration form using myGov or the Express Plus Medicare mobile app.

(b) Consent that does not require a signature or electronic authentication, via phone or email.

## Australian Thalidomide Survivors Support Program

The Australian Thalidomide Survivors Support Program provides a lifetime support package for all recognised Australian thalidomide survivors. The agency administers 2 components of the program:

* the Extraordinary Assistance Fund – for home and vehicle modifications
* the Health Care Assistance Fund – for all out-of-pocket health care expenses.

**Table 22:** Extraordinary Assistance Fund and Health Care Assistance Fund

|  | **2020–21** | **2021–22** |
| --- | --- | --- |
| Extraordinary Assistance Fund | $7,537.49 | $177,000.37 |
| Health Care Assistance Fund | $9,182.36 | $165,147.91 |
| Total claims | 102 | 675 |
| Amount paid | $16,719.85 | $342,148.28 |

## COVID-19 Vaccination Claims Scheme

The COVID-19 Vaccine Claims Scheme is a new scheme intended to provide a simple, streamlined process to compensate people who have experienced harm because of a Therapeutic Goods Administration (TGA) approved COVID-19 vaccine or its administration. To be eligible for compensation, the claimant must have:

* developed a claimable medical condition or an injury during the administration of a TGA approved COVID-19 vaccine
* been admitted to hospital as an inpatient (or sought a waiver) because of the harm suffered
* had losses or expenses of $1,000 or more, excluding pain and suffering.

## Indemnity schemes for health care providers

### Medical and midwife indemnity

The Indemnity Insurance Fund (IIF) is an Australian Government initiative designed to consolidate funds that provide Commonwealth support for medical indemnity and professional indemnity for eligible midwives.

Initiatives funded under the IIF are:

* High Cost Claims Indemnity Scheme
* Incurred But Not Reported Indemnity Scheme
* Run-off Cover Indemnity Scheme
* Premium Support Scheme
* Midwife Professional Indemnity Commonwealth Contribution Scheme
* Midwife Professional Indemnity Run-off Cover Scheme.

These schemes are designed to promote stability of the medical indemnity insurance industry and support the availability of affordable indemnity insurance for medical practitioners and eligible midwives.

### High Cost Claims Indemnity Scheme

Under the High Cost Claims Indemnity Scheme, the government funds 50% of the cost of medical indemnity insurance payouts that are greater than the threshold amount, up to the limit of the medical practitioner’s insurance cover.

**Table 23:** High Cost Claims Indemnity Scheme

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Claims received | 410 | 558 | 463 |
| Benefits paid | $68.1 million | $73.0 million | $54.4 million |

### Incurred but Not Reported Indemnity Scheme

Under the Incurred but Not Reported Indemnity Scheme, the Government covers the costs of claims from medical defence organisations that do not have adequate reserves to cover their liabilities. United Medical Protection Limited is the only medical defence organisation actively participating in the scheme.

**Table 24:** Incurred But Not Reported Indemnity Scheme

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Claims received | 13 | 13 | 11 |
| Benefits paid | $0.8 million | $1.0 million | $0.2 million |

### Run-off Cover Indemnity Scheme for medical practitioners

Under the Run-off Cover Indemnity Scheme, government covers the cost of claims for eligible medical practitioners who have left the private medical workforce. To pay for the scheme, government uses funds received through the Run-off Cover Support Payment, which is a tax paid by medical indemnity insurers each year.

**Table 25:** Run-off Cover Indemnity Scheme for medical practitioners

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Claims received | 137 | 147 | 248 |
| Benefits paid | $12.1 million | $10.6 million | $16.4 million |

### Premium Support Scheme

Under the Premium Support Scheme, eligible medical practitioners receive a subsidised reduction in their insurance premiums. Insurers are then reimbursed the subsidised amount.

**Table 26:** Premium Support Scheme

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Eligible practitioners | 1,060 | 943 | 520(a) |
| Amount paid | $9.7 million | $6.2 million | $3.9 million |

(a) The reduction in eligible participants for the scheme is due to a combination of an increase in income from private practice and a more general affordability of indemnity insurance.

### Midwife Professional Indemnity Commonwealth Contribution Scheme

Under the Midwife Professional Indemnity Commonwealth Contribution Scheme, government funds a percentage of eligible midwife indemnity insurance payouts that are greater than the threshold amount, up to the limit of the midwife’s insurance cover. In 2021–22, no claims were made under this scheme (and no claims were made in 2020–21).

### Midwife Professional Indemnity Run-off Cover Scheme

Under the Midwife Professional Indemnity Run-off Cover Scheme, government covers the cost of claims for eligible midwives who have left private practice. To pay for the scheme, government uses funds received through the Run-off Cover Support Payment, which is a tax paid by midwife indemnity insurers each year.

## Digital health

The agency delivers 3 digital health services:

* the Healthcare Identifiers Service
* components of the My Health Record system
* the National Authentication Service for Health.

During 2021–22 we continued to enhance digital channels to access COVID-19 vaccination information. For more information, see Supporting the COVID-19 vaccination rollout on page 17.

### My Health Record

In 2021–22, we updated My Health Record to include additional details relating to consumers’ vaccinations that are held in the AIR (see Australian Immunisation Register on page 73). This additional information allows My Health Record to:

* enable providers to view their patients’ vaccination information, including the batch numbers for COVID-19 vaccines
* display reminders to consumers when their next vaccination is due
* present a clear and concise COVID-19 vaccination status for consumers
* allow consumers to retrieve their official AIR Immunisation History Statement through My Health Record for themselves or their dependants.

### Supporting people not eligible for Medicare to access proof of COVID-19 vaccination

People who are eligible for Medicare can access their digital COVID-19 Vaccination Certificate via their Medicare online account or the Medicare Express Plus app.

People who are not eligible for Medicare do not have access to either of these channels. Instead, they can apply for an Individual Healthcare Identifier (IHI) to access digital proof of vaccination. This affects people such as international students, visitors and workers.

To support an increase in volumes due to the national COVID-19 vaccination rollout, we have digitised the application process so that people can apply for an IHI through a new myGov service. This has enabled people to access their Immunisation History Statement and COVID-19 Vaccination Certificate from the AIR using their IHI. With all governments in Australia requiring evidence of COVID-19 vaccination during 2021–22, take-up of the service was extraordinary. There were nearly 12 million instances of people using the service to access digital evidence of their vaccinations in 2021–22.

# 5.3 Child Support

The agency delivers the Child Support Program, which aims to ensure that children receive an appropriate level of financial support from parents who are separated.

We provide child support registration, assessment, and collection and disbursement services to parents and non-parent carers such as grandparents, legal guardians and other family members.

The person entitled to receive child support can either elect to have child support payments transferred to them privately (Private Collect) or ask us to collect on their behalf (Child Support Collect). The agency has compliance and enforcement programs to maximise the timely collection and transfer of payments.

We work with parents to review and update child support assessments as circumstances change to ensure the right levels of child support are paid.

## Child support transfers

In 2021–22, the agency worked with separated parents to facilitate the transfer of $3.89 billion to support approximately 1.1 million children.

**Table 27:** Child support transferred between parents

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Child Support Collect | $1.698 billion | $1.738 billion | $1.824 billion |
| Private Collect(a) | $2.076 billion | $2.076 billion | $2.069 billion |
| Total | $3.774 billion | $3.814 billion | $3.893 billion |

(a) The amount of Private Collect transferred assumes 100% of Private Collect payments are collected.

Note: The amount of child support collected and transferred represents cash payments collected and transferred by the agency and other allowable payments (such as direct payment of school fees) that are credited as payments but are not collected and transferred by the agency. It does not include Private Collect transfers when the agency assesses the amount payable but does not arrange for collection.

### Private Collect

When appropriate, separated parents can choose to manage their child support responsibilities through Private Collect arrangements. In Private Collect cases, we assess the rate of child support payable, and the paying parent pays child support directly to the other parent or non-parent carer. In 2021–22, 51.4% of child support cases were Private Collect.

### Child Support Collect

If parents do not choose to make and receive child support payments directly between themselves, they can ask us to collect and transfer payments on their behalf. In 2021–22, we collected and transferred approximately $1.82 billion in child support payments.

## Change of assessment in special circumstances

The child support formula accommodates the majority of parents’ circumstances and provides flexibility for most changes that affect the assessment. A parent can apply to have their child support assessment reviewed if there are certain special circumstances that the formula cannot accommodate and that significantly affect either parent’s capacity to financially support the child or maintain themselves or a dependant.

In 2021–22, we received 15,478 change of assessment in special circumstances applications. There were 15,611 finalised applications, with 47.08% resulting in a change to the rate of child support to better reflect the special circumstances of parents and their children. Of all the reasons recorded for lodging an application to change the assessment in special circumstances, 58.94% related to a parent’s income, property, financial resources or earning capacity.

## Compliance and enforcement

The agency focuses on reducing child support debt through its compliance and enforcement programs. This includes setting up payment arrangements to repay child support debt in the shortest possible time based on a parent’s capacity to pay. Table 28 shows the percentage of active paying parents who do not have a child support debt. It also shows the percentage of active paying parents with a child support debt who have a payment arrangement in place to repay the debt.

An active paying parent is someone who is responsible for paying child support in at least one active child support case – that is, a case where there is a current or future liability.

Table 28 does not include parents whose cases have ended (meaning there is no current or future child support liability) but who still have a child support debt.

**Table 28:** Active paying parents without debt and with debt under a payment arrangement

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Active paying parents without debt | 73.7% | 75.8% | 75.7% |
| Active paying parents with a child support debt which is under a payment arrangement | 62.5% | 58.0% | 53.8% |

Whenever possible, child support is collected via employer withholding and income support payments to ensure timely and sustainable payments are made – see Table 30: Employer withholding from wages and salaries (page 81). In 2021–22, employers were able to report child support deductions via Single Touch Payroll, reducing their administrative burden (see Single Touch Payroll on page 49).

When voluntary compliance is not possible, the agency pursues collection. This could include seeking a Departure Prohibition Order (DPO) or pursuing collection from a paying parent through the courts. DPOs stop child support debtors from leaving Australia without paying or arranging to pay their child support. In 2021–22, 690 DPOs were issued, resulting in $26.5 million being collected.

**Table 29:** Child support compliance and enforcement actions

|  | **Number of actions** | | | **Child support collected/corrected $ million** | | |
| --- | --- | --- | --- | --- | --- | --- |
|  | **2019–20** | **2020–21** | **2021–22** | **2019–20** | **2020–21** | **2021–22** |
| Lodgement of finalisations(a) | 122,658 | 83,039 | 127,528 | 10.34 | 6.48 | 14.88 |
| Tax refund intercept payment(b) | 124,123 | 118,960 | 126,642 | 161.2 | 158.6 | 183.9 |
| Departure Prohibition Orders(c) | 741 | 922 | 690 | 25.0 | 21.3 | 26.5 |
| Litigation(d) | 53 | 76 | 33 | 12.0 | 13.3 | 9.8 |

(a) To ensure assessments for child support are accurate, the Australian Taxation Office (ATO) takes lodgement enforcement action for mutual customers. A finalisation is defined as a tax return lodgement; an ATO determination that a return is not necessary; a further return is not necessary; or an ATO determined income. This definition has been updated to include all actions undertaken by the ATO; therefore this table will differ from previous published annual reports.

(b) Tax refund intercepts resulting from actions taken to enforce ATO taxable incomes (lodgement enforcement) are included in this figure.

(c) Departure Prohibition Orders preventing overseas travel are issued to people who have not made satisfactory arrangements to clear substantial debts.

(d) When other enforcement options have been unsuccessful and an assets or income stream is identified, the agency takes litigation action against parents who repeatedly avoid paying their child support.

**Table 30:** employer withholding from wages and salaries

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Active paying parents with employer withholding payments set up(a) | 73,663 | 82,259 | 81,255 |

(a) The agency may initiate employer withholding for both current liability and child support debt.

**Table 31:** Deductions from Centrelink and DVA payments

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Amounts collected from Centrelink and DVA payments(a)(b) | $76.6 million | $96.3 million | $78.9 million |

(a) Represents the total amount of deductions from both Centrelink and DVA payments.

(b) These deductions may be made for both current liability and child support debt.

# 5.4 Targeted support services

The agency provides specialised and targeted services for people experiencing family and domestic violence; customers experiencing vulnerability, including farmers; people from multicultural backgrounds; and customers who are incarcerated.

## People affected by family and domestic violence

In September 2020, the agency launched its Family and Domestic Violence Strategy 2020–23. The strategy underpins our commitment to supporting people affected by family and domestic violence by providing information and assistance through payments and referrals to support services, such as social work services.

We recognise that some people are particularly vulnerable to family and domestic abuse. This includes Aboriginal and Torres Strait Islander people, older people, and women at particular stages of life, such as pregnant women and women separating from their partners.

The agency’s Risk Identification and Referral Model helps staff identify customers affected by family and domestic violence and offer them support. In 2021–22:

* we granted more than 26,000 Crisis Payments to support customers affected by family and domestic violence
* our family and domestic violence webpages were viewed 303,692 times across 200,024 unique sessions
* our staff completed approximately 32,350 training sessions to help customers and agency staff affected by family and domestic violence.

Leaving an abusive relationship can be a difficult and dangerous process. Our priority is to help people who are concerned about family and domestic violence access payments, services and support. In 2021–22, we expanded the Family and Domestic Violence Pilot (launched in 2020–21) to provide a more integrated service response for customers who are experiencing or at risk of family and domestic violence.

The pilot has initially taken a case management approach for a cohort of child support customers where a family and domestic violence risk has been identified. We will monitor the progress of this pilot to design new ways of supporting customers experiencing family and domestic violence, across all our payments and services.

### Protecting people affected by family and domestic violence during the COVID-19 pandemic

The COVID-19 pandemic has made it more difficult for people living with violence to find support in their daily life. Increased remote working and decreased in-person social contact have led to more time spent at home. For some, this means more exposure to the risk of domestic violence and less opportunity to safely seek help.

The agency has responded by providing more support. Our website has more information about what people can do if they are experiencing family or domestic violence. It also sets out clear steps people can take to keep themselves safe when they contact us.

Staff training in this area is now more accessible, with updated courses on family and domestic violence readily available online. We are also supporting staff working from home who may be affected by violence — for example, by giving information to their managers so they can help.

We continue to have strong relationships with referral services, other government agencies and community service providers, so that we can link people to the best support and care services available.

## Commonwealth Child Safe Framework

The Commonwealth Child Safe Framework aims to protect children and young people from the risk of harm or abuse.

The agency is committed to the safety of children and vulnerable people. We have a responsibility to protect those we have contact with, while ensuring we do not put them at greater risk though their interactions with us.

The Child Safe Framework is embedded in our policy, business processes, resources and training, which all support our commitment to becoming a child safe organisation.

Our commitment to the Child Safe Framework means:

* We have zero tolerance for child abuse. We take any allegation of reportable conduct and safety concerns seriously. We apply policies, procedures and the law when responding to allegations.
* All children who come into contact with our staff have the right to feel safe and protected.
* Everyone is responsible for ensuring children feel safe when they interact with us.
* We are committed to providing training and education to staff on child abuse risks.
* If staff have direct unsupervised contact with children as part of their duties, we ensure they have a valid working with children check.

We undertake an annual child safety risk assessment with the aim of identifying and mitigating risks to children through the interactions they may have with us.

## Aboriginal and Torres Strait Islander people

Aboriginal and Torres Strait Islander people can often face particular challenges in accessing services, especially if they live in remote areas.

The National Agreement on Closing the Gap, agreed to in July 2020, is an important opportunity to reshape the agency’s approach to delivering programs and services in partnership with Aboriginal and Torres Strait Islander peoples.

As the Australian Government’s primary service delivery agency, we are committed to embedding the new approach outlined in the National Agreement in what we do.

The agency’s internal Aboriginal and Torres Strait Islander voice is central to this process. We have worked closely with Indigenous Senior Executive staff, program and service delivery representatives, the National Indigenous Coalition (NIC) and the National Indigenous Employees Network to develop our approach. We look forward to strengthening and building more formal partnerships with Aboriginal and Torres Strait Islander people, communities and organisations throughout the life of the National Agreement on Closing the Gap and beyond.

### Indigenous Servicing Strategy

The agency is committed to making a difference in the lives of Aboriginal and Torres Strait Islander peoples. This commitment is supported by our Indigenous Servicing Strategy 2018–22.

This strategy outlines our commitment to improving outcomes for Aboriginal and Torres Strait Islander peoples. It encourages all staff to work together to provide valuable, high-quality services by continuing our focus on effective service delivery. It provides clear direction to all agency staff who design and deliver services for Aboriginal and Torres Strait Islander peoples.

The strategy aligns with and supports the agency’s Reconciliation Action Plan 2018–22 (see Reconciliation on page 133 and Supporting Aboriginal and Torres Strait Islander staff on page 132).

For more information about our Reconciliation Action Plan and Indigenous Servicing Strategy, see the Services Australia website.

### Indigenous Service Officers

Indigenous Service Officers (ISOs) help support Aboriginal and Torres Strait Islander people, families and communities to understand and access the agency’s payments, services and programs. ISOs apply cultural insights and work through their established stakeholder and community relationships to help address operational and strategic service delivery issues and identify customer and community service gaps and trends. At 30 June 2022, there were 62 ISOs, compared to 63 at 30 June 2021.

### National Indigenous Coalition

The NIC is the agency’s peak strategic and advisory forum on the effective delivery of payments and services for Aboriginal and Torres Strait Islander peoples. The NIC gives our Indigenous servicing network opportunities to engage with business areas on issues affecting Aboriginal and Torres Strait Islander customers, communities and staff.

This engagement has enabled the agency to continue to influence and provide strategic advice on matters affecting Aboriginal and Torres Strait Islander customers, communities and staff.

### Indigenous interpreting services

The agency offers free access to interpreters for multilingual Aboriginal and Torres Strait Islander customers. Indigenous interpreters are provided by multiple language service providers including the Northern Territory Aboriginal Interpreter Service, Aboriginal Interpreting Western Australia, and ABC Multilingual Pty Ltd.

In 2021–22, we received over 2,700 requests for an Indigenous telephone interpreter and over 400 hours of face-to-face Indigenous interpreting services were provided in our service centres.

## Farm Household Allowance

Farm Household Allowance is a payment for farming families in financial hardship. It is a time-limited payment that customers can receive for up to 4 years in every 10-year period. The next 10-year period begins on 1 July 2024.

Funding is available for farmers and their partners to improve their financial self-reliance by accessing training, developing skills and accessing professional advice. In 2021–22, we finalised more than 1,400 Farm Household Allowance claims. This compares to more than 3,000 claims in 2020–21.

## Multicultural services

We are committed to ensuring our services respond effectively to the needs of culturally and linguistically diverse (CALD) customers.

### Multicultural Servicing Strategy

Our Multicultural Servicing Strategy 2019–22 supports our commitment to the Australian Government’s Multicultural Access and Equity Policy and our CALD staff, customers and communities. The strategy outlines 48 actions across 42 business areas to improve access and outcomes for CALD customers.

In 2021–22, we undertook internal and external consultations in preparation for the development of the next iteration of the strategy for 2022–25.

### Multicultural Service Officers

Multicultural Service Officers (MSOs) play an integral role in connecting migrants and refugees to our information, payments and services. There are approximately 70 MSOs around the country, providing services to urban and regional CALD communities.

In 2021–22, the MSO program focused on:

* engaging with CALD communities to ensure people have the information they need to access payments and services during the COVID-19 pandemic
* promoting translated information from the agency and the Department of Health to help people get proof of their COVID-19 vaccinations
* supporting the emergency response for people affected by flooding in New South Wales and Queensland
* targeting information to the community about our digital channels, debt prevention, financial literacy and family and domestic violence
* building staff cultural capability and promoting and supporting the interpreter and translation service.

In 2021–22, MSOs conducted 71,382 direct engagement activities with 2,594 community and third-party organisations.

### Multicultural community engagement

As part of our commitment to the Multicultural Access and Equity Policy and CALD community engagement, the agency convenes the following representative groups.

The National Multicultural Advisory Group comprises representatives from peak multicultural organisations. It advises us on all aspects of services to CALD customers, including:

* the quality and effectiveness of services
* the impact of new and existing policies and legislation on customers
* future service delivery developments
* opportunities to build stronger communities in partnership with the agency.

In 2021–22, membership was expanded to include Humanitarian Settlement Program service providers, the Australian Council of Social Service, the Australian GLBTIQ (Gay, Lesbian, Bisexual, Trans, Intersex and Queer) Multicultural Council and the National Refugee Advisory and Advocacy Group.

The Multicultural Community Engagement Group comprises government agency representatives with an operational focus on multicultural community engagement. In 2021–22, its discussions focused on responses to:

* the COVID-19 pandemic, including the vaccination program
* community engagement frameworks
* language services and translated information.

Multicultural Advisory Forums are held in areas with high multicultural populations across all states and territories. The agency uses these forums to update participants on major changes to services and payments. The forums also help us to work more collaboratively across government and with the community and third-party organisations at state, territory and local levels to identify and address service delivery issues affecting people from CALD backgrounds.

In 2021–22, the agency used Multicultural Advisory Forums as a platform to discuss:

* our response to COVID-19
* our assistance with the vaccination rollout
* CALD community issues such as scams and family and domestic violence
* challenges being experienced by refugees, people with disability, job seekers and carers.

### Language services

The agency provides customers who have limited or no English with free interpreter and translation services in over 200 languages. This includes Indigenous interpreters, and Auslan interpreters for customers who are deaf or hard of hearing. Interpreters can help with phone and face-to-face customer contacts.

In 2021–22, more than 1,700 contracted interpreters and translators delivered these services on behalf of the agency. This included over 800,000 interpreter interactions and more than 3,900 document translations.

Bilingual staff receiving the Community Language Allowance provide direct customer service in languages other than English.

Our website provides translated information, such as fact sheets and audio files, about our payments and services.

During 2021–22, we continued to establish cross-agency partnerships aimed at supporting the efficient supply of language services to other Commonwealth agencies. This includes providing interpreting support for Afghan refugee arrivals and for refugees in hotel quarantine. Language services also formed part of the agency’s response to a number of national emergencies.

## Regional, rural and remote servicing

The agency provides face-to-face access to services in regional, rural and remote locations across Australia, including many remote Aboriginal and Torres Strait Islander communities. We do this through a mix of service centres; agents and access points; and visits by Remote Servicing Teams and mobile service centres.

### Remote Service Centres

The agency engages directly with people living in remote Aboriginal and Torres Strait Islander communities to deliver services that are culturally appropriate, effective and empowering. We have remote service centres in 16 communities across the Northern Territory (9), Queensland (3), and Western Australia (4), offering a range of face-to-face services as well as supported digital services from a single physical location.

Wherever possible we recruit local Aboriginal and Torres Strait Islander staff to work in these centres. Staff from remote communities are more likely to speak local Aboriginal or Torres Strait Islander languages and understand local customs, traditions and relationships. Aboriginal and Torres Strait Islander staff can also act as role models for young people through their participation in remote communities.

We also partner with other Commonwealth departments and agencies and state, territory and local governments to deliver services in remote areas.

### Agents and access points

Our agents and access points help people in rural, regional and remote communities to access our services.

Access points provide free self-service facilities for customers. Customers can use internet-enabled computers and printers, upload documents to their customer record, call us on the self-service phone and access free Wi-Fi to use their own devices.

Agents also provide a face-to-face information service and identity document certification and help customers to use self-service. Agents continue to perform a crucial frontline role in response to emergencies, helping people in local communities to access payments and services at times when they need them the most.

As at 30 June 2022, we had 365 agents and 211 access points throughout regional, rural and remote Australia.

### Remote Servicing Teams

Remote Servicing Teams provide access to income support payments and services through face-to-face and virtual services to 335 remote locations across Australia. This includes:

* helping people with complex needs to engage with services and other support
* taking a digital-first approach for customers with digital capability and access
* working collaboratively with specialist and professional services, including community-based service providers.

### Mobile Service Centres

The agency has 3 mobile service centres: Golden Wattle, Desert Rose and Blue Gum. Our mobile service centres travel to rural and regional communities to ensure that they have access to the same range of services that are available at any other service centre in Australia. In 2021–22, the mobile service centres:

* visited 278 towns, 124 of which were more than 50 kilometres from a service centre
* helped 10,481 people
* spent 58 days in 53 flood-affected communities in Queensland and New South Wales, helping over 4,000 people.

## Social work services

The agency’s social workers are available through a national network of service centres, telephony services, online channels and outreach supports such as mobile service centres. This ensures our social work service is accessible and responsive for all Australians, regardless of their geographical location. At 30 June 2022, there were 676 social workers employed in 217 locations.

Our social workers provide professional support, counselling and interventions. These services are prioritised to people at risk of suicide or self-harm, people affected by family and domestic violence, young people without adequate support, and people affected by disasters and emergencies. Social workers also deliver training and work with agency staff and the community to ensure support for individuals with multiple and complex needs.

During disasters, social workers can be deployed to mobile service teams and mobile service centres and to state and territory-based recovery centres to provide support to affected individuals and families. The agency also operates a specific social work services telephone line for customers affected by disaster.

In 2021–22, our social workers responded to 239,417 referrals for support, including:

* 5,232 referrals of people at risk of suicide and self-harm
* 2,773 referrals of vulnerable young people without adequate support
* 98,337 referrals to assist people affected by family and domestic violence
* 6,084 referrals to assist people affected by disasters and emergencies, including the New South Wales and Queensland floods and the collaborative response with the Department of Foreign Affairs and Trade to support returning Australians from Afghanistan.

## Community Engagement Officers

In 2021–22, the agency had approximately 80 Community Engagement Officers who engaged with over 3,000 community and third-party organisations. Community Engagement Officers work collaboratively with other agency staff such as MSOs and ISOs to support people experiencing vulnerability and complex issues. Their core functions include:

* collaborating with community and third-party organisations to ensure they are aware of the range of agency services available
* supporting customers to increase their capacity for greater self-sufficiency by promoting and demonstrating our digital services
* delivering our services in locations such as mental health facilities, family and domestic violence services, general crisis/support services, drug and alcohol services, specialist accommodation services and youth services.

Community Engagement Officers typically meet customers in their own environment, where they feel most comfortable. However, through much of 2021–22 they provided virtual services with community and third-party organisations, because of COVID-19 restrictions. They also used their extensive networks to promote and explain the Government’s COVID-19 vaccine strategy and pandemic-related payments and services.

In addition, Community Engagement Officers joined the agency’s collective response to support communities experiencing flooding emergencies, not only in the field but also by assisting with the significant efforts required to ensure that flood-affected people received their entitlements in a timely manner.

## Status Resolution Support Services Payment

The Status Resolution Support Services Payment provides temporary, needs-based support to asylum seekers who are unable to support themselves while resolving their immigration status. At 30 June 2022, approximately 897 customers were receiving the payment.

## Citizenship testing

The agency delivers citizenship tests on behalf of the Department of Home Affairs in 42 service centres in regional areas. In 2021–22, the agency conducted 25,130 citizenship tests.

## Support for refugees and humanitarian entrants

The agency assists refugees and humanitarian entrants on arrival in Australia by offering streamlined services, including payments, information and referrals, Medicare enrolment, language services, information seminars, and support for finding work.

We work closely with the Department of Home Affairs and Humanitarian Settlement Program providers, as well as community groups, to ensure that refugees receive appropriate services and support on arrival. A network of specialist teams and subject matter experts deliver these services at locations with high settlement populations, including in regional areas.

In 2021–22, the agency played a critical role in supporting evacuees arriving in Australia from Afghanistan as part of a whole-of-government response. We connected evacuees to social welfare payments, Medicare and other support services.

## Special Benefit

Special Benefit payment helps people in severe financial hardship who are unable to support themselves and their dependants and are not eligible for another payment.

## Bereavement payments

Bereavement payments help customers adjust to changed financial circumstances following the death of their partner, child or care receiver. The type of bereavement payment a customer receives and the amount they can get depends on their individual circumstances and when the agency is notified of the death.

Bereavement payments are usually paid as a lump sum.

## Payments while outside Australia

A datalink between the agency and the Department of Home Affairs identifies social security customers who depart from or return to Australia. This information is used to automatically review payments for people who have departed from Australia.

Some customers may continue receiving social security payments when they are outside Australia. This is called ‘portability’.

## Tasmanian transport schemes

The agency administers 2 Tasmanian transport equalisation schemes:

* the Tasmanian Freight Equalisation Scheme, which helps to alleviate the sea freight cost disadvantage for shippers of eligible non-bulk goods that are moved by sea between mainland Australia and Tasmania
* the Bass Strait Passenger Vehicle Equalisation Scheme, which helps to alleviate the cost of sea travel across Bass Strait between Tasmania and mainland Australia.

In 2021–22, we processed 16,573 payments for assistance to the value of $208.2 million through these schemes. This compares to 17,084 claims and $205.7 million in 2020–21.

## Services to incarcerated customers

The agency provides services to incarcerated customers in approximately 150 correctional facilities (including youth justice centres, prison work camps and mental health units) across Australia.

We provide these services in consultation with state and territory correctional authorities. Our services align with 3 stages of incarceration:

* entry into custody – suspend or cancel payments to prevent debt and check that child support assessments are correct
* during custody – help customers who remain eligible for payments, assist with access to highly specialised drugs, and conduct child support reassessments
* release from custody – reconnect customers to appropriate payments and services.

During 2021–22, the COVID-19 pandemic affected the services we provide to incarcerated Australians. To continue to connect as many incarcerated Australians as possible to payments in preparation for their release from prison, we:

* capitalised on the strong partnerships we have with state and territory corrective services
* scheduled servicing flexibly to accommodate COVID-positive prisoners in isolation
* reprioritised claim processing to avoid rework caused by isolation requirements.

Our flexibility ensured that many of these vulnerable customers received immediate financial support and had less need to attend our face-to-face services after their release.

# 5.5 Supporting people to manage their money

## Financial Information Service

The agency’s Financial Information Service (FIS) offers free, independent and confidential information, tools and resources to help customers make informed decisions about their current and future financial needs. It helps financially vulnerable people to improve their financial capability and builds self-sufficiency by looking at financial options beyond the payments we offer.

The FIS is available by phone and by appointment. Services are delivered online through video chat appointments and public financial education webinars. In 2021–22, we resumed offering targeted and tailored community education, in accordance with COVID-safe guidelines.

In March 2022, the FIS introduced webinars for the first time. Webinars provide access to financial education for members of the community who cannot attend face-to-face outreach sessions. They are live and interactive and are also available as recorded events.

In 2021–22, FIS officers:

* answered more than 69,000 phone calls
* conducted more than 14,000 face-to-face interviews and around 2,300 video chat interviews
* delivered around 2,300 hours of outreach services at more than 1,100 events
* introduced interactive public webinars, which have been attended live or been watched from a recording around 5,800 times.

## Centrepay

Centrepay is a free voluntary bill-paying service for Centrelink customers. Through Centrepay, a customer can authorise the agency to deduct regular amounts from their Centrelink payments. Deductions are made before the balance of the customer’s payment is deposited into their bank account. Customers can use Centrepay to pay approved businesses for goods and services such as accommodation, utilities, and other regular expenses. A business must apply to and be approved by the agency to offer Centrepay as a payment option for customers.

At 30 June 2022:

* 608,021 customers were using Centrepay
* 10,512 businesses received a Centrepay deduction.

In 2021–22, we made 24.6 million Centrepay deductions, to the value of $2.72 billion.

## Centrelink Confirmation eServices

Centrelink Confirmation eServices (CCeS) is a secure online service that provides real-time customer information and allows approved businesses to confirm Centrelink or DVA customer entitlements for a concession, rebate or service.

Businesses can use CCeS to confirm:

* that a customer is eligible to receive a concession, rebate or service
* the customer’s income, assets and payment details
* that a customer meets the income support eligibility requirements for superannuation to be released early due to financial hardship.

Businesses must obtain customer consent before accessing any customer information via CCeS.

## Rent Deduction Scheme

The Rent Deduction Scheme is a voluntary service that enables Centrelink customers to pay rent for their government housing and other housing expenses to their state or territory housing authority through regular deductions from their Centrelink payments.

At 30 June 2022, 298,541 customers were using the scheme. In 2021–22, 8.6 million rent deductions were made using the scheme.

## Tax Deduction Service

The Tax Deduction Service allows customers who receive taxable Centrelink income support payments to choose to have tax withheld from their payments. This is an easy and free way for customers to meet their tax obligations. In 2021–22, $15.6 million was withheld from customers who chose to use this service.

## Income Management

Income Management helps groups of people in specific locations who receive income support to manage their money to meet essential household expenses. We work with people on Income Management to identify how their income support can be used to pay organisations for items they and their families need.

**Table 32:** Numbers of Income Management customers(a)(b)

| **Measure** | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Cape York Income Management | 140 | 0 | 0 |
| Child Protection Income Management | 122 | 69 | 48 |
| Disengaged Youth | 4,592 | 5,588 | 4,748 |
| Long Term Welfare Payment Recipient | 16,868 | 19,130 | 16,148 |
| Supporting People at Risk | 50 | 40 | 7 |
| Voluntary Income Management | 3,155 | 2,929 | 2,644 |
| Vulnerable Welfare Payment Recipient | 1,762 | 1,449 | 1,095 |

(a) The numbers are point-in-time and do not represent recipient movements between measures and on and off Income Management.

(b) The Social Security (Administration) Amendment (Continuation of Cashless Welfare) Act 2020 received royal assent on 17 December 2020. On 17 March 2021, the Act allowed for:

(i) Cape York Income Management recipients to transition to the Cashless Debit Card

(ii) Introduction of the Cashless Debit Card in the Northern Territory on an opt-in (consent) basis.

## Cashless Debit Card

The Cashless Debit Card gives customers greater financial stability while reducing the social harm resulting from alcohol, drugs and gambling. When a customer is using a Cashless Debit Card, a percentage of their regular fortnightly payments and 100% of lump sum payments are paid to their card.

At 30 June 2022, the Cashless Debit Card operated in:

* Ceduna and surrounding regions, South Australia
* East Kimberley and Goldfields regions, Western Australia
* Bundaberg and Hervey Bay region, Queensland
* Cape York and Doomagee, Queensland
* Northern Territory, where Income Management recipients and eligible customers can elect to opt in to the Cashless Debit Card.

At 30 June 2022, 17,793 customers were using the Cashless Debit Card.

**Table 33:** Numbers of Cashless Debit Card customers(a)

| **Location** | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Ceduna region, South Australia | 964 | 1,090 | 1,086 |
| East Kimberley region, South Australia | 1,684 | 1,914 | 2,027 |
| Goldfields region, Western Australia | 3,557 | 4,131 | 3,852 |
| Bundaberg and Hervey Bay region, Queensland | 6,303 | 7,417 | 6,556 |
| Cape York region, Queensland | 0 | 135 | 108 |
| Northern Territory | 0 | 87 | 4,164 |

(a) The numbers are point-in-time and do not represent recipient movements between measures and on and off the Cashless Debit Card.

# Part 6 Shared services and partnerships

# 6.1 Shared services

In 2021–22, Services Australia continued to offer shared services. These are corporate and information and communications technology (ICT) services to various government agencies including the Department of Social Services (DSS), the NDIS Quality and Safeguards Commission (NDIS Commission), the National Disability Insurance Agency (NDIA), and the Department of Veterans’ Affairs (DVA).

The shared services we provide include procurement, assistive technology support, human resources and payroll services, credit card management, accounts payable and receivable, travel, fleet management, records management, co-located accommodation, security, ICT infrastructure and ICT applications. We also deliver internet gateway and/or data centre hosting services for 10 Australian Government entities.

To continuously improve and support shared services, we have:

* refined our services catalogue
* developed a shared services costing and pricing model to provide greater consistency and transparency of costings
* streamlined governance and engagement channels to make it easier for our shared services clients to engage and do business with us.

# 6.2 Partnerships

## Partnerships with Australian Government agencies

We deliver payments and services on behalf of a wide range of Australian Government agencies. We work in partnership with these agencies to provide a service delivery viewpoint in the policy design process so that we can deliver better services for customers. Each partnership operates under a bilateral management arrangement that supports collaboration between agencies to:

* co-design policy and service delivery
* deliver customer insights and experience
* exchange data
* share expertise on customer-centric approaches and user testing
* co-design cross-government services
* deliver myGov and ICT infrastructure, capability and support
* provide the National Emergency Call Centre Surge Capability (see National Emergency Call Centre Surge Capability on page 18).

We maintain formal bilateral forums with a number of other Australian Government agencies on policy, program and service delivery, including with DSS, DVA, the Department of Education, Skills and Employment (DESE) and the Department of Health.

We provide assurance to partner agencies on the integrity of the services and programs we deliver on their behalf. We report quarterly on program performance under bilateral arrangements and deliver an Annual Assurance Statement to DSS, DVA, DESE and the Department of Health.

In 2021–22, we also provided telephony support to the Australian Electoral Commission during the federal election by recording votes from Australians who were isolating due to COVID-19.

We work closely with the Department of the Prime Minister and Cabinet’s APS Reform Office to support the APS Reform Agenda, including the Better Services Reform Priority.

## Partnerships with state and territory governments and other organisations

We have bilateral arrangements with state and territory government agencies and some third-party organisations to deliver on shared premises:

* services such as rent deduction and prison servicing
* National Emergency Call Centre Surge Capability.

The shared premises arrangements have been successful, delivering joined-up services for customers and enabling us to identify efficiencies. In addition to sharing premises with government agencies, we have shared premises arrangements with not-for-profit agencies which help to connect us to the broader community. Our mobile service centres (see Mobile service centres on page 88) regularly partner with state and territory government entities, as well as Australian Government agencies, to provide coordinated government services for communities. These services include:

* providing information to veterans and their families about DVA programs and support services
* delivering side-by-side mobile servicing with the Queensland Department of Communities, Housing and Digital Economy
* delivering side-by-side mobile servicing with Services Tasmania and NBN Co.

We continue to explore partnership opportunities to bring a greater range of government services to communities across Australia.

## Engagement with community peak bodies

The agency engages with community peak organisations through a range of mechanisms, including the Civil Society Advisory Group (CSAG). CSAG is a forum for advocacy groups and peak community organisations in the social security and welfare sector. Its members provide insights on customer experiences and advice on opportunities to improve service delivery.

CSAG currently has members from 15 peak body organisations representing a rich and diverse network of communities across Australia, including people with disability, carers, older people, young people, people from multicultural communities, and people affected by poverty, disadvantage and inequality.

We hold other stakeholder forums with specific groups, including people with disability, Aboriginal and Torres Strait Islander peoples, older Australians, people from multicultural communities, and health and medical organisations. These forums provide insights and advice about the unique experience of different customer cohorts.

## International partnerships

The agency administers formal social security agreements with 31 countries. These agreements outline the shared responsibility for social security coverage and entitlements when people move between the agreement countries, such as confirming that they remain eligible.

We maintain other international connections through our membership of and relationship with the International Social Security Association. We also provide input to support the Australian Government’s involvement with the Organisation for Economic Co-operation and Development.

# Part 7 Fraud control and compliance

Services Australia uses its fraud control and compliance capabilities to ensure that only eligible people receive payments and that they receive the right amount. When a customer receives money for which they are not eligible, they must repay it.

We also focus our fraud control and compliance action on:

* helping customers meet their obligations
* protecting customer identities
* preventing the exploitation of the Government’s system of social support by criminals.

In cases of fraud or corruption, the agency investigates those matters and may refer offenders to the Commonwealth Director of Public Prosecutions (CDPP) for prosecution.

# 7.1 Fraud and corruption control and assurance

The agency takes all reasonable action to prevent, detect and respond to fraud and corruption. We manage fraud and corruption in accordance with the Public Governance, Performance and Accountability Rule 2014 and the Commonwealth Fraud Control Framework. Our Fraud and Corruption Control Plan 2020–24 details our comprehensive and agile approach to managing fraud and corruption risks and sets out the responsibilities of all staff, including risk owners.

We strategically review and test fraud and corruption controls against a risk-based work plan. We undertake enterprise and operational fraud and corruption risk assessments to ensure that we are effectively managing risks. We also proactively assess risks posed by the changing environment or new policies or programs. Our advice supports program and business owners to understand and proactively prevent, detect and disrupt fraud, by embedding fraud controls upfront and implementing other better practice fraud control approaches. Our strategic governance and reporting arrangements also provide oversight and effective management of fraud and corruption risks.

We continue to frame our fraud and corruption activities around 4 key elements:

* Predict – we identify emerging threats through a range of intelligence sharing and data analytics to prevent or minimise fraud or corruption occurring.
* Prevent – we proactively assess the fraud and corruption environment, ensuring that staff understand their role in managing these risks, and we embed fraud and corruption control in policy and process design.
* Control and assure – we ensure effective fraud and corruption risk management by implementing robust controls with continuous monitoring, evaluation and reporting.
* Detect and disrupt – we run sophisticated detection and disruption strategies that help us deter and respond to fraud and corruption in a timely, appropriate and proportionate manner.

# 7.2 Fraud and corruption detection and disruption

We continue to adapt our intelligence, investigation and crime prevention capabilities to combat criminals who try to exploit the agency and the programs we administer. In 2021–22, we responded to criminal threats to the Australian Government’s COVID-19 pandemic response by enhancing our existing fraud detection measures and implementing innovative new measures as new threats emerged.

Our sophisticated fraud and corruption detection programs leverage technological advancements with data analytics and profiling, including real-time detection. We respond to instances of suspected criminal offending in a timely, appropriate and proportionate manner, with a focus on disrupting further criminal activity.

Our prevention, detection and disruption activities include:

* staff fraud and corruption awareness raising to ensure staff understand their responsibilities to prevent fraud and corruption and report suspicious behaviour
* collaboration across government to achieve whole-of-government fraud and corruption control outcomes
* integrity measures that help stop the payment of suspicious claims and discourage opportunists from exploiting payments and processes
* joint investigations with other law enforcement bodies to disrupt serious, organised and complex fraud activities and related crimes
* disciplinary, administrative and civil or criminal sanctions when appropriate
* focused fraud detection, disruption and investigation, including cooperation with law enforcement agencies, to support the integrity of the Child Support Program
* working with partners to develop strategies to educate, protect and support the Australian community in relation to scams and identity security risks.

In 2021–22, we significantly enhanced our fraud prevention capability by introducing pre-payment fraud assessments of high-risk COVID-19 and emergency payment claims. These assessments are a highly effective preventative strategy to protect government outlays.

Fraud, identity theft and related crimes have become increasingly complex, with offenders exploiting technological advances to enable criminal activity. The agency’s criminal intelligence and investigation teams employ a multi-faceted approach. We work increasingly with other departments and law enforcement agencies to address crime.

In 2021–22, our effort to combat fraud and corruption led to:

* 709 criminal investigations
* 988 administrative investigations
* 203 referrals to the CDPP.

Internal investigations:

* 22 criminal investigations
* 18 referrals to the CDPP.

# 7.3 Fraud and corruption control capability across government

Services Australia is the government’s key service delivery agency and a leader in government fraud and corruption control, collaborating with other agencies and departments to develop fraud and corruption control capability across government.

We are increasing our focus on disrupting higher levels of criminality and organised crime. To do this we require coordinated intelligence and response actions, which we develop by expanding our collaboration with other government agencies and non-government and international entities.

In 2021–22, we strengthened our relationships with external intelligence functions, including those in the Australian Taxation Office (ATO), the Australian Federal Police (AFP), the Australian Securities and Investments Commission and the Australian Criminal Intelligence Commission (ACIC). These partnerships enabled us to gain access to new data, improve our capability to analyse data, and detect fraud and related crimes. We also continued to collaborate with the Attorney-General’s Department’s Commonwealth Fraud Prevention Centre to enhance cross-government fraud and corruption capability. Our membership of the ATO-led Serious Financial Crime Taskforce allows us to collaborate to disrupt serious crimes, particularly those related to the Government’s stimulus packages.

# 7.4 Taskforce Integrity

Taskforce Integrity looks at serious fraud and identity crime and enhances the government’s ability to prevent, detect and respond to emerging criminal threats to the system of social supports. It is a joint operation between the agency and the AFP that allows for increased capability, collaboration and responsiveness in a complex and ever-changing environment. Under the 2021–22 budget measure Enhancing Welfare Integrity Arrangements, Taskforce Integrity was extended to 30 June 2023.

The taskforce leverages existing relationships with law enforcement and intelligence agencies, including state and territory law enforcement agencies, ACIC, the Australian Transaction Reports and Analysis Centre and the ATO-led Serious Financial Crime Taskforce to deal effectively with this type of crime.

In 2021–22, the taskforce achieved the following key outcomes:

* 25 criminal investigations completed
* 8 referrals to the CDPP
* $8.9 million recovered in debt owed to the Commonwealth arising from fraud or serious non-compliance.

The number of criminal investigations and the number of matters referred to the CDPP as part of the taskforce are included in the figures under Fraud and corruption detection and disruption on page 105.

# 7.5 Identity management

Effective identity management is critical to the agency and to a whole-of-government approach to combating fraud and other crimes. It is vital that we can confirm that a person is who they say they are — this is the foundation of the agency’s fraud controls. We implement a range of strategies to check, confirm and protect the identity of customers who interact with us.

## Identity verification during the COVID-19 pandemic

In 2021–22, we continued to make it easier for Medicare customers to access services without needing to attend a service centre. This included expanding the use of the Document Verification Service to verify our customers’ identity and making it easier for customers to link their Medicare online accounts in myGov to access digital services (see Digital services on page 44).

## Using Digital Identity for identity confirmation

The Digital Transformation Agency (DTA) has led the development of the Digital Identity system and, along with a number of Commonwealth partners, they provide a platform for Australians to verify their identity online, safely and securely. A digital identity is a reusable identity credential to access government services without the need for individuals to visit a shopfront with their identity documents.

In September 2021, Services Australia commenced a Beta pilot as a relying party in the Digital Identity system. The outcomes of the Beta pilot are informing preparations for further expansion of the system. Through the pilot, customers could use their Digital Identity to register with Centrelink, link their Centrelink record to their myGov account and satisfy Centrelink’s identity requirements without the need to attend a service centre in person. Since the introduction of Digital Identity, over 2 million customers have shared their digital identity with the agency.

## Video chat for identity confirmation

During 2021–22, we introduced virtual servicing for eligible online claim customers to confirm their identities. This allowed customers to complete their claim from start to finish within the digital channel, and removed the need for them to attend a service centre in person. As of June 2022, we have completed over 82,000 appointments through virtual servicing. We are continuing to expand this to more online claim types.

## Scams and identity theft

In 2021–22, our Scams and Identity Theft Helpdesk continued to support customers who were potential victims of scams or identity theft. The helpdesk assesses the risk of compromise to a customer’s identity and, if necessary, secures their agency records and refers customers to other services such as IDCARE, Australia’s national identity support service. In 2021–22, we:

* confirmed the identities of around 720,000 customers
* successfully matched over 15.3 million identity documents from customers with the Department of Home Affairs Document Verification Service
* responded to over 12,000 calls and more than 1,800 emails to the Scams and Identity Theft Helpdesk
* referred more than 2,700 customers to IDCARE.

# 7.6 Public tip-offs

Tip-offs about suspected public health, welfare and child support fraud are an essential part of maintaining the integrity of the system of social supports and community confidence in the system.

Specialist staff assess all public tip-offs and work alongside our compliance and intelligence colleagues to identify emerging concerns.

People can share tip-off information with us by either:

* visiting the Reporting Fraud page on our website and filling out the online form
* phoning the Australian Government Services Fraud Tip-off Line on 131 524.

In 2021–22, we received more than 57,779 tip-offs through the Tip-off Line and more than 66,044 tip-offs from other sources.

# 7.7 Payment accuracy and correctness

The agency aims to pay the right person the right amount through the right program at the right time. To support this aim, in 2021–22 we developed 5 simplified top tips to help our customers avoid some common mistakes that lead to payment inaccuracy. These tips were translated into 10 languages.

The top tips help our customers better understand how to report their employment income correctly. In summary, they are to:

* report gross rather than net employment income
* report their partner’s gross employment income
* report self-employment income in the right place
* complete reporting by 5 pm on the due date
* not send us their payslips unless we ask.

As at 30 June 2022, we delivered messages about the top tips to more than 2 million customers through digital channels, social media and radio.

# 7.8 Random sample survey

Random sample surveys (RSS) are point-in-time assessments of a customer’s circumstances for major payment types. They are a contemporary and convenient way to engage with customers and they help us to ensure we are making accurate social welfare payments. We use RSS to identify both administrative and customer errors, measure our ability to pay customers the exact payment they are entitled to (payment correctness), and allow the Department of Social Services to measure the integrity of outlays (payment accuracy). We expanded the use of video chat for RSS interviews after a successful initial trial.

In 2021–22, the agency achieved 98.9% payment correctness against a target of 95%.

# 7.9 Compliance program

To ensure the accuracy of social welfare and other payments and to resolve discrepancies in information that customers provide, we source information from other government agencies and third parties.

In 2021–22, the volume of compliance activities reduced, reflecting the agency’s focus on supporting Australians through the COVID-19 pandemic and emergency events. As a result of this focus, the volume of compliance activities was adjusted so that staff could be redeployed to help deliver critical services to Australian citizens. During these emergency periods, we continued to deliver priority compliance activities to assist customers receiving social welfare payments to meet their obligations and prevent overpayment.

**Table 34:** Social welfare compliance activity

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Compliance interventions | 898,574 | 194,770 | 165,948 |
| Reductions in fortnightly payments | 71,841 | 26,834 | 34,113 |
| Value of fortnightly reductions | $25.2 million | $15.6 million | $20.5 million |
| Prevented outlays | $52.7 million | N/A(a) | N/A(a) |
| Debts raised | 142,155 | 31,654 | 25,682 |
| Total debt value | $364.4 million | $59.2 million | $54.9 million |

(a) This information is not available due to the impact of COVID-19 and other related activities.

# 7.10 Income Compliance Program

The Income Compliance Program examines income reporting discrepancies for customers receiving an income and asset tested welfare payment. The agency is refunding repayments on debts raised under this program since 1 July 2015 using averaged ATO income information (see Judicial decisions on page 114). We have refunded all former customers who have provided their bank account details and all current customers who are eligible for a refund. Over $748 million has been refunded, amounting to over 99% of the estimated $752.7 million refunded in 2021–22.

A group of around 3,550 former customers are yet to engage with the agency to receive refunds.

# 7.11 Debt management

The agency remains sensitive to changing customer circumstances. When people have not been paid the right amount and incur a debt, we work with them to recover overpayments, taking into account their personal circumstances. When a person is finding it difficult to repay a debt, the agency is flexible. For people experiencing financial hardship and those in vulnerable situations, we can pause recovery of a debt for a specified period. We also provide support to customers who need more specialised assistance through our network of social workers.

During the COVID-19 lockdowns and recent natural disasters, we supported the Australian community by pausing debt raising and recovery in affected areas. We were able to assist people across 5 states and territories who were facing difficult financial circumstances.

In 2021–22, we continued to improve our services to, and communication with, customers who have been overpaid. For example, we introduced personalised payment explanations in Money You Owe – a service in Centrelink online accounts to manage a debt or overpayment. This makes it simpler for customers to self-manage their payments and identify information that needs to be updated. Customers can now better understand their eligibility for payments, the factors that are affecting their payment rate, and why they have been overpaid. The service is currently available for Youth Allowance, Carer Payment, Disability Support Pension and Age Pension customers.

To improve the customer experience and ensure clear messaging to customers who were in lockdown due to COVID-19, we further enhanced our Interactive Voice Response (IVR) messaging. Our IVR messages advised customers that debt recovery was paused until July 2022, how to arrange future repayments and where to obtain further debt information online. For more information on IVR, see page 46.

**Table 35:** Debts raised from customers who received social welfare payments

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Number of debts raised | 1,758,484 | 1,693,911 | 1,636,710 |
| Amount raised | $2.4 billion | $2.0 billion | $2.1 billion |

**Table 36:** Social welfare debts recovered

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Total debts recovered | $1.75 billion | $0.85 billion | $1.34 billion |
| Amount recovered by contracted agents | $110.7 million(a) | $42.2 million | $52.8 million |
| % of total recovered by contracted agents | 6.3 | 5.0 | 4.0 |

(a) The amount recovered by contracted agents was revised from $105.0 million to $110.7 million for 2019–20, as some information was not available at the time of publication.

# Part 8 Management and accountability

Services Australia’s activities and operations are subject to scrutiny by a number of external bodies, including the courts, the Administrative Appeals Tribunal (AAT), the Australian National Audit Office (ANAO), the Commonwealth Ombudsman, the Australian Information Commissioner and committees of the Australian Parliament.

# 8.1 Judicial decisions

On 11 June 2021, Justice Murphy of the Federal Court of Australia approved a settlement in Katherine Prygodicz & Ors v Commonwealth of Australia (VID1252/2019).

The proceedings relate to a class action commenced pursuant to Part IVA of the Federal Court of Australia Act 1976 seeking declarations, restitution, damages and other relief involving some 648,000 group members who had debts raised based on averaged Australian Taxation Office (ATO) income information. This averaging process was part of the Income Compliance Program (see Income Compliance Program on page 110).

In May 2020, the Commonwealth announced that it would refund debts raised wholly or partially using averaged ATO income data. Under the Deed of Settlement, the Commonwealth agreed to pay an additional settlement sum of $112 million (inclusive of legal costs) to eligible group members.

The agency wrote to group members between 29 October and 19 November 2021 to advise them of their eligibility for a settlement payment based on the categorisation of their Income Compliance Program debts, how to register or update their details to receive a payment, and how to raise a dispute. Eligible group members who had received a refund were automatically registered for a settlement payment. Other eligible group members could register by providing their details through an online portal or by telephone. A total of 386,193 eligible group members registered to receive a settlement payment.

Between February and June 2022, we carried out calculation and independent assurance of individual settlement payments. The agency began writing to registered eligible group members prior to making payments.

# 8.2 Administrative Appeals Tribunal

If a person disagrees with a decision by the agency in relation to social welfare payments, they may, after a formal internal review by an Authorised Review Officer, apply to the Social Services and Child Support Division of the AAT for a review of that decision (AAT first review). If they are dissatisfied with the outcome of an AAT first review, they may apply for further review of the decision by the AAT General Division (AAT second review).

In 2021–22, the social welfare payment decisions challenged in the AAT concerned decisions to raise or recover debts; rejection of claims; rate of payment; start date of payment; and cancellation of payment or benefit.

In 2021–22, the AAT made no decisions that had, or may have, a significant effect on the operations of the agency.

**Table 37:** Social welfare payments merits review applications and outcomes 2021–22

|  | **Applications received** | **Unchanged decisions(a)** | **Changed decisions** |
| --- | --- | --- | --- |
| AAT first review | 6,694 | 4,660 | 1,770 |
| AAT second review – customer initiated | 983 | 883 | 356 |
| AAT second review – Secretary applications(b) | 28 | 25 | 33 |

(a) Unchanged decisions include applications for review that were affirmed by the AAT, withdrawn or dismissed.

(b) Refers to the Secretary of any department where the relevant minister is responsible, under the Administrative Arrangements Order, for that part of social security law that allows for appeal of a decision to the AAT.

The Social Services and Child Support Division of the AAT is also responsible for independently reviewing objections to child support decisions. The child support decisions challenged in the AAT in 2021–22 most commonly concerned changes of assessment and disputed care arrangements for children.

**Table 38:** Child support assessment merits review applications and outcomes 2021–22

|  | **Applications received** | **Unchanged decisions** | **Changed decisions** |
| --- | --- | --- | --- |
| AAT first review | 2,215 | 1,315 | 758 |

# 8.3 Freedom of information

Entities subject to the Freedom of Information Act 1982 (FOI Act) are required to publish certain information as part of the Information Publication Scheme (IPS). Each agency must display on its website the information it publishes in accordance with the IPS requirements. This includes a requirement to publish in the IPS the information in annual reports prepared by the agency and laid before the Parliament. For information about the agency’s IPS Plan, see Services Australia website.

# 8.4 Auditor-General reports

Since 1 July 2021, the ANAO has tabled 4 audits of the agency:

1. Administration of the Revised Protective Security Policy Framework (PSPF) was a cross-entity audit that examined the administration of physical security arrangements under the revised PSPF. The audit was tabled in May 2022 and made 2 recommendations for the agency, both of which were agreed.
2. Implementation and Performance of the Cashless Debit Card Trial — Follow-on was a follow-up audit examined the administration of the Cashless Debit Card Program by the Department of Social Services (DSS). It included an assessment of the agency’s arrangements with DSS that supported the program’s service delivery functions. The audit was tabled in June 2022 and made no recommendations for the agency.
3. Effectiveness of the Management of Contractors (Services Australia) examined whether the agency had fit-for-purpose arrangements for engaging and managing contractors. The audit was tabled in June 2022 and made 3 recommendations for the agency, all of which were agreed.
4. Management of staff leave in the Australian Public Service was a cross-entity audit that assessed entities’ compliance with legislation and other relevant requirements relating to leave. The audit was tabled in June 2022 and made 4 recommendations for the agency, all of which were agreed.

The agency has a service delivery role on behalf of policy agencies, known as shared services arrangements (see Shared services on page 97).

The agency also supports ANAO audits that are underway in other agencies — for example, the Improving Immunisation Coverage audit that was tabled on 22 September 2021, and the Effectiveness of the Management of Contractors (Department of Veterans’ Affairs) audit that was tabled in June 2022.

The agency’s results from interim and financial statements audits by the ANAO were reported in:

* Audits of the Financial Statements of Australian Government Entities for the period ended 30 June 2021, in December 2021
* Interim report on key financial controls of major entities, in June 2022.

For more information about these and other ANAO audit reports, see the ANAO website.

# 8.5 Commonwealth Ombudsman

The agency maintains a collaborative and productive working relationship with the Office of the Commonwealth Ombudsman. We monitor the implementation of recommendations from reports published by the Commonwealth Ombudsman.

In 2021–22, the Commonwealth Ombudsman did not publish any reports about the agency. We provided status updates to the Office of the Commonwealth Ombudsman on our progress in implementing the recommendations made by the Ombudsman in Services Australia’s Income Compliance Program: A report about Services Australia’s implementation of changes to the program in 2019 and 2020, published by the Commonwealth Ombudsman in 2021–22.

# 8.6 Australian Information Commissioner

In 2021–22, the Office of the Australian Information Commissioner made no privacy determinations relating to Services Australia.

# 8.7 Agency capability reviews

In 2021–22, no capability reviews of Services Australia were conducted.

# 8.8 Parliamentary committee reports

In 2021–22, the agency supported the following parliamentary inquiries by providing written submissions, attending public hearings and private briefings, and submitting answers to questions on notice.

## Centrelink’s Compliance Program

On 31 July 2019, the Senate referred Centrelink’s compliance program to the Senate Community Affairs References Committee for inquiry and report. The agency provided a written submission on 20 September 2019 and a supplementary submission on 17 September 2020. Agency representatives attended a public hearing on 27 August 2021. We provided 55 responses to Questions on Notice to the committee during 2021–22. The committee tabled its fourth and fifth interim reports during 2021–22.

## Australia’s family law system

On 19 September 2019, the House of Representatives agreed to a Senate resolution to establish a Joint Select Committee on Australia’s Family Law System. The agency provided input to the written submission lodged on 18 December 2019 by DSS. Agency representatives attended a public hearing and a private briefing. We also provided the committee with 16 responses to questions on notice from the previous financial year. In 2021–22, the committee tabled its third interim report.

The committee tabled its final report on 22 November 2021, completing the inquiry.

## Services, support and life outcomes for autistic people and the associated need for a national autism strategy

On 27 November 2019, the Senate established a Select Committee on Autism to inquire into and report on the services, support and life outcomes for autistic people in Australia, and the associated need for a national autism strategy. The agency provided a written submission to the committee on 16 July 2020.

The committee tabled its report on 25 March 2022, completing the inquiry.

## The Australian Government’s response to the COVID-19 pandemic

On 8 April 2020, the Senate established a Select Committee on COVID-19 to inquire into and report on the Australian Government’s response to the pandemic. Agency representatives attended public hearings on 30 September 2021. We also answered 6 questions on notice from the committee in 2021–22.

The committee tabled its third interim report on 1 December 2021.

## The current capability of the Australian Public Service

On 1 December 2020, the Senate referred the matter of the current capability of the Australian Public Service to the Finance and Public Administration References Committee for inquiry and report. The agency provided a written submission to the committee on 26 February 2021 and agency representatives attended a public hearing on 20 July 2021. In 2021–22, we also responded to 8 questions on notice from the committee.

The committee tabled its final report on 25 November 2021.

## Job security

On 10 December 2020, the Senate established a Select Committee on Job Security to inquire into and report on the impact of insecure or precarious employment on the economy, wages, social cohesion and workplace rights and conditions. Agency representatives attended a public hearing on 27 August 2021. We also responded to 21 questions on notice from the committee. The committee tabled interim reports on 19 October 2021, 30 November 2021 and 11 February 2022.

The committee tabled its final report on 30 March 2022.

## Vaccine-related fraud and security risks

On 17 March 2021, the Joint Standing Committee on Law Enforcement agreed to inquire into and report on vaccine-related fraud and security risks. The agency provided a written submission to the committee on 29 October 2021.

The committee tabled its final report on 17 February 2022.

## The purpose, intent and adequacy of the Disability Support Pension

On 13 May 2021, the Senate referred the matter of the purpose, intent and adequacy of the Disability Support Pension to the Senate Community Affairs References Committee for inquiry and report. The agency provided input to a written submission to the committee lodged by DSS. Agency representatives attended public hearings on 11 October 2021, 1 November 2021 and 16 November 2021. We also answered 27 Questions on Notice from the committee in 2021–22.

The committee tabled its final report on 18 February 2022.

## Lessons to be learned in relation to the Australian bushfire season 2019–20

On 5 February 2020, the Senate referred the matter of lessons from the Australian bushfire season 2019–20 to the Senate Finance and Public Administration References Committee for inquiry and report. The agency provided a written submission to the committee on 11 February 2021.

The committee tabled its final report on 2 December 2021.

## Services Australia – fit-out of new leased premises at 205 North Quay, Brisbane, Queensland

On 1 December 2021, the Assistant Minister to the Minister for the Public Service asked the Parliamentary Standing Committee on Public Works to inquire into the fit-out of leased premises at North Quay in Brisbane. The agency provided a written submission to the committee on 26 November 2021. Agency representatives attended an in-camera hearing on 25 January 2022. We also answered a Question on Notice from the committee in 2021–22.

The committee tabled its final report on 9 February 2022.

## Services Australia – fit-out of new leased premises at 120 Bathurst Street, Hobart, Tasmania

On 1 December 2021, the Assistant Minister to the Minister for the Public Service asked the Parliamentary Standing Committee on Public Works to inquire into the fit-out of new leased premises at Bathurst Street, Hobart. The agency lodged a written submission with the committee on 26 November 2021. Agency representatives attended a public hearing on 25 January 2022. We also answered 4 questions on notice from the committee in 2021–22.

The committee tabled its final report on 29 March 2022.

## Implementation of COVID-19 measures: Inquiry into Auditor-General Reports Nos 20, 22, 23, 24 and 39

On 1 September 2021, the Joint Committee of Public Accounts and Audit resolved to conduct an inquiry into Auditor-General Reports Nos 20, 22, 23, 24 and 39. The agency provided a written submission to the committee on 7 October 2021 in relation to Auditor-General Report No. 23 – Services Australia COVID-19 measures and enterprise risk management. Agency representatives attended a public hearing on 3 December 2021. We also answered 3 questions on notice from the committee.

This inquiry lapsed when the committee ceased to exist at the dissolution of the House of Representatives on 11 April 2022.

# Part 9 Our people

In 2021–22, Services Australia’s workforce capacity fluctuated appropriately in rapid response to unplanned peaks in demand and critical government priorities. We continue to ensure we have a flexible and capable workforce that can be readily deployed when and if required.

At 30 June 2022, 7,258 staff members (22.5%) worked part time (excluding irregular and intermittent staff).

## Our culture

Our staff are critical to achieving outcomes for our customers and bringing a culture of service excellence to life. Our ongoing commitment to diversity and inclusion and understanding the needs of our staff, customers and stakeholders enables us to be agile in responding to the changing needs of the Australian community.

## Workplace profile

Our people are essential to our ability to deliver high-quality, accessible government services and payments. Our workforce is diverse to ensure we reflect and understand the communities we service so we can deliver the best outcomes. We provide workplaces, learning opportunities and conditions of service that enable staff to perform at their optimum level to meet the needs of Australians.

## Workforce strategies and planning

The agency’s 2019–23 Strategic Workforce Plan guides our investment in securing the workforce we need to deliver on new and emerging demands and our ongoing and ambitious transformation program. We will develop the agency’s first People Strategy and refresh our Strategic Workforce Plan over the next 12 months. We will also work to better understand our future workforce needs so that we can identify which capabilities are core to delivering our objectives now and into the future.

# 9.1 Work health and safety

The agency complies with its obligations under the Work Health and Safety Act 2011. The agency’s Work Health and Safety Strategy 2021–26 (WHS strategy) guides continuous improvement in safety while demonstrating our shared commitment to ensuring safe and healthy workplaces. The WHS strategy provides the framework for initiatives in:

* systems – work health and safety (WHS) tools and resources, critical risk identification and control
* workplaces – safe service design, mentally safe workplaces and wellbeing
* people – WHS consultation, safety leadership and capability.

During the year, we increased our communication relating to the importance of making health and wellbeing a priority and provided a library of tools focused on mental health available to all staff (see Mental health and wellbeing on page 126).

The agency is upgrading its work health and safety management systems. This is to improve recording and reporting of all aspects of WHS and provide up-to-date information and resources for managers.

The agency’s initiatives in injury management and early return to work have resulted in a 27% reduction in the number of workers’ compensation claims lodged by our staff since 2018–19.

The most commonly occurring categories of accepted compensation claims during 2020–21 were:

* body stressing (25%)
* falls, trips and slips (40%)
* mental stress (21%).

## **Work Health and Safety Act 2011** reporting

In 2020–21, Comcare undertook 2 reactive workplace inspections in the agency. One was in response to a request for assistance regarding variation of workgroups and the other concerned a safety incident. Further contact was made in relation to 3 complaints — 2 about COVID-19 pandemic prevention measures and one about a staff psychosocial issue.

Comcare identified no contraventions of the Work Health and Safety Act 2011 and issued no improvement notices under the Act. The agency notified Comcare of 28 incidents during 2021–22, compared with 36 in 2020–21.

**Table 39:** Incidents notified to Comcare in 2021–22

| **Type of incident** | **Number** |
| --- | --- |
| Death | 0 |
| Serious injury or illness | 17 |
| Dangerous incidents | 11 |
| **Total** | **28** |

## Mental health and wellbeing

Our staff have risen to the challenge of providing services to the Australian community during recent natural disasters and the pandemic. We promote and support health and wellbeing to maintain the endurance and resilience of our workforce through these events and through transformational changes that are occurring across the agency. We continue to provide mental health and wellbeing support through an Employee Assistance Program arrangement for all staff, including contractors and labour hire staff, and their immediate families.

The agency’s WHS strategy and aligned Health and Wellbeing Framework 2021–26 provide the strategic priorities and direction for our health, safety and wellbeing efforts (see Work health and safety on page 125).The principles established under the strategy and framework are further supported by our Health and Wellbeing Champions and our Wellbeing Working Group, who work with key stakeholders to raise awareness of the importance of early intervention.

We have contributed to the development of the Australian Public Service (APS) Mental Health Capability Suite, which supports the broader APS-wide efforts to develop mental health capability to support the workforce. We are working with the Australian Public Service Commission to drive implementation of the findings of the APS Mental Health Capability Review.

# 9.2 Recruitment and redeployment

The agency’s Job Placement Scheme supports our commitment to retaining and redeploying staff whose roles may be affected by organisational change. The scheme aims to ensure that we retain valuable skills, experience and capabilities.

In 2021–22, the agency advertised approximately 300 vacancy notices in the APS employment gazette, generating approximately 46,000 applications. The agency also uses labour hire and other contractors to supplement the APS workforce, as needed.

## National Graduate Program

Our National Graduate Program offers placements across 8 streams: communication, data, digital, finance, generalist, human resources, legal and social work. The February 2022 intake comprised 166 graduates.

## Digital Apprenticeship and Digital Cadetship programs

The APS Digital Apprenticeship program offers a career path for people finishing Year 12 or looking for a career change. In 2021–22, 33 apprentices joined the agency through this program.

The APS Digital Cadetship program gives people opportunities to gain on-the-job skills while still studying at university. In 2022–22, 39 cadets started in the agency through this program.

## Career Starter Program

The APS Career Starter Program offers a career path for people finishing Year 12. In 2021–22, 7 entry-level participants joined the agency through this program.

## HR School Leaver Program

The APS HR School Leaver Program offers a career path in human resources for people who have recently finished Year 12.

# 9.3 Inclusion and diversity

The agency is committed to creating workplaces that are accessible and inclusive for all staff. In 2021–22, we continued to implement our Workplace Inclusion and Diversity Strategy 2019–23. The strategy acknowledges the importance of inclusion and diversity in the agency and sets out renewed commitments to improved workforce representation and positive employment experiences for all staff. This includes people from key diversity groups.

## Cultural and linguistic diversity

The agency recognises the value and importance of having a workforce that is culturally and linguistically diverse (CALD). At 30 June 2022, 26% of our APS workforce identified as CALD.

The agency provides multicultural awareness training for staff. In 2021–22, around 14,995 staff received training, compared with 16,920 staff in the previous financial year. Given the ongoing effects of COVID-19, training continued using virtual delivery. We also recognised events of significance such as Harmony Week and Refugee Week.

The agency pays a Community Language Allowance to bilingual staff in line with the Department of Human Services Enterprise Agreement 2017–2020 (see Language services on page 86).

## Employment of people with disability

In 2021–22, the agency continued its commitment to disability inclusion through implementing our Workplace Inclusion and Diversity Strategy 2019–23 and Inclusion Action Plan 2022. The strategy and plan outline recruitment and retention strategies for attracting, supporting and retaining people with disability.

At 30 June 2022, 2,427 staff had self-identified as having disability. This equates to 7.5% representation across the agency.

We continued to deliver an employment pathway for university students with disability through our National Graduate Program (see National Graduate Program on page 127) and affirmative measures for disability recruitment for Executive Level 1 (EL1) and Level 2 (EL2) positions. Through a contract arrangement with Koomarri, we also support employment of people with intellectual disability who work in administrative and office support services.

## Australia’s Disability Strategy 2021–31

In December 2021, the Australian Government launched Australia’s Disability Strategy 2021–2031, developed by all levels of government, people with disability, their families, carers and representatives. It recognises the responsibility of all levels of government in supporting people with disability to reach their full potential, as equal members of the community. The strategy supports Australia’s commitment under the United Nations Convention on the Rights of Persons with Disabilities. It will drive change over the next decade to uphold the rights, inclusion and participation of people with disability in all areas of Australian life.

## Employment of people on the autism spectrum

In 2021–22, the agency continued its commitment to providing employment opportunities for people on the autism spectrum. Since 2015 we have used the Dandelion and Autism Talent Hub programs to create 51 employment opportunities for people on the autism spectrum. In 2021–22, the agency engaged an additional 10 people in 3-year information and communications technology traineeships.

The Aurora Neurodiversity Program – an initiative we developed in partnership with Specialisterne Australia – helps people with autism to start their career in the APS by recognising their unique talents. It provides professional development, paid employment and work experience.

We plan to fill up to 70 positions through Aurora in 2022, using the ‘affirmative measures — specific type of disability (autism)’ provisions of the Australian Public Service Commissioner’s Directions 2022.

## Other diversity initiatives

Other initiatives we undertook to promote workplace diversity in 2021–22 include:

* establishing an Inclusion Action Plan 2022 to ensure our people feel respected, included and supported
* participating in the Diversity Council Australia Inclusion@Work Index, in which we were recognised as an inclusive employer
* maintaining accreditation as a breastfeeding friendly workplace
* participating in the 2021 Australian Workplace Equality Index, in which we achieved gold employer status
* providing targeted information to managers to support them in creating LGBTI+ inclusive workplaces, particularly in regional, remote and metropolitan locations
* appointing a new Senior LGBTI+ Ally and Gender Equality Champion
* publishing a new resource to address bullying and harassment of LGBTI+ staff
* maintaining an interactive LGBTI+ staff network, the Rainbow Connection
* communicating messaging about LGBTI+ inclusion, particularly on days of significance
* conducting bulk recruitment for executive level positions using affirmative measures provisions of the Australian Public Service Commissioner’s Directions 2022. The positions were open only to people with disability and Aboriginal and Torres Strait Islander people
* implementing an Inclusive Behaviour Model for all staff and managers
* hosting 5 diversity networks to share information and to support Aboriginal and Torres Strait Islander staff, staff with disability, mature age staff, staff with CALD backgrounds, and LGBTI+ staff.

## Workplace accessibility

In 2021–22, the agency provided support, training and advice to approximately 1,000 staff who have an accessibility requirement, including those who:

* use assistive technology software
* require accessible telecommunication equipment
* use hearing aids or are cochlear implant recipients.

We maintain an accessibility service desk that aims to remove barriers to workplace participation for employees with accessibility requirements.

During the year, we continued to deliver accessibility support shared services to the:

* Department of Social Services
* National Disability Insurance Agency
* Australian Taxation Office
* Department of Veterans’ Affairs
* NDIS Quality and Safeguards Commission.

## **Carer Recognition Act 2010** report

The agency complies with its obligations under the Carer Recognition Act 2010 and adheres to the principles of the Statement for Australia’s Carers. Our internal human resources policies take account of the Statement for Australia’s Carers in areas that may significantly affect an employee’s caring role. The agency supports staff with caring responsibilities through:

* flexible working arrangements
* part-time work
* home-based work
* an elder care advisory service
* our Employee Assistance Program.

We also work with partner agencies to ensure that carer policies and service delivery align with the statement and the 6 priority areas identified in the Australian Government’s National Carer Strategy Action Plan (2011–2014).

## Employment of Aboriginal and Torres Strait Islander staff

At 30 June 2022, 1,897 Services Australia staff had self-identified as Aboriginal and/or Torres Strait Islander. This equates to 5.9% representation across the agency.

Under the Australian Public Service Commissioner’s Directions, 2022, government agencies can advertise employment opportunities restricted to Aboriginal and Torres Strait Islander applicants only.

In 2021–22, the agency placed 2 affirmative measures (Indigenous) vacancy advertisements in the APS employment gazette. In 2021–22 the agency recruited 219 Indigenous people through affirmative measures (Indigenous) processes.

We ran 3 large agency-wide affirmative measures selection processes in 2021–22:

* Indigenous Apprenticeships Program (APS2 and APS3 level) (see Indigenous Apprenticeships Program on page 131)
* Affirmative measures management (APS5 and APS6 level)
* Affirmative measures – Indigenous leadership (EL1 and EL2).

## Indigenous Apprenticeships Program

We deliver the Indigenous Apprenticeships Program as a whole-of-government service. The program is designed to attract Aboriginal and Torres Strait Islander people into entry-level positions in the APS.

Under this program in 2021–22:

* 208 apprentices commenced with the agency
* 68 apprentices commenced with 14 partner agencies.

## Supporting Aboriginal and Torres Strait Islander staff

During 2021–22, our activities under the Aboriginal and Torres Strait Islander Employees Strategy 2018–22 included:

* continuing participation in Indigenous Employee Network meetings and the Indigenous Mentoring Program
* 9,172 staff completing Indigenous cultural awareness eLearning training
* 952 staff participating in facilitated Indigenous cultural awareness training; numbers were limited by the COVID-19 pandemic
* appointing 5 internal Indigenous Champions who advocated for improved recruitment, retention and developmental outcomes for Aboriginal and Torres Strait Islander employees
* continuing to implement the Aboriginal and Torres Strait Islander Employees Strategy governance model and provide quarterly reports to ensure that progress against the strategy is managed effectively and routinely reported to accountable authorities
* introducing Aboriginal and Torres Strait Islander employment performance measures in business plans
* developing and delivering specific cultural awareness training for line managers, leadership teams and HR support employees
* developing and delivering new leadership training – Aspiring – for Aboriginal and Torres Strait Islander APS5 to EL1 employees
* partnering with the Department of Defence to source graduates through its affirmative measure — Indigenous provisions. We recruited one Indigenous candidate into the National Graduate Program through this partnership (see National Graduate Program on page 127).

# 9.4 Reconciliation

The agency remains committed to its role as a leader in advancing reconciliation across the APS. Our Reconciliation Action Plan 2018–22 (RAP) outlines how we are working to provide a better future for all Australians through our commitment to reconciliation. As an Elevate-level RAP holder (the highest level of recognition provided by Reconciliation Australia), we continue to provide national leadership to assist Reconciliation Australia and to effect system change.

As part of our modernisation and transformation journey, we listen to our customers so that we can improve and simplify services, building on the strong foundations of recent years. The broad range of services we provide to people across Australia gives us a unique opportunity to communicate the importance of reconciliation and embed it into everything we do. We continue to advance and strengthen reconciliation within the agency by building on our understanding, commitment and respect for culture.

Our Indigenous Servicing Strategy 2018–22 and Aboriginal and Torres Strait Islander Employee Strategy support our RAP to achieve its objectives. These strategies detail our commitment to improving outcomes for Aboriginal and Torres Strait Islander peoples by focusing on effective service delivery; and outline our vision to lead the Australian Government to fulfil its commitment to Indigenous employment in the APS. Combined with our RAP, they ensure we stay on course to deliver on our promises.

In 2021–22, we achieved some significant results through our RAP actions, including as the chair of the cross-APS Reconciliation Sharing Network forum. Of our 32 RAP commitments, we have achieved 28 with the remaining 4 commitments progressing towards being achieved or significantly achieved as work continues on our new RAP for 2023–26. This will build on existing commitments and align to the National Agreement on Closing the Gap.

# 9.5 Learning and development

In 2021–22, our Learning Academy Project established an agency-wide learning academy that will greatly enhance and modernise the learning experience of our staff. All of the academy’s learning offerings will be contextualised to agency objectives and organised into core capability learning and specialised learning through a faculty structure. The 8 faculties are Technology, Data, Digital, Transformation Delivery, Service Delivery, Integrity, Customer Experience, and Corporate Services. It includes:

* centralised governance
* an agency-wide learning plan
* quality standards
* evaluation framework
* learning pathways and professional streams to cultivate a workforce that is appropriately skilled.

Over time, our customers will benefit from our investment in staff learning through:

* improved staff knowledge and skills, reducing the time and effort it takes for customers to conduct their business with us
* increased process and payment correctness
* greater ability to identify talent and mobilise the workforce to meet customer demand.

The academy will be implemented using a phased approach in 2022–23.

## Service Delivery Faculty

The Service Delivery Faculty is part of Services Australia’s Learning Academy, and it provides a centralised approach to developing the skills and capabilities of our service delivery workforce. It brings technical training and development staff from across the agency together virtually into a single national team. It is an important support mechanism that helps us to respond effectively to community needs during emergencies.

Rapid development of learning products for diverse surge workforces has become a core part of the faculty’s work. It has also started to build a modern and flexible Service Delivery Master Curriculum, which will be integrated with clear career paths, regular talent intakes and workforce mobility processes.

The faculty is using a multidisciplinary team approach to design, develop and deploy our high-performance Empowering Excellence program across the agency. This program provides leaders with tools to find better ways of working and adopt high-performance habits that place customer needs at the centre of everything we do.

In 2021–22, the faculty developed training packages (both self-paced and virtually facilitated) covering systems, telephony, customer service skills and policy requirements for a workforce that included internal redeployees and our APS colleagues from other agencies, including the Australian Taxation Office, the Department of Social Services and the Department of Foreign Affairs and Trade.

## Leadership programs and talent management

Leadership Unlimited is a talent and leadership development program targeted to high-performing and high-potential EL2, Senior Executive Service (SES) Band 1 and SES Band 2 staff. In 2020–21, 59 participants completed the program across 4 cohorts.

The Aspiring Program is a talent and leadership development program for high-performing and high-potential Aboriginal and Torres Strait Islander staff at the APS5, APS6 and EL1 classifications. As at 30 June 2022, 20 participants have completed the Aspiring Program.

Our Enterprise Leadership Programs aim to help strengthen the resilience and leadership qualities of more than 5,400 managers and supervisors across the agency. The programs are:

* Learn2Lead (for APS5 and APS6 level staff) and Lead2Inspire (for EL1 staff), each providing 6 days of leadership training spread over 9 months
* Exceed (for EL2 staff), a 3-day leadership program held each year.

The programs were suspended in July 2021 through to October 2021 due to the COVID-19 pandemic and flood responses, and again from March 2022. They resumed in a virtual format in April 2022. These pauses reduced the number of staff participating in the programs. A total of 399 staff participated in 2021–22, compared with 547 staff in 2020–21.

The Public Sector Management Program gives staff an opportunity to participate in a postgraduate course such as a Graduate Certificate in Business (Public Sector Management). In 2021–22, 45 agency managers were accepted into the program.

The agency offers a range of cultural and career development opportunities to support the leadership and development of Aboriginal and Torres Strait Islander staff.

During the year:

* 9 Aboriginal and/or Torres Strait Islander employees graduated from the Australian Graduate School of Management Executive Leadership program and 4 employees commenced the program
* 6 Aboriginal and/or Torres Strait Islander staff participated in the Coolamon Advisors’ Talent Management program for APS 5 and APS 6 staff
* 2 Aboriginal and/or Torres Strait Islander scholars were supported through the Australian Government Indigenous Scholarship Program to study for their first undergraduate degree
* 5 Aboriginal and/or Torres Strait Islander staff were supported through Pat Turner Scholarships to undertake postgraduate studies
* 60 Aboriginal and/or Torres Strait Islander staff entered the agency’s new Aspiring leadership program (see Leadership programs and talent management on page 135).

## Digital learning

The agency continues to prioritise awareness of digital technologies for learning. A growing proportion of staff are engaging with technology to increase their capability in the workplace and support the agency’s digital transformation. In 2020–21, we:

* used virtual learning extensively during the COVID-19 pandemic to train new staff quickly in customer service delivery functions
* offered a variety of learning programs that use virtual meeting technology
* focused on building staff awareness of digital learning
* launched a self-service learning intranet site
* introduced a mobile app that enables staff to access a wide range of learning products at any time.

# 9.6 Performance management

The agency’s performance management process is designed to foster a culture of high performance by providing staff with a clear link between their work effort and agency priorities. In 2021–22, 96.9% of our staff negotiated individual performance agreements with their managers. The majority of those who did not were on long-term leave or had not yet completed more than 8 weeks of duties during the performance cycle.

## Staff engagement and recognition

In 2021–22, the agency’s peak staff consultative forum, the National Consultative Committee, met in September 2021, November 2021 and February 2022 to discuss matters of strategic significance, including new technologies and systems, workplace health and safety, and workplace flexibility. Consultation with staff also occurs regularly within business areas and locally across the agency. Staff engagement scores in the APS Census continued to trend upwards.

## Internal awards

The agency’s Awards and Honours Program recognises and rewards excellent performance. It identifies individuals and teams achieving exceptional service delivery, successful innovation, inspiring leadership, and business excellence. In 2021–22:

* 4 individuals and 8 teams won Pinnacle Achievement Awards for their exceptional contribution and performance, and 16 nominees were highly commended
* 22 staff were recognised in the Australia Day Achievement Awards for their commitment and dedication to their work
* 4 individuals and 3 teams won achievement awards for Indigenous servicing, and 4 individuals were highly commended for their work in Indigenous servicing.

## External awards

In 2021–22, the following public sector and private sector industry association awards programs recognised individuals and teams from the agency:

* Public Service Medal – Australia Day Honours: Paul Creech
* Public Service Medal – Queen’s Birthday Honours: Garrett McDonald, Danielle Regeling and June Homan
* Australian Human Resources Institute (AHRI) Awards – Graeme Innes Disability Employment Award: Winners – Aurora Neurodiversity Program
* SAP Innovation Award – Public Sector Award: Winner – Delivering new payments capability to Australians when they need it the most
* Australian Corporate Lawyer Awards – Large Legal Team of the Year Award: Finalist
* iTnews Benchmark Awards – Best Federal Government Project: Finalist – Service Australia’s work to provide proof of COVID-19 vaccination for citizens
* IPAA ACT Spirit of Service Awards – Collaboration: Finalist – myGov Linking Project
* Australian LGBTQ Inclusion Awards – 2022 Gold Employer Award.

## Performance pay

The agency made no performance or bonus payments in 2021–22, as these payments are not part of the remuneration framework for staff or executives in the agency. Eligible staff who met or exceeded agreed performance goals were advanced through the salary range for their classification in accordance with their enterprise agreements.

# 9.7 Employment arrangements

## Workplace agreements

Most of our staff are employed under the Department of Human Services Enterprise Agreement 2017–2020, which sets out their terms and conditions of employment. This agreement expired on 3 November 2020. However, it continues to operate because of a determination that the Minister Assisting the Prime Minister for the Public Service and Cabinet made on 30 January 2020 pursuant to section 24(3) of the Public Service Act 1999. This determination maintained arrangements for staff with the creation of Services Australia on 1 February 2020. Staff voted in 2019 to receive pay increases for the next 3 years by determination rather than bargain for a new enterprise agreement.

## Individual flexibility arrangements

In exceptional circumstances, the agency makes individual flexibility arrangements with staff. For example, we use these arrangements to attract and retain staff in remote and isolated places or those with specialised skills in critical roles. In 2021–22, the agency had 43 individual flexibility arrangements.

# Part 10 Financial reporting

# 10.1 Report on financial performance

In 2021–22, Services Australia made social services and welfare and health payments totalling approximately $224.9 billion.

The Government supplemented the agency’s budget with around $5.9 billion in operating and capital funding so that we could make these payments and provide other customer services. We also received around $0.3 billion in own-source revenue for the provision of shared services and delivery of information and communications technology (ICT) projects.

The agency acts as the intermediary in the transfer of child support payments by collecting from the paying parent and paying to the receiving parent. During 2021–22, the child support revenue and expenses totalled $1.8 billion.

The agency’s total funding of $6.2 billion was used as detailed in Figure 2.

**Figure 2:** Agency funding utilisation 2021–22

| Employees | 51.1% |
| --- | --- |
| Software capital | 4.5% |
| Property and equipment capital | 4.9% |
| Other | 6.8% |
| Property and leases | 6.4% |
| Communications | 4.5% |
| IT maintenance | 6.0% |
| Consultants and contractors | 15.8% |

The agency’s financial result was an operating surplus of $196.3 million. This result includes principal lease payments under the Australian Accounting Standards Board (AASB) accounting standard 16 and excludes non-cash items depreciation and amortisation.

Our 2021–22 financial statements, including details of the significant drivers of change from budget and the previous year actuals, begin on page 146.

For more information about the agency’s resourcing and expenses by outcomes, (see Entity resource statement and expenses by outcome on page 185).

## Significant non-compliance

During the reporting period, no matters of significant non-compliance with finance law were reported under section 19(1)(e) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

## Asset management

The agency manages its assets according to relevant accounting standards and Department of Finance requirements. We have policies and procedures covering whole-of-life asset management. Our asset base comprises software, leasehold improvements, data centre equipment, and right-of-use assets associated with accounting standard AASB 16, relating mainly to property leases.

We manage investment in the agency’s property portfolio through our Property Facilities Maintenance and Upgrade Capital Plan to ensure our workplaces, service centres and customer engagement areas are maintained at a suitable standard.

We manage investment in ICT software and hardware according to our ICT Technology Plan and roadmap, which ensures our ICT is sustained and capable of delivering for the agency and our customers.

# 10.2 Independent Auditor’s report

# 10.3 Financial statements

## Entity resource statement and expenses by outcome

### Resource statement

The resource statement below (Table 40) provides information about the funding sources available to the agency for its operations, and to deliver programs and services on behalf of the Government.

**Table 40:** Agency resource statement 2021–22

|  | Actual available appropriation | Payments made | Balance remaining |
| --- | --- | --- | --- |
|  | $'000 | $'000 | $'000 |
|  | (x) | (y) | (x)–(y) |
| Departmental |  |  |  |
| Annual appropriations – ordinary annual services(a) | 6,915,898 | 5,704,823 | 1,211,075 |
| Annual appropriations – capital budget(b) | 194,711 | 194,711 | – |
| Total annual appropriations – ordinary annual services | 7,110,609 | 5,899,534 | 1,211,075 |
| Annual appropriations – other services – non-operating(c) | 385,061 | 272,761 | 112,300 |
| Total departmental resourcing | 7,495,670 | 6,172,295 | 1,323,375 |
| Administered |  |  |  |
| Annual appropriations – ordinary annual services(a) | 2,889 | 1,194 | – |
| Total administered annual appropriations | 2,889 | 1,194 | – |
| Special accounts | 2,482,474 | 2,236,410 | 246,064 |
| Total special accounts | 2,482,474 | 2,236,410 | 246,064 |
| less administered appropriations drawn from annual appropriations and credited to special accounts | 1,189 | 1,189 |  |
| Total administered resourcing | 2,484,174 | 2,236,415 | 247,759 |
| Total resourcing and payments for Services Australia | 9,979,844 | 8,408,710 | 1,571,134 |

(a) Appropriation Act (No 1) 2021–2022 and Appropriation Act (No 3) 2021–2022. This may also include prior year departmental appropriation and external revenue under section 74 of the PGPA Act.

(b) Departmental capital budgets are not separately identified in the Appropriation Act (Nos 1, 3, 5) and form part of ordinary annual services items. For accounting purposes, this amount has been designated as a ‘contribution by owner’.

(c) Appropriation Act (No 2) 2021–2022 and Appropriation Act (No 4) 2021–2022.

### Expenses by outcome

Government outcomes are the intended results, impacts or consequences of government actions on the Australian community. Commonwealth programs are the main ways in which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs that contribute to government outcomes.

Table 41 provides information on the agency’s expenditure in achieving its outcome. Results are reported by program for administered and departmental funding sources.

**Table 41:** Agency expenses by outcome 2021–22

Outcome 1: Deliver high-quality, accessible services and payments to individuals, families, businesses, partner agencies on behalf of government; with a focus on contemporary service delivery and customer experience.

|  | Budget(a) | Actual expenses | Variation |
| --- | --- | --- | --- |
|  | $'000 | $'000 | $'000 |
|  | (x) | (y) | (x)–(y) |
| Program 1.1: Services to the Community – Social Security and Welfare | | | |
| Administered expenses |  |  |  |
| Ordinary annual services (Appropriation Act No 1 and Appropriation Act No 3) | – | – | – |
| Expenses not requiring appropriation in the Budget year(c) | – | 91 | (91) |
| Administered total | – | 91 | (91) |
| Departmental expenses |  |  |  |
| Departmental appropriation | 3,621,497 | 3,945,898 | (324,401) |
| s. 74 External revenue(b) | 206,114 | 243,093 | (36,979) |
| Expenses not requiring appropriation in the Budget year(c) | 609,073 | 327,132 | 281,941 |
| Departmental total | 4,436,684 | 4,516,123 | (79,439) |
| Total expenses for Program 1.1 | 4,436,684 | 4,516,214 | (79,530) |
| Program 1.2: Services to the Community – Health | | | |
| Departmental expenses |  |  |  |
| Departmental appropriation | 718,542 | 814,889 | (96,347) |
| s. 74 External revenue(b) | 31,501 | 11,982 | 19,519 |
| Expenses not requiring appropriation in the Budget year(c) | 118,670 | 63,082 | 55,588 |
| Departmental total | 868,713 | 889,953 | (21,240) |
| Total expenses for Program 1.2 | 868,713 | 889,953 | (21,240) |
| Program 1.3: Child Support | | | |
| Administered expenses |  |  |  |
| Ordinary annual services (Appropriation Act No 1 and Appropriation Act No 3) | 1,695 | 1,189 | 506 |
| Special accounts | 1,708,678 | 1,649,599 | 59,079 |
| Expenses not requiring appropriation in the Budget year(c) | 50,945 | 165,188 | (114,243) |
| Administered total | 1,761,318 | 1,815,976 | (54,658) |
| Departmental expenses |  |  |  |
| Departmental appropriation | 369,285 | 462,828 | (93,543) |
| s. 74 External revenue(b) | 1,697 | 9,341 | (7,644) |
| Expenses not requiring appropriation in the Budget year(c) | 60,710 | 23,265 | 37,445 |
| Departmental total | 431,692 | 495,434 | (63,742) |
| Total expenses for Program 1.3 | 2,193,010 | 2,311,410 | (118,400) |
| Outcome 1 totals by appropriation type | | | |
| Administered expenses |  |  |  |
| Ordinary annual services (Appropriation Act No 1 and Appropriation Act No 3) | 1,695 | 1,189 | 506 |
| Special accounts | 1,708,678 | 1,649,599 | 59,079 |
| Expenses not requiring appropriation in the Budget year(c) | 50,945 | 165,279 | (114,334) |
| Administered total | 1,761,318 | 1,816,067 | (54,749) |
| Departmental expenses |  |  |  |
| Departmental appropriation | 4,709,324 | 5,223,615 | (514,291) |
| s. 74 External revenue(b) | 239,312 | 264,416 | (25,104) |
| Expenses not requiring appropriation in the Budget year(c) | 788,453 | 413,479 | 374,974 |
| Departmental total | 5,737,089 | 5,901,510 | (164,421) |
| Total expenses for Outcome 1 | 7,498,407 | 7,717,577 | (219,170) |
|  | Budget(a) | Actual | Variation |
| Average staffing level (number) | 28,869 | 29,188 | (319) |

(a) 2021–22 Budget, including any subsequent adjustments made at Additional Estimates.

(b) Estimated expenses incurred in relation to receipts retained under section 74 of the Public Governance, Performance and Accountability Act 2013.

(c) Includes unfunded depreciation and amortisation expenses (excluding depreciation of right-of-use assets), write-down and impairment of assets, resources received free of charge and non-cash adjustments to make-good.

# 10.4 Procurement and consultancy

The agency’s Accountable Authority Instructions are an important element of our control framework. They give practical effect to matters in the PGPA Act framework, including procurement and other key requirements for agency officials. We periodically review our instructions to ensure they remain aligned with the PGPA Act framework and other requirements and reflect best practice.

## Consultancy contracts

We engage consultants to provide specialist professional services, independent research or assessment, and necessary skills that are otherwise unavailable in the agency. Our need for consultants is determined by particular requirements at a point in time and therefore can vary significantly from year to year.

We categorise consultancy contracts in accordance with the Public Governance, Performance and Accountability Rule 2014 for annual reports and guidance from the Department of Finance on reporting consultancies. In addition to the requirements of the agency’s procurement guidelines and policies, all consultancy service proposals undergo a compliance assessment by at least 2 procurement specialists before they go to the relevant delegate for approval.

During 2021–22, 11 new consultancy contracts were entered into, involving total actual expenditure of $3,098,161 (including GST). In addition, 7 active ongoing consultancy contracts were in place during the period, involving total actual expenditure of $10,493,263 (including GST), bringing total expenditure on consultancy services for the year to $13,591,424.

**Table 42:** Expenditure on reportable consultancy contracts 2021–22

|  | **Number** | **Expenditure $ (including GST)** |
| --- | --- | --- |
| New contracts entered into during the reporting period | 11 | 3,098,161 |
| Ongoing contracts entered into during a previous reporting period | 7 | 10,493,263 |
| Total | 18 | 13,591,424 |

**Table 43:** Organisations receiving a share of reportable consultancy contract expenditure 2021–22

|  | **Expenditure $ (including GST)** |
| --- | --- |
| KPMG (51 194 660 183) | 10,885,353 |
| PricewaterhouseCoopers (52 780 433 757) | 737,367 |
| Ernst & Young (75 288 172 749) | 688,164 |
| Sententia Consulting Pty Ltd (85 639 580 662) | 510,449 |
| Projects Assured Pty Ltd (95 820 883 147) | 185,950 |

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 44 shows total expenditure (including GST) on consultancy contracts for 2021–22 and the previous 2 financial years.

**Table 44:** Expenditure on consultancy services

|  | **2019–20 $ (including GST)** | **2020–21 $ (including GST)** | **2021–22 $ (including GST)** |
| --- | --- | --- | --- |
| New consultancy services | 13,240,152 | 8,895,496 | 3,098,161 |
| Ongoing consultancy services | 5,236,325 | 4,395,635 | 10,493,263 |
| Total consultancy services | 18,476,477 | 13,291,131 | 13,591,424 |

**Table 45:** Reportable non-consultancy contracts 2021–22

|  | **Number** | **Expenditure $ (including GST)** |
| --- | --- | --- |
| New contracts entered into during the reporting period | 2,964 | 957,141,979 |
| Ongoing contracts entered into during a previous reporting period | 2,170 | 2,176,724,965 |
| Total | 5,134 | 3,133,866,944 |

**Table 46:** Organisations receiving a share of reportable non-consultancy contract expenditure 2021–22

|  | **Expenditure $ (including GST)** |
| --- | --- |
| Jones Lang LaSalle (ACT) Pty Ltd (69 008 585 260) | 322,126,624 |
| IBM Australia Ltd (79 000 024 733) | 221,187,581 |
| Telstra (33 051 775 556) | 150,196,900 |
| Datacom Connect Pty Ltd (16 103 112 303) | 88,528,147 |
| Infosys Technologies Limited (52 090 591 209) | 87,411,914 |

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

## Small business

We recognise the importance of ensuring that small businesses are paid on time. For the results of the Australian Government Pay On-Time Survey to small business, see the information on the Department of Employment and Workplace Relations website.

Services Australia supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the [Department of Finance’s websites](https://www.finance.gov.au).

We support small to medium enterprises (SMEs) through a range of procurement measures, including:

* using the Commonwealth Contracting Suite for low-risk procurements valued under $1 million
* implementing the Supplier Diversity Strategy to increase the level of activity between the agency and supplier groups such as Australian Disability Enterprises and Indigenous SMEs
* being a member of Supply Nation — a non-profit organisation that supports growth in the Aboriginal and Torres Strait Islander business sector by promoting supplier diversity
* reporting the agency’s results against the Australian Government’s Indigenous Procurement Policy and the agency’s Reconciliation Action Plan (RAP) on the number of contracts, contract values and expenditure for all Indigenous SMEs. In 2021–22, we spent $44,312,442 (including GST) with Aboriginal and Torres Strait Islander businesses, exceeding our RAP target of $9 million
* using Australian Industry Participation Plans in whole-of-government procurement where applicable
* encouraging credit card use to expedite payments
* in support of the Supplier Pay On-Time or Pay Interest Policy, implementing a standard payment term of 20 business days and a 5-day payment term for compliant e-invoicing capable suppliers.

## Exempt contracts

In 2021–22 the agency had no exempt contracts.

## Communication and advertising campaigns

The agency did not undertake any communication or advertising campaigns in 2021–22.

### Advertising costs – media advertising

In 2021–22, the agency’s payments on advertising totalled $1,400,712. This included spending on print and online advertising in areas such as recruitment, public notices and tenders.

**Table 47:** Payments associated with advertising at 30 June 2022

| **Payee** | **Purpose** | **Cost $ (including GST)** |
| --- | --- | --- |
| Sensis Pty Ltd | White Pages | 925,155 |
| Universal McCann Pty Ltd | Advertising | 475,557 |
| Total |  | 1,400,712 |

## Market research payments

The agency commissioned vendors for projects and services listed in Table 48.

**Table 48:** Payments associated with market research organisations at 30 June 2022

| **Vendor** | **Research type** | **Cost $ (including GST)** |
| --- | --- | --- |
| Colmar Brunton Pty Ltd (now known as Kantar Australia) | Satisfaction research program | 2,115,234 |
| Instinct and Reason Pty Ltd | Audience message and content testing | 441,535 |
| Pricewaterhouse Coopers Consulting | Contemporary Connected Face-to-Face Research Project | 295,936 |
| Whereto Research Based Consulting Pty Ltd | Audience communication research | 234,082 |
| Lonergan Research Pty Ltd | User research and testing sessions | 106,153 |
| Askable Pty Ltd | User research and testing sessions | 82,383 |
| McNair yellowSquares Pty Ltd | User research and testing sessions | 30,704 |
| Total |  | 3,302,181 |

## ANAO access clauses

All the agency’s contract templates include a standard clause giving the Auditor-General appropriate access to a contractor’s premises and records.

# Part 11 Appendices

# Appendix A – Key performance indicators

In 2021–22, we transitioned to a new outcome statement and key activity structure with 7 new strategic performance measures for performance reporting. These changes reflect our transformation journey to become a leading, customer-focused service delivery agency.

As part of our commitment to transparent reporting, we have chosen to publish the results for the legacy 27 performance indicators that align with the program structure of Social Security and Welfare, Health and Child Support. From 2022–23, we will only report against the 7 strategic performance measures, as these encompass the full range of services and payments we deliver to Australians.

## Summary of results

To better reflect our performance in a year of experiencing the largest demand for service and payments, the agency has assessed its performance outcomes against the following tolerance levels.

* Achieved: 100% of the performance target has been achieved
* Substantially achieved: ≥90–99.9% of the performance target has been achieved
* Partially achieved: ≥75–89.9% of the performance target has been achieved
* Not achieved: <75% of the performance target has been achieved.

The table below provides a comparison of the number of key performance indicator targets that were achieved in 2019–20, 2020–21 and 2021–22.

|  | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- |
| Achieved | 22 | 26 | 17 |
| Substantially achieved | N/A(a) | N/A(a) | 4 |
| Partially achieved | N/A(a) | N/A(a) | 2 |
| Not achieved | 5 | 1 | 4 |
| No target(b) | 3 | 0 | N/A |
| Total | 30 | 27 | 27 |

(a) The agency’s performance measure tolerance levels were only introduced for reporting in 2021–22.

(b) Three customer trust measures were introduced in 2019–20, with no set target to report against. For 2020–21, the agency elected to remove these measures from its enterprise performance reporting to allow more time to develop a multi-driver model that was implemented in 2021–22.

## Program 1.1: Services to the Community – Social Security and Welfare

The agency achieved 7, substantially achieved 1, and partially achieved 1 of 9 Social Security and Welfare (SSW) key performance indicators in 2021–22, in comparison to achieving 8 of 9 in 2020–21.

| **Key performance measure** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| Customer satisfaction: achievement of customer satisfaction standards | ≥85 out of 100 | 80.1 | Substantially achieved |
| Achievement of payment quality standards: Centrelink: delivery of correct customer payments | ≥95% | 98.9% | Achieved |
| Internal reviews: percentage of decision reviews requested by Centrelink customers finalised within standard | ≥70% | 61.6% | Partially achieved |
| Achievement of payment integrity standards: Centrelink: debt under recovery | ≥60% | 71.3% | Achieved |
| Achievement of face-to-face service level standards: average wait time | ≤15 minutes | 8 minutes 42 seconds | Achieved |
| Achievement of telephony service level standards: average speed of answer | ≤16 minutes | 14 minutes 14 seconds | Achieved |
| Achievement of processing service level standards: claims processed within standard | ≥82% | 82.0% | Achieved |
| Achievement of digital service level standards: interactions completed through digital channels | ≥5% increase | 6.6% | Achieved |
| Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access | ≥98% | 99.5% | Achieved |

Across our business we continued to sustain unprecedented demand on our services again this year, resulting in the mobilisation of our workforce to areas of high-priority operations. Meeting the challenges of COVID-19 and the 2022 flood events placed concurrent pressures on agency resources, which impacted progress against our key performance indicators.

The 2021–22 performance results against the SSW Program reflect the significant volume of customer interactions:

* The agency answered almost 22 million SSW calls, almost 3 million more when compared with the same period last year, achieving our target for average speed of answer. Over 10.2 million claims related to the COVID-19 pandemic were also processed.
* The target for interactions completed via digital channels was met this year. The agency attributes the result to ongoing digital improvements, enabling customers to claim disaster payments online and reducing the need for customers to contact face-to-face or over the phone. There was an increase of almost 26 million digital interactions compared to the previous year.
* The target for availability of ICT services improved due to enhancements made in Centrelink systems throughout 2021–22, which had a positive impact on the number of customers using online services.

| Key Performance Indicator 1 | Customer satisfaction: achievement of customer satisfaction standards | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥85 out of 100 | 80.1 | –2.5 |
| 2020–21 | ≥85 out of 100 | 82.6 | +3.1 |
| 2019–20 | ≥85 out of 100 | 79.5 | +2.8 |
| Reference | 2021–22 Portfolio Budget Statements, page 241  2021–22 Corporate Plan, page 20 | | | |
| Data source | External survey provider  The margin of error is less than 5 index points | | | |

| Key Performance Indicator 2 | Achievement of payment integrity standards: Centrelink: debt under recovery | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥95% | 98.9% | +0.2% |
| 2020–21 | ≥95% | 98.7% | +0.2% |
| 2019–20 | ≥95% | 98.5% | +0.2% |
| Reference | 2021–22 Portfolio Budget Statements, page 241  2021–22 Corporate Plan, page 20 | | | |
| Data source | Random Sample Survey Results System | | | |

| Key Performance Indicator 3 | Internal reviews: percentage of decision reviews requested by Centrelink customers finalised within standard | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥70% | 61.6% | –9.6% |
| 2020–21 | ≥70% | 71.2% | –1.2% |
| 2019–20 | ≥70% | 72.4% | –12.2% |
| Reference | 2021–22 Portfolio Budget Statements, page 241  2021–22 Corporate Plan, page 20 | | | |
| Data source | Data mining | | | |

| Key Performance Indicator 4 | Achievement of payment integrity standards: Centrelink: debt under recovery | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥60% | 71.3% | +0.7% |
| 2020–21 | ≥60% | 70.6% | –25.2% |
| 2019–20 | ≥60% | 95.8% | +26.3% |
| Reference | 2021–22 Portfolio Budget Statements, page 242  2021–22 Corporate Plan, page 20 | | | |
| Data source | Data mining | | | |

| Key Performance Indicator 5 | Achievement of payment integrity standards: Centrelink: debt under recovery | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≤15 minutes | 8 minutes 42 seconds | –16 seconds |
| 2020–21 | ≤15 minutes | 8 minutes 58 seconds | –5 minutes 18 seconds |
| 2019–20 | ≤15 minutes | 14 minutes 16 seconds | –54 seconds |
| Reference | 2021–22 Portfolio Budget Statements, page 242  2021–22 Corporate Plan, page 20 | | | |
| Data source | SAPUI5 Front of House application | | | |

| Key Performance Indicator 6 | Achievement of telephony service level standards: average speed of answer | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≤16 minutes | 14 minutes 14 seconds | +8 minutes 12 seconds |
| 2020–21 | ≤16 minutes | 6 minutes 2 seconds | –8 minutes 9 seconds |
| 2019–20 | ≤16 minutes | 14 minutes 11 seconds | –1 minute 21 seconds |
| Reference | 2021–22 Portfolio Budget Statements, page 242  2021–22 Corporate Plan, page 21 | | | |
| Data source | Telstra Computer Telephony Interface files | | | |

| Key Performance Indicator 7 | Achievement of processing service level standards: claims processed within standard | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥82% | 82.0% | –9.4% |
| 2020–21 | ≥82% | 91.4% | +11.6% |
| 2019–20 | ≥82% | 79.8% | +11.8% |
| Reference | 2021–22 Portfolio Budget Statements, page 242  2021–22 Corporate Plan, page 21 | | | |
| Data source | Enterprise Data Warehouse | | | |

| Key Performance Indicator 8 | Achievement of digital service level standards: interactions completed through digital channels | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥5% increase | 6.6% | –2.1% |
| 2020–21 | ≥5% increase | 8.7% | N/A(a) |
| 2019–20 | ≥5% increase | 31.0% | +19.6% |
| Reference | 2021–22 Portfolio Budget Statements, page 242  2021–22 Corporate Plan, page 21 | | | |
| Data source | Enterprise Data Warehouse, and Business Activity Reporting and Analytics | | | |

(a) In 2020–21, the primary data source used in the calculation was updated after improvements to data collection methods. A common data set has been used across the 2019–20 and 2020–21 years to enable accurate calculation of the 2020–21 results, being 8.7% increase between the 2 financial years. However, this is different from the data set used in 2019–20.

| Key Performance Indicator 9 | Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥98% | 99.5% | +0.3% |
| 2020–21 | ≥98% | 99.2% | +0.2% |
| 2019–20 | ≥98% | 99.0% | No change |
| Reference | 2021–22 Portfolio Budget Statements, page 242  2021–22 Corporate Plan, page 21 | | | |
| Data source | Internal data sources including incident records, problem records, and scheduled maintenance periods are used to calculate the availability result. | | | |

## Program 1.2: Services to the Community – Health

The agency achieved 6, substantially achieved 2, and did not achieve 3 of 11 Health key performance indicators in 2021–22, in comparison to achieving all in 2020–21.

| **Key performance measure** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| Satisfaction with Medicare provider service delivery: practitioners, pharmacists and practice managers | ≥70% | 85.3% | Achieved |
| Customer satisfaction: achievement of customer satisfaction standards | 85 out of 100 | 84.9 | Substantially achieved |
| Achievement of payment quality standards: Medicare: delivery of accurate medical benefits and services | ≥98% | 97.7% | Substantially achieved |
| Achievement of face-to-face service level standards: average wait time | ≤15 minutes | 9 minutes 35 seconds | Achieved |
| Achievement of telephony service level standards: average speed of answer Pharmaceutical Benefits Scheme authorities | ≤30 seconds | 38 seconds | Not achieved |
| Achievement of telephony service level standards: average speed of answer — providers | ≤2 minutes | 2 minutes 39 seconds | Not achieved |
| Achievement of telephony service level standards: average speed of answer — customers | ≤7 minutes | 9 minutes 2 seconds | Not achieved |
| Achievement of processing service level standards: claims processed within standard | ≥82% | 84.5% | Achieved |
| Achievement of digital service level standards: Medicare Benefits Schedule digital claiming rate | ≥97% | 99.7% | Achieved |
| Achievement of digital service level standards: interactions completed via digital channels | ≥5% increase | 12.8% | Achieved |
| Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access | ≥98% | 99.7% | Achieved |

The support for disaster recovery has seen staff, including face-to-face staff who normally contribute towards health service processing, pivot to respond to assist customers impacted during the flood events:

* The Medicare Benefits Schedule digital claiming rate exceeded target, with a further improvement compared to the previous year. A continuous focus on digital promotion is shifting more customers and medical professionals to a digital-first approach. This includes supporting new practitioners with information on online claiming and targeted promotion in low-uptake areas.
* The agency continued to perform strongly with increased digital channel interactions. Interactions through the Medicare Online Account increased by over 61 million, which is attributed to customers accessing their Medicare Online Accounts to perform online services. Interactions through Health Professional Online Services increased by 15 million, which is largely attributed to the COVID-19 vaccine program and mandatory vaccine reporting in the Australian Immunisation Register.
* Performance against claims processing remains above target despite a decrease compared to the previous year. This is in part due to the increase in volume of services processed throughout the year, which increased by 40.4 million services, for a total of 511.5 million claims processed.
* ICT service availability continued to improve compared to last year, exceeding target. Medicare online accounts and the Express Plus Medicare mobile app had numerous functionality enhancements delivered throughout 2021–22. The enhancements included improvements related to general user experience improvements and COVID-19. Specifically, these included customer access to Immunisation History Statements; digital COVID-19 Vaccination Certificates, both domestic and international; and access to share COVID-19 certificates with state applications.

| Key Performance Indicator 10 | Satisfaction with Medicare provider service delivery: practitioners, pharmacists and practice managers | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥70% | 85.3% | –3.9% |
| 2020–21 | ≥70% | 89.2% | +4.0% |
| 2019–20 | ≥70% | 85.2% | –11.6% |
| Reference | 2021–22 Portfolio Budget Statements, page 243  2021–22 Corporate Plan, page 21 | | | |
| Data source | External survey provider | | | |

| Key Performance Indicator 11 | Customer satisfaction: achievement of customer satisfaction standards | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | 85 out of 100 | 84.9 | –1.7 |
| 2020–21 | 85 out of 100 | 86.6 | +0.5 |
| 2019–20 | 85 out of 100 | 86.1 | No change |
| Reference | 2021–22 Portfolio Budget Statements, page 243  2021–22 Corporate Plan, page 21 | | | |
| Data source | External customer survey | | | |

| Key Performance Indicator 12 | Achievement of payment quality standards: Medicare: delivery of accurate medical benefits and services | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥98% | 97.7% | –1.1% |
| 2020–21 | ≥98% | 98.8% | –0.1% |
| 2019–20 | ≥98% | 98.9% | +0.1% |
| Reference | 2021–22 Portfolio Budget Statements, page 243  2021–22 Corporate Plan, page 22 | | | |
| Data source | Enterprise Data Warehouse | | | |

| Key Performance Indicator 13 | Achievement of face-to-face service level standards: average wait time | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≤15 minutes | 9 minutes 35 seconds | +2 minutes 55 seconds |
| 2020–21 | ≤15 minutes | 6 minutes 40 seconds | –7 minutes 8 seconds |
| 2019–20 | ≤15 minutes | 13 minutes 48 seconds | +39 seconds |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 22 | | | |
| Data source | SAPUI5 Front of House application | | | |

| Key Performance Indicator 14 | Achievement of telephony service level standards: average speed of answer — Pharmaceutical Benefits Scheme authorities | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≤30 seconds | 38 seconds | +11 seconds |
| 2020–21 | ≤30 seconds | 27 seconds | –7 seconds |
| 2019–20 | ≤30 seconds | 34 seconds | +6 seconds |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 22 | | | |
| Data source | Telstra Computer Telephony Interface (CTI) files | | | |

| Key Performance Indicator 15 | Achievement of telephony service level standards: average speed of answer — providers | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≤2 minutes | 2 minutes 39 seconds | +42 seconds |
| 2020–21 | ≤2 minutes | 1 minutes 57 seconds | –2 seconds |
| 2019–20 | ≤2 minutes | 1 minutes 49 seconds | +5 seconds |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 22 | | | |
| Data source | Telstra Computer Telephony Interface (CTI) files | | | |

| Key Performance Indicator 16 | Achievement of telephony service level standards: average speed of answer — customers | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≤7 minutes | 9 minutes 2 seconds | +2 minutes 12 seconds |
| 2020–21 | ≤7 minutes | 6 minutes 50 seconds | –8 seconds |
| 2019–20 | ≤7 minutes | 6 minutes 58 seconds | –1 seconds |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 22 | | | |
| Data source | Telstra Computer Telephony Interface (CTI) files | | | |

| Key Performance Indicator 17 | Achievement of processing service level standards:claims processed within standard | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥82% | 84.5% | –9.7% |
| 2020–21 | ≥82% | 94.2% | +3.8% |
| 2019–20 | ≥82% | 90.4% | +0.1% |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 22 | | | |
| Data source | Enterprise Data Warehouse | | | |

| Key Performance Indicator 18 | Achievement of digital service level standards: Medicare Benefits Schedule digital claiming rate | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥97% | 99.7% | +0.2% |
| 2020–21 | ≥97% | 99.5% | +0.3% |
| 2019–20 | ≥97% | 99.2% | +0.6% |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 22 | | | |
| Data source | Enterprise Data Warehouse | | | |

| Key Performance Indicator 19 | Achievement of digital service level standards: interactions completed via digital channels | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥5% increase | 12.8% | No change |
| 2020–21 | ≥5% increase | 12.8% | +3.3% |
| 2019–20 | ≥5% increase | 9.5% | +3.8% |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 23 | | | |
| Data source | Enterprise Data Warehouse, and Business Activity Reporting and Analytics | | | |

| Key Performance Indicator 20 | Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥98% | 99.7% | +0.1% |
| 2020–21 | ≥98% | 99.6% | No change |
| 2019–20 | ≥98% | 99.6% | +0.2% |
| Reference | 2021–22 Portfolio Budget Statements, page 244  2021–22 Corporate Plan, page 23 | | | |
| Data source | Data mining | | | |

## Program 1.3: Child Support

The agency achieved 4, substantially achieved 1, partially achieved 1, and did not achieve 1 of 7 Child Support key performance indicators in 2021–22, in comparison to achieving all in 2020–21.

| **Key performance measure** | **Target** | **Result** | **Performance outcome** |
| --- | --- | --- | --- |
| Customer satisfaction: achievement of customer satisfaction standards | ≥85 out of 100 | 87.0 | Achieved |
| Child Support collection: percentage of domestic active paying parents with less than one month Child Support liability outstanding | ≥63% | 66.5% | Achieved |
| Achievement of payment quality standards: Child Support: debt under arrangement | ≥42% | 38.8% | Substantially achieved |
| Achievement of telephony service level standards: average speed of answer | ≤3 minutes | 3 minutes 33 seconds | Partially achieved |
| Achievement of processing service level standards: registrations processed within standard | ≥82% | 92.0% | Achieved |
| Achievement of digital service level standards: interactions completed via digital channels | ≥5% increase | –0.8% | Not achieved |
| Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access | ≥98% | 99.7% | Achieved |

During the year we worked with separated families to facilitate the transfer of $3.893 billion to support 1.2 million children:

* Customer satisfaction continued to exceed target. This is attributed to the focus of ensuring the customer is at the centre of everything we do, managing interactions holistically at the point of entry, and using customer feedback to improve our service delivery strategies.
* We focused on creating sustainable payment arrangements with paying parents and encouraged ongoing compliant behaviours. Investment in early intervention work continued, ensuring that customers who default are contacted early to establish arrangements and repay their debt. Single Touch Payroll data was used to establish salary and wage deductions to collect child support liabilities. It continues to assist with proactive intervention to form more sustainable payment arrangements.
* Availability of ICT services continued to exceed target. Our core focus was on sustainability and maintenance of the Child Support Online Accounts and the Express Plus Child Support mobile app. The agency’s ICT systems were overwhelmingly available for customers, allowing them to manage their business with us in a simple and timely manner.
* As experienced across the agency, digital transactions completed through customer’s Child Support Online Accounts and Express Plus Child Support mobile app have increased, with a higher proportion of customers using online services. However, other digital interactions such as electronic letters and online registrations either decreased or did not increase enough to support the agency to achieve its target. This can be attributed to the agency consolidating, simplifying and reducing the volume of letters sent to child support customers. For example, customers are now receiving SMS reminders instead of letters, which enhances the customer experience but directly influences the result for interactions completed via digital channels.

| Key Performance Indicator 21 | Customer satisfaction: achievement of customer satisfaction standards | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥85 out of 100 | 87.0 | +1.1 |
| 2020–21 | ≥85 out of 100 | 85.9 | +6.9 |
| 2019–20 | ≥85 out of 100 | 79.0 | +3.8 |
| Reference | 2021–22 Portfolio Budget Statements, page 245  2021–22 Corporate Plan, page 23 | | | |
| Data source | Customer survey | | | |

| Key Performance Indicator 22 | Child Support collection: percentage of domestic active paying parents with less than one month Child Support liability outstanding | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥63% | 66.5% | –0.8% |
| 2020–21 | ≥63% | 67.3% | +2.1% |
| 2019–20 | ≥63% | 65.2% | +0.6% |
| Reference | 2021–22 Portfolio Budget Statements, page 245  2021–22 Corporate Plan, page 23 | | | |
| Data source | Enterprise Data Warehouse | | | |

| Key Performance Indicator 23 | Achievement of payment quality standards: Child Support: debt under arrangement | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥42% | 38.8% | –4.3% |
| 2020–21 | ≥41% | 43.1% | –2.1% |
| 2019–20 | ≥40% | 45.2% | +9.8% |
| Reference | 2021–22 Portfolio Budget Statements, page 245  2021–22 Corporate Plan, page 23 | | | |
| Data source | Data mining | | | |

| Key Performance Indicator 24 | Achievement of telephony service level standards: average speed of answer | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≤3 minutes | 3 minutes 33 seconds | +43 seconds |
| 2020–21 | ≤3 minutes | 2 minutes 50 seconds | –11 minutes 5 seconds |
| 2019–20 | ≤3 minutes | 13 minutes 55 seconds | +1 minute 10 seconds |
| Reference | 2021–22 Portfolio Budget Statements, page 245  2021–22 Corporate Plan, page 24 | | | |
| Data source | Telstra computer telephony interface files | | | |

| Key Performance Indicator 25 | Achievement of processing service level standards: registrations processed within standard | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥82% | 92.0% | +9.8% |
| 2020–21 | ≥82% | 82.2% | –1.7% |
| 2019–20 | ≥82% | 83.9% | +3.2% |
| Reference | 2021–22 Portfolio Budget Statements, page 245  2021–22 Corporate Plan, page 24 | | | |
| Data source | Enterprise Data Warehouse | | | |

| Key Performance Indicator 26 | Achievement of digital service level standards: interactions completed via digital channels | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥5% increase | -0.8% | –9.3% |
| 2020–21 | ≥5% increase | 8.5% | –1.7% |
| 2019–20 | ≥5% increase | 10.2% | +1.9% |
| Reference | 2021–22 Portfolio Budget Statements, page 246  2021–22 Corporate Plan, page 24 | | | |
| Data source | Enterprise Data Warehouse, and Business Activity Reporting and Analytics | | | |

| Key Performance Indicator 27 | Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access | | | |
| --- | --- | --- | --- | --- |
| Results | Year | Target | Result | Change on previous year +/– |
| 2021–22 | ≥98% | 99.7% | –0.1% |
| 2020–21 | ≥98% | 99.8% | +0.3% |
| 2019–20 | ≥98% | 99.5% | –0.1% |
| Reference | 2021–22 Portfolio Budget Statements, page 246  2021–22 Corporate Plan, page 24 | | | |
| Data source | Internal data sources including incident records, problem records, and scheduled maintenance periods are used to calculate the availability result. | | | |

# Appendix B – Staffing statistics

### PGPA Rule s 17AD(da) Executive remuneration

**Table 49:** Information about remuneration for key management personnel 2021–22

| **Name** | **Position title** | **Short-term benefits(a)** | | | **Post-employment benefits(b)** | **Other long-term benefits** | | **Termination benefits** | **Total remuneration** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | Base salary  $ | Bonuses  $ | Other benefits and allowances(c)  $ | Superannuation contributions  $ | Long service leave  $ | Other long-term benefits  $ | Termination benefits  $ | Total remuneration $ |
| Rebecca Skinner | Chief Executive Officer | 665,856 | 0 | 1,745 | 98,844 | 15,580 | 0 | 0 | 782,025 |
| Grant Tidswell | Deputy Chief Executive Officer – Strategic Advisor Transformation | 577,888 | 0 | 1,745 | 0 | 0 | 0 | 0 | 579,633 |
| Matt Cahill | Deputy Chief Executive Officer – Customer Service Delivery | 210,142 | 0 | 1,285 | 55,407 | 7,615 | 0 | 285,838 | 560,288 |
| Charles McHardie | Chief Information Officer and Digital Officer – Technology and Digital Programmes | 423,492 | 0 | 7,841 | 57,181 | 32,594 | 0 | 0 | 521,108 |
| Michelle Lees | Deputy Chief Executive Officer – Emergency Recovery Director and AEC Operational Support Coordinator | 376,037 | 0 | 33,941 | 62,268 | 40,848 | 0 | 0 | 513,094 |
| Russell Egan | Deputy Chief Executive Officer – Customer Service Design | 370,717 | 0 | 7,841 | 64,449 | 29,401 | 0 | 0 | 472,407 |
| Annette Musolino | Chief Operating Officer – Corporate Enabling | 372,678 | 0 | 7,841 | 55,879 | 22,724 | 0 | 0 | 459,122 |
| Kirsty Faichney | Deputy Chief Executive Officer – Health and Aged Care | 316,277 | 0 | 5,095 | 47,091 | 7,658 | 0 | 0 | 376,121 |
| Chris Birrer | Deputy Chief Executive Officer – Payments and Integrity | 315,209 | 0 | 1,445 | 44,638 | 2,152 | 0 | 0 | 363,444 |
| Susie Smith | Deputy Chief Executive Officer – Strategy and Performance | 137,657 | 0 | 5,666 | 21,576 | 2,762 | 0 | 0 | 167,660 |
| Jarrod Howard | Deputy Chief Executive Officer – Customer Service Delivery | 122,780 | 0 | 573 | 17,561 | 2,664 | 0 | 0 | 143,578 |
| Peter Qui | Chief Information Officer and Digital Officer – Technology and Digital Programmes | 109,511 | 0 | 583 | 16,361 | 2,351 | 0 | 0 | 128,806 |
| Michael McNamara | Chief Information Officer | 83,751 | 0 | 14,784 | 15,170 | 1,144 | 0 | 0 | 114,849 |
| Total | 13 | 4,081,995 | 0 | 90,385 | 556,425 | 167,492 | 0 | 285,838 | 5,182,135 |

(a) Includes base salary, annual leave benefit, bonuses, allowances, and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. When an employee is in a defined contribution scheme, such as PSSap, this will be the superannuation amount on the individual’s pay slip. When an employee is in a defined benefits scheme, such as PSS and CSS, this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes motor vehicle allowance and other benefits such as the provision of a car park.

**Table 50:** Information about remuneration for senior executives 2021–22

| **Remuneration band** | **Number of Senior Executive Staff** | **Short-term benefits(a)** | | | **Post-employment benefits(b)** | **Other long-term benefits** | | **Termination benefits** | **Total remuneration** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | Average base salary  $ | Average bonuses  $ | Average other benefits and allowances(c)  $ | Average superannuation contributions  $ | Average long service leave  $ | Average other long-term benefits  $ | Average termination benefits  $ | Average total remuneration $ |
| $0 – $220,000 | 45 | 96,745 | 0 | 4,608 | 17,137 | 7,399 | 0 | 2,183 | 128,072 |
| $220,001 – $245,000 | 29 | 182,333 | 0 | 6,560 | 31,566 | 13,326 | 0 | 0 | 233,785 |
| $245,001 – $270,000 | 43 | 198,603 | 0 | 6,132 | 33,512 | 14,993 | 0 | 2,418 | 255,658 |
| $270,001 – $295,000 | 27 | 222,366 | 0 | 6,944 | 37,077 | 16,700 | 0 | 0 | 283,087 |
| $295,001 – $320,000 | 17 | 236,592 | 0 | 5,660 | 39,370 | 24,508 | 0 | 0 | 306,130 |
| $320,001 – $345,000 | 14 | 259,507 | 0 | 5,809 | 43,012 | 24,706 | 0 | 0 | 333,034 |
| $345,001 – $370,000 | 8 | 283,000 | 0 | 9,307 | 47,287 | 18,834 | 0 | 0 | 358,428 |
| $370,001 – $395,000 | 7 | 250,395 | 0 | 6,997 | 43,838 | 20,848 | 0 | 58,908 | 380,986 |
| $395,001 – $420,000 | 5 | 237,094 | 0 | 6,918 | 44,304 | 18,349 | 0 | 99,820 | 406,485 |
| $420,001 – $445,000 | 1 | 192,603 | 0 | 6,767 | 32,983 | 22,751 | 0 | 183,566 | 438,670 |
| $595,001 – $620,000 | 1 | 383,219 | 0 | 7,173 | 58,196 | 11,616 | 0 | 147,987 | 608,191 |
| Total | 197 |  |  |  |  |  |  |  |  |

(a) Includes base salary, annual leave benefit, bonuses, allowances, and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. When an employee is in a defined contribution scheme, such as PSSap, this will be the superannuation amount on the individual’s pay slip. When an employee is in a defined benefits scheme, such as PSS and CSS, this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes motor vehicle allowance and other benefits such as the provision of a car park.

**Table 51**: Information about remuneration for other highly paid staff 2021–22

| **Remuneration band** | **Number of other highly paid staff** | **Short-term benefits(a)** | | | **Post-employment benefits(b)** | **Other long-term benefits** | | **Termination benefits** | **Total remuneration** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | Average base salary  $ | Average bonuses  $ | Average other benefits and allowances(c)  $ | Average superannuation contributions  $ | Average long service leave  $ | Average other long-term benefits  $ | Average termination benefits  $ | Average total remuneration $ |
| $230,001 – $245,000 | 3 | 164,944 | 0 | 5,989 | 19,881 | 7,970 | 0 | 37,843 | 236,627 |
| $245,001 – $270,000 | 4 | 195,952 | 0 | 1,175 | 21,859 | 4,152 | 0 | 30,475 | 253,613 |
| $270,001 – $295,000 | 5 | 151,228 | 0 | 676 | 23,129 | 3,387 | 0 | 104,977 | 283,397 |
| $295,001 – $320,000 | 5 | 196,240 | 0 | 355 | 24,642 | 4,473 | 0 | 81,663 | 307,373 |
| $320,001 – $345,000 | 4 | 143,532 | 0 | 0 | 26,677 | 4,801 | 0 | 157,070 | 332,080 |
| Total | 21 |  |  |  |  |  |  |  |  |

(a) Includes base salary, annual leave benefit, bonuses, allowances, and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. When an employee is in a defined contribution scheme, such as PSSap, this will be the superannuation amount on the individual’s pay slip. When an employee is in a defined benefits scheme, such as PSS and CSS, this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes motor vehicle allowance and other benefits such as the provision of a car park

### PGPA Rule s 17AE(1)(aa)(i)–(iii) Accountable authority

**Table 52:** Details of accountable authority during 2021–22

| **Name** | **Position title/position held** | **Date of commencement** | **Date of cessation** |
| --- | --- | --- | --- |
| Rebecca Skinner | Chief Executive Officer | 1 July 2021 | 30 June 2022 |

### PGPA Rule s 17AG(4)(aa) Management of human resources

**Table 53:** All ongoing employees 2021–22

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| NSW | 1,345 | 190 | 1,535 | 3,255 | 1,927 | 5,182 | 14 | 1 | 15 | 6,732 |
| QLD | 1,486 | 134 | 1,620 | 2,934 | 1,288 | 4,222 | 16 | 1 | 17 | 5,859 |
| SA | 744 | 90 | 834 | 959 | 526 | 1,485 | 2 |  | 2 | 2,321 |
| TAS | 375 | 64 | 439 | 557 | 459 | 1,016 | 3 | 2 | 5 | 1,460 |
| VIC | 1,314 | 137 | 1,451 | 2,219 | 1,311 | 3,530 | 5 |  | 5 | 4,986 |
| WA | 428 | 32 | 460 | 884 | 435 | 1,319 | 1 | 1 | 2 | 1,781 |
| ACT | 1,782 | 95 | 1,877 | 1,785 | 396 | 2,181 | 21 | 1 | 22 | 4,080 |
| NT | 55 | 6 | 61 | 215 | 51 | 266 | 1 |  | 1 | 328 |
| External territories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Overseas | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 7,529 | 748 | 8,277 | 12,808 | 6,393 | 19,201 | 63 | 6 | 69 | 27,547 |

**Table 54:** All ongoing employees 2020–21

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| NSW | 1,312 | 194 | 1,506 | 3,118 | 2,074 | 5,192 | 3 | 0 | 3 | 6,701 |
| QLD | 1,326 | 120 | 1,446 | 2,747 | 1,277 | 4,024 | 6 | 0 | 6 | 5,476 |
| SA | 691 | 89 | 780 | 900 | 552 | 1,452 | 1 | 0 | 1 | 2,233 |
| TAS | 373 | 67 | 440 | 552 | 483 | 1,035 | 3 | 1 | 4 | 1,479 |
| VIC | 1,263 | 140 | 1,403 | 2,209 | 1,408 | 3,617 | 0 | 0 | 0 | 5,020 |
| WA | 388 | 33 | 421 | 857 | 462 | 1,319 | 2 | 0 | 2 | 1,742 |
| ACT | 1,712 | 93 | 1,805 | 1,735 | 401 | 2,136 | 1 | 0 | 1 | 3,942 |
| NT | 61 | 7 | 68 | 206 | 65 | 271 | 0 | 0 | 0 | 339 |
| External territories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Overseas | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 7,126 | 743 | 7,869 | 12,324 | 6,722 | 19,046 | 16 | 1 | 17 | 26,932 |

**Table 55:** All non-ongoing employees 2021–22(a)

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| NSW | 76 | 150 | 226 | 146 | 639 | 785 | 4 | 3 | 7 | 1,018 |
| QLD | 94 | 251 | 345 | 208 | 531 | 739 | 4 | 12 | 16 | 1,100 |
| SA | 68 | 114 | 182 | 79 | 169 | 248 | 1 | 2 | 3 | 433 |
| TAS | 16 | 15 | 31 | 23 | 32 | 55 | 1 | 0 | 1 | 87 |
| VIC | 40 | 248 | 288 | 68 | 577 | 645 | 1 | 9 | 10 | 943 |
| WA | 47 | 93 | 140 | 108 | 321 | 429 | 3 | 7 | 10 | 579 |
| ACT | 75 | 121 | 196 | 124 | 208 | 332 | 4 | 5 | 9 | 537 |
| NT | 7 | 13 | 20 | 12 | 32 | 44 | 1 | 1 | 2 | 66 |
| External territories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Overseas | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 423 | 1,005 | 1,428 | 768 | 2,509 | 3,277 | 19 | 39 | 58 | 4,763 |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 56:** All non-ongoing employees 2020–21(a)

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| NSW | 273 | 178 | 451 | 677 | 689 | 1,366 | 6 | 1 | 7 | 1,824 |
| QLD | 289 | 218 | 507 | 562 | 497 | 1,059 | 4 | 3 | 7 | 1,573 |
| SA | 115 | 122 | 237 | 156 | 199 | 355 | 0 | 1 | 1 | 593 |
| TAS | 64 | 21 | 85 | 82 | 45 | 127 | 1 | 1 | 2 | 214 |
| VIC | 209 | 185 | 394 | 370 | 499 | 869 | 10 | 3 | 13 | 1,276 |
| WA | 105 | 87 | 192 | 183 | 313 | 496 | 0 | 2 | 2 | 690 |
| ACT | 214 | 136 | 350 | 272 | 214 | 486 | 7 | 3 | 10 | 846 |
| NT | 15 | 8 | 23 | 38 | 38 | 76 | 2 | 0 | 2 | 101 |
| External territories | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Overseas | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 1,284 | 955 | 2,239 | 2,340 | 2,494 | 4,834 | 30 | 14 | 44 | 7,117 |

(a) Non-ongoing employees include irregular/intermittent staff.

### PGPA Rule s 17AG(4)(b)(i)–(iv) Australian Public Sector (APS) classification and gender

**Table 57:** Australian Public Service Act ongoing employees 2021–22

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Substantive classification | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| SES 3 | 3 | 0 | 3 | 4 | 0 | 4 | 0 | 0 | 0 | 7 |
| SES 2 | 20 | 1 | 21 | 18 | 0 | 18 | 0 | 0 | 0 | 39 |
| SES 1 | 52 | 0 | 52 | 81 | 0 | 81 | 1 | 0 | 1 | 134 |
| EL 2 | 499 | 9 | 508 | 467 | 46 | 513 | 0 | 0 | 0 | 1,021 |
| EL 1 | 1,131 | 50 | 1,181 | 1,366 | 323 | 1,689 | 3 | 0 | 3 | 2,873 |
| APS 6 | 1,707 | 114 | 1,821 | 2,422 | 1,154 | 3,576 | 8 | 2 | 10 | 5,407 |
| APS 5 | 1,007 | 68 | 1,075 | 1,754 | 609 | 2,363 | 7 | 0 | 7 | 3,445 |
| APS 4 | 2,197 | 399 | 2,596 | 4,931 | 3,583 | 8,514 | 29 | 3 | 32 | 11,142 |
| APS 3 | 706 | 74 | 780 | 1,466 | 637 | 2,103 | 5 | 1 | 6 | 2,889 |
| APS 2 | 20 | 1 | 21 | 22 | 18 | 40 | 0 | 0 | 0 | 61 |
| APS 1 | 25 | 5 | 30 | 24 | 8 | 32 | 0 | 0 | 0 | 62 |
| Other | 162 | 27 | 189 | 253 | 15 | 268 | 10 | 0 | 10 | 467 |
| Total | 7,529 | 748 | 8,277 | 12,808 | 6,393 | 19,201 | 63 | 6 | 69 | 27,547 |

**Table 58:** Australian Public Service Act ongoing employees 2020–21

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Substantive classification | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| SES3 | 4 | 0 | 4 | 3 | 0 | 3 | 0 | 0 | 0 | 7 |
| SES2 | 15 | 1 | 16 | 16 | 0 | 16 | 0 | 0 | 0 | 32 |
| SES1 | 53 | 0 | 53 | 72 | 1 | 73 | 0 | 0 | 0 | 126 |
| EL2 | 433 | 10 | 443 | 429 | 47 | 476 | 0 | 0 | 0 | 919 |
| EL1 | 1,081 | 42 | 1,123 | 1,185 | 289 | 1,474 | 0 | 0 | 0 | 2,597 |
| APS6 | 1,661 | 120 | 1,781 | 2,379 | 1,161 | 3,540 | 2 | 0 | 2 | 5,323 |
| APS5 | 995 | 65 | 1,060 | 1,667 | 618 | 2,285 | 2 | 0 | 2 | 3,347 |
| APS4 | 2,180 | 417 | 2,597 | 4,926 | 3,916 | 8,842 | 6 | 1 | 7 | 11,446 |
| APS3 | 549 | 73 | 622 | 1,371 | 659 | 2,030 | 2 | 0 | 2 | 2,654 |
| APS2 | 25 | 0 | 25 | 24 | 17 | 41 | 0 | 0 | 0 | 66 |
| APS1 | 25 | 6 | 31 | 29 | 7 | 36 | 0 | 0 | 0 | 67 |
| Other | 105 | 9 | 114 | 223 | 7 | 230 | 4 | 0 | 4 | 348 |
| Total | 7,126 | 743 | 7,869 | 12,324 | 6,722 | 19,046 | 16 | 1 | 17 | 26,932 |

**Table 59:** Australian Public Service Act non-ongoing employees 2021–22(a)

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Substantive classification | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| SES 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SES 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SES 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EL 2 | 1 | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| EL 1 | 5 | 5 | 10 | 1 | 5 | 6 | 1 | 0 | 1 | 17 |
| APS 6 | 12 | 4 | 16 | 20 | 8 | 28 | 0 | 2 | 2 | 46 |
| APS 5 | 25 | 2 | 27 | 42 | 12 | 54 | 0 | 0 | 0 | 81 |
| APS 4 | 141 | 72 | 213 | 248 | 177 | 425 | 4 | 3 | 7 | 645 |
| APS 3 | 239 | 239 | 1,159 | 457 | 2,307 | 2,764 | 14 | 34 | 48 | 3,971 |
| APS 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| APS 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 423 | 1,005 | 1,428 | 768 | 2,509 | 3,277 | 19 | 39 | 58 | 4,763 |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 60:** Australian Public Service Act non-ongoing employees 2020–21(a)

|  | Male | | | Female | | | Non-binary | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Substantive classification | Full-time | Part-time | Total Male | Full-time | Part-time | Total Female | Full-time | Part-time | Total Non-binary | Total |
| SES 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SES 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| SES 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| EL 2 | 0 | 1 | 1 | 3 | 0 | 3 | 0 | 0 | 0 | 4 |
| EL 1 | 5 | 2 | 7 | 2 | 3 | 5 | 1 | 0 | 1 | 13 |
| APS 6 | 14 | 5 | 19 | 35 | 16 | 51 | 1 | 1 | 2 | 72 |
| APS 5 | 56 | 15 | 71 | 88 | 19 | 107 | 2 | 0 | 2 | 180 |
| APS 4 | 414 | 85 | 499 | 629 | 206 | 835 | 9 | 2 | 11 | 1,345 |
| APS 3 | 795 | 847 | 1,642 | 1,582 | 2,250 | 3,832 | 17 | 11 | 28 | 5,502 |
| APS 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| APS 1 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 1 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 1,284 | 955 | 2,239 | 2,340 | 2,494 | 4,834 | 30 | 14 | 44 | 7,117 |

(a) Non-ongoing employees include irregular/intermittent staff.

### PGPA Rule s 17AG(4)(b)(i)–(iii) Employment type by full-time and part-time status

**Table 61:** Australian Public Service Act employees by full-time and part-time status 2021–22

|  | Ongoing | | | Non-ongoing(a) | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Substantive classification | Full-time | Part-time | Total Ongoing | Full-time | Part-time | Total Non-ongoing | Total |
| SES 3 | 7 | 0 | 7 | 0 | 0 | 0 | 7 |
| SES 2 | 38 | 1 | 39 | 0 | 0 | 0 | 39 |
| SES 1 | 134 | 0 | 134 | 0 | 0 | 0 | 134 |
| EL 2 | 966 | 55 | 1,021 | 1 | 2 | 3 | 1,024 |
| EL 1 | 2,500 | 373 | 2,873 | 7 | 10 | 17 | 2,890 |
| APS 6 | 4,137 | 1,270 | 5,407 | 32 | 14 | 46 | 5,453 |
| APS 5 | 2,768 | 677 | 3,445 | 67 | 14 | 81 | 3,526 |
| APS 4 | 7,157 | 3,985 | 11,142 | 393 | 252 | 645 | 11,787 |
| APS 3 | 2,177 | 712 | 2,889 | 710 | 3,261 | 3,971 | 6,860 |
| APS 2 | 42 | 19 | 61 | 0 | 0 | 0 | 61 |
| APS 1 | 49 | 13 | 62 | 0 | 0 | 0 | 62 |
| Other | 425 | 42 | 467 | 0 | 0 | 0 | 467 |
| Total | 20,400 | 7,147 | 27,547 | 1,210 | 3,553 | 4,763 | 32,310 |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 62:** Australian Public Service Act employees by full-time and part-time status 2020–21

|  | Ongoing | | | Non-ongoing(a) | | |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Substantive classification | Full-time | Part-time | Total Ongoing | Full-time | Part-time | Total Non-ongoing | Total |
| SES 3 | 7 | 0 | 7 | 0 | 0 | 0 | 7 |
| SES 2 | 31 | 1 | 32 | 0 | 0 | 0 | 32 |
| SES 1 | 125 | 1 | 126 | 0 | 0 | 0 | 126 |
| EL 2 | 862 | 57 | 919 | 3 | 1 | 4 | 923 |
| EL 1 | 2,266 | 331 | 2,597 | 8 | 5 | 13 | 2,610 |
| APS 6 | 4,042 | 1,281 | 5,323 | 50 | 22 | 72 | 5,395 |
| APS 5 | 2,664 | 683 | 3,347 | 146 | 34 | 180 | 3,527 |
| APS 4 | 7,112 | 4,334 | 11,446 | 1,052 | 293 | 1,345 | 12,791 |
| APS 3 | 1,922 | 732 | 2,654 | 2,394 | 3,108 | 5,502 | 8,156 |
| APS 2 | 49 | 17 | 66 | 0 | 0 | 0 | 66 |
| APS 1 | 54 | 13 | 67 | 1 | 0 | 1 | 68 |
| Other | 332 | 16 | 348 | 0 | 0 | 0 | 348 |
| Total | 19,466 | 7,466 | 26,932 | 3,654 | 3,463 | 7,117 | 34,049 |

(a) Non-ongoing employees include irregular/intermittent staff.

### PGPA Rule s 17AG(4)(b)(v) Australian Public Service Act

**Table 63:** Employment type by location 2021–22

|  | **Ongoing** | **Non-ongoing(a)** | **Total** |
| --- | --- | --- | --- |
| NSW | 6,732 | 1,018 | 7,750 |
| QLD | 5,859 | 1,100 | 6,959 |
| SA | 2,321 | 433 | 2,754 |
| TAS | 1,460 | 87 | 1,547 |
| VIC | 4,986 | 943 | 5,929 |
| WA | 1,781 | 579 | 2,360 |
| ACT | 4,080 | 537 | 4,617 |
| NT | 328 | 66 | 394 |
| External territories | 0 | 0 | 0 |
| Overseas | 0 | 0 | 0 |
| Total | 27,547 | 4,763 | 32,310 |

(a) Non-ongoing employees includes irregular/intermittent staff.

**Table 64:** Employment type by location 2020–21

|  | **Ongoing** | **Non-ongoing(a)** | **Total** |
| --- | --- | --- | --- |
| NSW | 6,701 | 1,824 | 8,525 |
| QLD | 5,476 | 1,573 | 7,049 |
| SA | 2,233 | 593 | 2,826 |
| TAS | 1,479 | 214 | 1,693 |
| VIC | 5,020 | 1,276 | 6,296 |
| WA | 1,742 | 690 | 2,432 |
| ACT | 3,942 | 846 | 4,788 |
| NT | 339 | 101 | 440 |
| External territories | 0 | 0 | 0 |
| Overseas | 0 | 0 | 0 |
| Total | 26,932 | 7,117 | 34,049 |

(a) Non-ongoing employees includes irregular/intermittent staff.

### PGPA Rule s 17AG(4)(b)(vi) Indigenous employment

**Table 65:** Australian Public Service Act Indigenous employment 2021–22

|  | **Total** |
| --- | --- |
| Ongoing | 1,778 |
| Non-ongoing(a) | 119 |
| Total | 1,897 |

(a) Non-ongoing employees includes irregular/intermittent staff.

**Table 66:** Australian Public Service Act Indigenous employment 2020–21

|  | **Total** |
| --- | --- |
| Ongoing | 1,727 |
| Non-ongoing(a) | 170 |
| Total | 1,897 |

(a) Non-ongoing employees includes irregular/intermittent staff.

### PGPA Rule s 17AG(4)(c)(i) Employment arrangements of SES and non-SES employees

**Table 67:** Australian Public Service Act employment arrangements 2021–22

|  | **SES** | **Non-SES** | **Total** |
| --- | --- | --- | --- |
| Section 24(1) of the Public Service Act 1999 | 180 | 0 | 180 |
| Individual flexibility agreements | 0 | 43 | 43 |
| Common law contract | 0 | 0 | 0 |
| Total | 180 | 0 | 223 |

**Table 68:** Australian Public Service Act employment arrangements 2020–21

|  | **SES** | **Non-SES** | **Total** |
| --- | --- | --- | --- |
| Section 24(1) of the Public Service Act 1999 | 165 | 0 | 165 |
| Individual flexibility agreements | 0 | 53 | 53 |
| Common law contract | 0 | 0 | 0 |
| Total | 165 | 53 | 218 |

### PGPA Rule s 17AG(4)(c)(ii) Salary ranges by classification level

**Table 69:** Australian Public Service Act employment salary ranges by classification level (minimum/maximum) 2020–21

|  | **Minimum salary(a)**  **$** | **Maximum salary(a)**  **$** |
| --- | --- | --- |
| SES3 | 350,700 | 405,816 |
| SES2 | 255,600 | 308,500 |
| SES1 | 196,500 | 245,700 |
| EL2 | 123,292 | 146,620 |
| EL1 | 106,541 | 118,056 |
| APS6 | 85,179 | 98,496 |
| APS5 | 76,948 | 83,032 |
| APS4 | 68,993 | 76,441 |
| APS3 | 61,902 | 68,992 |
| APS2 | 55,841 | 60,266 |
| APS1 | 49,971 | 53,580 |
| Medical Officer Class 4 | 176,808 | 188,410 |
| Medical Officer Class 3 | 162,698 | 170,018 |
| Medical Officer Class 2 | 128,475 | 152,766 |
| Deputy General Counsel – EL2 (Legal Job Stream) | 155,707 | N/A |
| Senior Rehabilitation Consultant – APS6 (Professional Job Stream) | 103,795 | N/A |
| Rehabilitation Consultant 2+ – APS6  (Professional Job Stream) | 98,821 | N/A |
| Graduate APS | 61,902 | 68,993 |
| Cadet ICT (Technical Trainee) | 55,841 | 68,993 |
| APS Trainee (Apprentice) | 55,841 | 68,993 |
| APS Trainee (ICT Apprentice) | 49,971 | 59,521 |
| Cadet APS | 28,485 | 61,902 |
| APS Trainee (School-based pathway) Year 12 | 24,987 | 24,987 |
| APS Trainee (School-based pathway) Year 11 | 22,668 | 22,668 |
| Minimum/maximum range | 22,668 | 405,816 |

(a) The salary ranges in this table cover base salary rates only. They do not include reportable fringe benefits, allowances, and salary sacrifice arrangements.

# Appendix C – The agency’s service commitments

Service Australia’s service commitments are a public expression of our vision of making services simple so people can get on with their lives.

Our service commitments underpin our business priorities. These commitments are:

* respect
* quality information
* honesty and integrity
* efficiency.

We regularly assess and report on our performance against each of the 4 service commitment themes. The results for 2021–22 are based on responses to a survey conducted throughout the year that asked about each respondent’s most recent interaction with the agency. Respondents who were unable to provide an answer were removed from the calculation of results.

## Respect

We will listen and work to understand individual and cultural needs. Our performance against this commitment is measured by people’s assessment of how respected they felt and of agency staff behaviour:

* 84.7% of people surveyed about Centrelink services agreed that Services Australia respected them. Additionally, 91.1% agreed that staff treated them with respect and 86.3% agreed that staff took into account their individual circumstances.
* 87.3% of people surveyed about Medicare services agreed that Services Australia respected them. Additionally, 91.8% agreed that staff treated them with respect and 88.8% agreed that staff took into account their individual circumstances.
* 91.1% of people surveyed about Child Support services agreed that Services Australia respected them. Additionally, 89.1% of people surveyed about Child Support services agreed that staff treated them with respect and 85.7% agreed that staff took into account their individual circumstances.

## Quality information

We are committed to providing consistent and accurate information. Our performance against this commitment is measured by people’s assessment of the consistency and accuracy of information they received from us:

* 87.4% of people surveyed about Centrelink services agreed that information was accurate and consistent.
* 89.6% of people surveyed about Medicare services agreed that information was accurate and consistent.
* 87.4% of people surveyed about Child Support services agreed that information was accurate and consistent.

## Honesty and integrity

We will be open and honest and follow through on our commitments. Our performance against this commitment is measured by people’s assessment of whether the agency is honest and transparent and whether their requests were being actioned as promised:

* 78.2% of people surveyed about Centrelink services agreed that Services Australia is honest and transparent, and 85.9% were confident their requests were actioned as promised.
* 83.1% of people surveyed about Medicare services agreed that Services Australia is honest and transparent, and 88.7% were confident their requests were actioned as promised.
* 88.8% of people surveyed about Child Support services agreed that Services Australia is honest and transparent, and 86.3% were confident their requests were actioned as promised.

## Efficiency

We will simplify the way we deliver services. Our performance against this commitment is measured by people’s assessment of whether they achieved what they wanted in their interaction with us:

* 83.7% of people surveyed about Centrelink services agreed that they achieved what they wanted in their interaction.
* 90.2% of people surveyed about Medicare services agreed that they achieved what they wanted in their interaction.
* 88.6% of people surveyed about Child Support services agreed that they achieved what they wanted in their interaction.

## Satisfaction Research Program

The agency’s Satisfaction Research Program includes a number of survey modules that measure satisfaction with our service delivery:

* The Satisfaction and Experience Survey measures people’s perceptions of the quality of service they received in their most recent interaction with the agency.
* The Trust Survey measures people’s trust in the agency’s ability to deliver services impartially and consistently, including confidence in how we manage personal data.
* The Strategic Survey measures people’s general perceptions of, and engagement with, the agency.
* The Health Provider Survey measures satisfaction with the agency’s services from health professionals, including pharmacists, general practitioners and practice managers.

**Table 70:** Summary of the agency’s satisfaction survey activities

| **Survey title** | **Target audience, timing and sample size** | **Results 2020–21** | **Results 2021–22** |
| --- | --- | --- | --- |
| Satisfaction and Experience Survey | Random selection of current users who have recently interacted with the agency continuously throughout the year.  207,465 surveys completed. | Satisfied with:  Centrelink services: 82.6 out of 100  Medicare services: 86.6 out of 100  Child Support services 85.9 out of 100 | Satisfied with:  Agency services 82.1 out of 100  Centrelink services: 80.1 out of 100  Medicare services: 84.9 out of 100  Child Support services 87.0 out of 100 |
| Trust Survey | Random selection of current users who have recently interacted with the agency continuously throughout the year.  72,262 surveys completed. | N/A(a) | Trust in:  Agency services 77.9 out of 100  Centrelink services: 76.6 out of 100  Medicare services: 80.5 out of 100  Child Support services 83.4 out of 100 |
| Strategic Survey | Random selection of users who have had any interaction with the agency in the previous 12 months.  Every 6 months, 5,002 surveys completed | Satisfied with:  Centrelink 68.5%  Medicare 80.2%  Child Support 38.5% | Satisfied with:  Centrelink 64.4%  Medicare 78.7%  Child Support 42.6% |
| Health Provider Survey | Random selection of health professionals who have interacted with the agency in the previous 12 months.  2,486 surveys completed. | Satisfied with or neutral about the agency’s services: 89.2% | Satisfied with or neutral about the agency’s services: 85.3% |

(a) the survey had not commenced in 2020-21.

## Feedback on services

We are committed to delivering high-quality services to the Australian people. We value the feedback we receive as it helps us improve our business processes and deliver better services.

We are committed to ensuring that people are aware of their right to complain and provide feedback. Customers can contact the agency:

* by calling the complaints and feedback line available on our website
* online via their myGov account, or Centrelink online account, or by calling one of our international numbers from overseas. This information can be found on the Contact us page of our website
* by mail (no postage stamp required)
* by calling the National Relay Service for people who are deaf or have a hearing or speech impairment
* by speaking to a service officer at any service centre or on the phone.

In 2021–22, we received 12,993 compliments. Of these, 77% were about the service provided by staff, 18.5% were about programs, and 4.5% were about products. We actively encourage feedback and suggestions about programs, services and new initiatives. In 2021–22, we received 13,877 suggestions.

### Centrelink feedback

In 2021–22, we recorded 195,902 feedback contacts about Centrelink services. Of these, 173,847 were complaints. The top 3 complaint reasons, by volume, were:

* dissatisfaction with a decision, outcome or payment, including rejection of an application or claim, waiting too long, and cancellation or suspension of a payment (35.7%)
* dissatisfaction with a claim, application or assessment process, including waiting too long, not being updated on claim progress, and making multiple contacts to progress a claim (30.1%)
* dissatisfaction with phone services, including the call ending unexpectedly, the line being busy or engaged, and waiting too long (8.1%).

We resolved 47% of Centrelink complaints within 10 working days.

### Medicare feedback

In 2021–22, we recorded 20,255 feedback contacts about Medicare services. Of these, 15,809 were complaints. The top 3 complaint reasons, by volume, were:

* dissatisfaction with a claim, application or assessment process, including waiting too long, incorrect information, and requests for information regarding the progress of a claim (27.4%)
* difficulties with digital services, including inability to access services, incorrect, unavailable or unclear information, and inability to register for services (26%)
* dissatisfaction with a decision, outcome or payment, including not receiving a payment, waiting too long, and personal information being incorrect (16.1%).

We resolved 83% of Medicare complaints within 10 working days.

### Child Support feedback

In 2021–22, we recorded 14,286 feedback contacts about Child Support services. Of these, 13,917 were complaints. The top 3 types of complaints, by volume, were to do with:

* collection, including lack of collection, issues with account balance, and issues with employer withholding (32.4%)
* quality of service, including lack of courtesy, poor advice, and inaction on requests (30.4%)
* assessment, including income used, care level used, and change of assessment (22.6%).

We resolved 91% of Child Support complaints within 10 working days.

# Appendix D – Other legislative requirements

## Data-matching Program

The Data-matching Program is governed by the Data-matching Program (Assistance and Tax) Act 1990 (DMP Act). Under section 12(4) of the DMP Act, participating agencies are required to table reports in both houses of Parliament. This appendix has been prepared in accordance with section 21 of the Data-matching (Assistance and Tax) Rules 2021.

The agency performed Data-matching Program activities in 2021–22 solely on behalf of the Department of Veterans’ Affairs (DVA).

For results of Data-matching Program activities required under section 12(4) of the DMP Act, see the DVA Annual Report for 2021–22 on DVA’s website.

There are no relevant non-financial quantifiable factors to report. The program continued to operate smoothly, with no identified difficulties. No internal audits or forms of assessment of the program were undertaken during the period.

Table 71 shows the number of residual debts raised under the DMP Act in previous financial years that were paid in full or for which a repayment arrangement commenced in 2021–22.

**Table 71:** Results for matters relating to DMP Act activity in 2021–22

| **Cases** | **Number** |
| --- | --- |
| Number of matches produced | 0 |
| Number and proportion of matches that resulted in discrepancies | 0 |
| Number and proportion of discrepancies that resulted in the agency giving notice under section 11 of the DMP Act | 0 |
| Number and proportion of discrepancies that resulted in action being taken | 0 |
| Number of cases in which an overpayment was identified | 0 |
| Number of cases in which action proceeded despite a challenge to accuracy of the data | 0 |
| Number of cases not proceeded with after contacting the individual who is the subject of the match | 0 |
| Cases where recovery action was initiated(a) | 550 |
| Cases where the debt was fully recovered(b) | 2,734 |

(a) The number of cases where recovery action commenced on a debt. The agency recovers debts through withholding part of a customer’s payment or through cash repayments.

(b) Recovery of a debt can take place over a number of years, so the number and value of debts raised in a year does not necessarily correspond to the number and value of recoveries.

### Program savings and costs

The Data-matching Program has 3 direct savings components:

* downward variations in rate or stopping payments
* raised debts of social security payments
* ceasing payments to new recipients for failure to comply with Tax File Number requirements.

As we do not use the Data-matching Program for compliance review activity, savings from the program are solely generated from new recipients failing to comply with Tax File Number requirements.

In 2021–22, the Data-matching Program achieved $5.844 million in savings.

Administrative costs: The equipment used to run the program cycles has some ongoing administrative costs associated with computer hardware and software maintenance.

Salary costs: The program’s main salary costs were associated with:

* managing and supporting the program within the agency
* the agency’s operational network activity, including its management and coordination.

Direct cost–benefit summary: When the costs and benefits (direct savings) are compared, the net benefit of the program is significant. In 2021–22, the net benefit of the program was $5.384 million.

**Table 72:** Direct cost–benefit summary

|  | **2021–22 actual** |
| --- | --- |
| Benefits(a) | $5,844,000 |
| Costs | $460,000 |
| Net benefits(b) | $5,384,000 |
| Cost–benefit ratio(c) | 1:12.7 |

(a) Net savings, including the effect of upward variations.

(b) Calculated by subtracting costs from benefits.

(c) Calculated by dividing benefits by costs.

### Chronology

The following data-matching cycles were run with the Office of the Australian Information Commissioner in accordance with the DMP Act during 2021–22.

* 19 July 2021: Cycle 3/2021 commenced
* 23 August 2021: Cycle 3/2021 completed
* 11 October 2021: Cycle 4/2021 commenced
* 15 November 2021: Cycle 4/2021 completed
* 31 January 2022: Cycle 1/2022 commenced
* 7 March 2022: Cycle 1/2022 completed
* 26 April 2022: Cycle 2/2022 commenced
* 30 May 2022: Cycle 2/2022 completed.

## Notices under section 42 of the **Human Services (Medicare) Act 1973**

Part IID of the Human Services (Medicare) Act 1973 provides the agency with investigative powers relevant to offences against the Medicare programs we deliver.

The Chief Executive Medicare may authorise the exercise of these powers in connection with an investigation. In 2021–22, 2 authorised officers were appointed under section 8M, and 20 section 8P notices were issued.

## Environmental management

The agency’s environmental management system aligns with international standard Environmental Management System ISO 14001. This standard helps us to manage and report on greenhouse gas emissions, energy use, resource use and waste arising from building operations, motor vehicle and air travel, and information and communications technology (ICT) and stationery supplies.

Section 516A of the Environment Protection and Biodiversity Conservation Act 1999 requires Australian Government agencies to report annually on their contribution to the principles of Ecologically Sustainable Development (ESD) and the measures taken to minimise their effect on the environment.

The ESD principles are set out in section 3A of the Environment Protection and Biodiversity Conservation Act 1999.

### How administered programs accord with ESD principles – section 516a(6)(a)

In 2021–22, we delivered the Centrelink, Medicare, Child Support and myGov programs according to the principles of ESD.

Fundamental considerations in administering these programs are the economic, environmental, equity and social consequences of short-term and long-term decision making.

### How Outcome 1 contributed to ESD principles – section 516a(6)(b)

In 2021–22, agency activities that made a direct contribution to ESD included:

* increasing the use of online self-service by customers
* improving the functionality of Express Plus mobile apps
* exploring new ways of providing digital services through a technology innovation centre
* building an enhanced myGov platform to make it easier for people to connect with different government services through life events in an intuitive and personalised way.

### Effect of activities on the environment – section 516a(6)(c)

To assess the risk of our activities affecting the environment, we use the international standard Risk Management ISO 31000 and the Standards Australia handbook Managing environment-related risk HB203. We manage activities that pose the most significant risk through our environmental management system.

Our activities that generally most affect the environment are those that consume considerable resources and generate significant waste. They include:

* building operations and refurbishments
* use of ICT
* use and disposal of stationery supplies, including paper
* operating vehicles.

**Table 73:** Resources use

|  | **Units** | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- | --- |
| Stationary energy (electricity and gas) | gigajoules | 322,846 | 321,676 | N/A(a) |
| Transport energy (fuels)(b) | gigajoules | 18,129 | 4,639 | N/A(a) |
| Total energy use | gigajoules | 340,975 | 326,315 | N/A(a) |
| Internal paper use | tonnes | 462 | 300 | 267 |
| Letters to customers(c) | A4 sheets | 73,978,608 | 74,579,567 | 81,712,888 |
| Property use(d) | square metres | 730,385 | 728,032 | 717,602 |

(a) Stationary and transport energy reporting for 2021–22 was unavailable before finalising the annual report.

(b) Transport energy relates to the agency’s fleet vehicles only and does not include air travel.

(c) Paper procured by the agency and letters printed by an external print provider.

(d) Figures are for the commercial lease portfolio only and exclude car parking licences and staff housing.

**Table 74:** Waste, resource recovery and pollution

|  | **Measure** | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- | --- |
| Net greenhouse gas emissions — energy use | tonnes of carbon dioxide equivalents | 80,607 | 77,281 | N/A(a) |
| Office copy paper recycling | % coverage (square metres) | 98 | 97 | 97 |
| Mobile phone recycling | kilograms | 108 | 17 | 126 |
| Fluorescent and other lamps recycled | units | 5,100 | 4,203 | 2,036 |

(a) Stationary and transport net greenhouse gas emissions reporting for 2021–22 was unavailable before finalising the annual report.

### How we minimise the effect of activities on the environment – section 516(6)(d)

The agency’s Environmental Sustainability Policy is available on our website. It guides our efforts to minimise the effect of our activities on the environment and to drive better practice, performance and accountability. We assess any proposed environmental initiative or measure by conducting a cost–benefit analysis that includes other business benefits associated with the initiative.

**Table 75:** Measures taken to minimise effect on the environment

| **Activity** | **Measure** |
| --- | --- |
| Air travel | The agency encourages staff to use online conferencing rather than air travel to attend meetings. |
| Building operations | Our leases for large offices are guided by the Green Lease Schedule for landlords and tenants.  We conducted National Australian Built Environment Rating System energy assessments at offices over 2,000 m2 with Green Lease Schedules.  Our Leasing Heads of Agreement requires lessors to consider installing photovoltaic solar systems and/or upgrading to LED lighting at selected sites.  We use reputable eco-labels, certifications and other environmental standards to improve environmental performance – such as Green Star for selected building designs and fit-out, and the Energy Rating Label star system for electrical appliances.  We participate in Earth Hour each year to promote sustainability. |
| ICT | Our data centres are located in highly energy-efficient premises.  We continue to virtualise server applications, which reduces the need to purchase extra servers.  We continue to roll out docked tablets to enable better workforce mobility; these have lower electricity consumption than desktop PCs.  Our desktop computers and televisions automatically shut down after 3 hours of inactivity.  Our printers and multifunction devices are allocated to maximise resource efficiency. |
| Management and communication | The Environmental Sustainability Policy continues to strengthen our environmental management program.  We use an online sustainability reporting system to improve reporting and performance capability.  We continue to promote and communicate environmental initiatives within our offices.  We use reputable eco-labels and environmental standards in making relevant procurement decisions, to improve environmental performance at product and supplier levels. |
| Motor vehicle travel | We procure energy-efficient vehicles in line with the Australian Government Fleet Vehicle Selection Policy.  We continue to use an electronic log book system to accurately monitor and manage vehicle use and to improve reporting quality. |
| Stationery (including paper) | In 2021–22, 98% of the paper we purchased for internal printers, photocopiers and multifunction devices was 100% recycled content paper.  We have increased our digital record-keeping capability and have greatly reduced the number of paper-based files. |
| Waste | We support Mobile Muster to transform the components from mobile phone waste into valuable materials for reuse.  We support the FluoroCycle scheme to ensure that hazardous fluorescent lamps are recycled on disposal.  We support Green Technology Recycling (ACT) to recover and recycle non-renewable resources from all battery types, in some of our ACT tenancies. This keeps toxic substances out of landfill.  We support organics waste bins in one of our ACT tenancies. A local ACT business collects the organic waste to produce a nutritious soil conditioner and a high-protein insect meal. This initiative diverted 0.9 tonnes of waste from landfill in 2021–22. |

### Mechanisms to review and increase the effectiveness of these measures – section 516(6)(e)

In 2021–22, we continued to review and report on our environmental performance and seek ways to achieve further improvements. Table 76 outlines our performance against the Australian Government’s Energy Efficiency in Government Operations (EEGO) policy targets.

**Table 76:** Office energy performance

| **Measures** | **EEGO target** | **2019–20** | **2020–21** | **2021–22** |
| --- | --- | --- | --- | --- |
| Office – tenant light and power (megajoules per person) | 7,500 | 6,667 | 6,017 | NA(a) |
| Office – central services (megajoules per square metre) | 400 | 286 | 262 | NA(a) |

(a) Stationary energy reporting for 2021–22 was unavailable before finalising the annual report.

## Corporate record keeping

The Australian Government’s policy Building trust in the public record: managing information and data for government and community identifies key requirements for managing Australian Government information assets (records, information and data). See the policy on the National Archives of Australia website.

The agency continues to focus on digital record keeping, thus reducing paper records and associated costs. Whilst the agency still manages paper records, digital record keeping enables us to retain data for only as long as it needs to be kept in accordance with appropriate retention schedules. This minimises data storage costs. Our focus on online and self-service capabilities for customers has further reduced the volume of paper received and stored in 2021–22.

# Appendix E — List of requirements

| **PGPA Rule Reference** | **Description** | Requirement | **Location in the report (page number)** |
| --- | --- | --- | --- |
| 17AD(g) | Letter of transmittal |  |  |
| 17AI | A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report. | Mandatory | vi |
| 17AD(h) | Aids to access |  |  |
| 17AJ(a) | Table of contents (print only). | Mandatory | iv |
| 17AJ(b) | Alphabetical index (print only). | Mandatory | 257 |
| 17AJ(c) | Glossary of abbreviations and acronyms. | Mandatory | 254 |
| 17AJ(d) | List of requirements. | Mandatory | 246–253 |
| 17AJ(e) | Details of contact officer. | Mandatory | ii |
| 17AJ(f) | Entity’s website address. | Mandatory | ii |
| 17AJ(g) | Electronic address of report. | Mandatory | ii |
| 17AD(a) | Review by accountable authority |  |  |
| 17AD(a) | A review by the accountable authority of the entity. | Mandatory | ix |
| 17AD(b) | Overview of the entity |  |  |
| 17AE(1)(a)(i) | A description of the role and functions of the entity. | Mandatory | 2 |
| 17AE(1)(a)(ii) | A description of the organisational structure of the entity. | Mandatory | 4–5 |
| 17AE(1)(a)(iii) | A description of the outcomes and programmes administered by the entity. | Mandatory | 22–40, 194–211 |
| 17AE(1)(a)(iv) | A description of the purposes of the entity as included in corporate plan. | Mandatory | 2 |
| 17AE(1)(aa)(i) | Name of the accountable authority or each member of the accountable authority | Mandatory | 218 |
| 17AE(1)(aa)(ii) | Position title of the accountable authority or each member of the accountable authority | Mandatory | 218 |
| 17AE(1)(aa)(iii) | Period as the accountable authority or member of the accountable authority within the reporting period | Mandatory | 218 |
| 17AE(1)(b) | An outline of the structure of the portfolio of the entity. | Portfolio departments – mandatory | Not applicable |
| 17AE(2) | Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change. | If applicable, mandatory | Not applicable |
| 17AD(c) | Report on the Performance of the entity |  |  |
|  | Annual performance Statements |  |  |
| 17AD(c)(i); 16F | Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule. | Mandatory | 22 |
| 17AD(c)(ii) | Report on Financial Performance |  |  |
| 17AF(1)(a) | A discussion and analysis of the entity’s financial performance. | Mandatory | 140 |
| 17AF(1)(b) | A table summarising the total resources and total payments of the entity. | Mandatory | 185–187 |
| 17AF(2) | If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity’s future operation or financial results. | If applicable, mandatory. | Not applicable |
| 17AD(d) | Management and Accountability |  |  |
|  | Corporate Governance |  |  |
| 17AG(2)(a) | Information on compliance with section 10 (fraud systems) | Mandatory | 104–111 |
| 17AG(2)(b)(i) | A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared. | Mandatory | vi |
| 17AG(2)(b)(ii) | A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place. | Mandatory | vi |
| 17AG(2)(b)(iii) | A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity. | Mandatory | vi |
| 17AG(2)(c) | An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance. | Mandatory | 3–11 |
| 17AG(2)(d) – (e) | A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non compliance with Finance law and action taken to remedy non compliance. | If applicable, mandatory | 141 |
|  | Audit Committee |  |  |
| 17AG(2A)(a) | A direct electronic address of the charter determining the functions of the entity’s audit committee. | Mandatory | 8 |
| 17AG(2A)(b) | The name of each member of the entity’s audit committee. | Mandatory | 9–10 |
| 17AG(2A)(c) | The qualifications, knowledge, skills or experience of each member of the entity’s audit committee. | Mandatory | 9–10 |
| 17AG(2A)(d) | Information about the attendance of each member of the entity’s audit committee at committee meetings. | Mandatory | 9–10 |
| 17AG(2A)(e) | The remuneration of each member of the entity’s audit committee. | Mandatory | 9–10 |
|  | External Scrutiny |  |  |
| 17AG(3) | Information on the most significant developments in external scrutiny and the entity’s response to the scrutiny. | Mandatory | 114–120 |
| 17AG(3)(a) | Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity. | If applicable, mandatory | 114–115 |
| 17AG(3)(b) | Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman. | If applicable, mandatory | 116 |
| 17AG(3)(c) | Information on any capability reviews on the entity that were released during the period. | If applicable, mandatory | 117 |
|  | Management of Human Resources |  |  |
| 17AG(4)(a) | An assessment of the entity’s effectiveness in managing and developing employees to achieve entity objectives. | Mandatory | 124–138 |
| 17AG(4)(aa) | Statistics on the entity’s employees on an ongoing and non ongoing basis, including the following:  (a) statistics on full time employees;  (b) statistics on part time employees;  (c) statistics on gender  (d) statistics on staff location | Mandatory | 219, 221 |
| 17AG(4)(b) | Statistics on the entity’s APS employees on an ongoing and non ongoing basis; including the following:  Statistics on staffing classification level;  Statistics on full time employees;  Statistics on part time employees;  Statistics on gender;  Statistics on staff location;  Statistics on employees who identify as Indigenous. | Mandatory | 219–228 |
| 17AG(4)(c) | Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the Public Service Act 1999. | Mandatory | 138 |
| 17AG(4)(c)(i) | Information on the number of SES and non SES employees covered by agreements etc identified in paragraph 17AG(4)(c). | Mandatory | 230 |
| 17AG(4)(c)(ii) | The salary ranges available for APS employees by classification level. | Mandatory | 231 |
| 17AG(4)(c)(iii) | A description of non salary benefits provided to employees. | Mandatory | 212–217 |
| 17AG(4)(d)(i) | Information on the number of employees at each classification level who received performance pay. | If applicable, mandatory | 137 |
| 17AG(4)(d)(ii) | Information on aggregate amounts of performance pay at each classification level. | If applicable, mandatory | 137 |
| 17AG(4)(d)(iii) | Information on the average amount of performance payment, and range of such payments, at each classification level. | If applicable, mandatory | 137 |
| 17AG(4)(d)(iv) | Information on aggregate amount of performance payments. | If applicable, mandatory | 137 |
|  | Assets Management |  |  |
| 17AG(5) | An assessment of effectiveness of assets management where asset management is a significant part of the entity’s activities | If applicable, mandatory | 141 |
|  | Purchasing |  |  |
| 17AG(6) | An assessment of entity performance against the Commonwealth Procurement Rules. | Mandatory | 188 |
|  | Reportable consultancy contracts |  |  |
| 17AG(7)(a) | A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST). | Mandatory | 188 |
| 17AG(7)(b) | A statement that “During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of $[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of $[specified million]”. | Mandatory | 188 |
| 17AG(7)(c) | A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged. | Mandatory | 188–189 |
| 17AG(7)(d) | A statement that “Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website”. | Mandatory | 189 |
|  | Reportable non-consultancy contracts |  |  |
| 17AG(7A)(a) | A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST). | Mandatory | 189 |
| 17AG(7A)(b) | A statement that “Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website” . | Mandatory | 190 |
| 17AD(daa) | Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts |  |  |
| 17AGA | Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts. | Mandatory | 189 |
|  | Australian National Audit Office Access Clauses |  |  |
| 17AG(8) | If an entity entered into a contract with a value of more than $100 000 (inclusive of GST) and the contract did not provide the Auditor General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract. | If applicable, mandatory | 192 |
|  | Exempt contracts |  |  |
| 17AG(9) | If an entity entered into a contract or there is a standing offer with a value greater than $10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters. | If applicable, mandatory | 191 |
|  | Small business |  |  |
| 17AG(10)(a) | A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website”. | Mandatory | 190 |
| 17AG(10)(b) | An outline of the ways in which the procurement practices of the entity support small and medium enterprises. | Mandatory | 190 |
| 17AG(10)(c) | If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website”. | If applicable, mandatory | 190 |
|  | Financial Statements |  |  |
| 17AD(e) | Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act. | Mandatory | 146–187 |
|  | Executive Remuneration |  |  |
| 17AD(da) | Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2 3 of the Rule. | Mandatory | 212 |
| 17AD(f) | Other Mandatory Information |  |  |
| 17AH(1)(a)(i) | If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website”. | If applicable, mandatory | Not applicable |
| 17AH(1)(a)(ii) | If the entity did not conduct advertising campaigns, a statement to that effect. | If applicable, mandatory | 191 |
| 17AH(1)(b) | A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website]”. | If applicable, mandatory | Not applicable |
| 17AH(1)(c) | Outline of mechanisms of disability reporting, including reference to website for further information. | Mandatory | 57 |
| 17AH(1)(d) | Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found. | Mandatory | 116 |
| 17AH(1)(e) | Correction of material errors in previous annual report | If applicable, mandatory | 268 |
| 17AH(2) | Information required by other legislation | Mandatory | 238 |

# Appendix F — Glossary of abbreviations and acronyms

A/g Acting

AASB Australian Accounting Standards Board

AAT Administrative Appeals Tribunal

ACIC Australian Criminal Intelligence Commission

AFP Australian Federal Police

AGDRP Australian Government Disaster Recovery Payment

AHRI Australian Human Resource Institute

AIR Australian Immunisation Register

ANAO Australian National Audit Office

ANZSOG Australia and New Zealand School of Government

APS Australian Public Service

ARC Audit and Risk Committee

ATO Australian Taxation Office

Austrade Australian Trade and Investment Commission

AVTOP Australian Victims of Terrorism Overseas Payment

AWEI Australian Workplace Equality Index

CALD Culturally and linguistically diverse

CCeS Centrelink Confirmation eServices

CDPP Commonwealth Director of Public Prosecutions

CEO Chief Executive Officer

CSAG Civil Society Advisory Group

CSC Conspicuous Service Cross

CTI Computer Telephony Interface

DCA Diversity Council Australia

DCEO Deputy Chief Executive Officer

DESE Department of Education, Skills and Employment

DMP Act Data-matching Program (Assistance and Tax) Act 1990

DPO Departure Prohibition Order

DRA Disaster Recovery Allowance

DRP Disaster Recovery Payment

DSP Disability Support Pension

DSS Department of Social Services

DTA Digital Transformation Agency

DVA Department of Veterans’ Affairs

FTB Family Tax Benefit

EBRC Enterprise Business and Risk Committee

ECLIPSE Electronic Claim Lodgement Information Processing Service Environment

EFT Electronic Funds Transfer

EFTPOS Electronic Funds Transfer At Point Of Sale

EEGO Energy Efficiency in Government Operations

EL Executive Level

ESAt Employment Services Assessment

ESD Ecologically Sustainable Development

FIS Financial Information Service

FOI Freedom of information

FOI Act Freedom of Information Act 1982

FTB Family Tax Benefit

GM General Manager

GP General practitioner

GST Goods and Services Tax

HPAU Health Professional Advisory Unit

ICT Information and communications technology

IHI Individual Healthcare Identifier

IIF Indemnity Insurance Fund

IPS Information Publication Scheme

ISO Indigenous Service Officer

IVR Interactive Voice Response

JCA Job Capacity Assessment

LGBTI+ Lesbian, Gay, Bisexual, Transgender and Intersex

MAT Medical Assessment Team

MBS Medicare Benefits Schedule

MP Member of Parliament

MSO Multicultural Service Officer

N/A Not applicable

NABERS National Australian Built Environment Rating System

NDIA National Disability Insurance Agency

NDIS National Disability Insurance Scheme

NIC National Indigenous Coalition

NRRA National Recovery and Resilience Agency

NZDRA New Zealand Disaster Recovery Allowance

NZDRP New Zealand Disaster Recovery Payment

PBS Pharmaceutical Benefits Scheme

PBS Portfolio Budget Statements

PGPA Act Public Governance, Performance and Accountability Act 2013

PGPA Rule Public Governance, Performance and Accountability Rule 2014

PLDP Pandemic Leave Disaster Payment

PSM Public Service Medal

PSPF Protective Security Policy Framework

QBBI Medicare Quality Control System, also known as QBBI

RAP Reconciliation Action Plan

RPBS Repatriation Pharmaceutical Benefits Scheme

RSS Random sample survey

s Section

SES Senior Executive Service

SME Small and medium enterprise

SMS Short Message Service

SSW Social Security and Welfare

STEM Science, technology, engineering, and mathematics

STP Single Touch Payroll

TAP Tertiary Access Payment

TGA Therapeutic Goods Administration

VET Vocational Education and Training

VWR Virtual Wait Room

WHS Work Health and Safety

WHS strategy Work Health and Safety Strategy 2021–26

WPIT Welfare Payment Infrastructure Transformation

# Appendix G — Index

**A**

abbreviations and acronyms, 254–6

Aboriginal and Torres Strait Islander Employees Strategy 2018—22, 132, 133

Aboriginal and Torres Strait Islander peoples, 16, 41–60, 87, 101

access to the Pharmaceutical Benefits Scheme, 68

diversity networks for staff, 130

family and domestic violence services, 82

interpreters, 121

targeted and specialised services for, 83–4

Aboriginal Health Services, 68

ABSTUDY, 55, 60

access clauses, ANAO, 192

accessibility, workplace, 130

accommodation services, specialist, 89

accounts payable shared services, 98

accountable authority, 8, 11, 144, 218

Administrative Appeals Tribunal, 115

advertising campaigns, 190–1

Afghanistan humanitarian evacuees, xi, 87, 90

Age Pension, 55, 56

aged care assessments, 96

aged care information service, 70

Aged Care Payment System, 70

aged care services and programs, x, 69–70, 96

entitlement calculation engine, 70

Aged Care Specialist Officers, 70, 96

agency capability reviews, 117

agency resource statement 2021–22, 185

agency snapshot, iii

agents and access points, iii, 87, 102

Annual Assurance Statements, 99

annual report contact officer, ii

annual report overview, vii

Appointment Based Servicing, 26

apprentices, 60, 61

digital, 127

Indigenous, 131

APS Reform Agenda, 99

Aspiring Program, 135

assessments, medical conditions and work capacity, 62

asset management, 141

Assistance for Isolated Children, 55, 60

asylum seekers, 90

Attorney-General’s Department, 106

audit, external and internal, 8–11, 116, 120

Audit and Risk Committee, 8–11

Auditor-General reports, 116

Aurora Neurodiversity Program, xi, 129

Australia’s Disability Strategy 2021—2031, 57, 129

Australian Bureau of Statistics, xi, 33, 121

Australian Criminal Intelligence Commission, 106

Australian Electoral Commission, xi, 18, 33, 45, 99

Australian Federal Police, 106

Australian Government Disaster Recovery Payment, x, 14, 15, 29

Australian Government Emergency Information Line, 15

Australian Immunisation Register, 41, 73, 78

enhancements, 17

Australian Information Commissioner, 117

Australian National Audit Office, 116

Australian Organ Donor Register, 74

Australian Public Service Commission, 126

Australian Public Service Mental Health Capability Suite, 126

Australian Public Service Surge Reserve, x, 18

Australian Securities and Investments Commission, 106

Australian Taxation Office, 48, 106, 114

Australian Thalidomide Survivors Support Program, 75

Australian Trade and Investment Commission (Austrade), 17

Australian Transaction Reports and Analysis Centre, 106

Australian Victims of Terrorism Overseas Payment, 14, 19

Australian Workplace Equality Index, xi, 130

Austudy, 60

authority-required medicines, 68

autism, xi, 118, 129

automated processing, 45

awards, internal and external, 136–7

**B**

Bass Strait Passenger Vehicle Equalisation Scheme, 91

bereavement payments, 90

Better Services Reform Priority, 99

bill-paying service, Centrelink customer, 92

bulk-billing, 64, 65

**C**

Career Starter Program, APS, 127

Carer Allowance, 55

Carer Payment, 55

Carer Recognition Act 2010, 131

Cashless Debit Card, 94–5, 116

Census 2021, xi, 33, 121

Centrelink, iii, 47–8

bill-paying service, 92

child support deductions from payments, 80–1

Compliance Program, 80, 117

Digital Identity pilot, 107

feedback on services, 236

Money You Owe service, 110

Rent Deduction Scheme, 93

service delivery improvements, 47, 48

Tax Deduction Service, 93

Voice Biometrics in, 46

Centrelink Confirmation eServices, 93

Centrepay, 92

Chief Executive Officer, 4, 6

review 2021–22, ix–xii

Child Care Subsidy, 55, 58

Child Dental Benefits Schedule, 73

Child Support Collect, 79

Child Support Program, 79–81

assessment merits review applications and outcomes, 115

availability of digital channels, 37

changes of assessment, 80, 115

child support debt 2021–22, 80–1

child support transfers 2021–22, 79

claims processing timeliness standard, 35

compliance and enforcement, 80–1

deductions from Centrelink and DVA payments, 81

digital availability and uptake, 40

employer withholding payments, 49, 80–1

feedback on services, 236

fraud and corruption control, 104,106

self-managed work completed digitally, 39–40

Voice Biometrics in, 46

childcare services, Business Continuity Payments for, 58

children and young people, 57–9, 60, 73, 83

advisory bodies, 101

without adequate support, 88

citizenship testing, 90

Civil Society Advisory Group, 101

claims and claim processing

demand, ix, 23

Department of Veterans’ Affairs, 70–1

improvements, 23, 29, 48

Social Security and Welfare, 55

statistics, iii, 55

timeliness, 24–6, 35–6

see also digital and online services; payments and services

Closing the Gap PBS Co-Payment measure, 68

Comcare, 126

Commonwealth Child Safe Framework, 83

Commonwealth Director of Public Prosecutions, 104–6

Commonwealth Fraud Control Framework, 104

Commonwealth Fraud Prevention Centre, 106

Commonwealth Ombudsman, 117

communications and engagement

campaigns, 191

community peak organisations, 101

COVID-19 payments, 16

money management, 92–3

multicultural communities, 85, 86

partnerships with state and territory governments, 100

payment accuracy and income reporting, 108

Community Engagement Officers, 89

Community Language Allowance, 87, 128

community peak organisations, engagement with, 101

complaints see feedback on services

compliance programs, 109–10

concession cards see health care and concession cards

consultancy contracts, 188–9

Contemporary Service Centre model, 26

Continence Aids Payment Scheme, 72

contractors, 116

corporate governance, 3–7

see also enterprise governance

Corporate Plan 2022–23, 22

corporate record keeping, 245

correctional facilities, 91

counselling services, 15, 88

COVID-19 Consumer Travel Support Program, 17

COVID-19 Disaster Payment, ix, 14–6, 18

claim statistics, 16

COVID-19 pandemic, 20, 48, 86

childcare service closures during, 58

compliance activity during, 109

debt recovery pause during, 110

identity verification during, 107

impact on demand for services, 23, 26–7, 33

impact on services to incarcerated customers, 91

mutual obligation requirements pause during, 60

payments and services during, ix, 14–17

use of agents and access points during, 102

COVID-19 Vaccination Certificates, ix, 17, 23, 24, 30, 33, 37, 102

for people not eligible for Medicare, 78

COVID-19 Vaccination Claims Scheme, 75

crime see investigations and crime prevention

Crisis Payments, 55, 82

crisis support, 55, 89

culturally and linguistically diverse communities, 16, 85–7

culturally and linguistically diverse staffing, 128, 130

customer experience and expectation, 24, 44–5, 47–9

customer satisfaction, 25, 70, 234–5

drivers, 27

see also customer satisfaction performance measure; feedback on services

customer satisfaction performance measure, 25, 26–8

customer service timeliness target, 24

customer surveys, x, 26, 47, 70, 109, 234–5

customer trust performance measure, 29–30

customers served within 15 minutes performance measure, 24, 25, 33–4

**D**

Dad and Partner Pay, 55, 58

data centre hosting services, 98

data sharing and exchange, 48, 99

Data-matching Program, 238–40

debt recovery and management, 110–11, 114

declared events, 19

dental benefits for children, 73

Department of Education, Skills and Employment, 60, 99

Department of Foreign Affairs and Trade, 14, 18–9, 89

Department of Health, 69, 70, 85, 99

Department of Home Affairs, 14, 16, 19, 90, 91

Department of Home Affairs Document Verification Service, 108

Department of Social Services, 98, 99, 109, 116, 130

Department of the Prime Minister and Cabinet, 99

Department of Veterans’ Affairs, 93, 130

aged care services, 69

claims through Medicare, 66

health services, 70–1

service transformation, 50

shared services, 98–100

digital and online services, ix, x, 35, 107

availability of digital channels, 25, 37–8

COVID-19 pandemic, 23, 48, 118

customer expectations and experience, 44–5, 51

customer satisfaction result, 26

customer trust result, 29

demand for, 24, 44–5

improvements, 39–40, 44–5, 48, 50

natural disasters and emergencies, x, 14, 15

service delivery improvements, 23, 26, 27, 48, 50

statistics, iii

system upgrades, 24

see also COVID-19 Vaccination Certificates; digital health services

Digital Apprenticeship program, 127

Digital Cadetship program, 127

digital channels availability performance measure, 25, 37–8

digital coaching, 47

digital health services, 78

Digital Identity system, 107

Digital Provider Improvements Project, 27

digital self-managed work performance measure, 25, 39–40

Digital Transformation Agency, 107

Disability Support Pension, 55–7, 62, 110

disability, people with, 56–7, 128–9

advisory bodies, 101

Disaster Health Care Assistance Scheme, 19

Disaster Recovery Allowance, x, 14–5 29

disasters see natural disasters and emergencies

diversity and inclusion, xi, 124, 128–32

diversity networks, 130

Diversity Council Australia, 130

Double Orphan Pension, 55, 59

**E**

ECLIPSE, 65

ecologically sustainable development, 240–4

eligibility and entitlement confirmation, 93

emergencies see natural disasters and emergencies

Emergency Reserve, x, 18

Employee Assistance Program, 126, 131

employment income reporting, 49

Employment Services Assessments, 62

Empowering Excellence program, xi, 134

Enhanced myGov program, 45, 51

Enterprise Agreement 2017–2020, 128, 138

Enterprise Business and Risk Committee, 7

enterprise governance, 7–11

Enterprise Leadership Programs, 135

environmental management, 240–4

Executive Committee, 7, 11

executive responsibilities, 6–7

exempt contracts, 190

expenses by outcome, 186–7

Express Plus Medicare mobile app, ix, 17, 37, 65, 74, 102

improvements to, 24, 37

External Breast Prostheses Reimbursement Program, 71

Extraordinary Assistance Fund, 75

**F**

face-to-face services

customer satisfaction result, 26

customer trust result, 29

demand for, 24

rural, regional and remote communities, 87–8

service improvements, x–xi, 47

statistics, iii

veterans, 50

see also agents and access points; customers served within 15 minutes performance measure; mobile service centres; service centres

fact sheets, 16, 87

families, payments and services for, 57–9

family and domestic violence, 82–3, 85–6

Community Engagement Officers, 89

during COVID-19 pandemic, 82–3

social worker deployment, 88–9

Family and Domestic Violence Pilot, 82

Family Tax Benefit, 55, 58

Farm Household Allowance, 85

federal election 2022, xi, 18, 33, 99

feedback on services, 236–7

financial hardship, 85, 90, 93, 110

Financial Information Service, 92

financial performance, 140–1

financial statements, 142–84

flexible work arrangements, 131

floods, Queensland and New South Wales, x, 15, 18, 23, 33, 45, 60, 85

Community Engagement Officers, 89

social worker deployment, 89

fraud and corruption

control and assurance, 104

control capability across government, 106

detection and disruption, 105

public tip-offs, 108

risk management, 104

Fraud and Corruption Control Plan 2020—24, 104

freedom of information, 116

**G**

Geelong Smart Centre case study, 20

general practitioners, 17, 234

GLBTIQ (Gay, Lesbian, Bisexual, Trans, Intersex and Queer) Multicultural Council, 86

graduates, 127–8, 132

Grandparent Adviser Program, 59

grandparents and non-parent carers, 57, 59

**H**

Health and Wellbeing Framework 2021–26, 126

health care and concession cards, 56, 67

Department of Veterans’ Affairs, 70–1

Health Care Assistance Fund, 75

Health Delivery Modernisation Program, 50

Health Professional Advisory Unit, 62

health professionals and providers, 26, 27, 64, 66

COVID-19 vaccination rollout, 41

customer satisfaction result, 26

customer trust result, 29

incentives, 72–3

indemnity schemes for, 76–7

service improvements, 50

see also Health Program; Medicare

Health Professionals Online Service, 65

Health Program, 63–78

availability of digital channels, 37

claims processing timeliness standard, 35

customers served within 15 minutes, 33

digital task availability and uptake, 40

self-managed work completed digitally, 39–40

see also Medicare

health providers see health professionals and providers

Healthcare Identifiers Service, 78

High Cost Claims Indemnity Scheme, 76

highly paid staff, 217

Home Care Package claims, 69

hospital services, 64

hotel quarantine, refugees in, 87

HR School Leaver Program, APS, 127

human resources and payroll shared services, 98

Human Services (Medicare) Act 1973 notices, 240

Humanitarian Settlement Program, 86, 90

**I**

IDCARE, 108

identity crime, 106, 107

identity verification and authentication, 45, 102, 107–8

Immunisation History Statements, ix, 17, 24, 78

incarcerated customers, 91

Inclusion Action Plan 2022, 130

Inclusion@Work Index, 130

Inclusive Behaviour Model, staff, 130

income and assets tests, 56, 58, 60

Income Compliance Program, 110, 114

Income Management, 49, 93–4

income reporting, 108, 110

Incurred But Not Reported Indemnity Scheme, 76

Indemnity Insurance Fund, 76

Indigenous Apprenticeships Program, 131, xi

Indigenous Champions, 132

Indigenous Employee Network, 132

Indigenous Language Officer, 121

Indigenous Mentoring Program, 132

Indigenous people see Aboriginal and Torres Strait Islander peoples

Indigenous Service Officers, 16, 84

Indigenous Servicing Strategy 2018–22, 84, 133

individual flexibility arrangements, 138

information and communications technology, 24, 37, 60, 140

improvements, 50

shared services, 98, 99

Information Publication Scheme, 116

Interactive Voice Response technology, 27–8, 30, 39, 45, 46, 110

Internal Surge Team, x, 18

International Social Security Association, 101

interpreters and translators, 16, 84–7, 121

investigations and crime prevention, 105–6

**J**

Job Capacity Assessments, 62

Job Placement Scheme, 127

job seekers, 48, 52, 60–2, 86

Job-Ready Graduates Package, 61

JobSeeker Payment, xi, 48, 52, 55, 60

judicial decisions, 114

**K**

key activities

customer service delivery, 31–6

strategy and corporate enabling, 26–30

technology and transformation, 37–40

key management personnel, 212–14

key performance indicators, legacy, 23, 194–211

**L**

languages other than English, materials in, ii, 16, 86–7, 121

see also interpreters and translators

leadership programs, 135

Learning Academy Project, 134

LGBTI+ inclusion, xi, 130

Location Specific Practice Number, 66

Low Income Card, 55

**M**

market research payments, 191

means test assessment for aged care, 69

medical and professional indemnity, 76–7

Medical Assessment Team Assessments, 62

medical practitioners, 39 see health professionals and providers

Medicare, iii, 17, 24, 27, 47, 63–6

compensation recovery, 66

enhanced online claiming functionality, 50

enrolments, 63

feedback on services, 237

online accounts, 24, 37, 65

service delivery improvements, 24, 50

services and benefits by claim type, 64

services by payment type, 65

services transmitted digitally, 65

see also Express Plus Medicare mobile app

Medicare Benefits Schedule, 66

changes to, 64

Medicare Easyclaim, 65

Medicare Entitlement Statements, 63

Medicare provider numbers, 27, 66

Medicare Safety Net, 63–4

medicines, 63, 67–8

travelling with, 68

mental health and wellbeing, staff, 126

mental health services, 63

MH17 Family Support Package, 14, 19

Midwife Professional Indemnity Commonwealth Contribution Scheme, 77

Midwife Professional Indemnity Run-off Cover Scheme, 77

Minister for Government Services, 2

mobile apps, 17, 24, 45

customer satisfaction result, 26

customer trust result, 29

see also Express Plus Medicare mobile app

mobile service centres, iii, xi, 15, 88, 100

service delivery improvements, 47

Mobility Allowance, 55, 57

money management, 92–3

Money You Owe, 110

Multicultural Advisory Forums, 86

multicultural communities

advisory bodies, 101

Multicultural Community Engagement Group, 86

Multicultural Service Officers, 85

multicultural services, 85–7

Multicultural Servicing Strategy 2019–22, 85

mutual obligation requirements, 60

pause during COVID-19 pandemic, 60

My Aged Care services, 47, 96

face-to-face services, 70

My Health Record, 78

myGov, ix, 17, 78, 99

Digital Identity pilot, 107

disaster payment claiming through, 15

improvements, xi, 23, 29

statistics, iii

veteran correspondence, 50

video chat appointments through, 47

see also Enhanced myGov program

MyService system, 50

**N**

National Agreement on Closing the Gap, 83–4, 133

National Authentication Service for Health, 78

National Consultative Committee meetings, 136

National Disability Insurance Agency, 98, 130

National Emergency Call Centre Surge Capability, 18, 99

National Graduate Program, 127, 128, 132

National Indigenous Coalition, 83, 84

National Indigenous Employees Network, 84

National Multicultural Advisory Group, 86

National Recovery and Resilience Agency, 14

National Regional, Rural and Remote Tertiary Education Strategy (Napthine Review), 61

National Security Hotline, 19, 20

natural disasters and emergencies, iii, x, 14–20, 23, 48

Community Engagement Officers, 89

compliance activity during, 109

debt recovery pause during, 110

mutual obligation requirements pause during, 60

payment fraud prevention, 105

payment timeliness processing standard, 35

social worker deployment, 88–9

see also payments and services

NDIS Quality and Safeguards Commission, 98, 130

New Zealand Disaster Recovery Allowance, 14, 15

New Zealand Disaster Recovery Payment, 14, 15

Newborn Upfront Payment, 59

notifiable incidents, 126

**O**

older Australians, x, 48, 56, 96

advisory bodies, 101

online claiming see digital and online services

organ and tissue donation, 74

Organisation for Economic Co-operation and Development, 101

organisational structure, 3–5

outcomes, 23, 25

overpayments, 109, 110

**P**

Paid Parental Leave Scheme, 55, 58

Pandemic Leave Disaster Payment, ix, 14, 16, 18, 26, 29, 33

claim statistics, 16

online claiming process, 23

Parental Leave Pay, 58

Parenting Payment, 55, 57

ParentsNext, 59

parliamentary committee reports, 117–20

partnerships and collaboration, xi, 17, 50, 54, 99–101

autism and employment, 129

COVID-19 vaccination rollout, 41

crime prevention, 106

fraud and corruption control, 105, 106

identity verification, 107

Indigenous employment, 132

international, 101

language services, 87

service delivery, 47

Pat Turner Scholarships, 135

payment portability, 62, 91

payment quality performance measure, 25, 31–2

Payment Utility platform, 48

payments and services, iii

accuracy, 24

carers, 56

compliance programs, 109–10

demand for, ix, 23, 25, 33

families, 57–9

natural disasters and emergencies, 14–20

older Australians, 56

payment accuracy and correctness, 108

payment merits review applications and outcomes, 115

payment quality, 23, 25, 31–2

people with disability, 56–7

specialised and targeted, 82–91

statistics, iii

see also digital and online services; fraud and corruption; Welfare Payment Infrastructure Transformation Programme

Pensioner Concession Card, 56

Pensioner Education Supplement, 55

performance pay, 137

personalised messaging, 44, 46

Pharmaceutical Benefits Scheme, 50

Aboriginal and Torres Strait Islander access, 68

online claiming and payments, 68

pharmacies, 17

pharmacists, 26

portfolio, 2

Portfolio Budget Statements 2021–22, 22

Practice Incentives Program, 72

pre-filled data options, 23, 24, 27, 35, 48, 49

Premium Support Scheme, 77

prisoners, 91

Private Collect, 79

Private Health Insurance Rebate, 71

processing timeliness performance measure, 25, 35–6

procurement, 188–91

shared services, 98

programs see Child Support program; Health program; Social Security and Welfare program

proof of vaccination see COVID-19 Vaccination Certificates

Provider Registration Packages for new medical practitioners, 39

Public Governance, Performance and Accountability Act 2013, 7, 144, 159, 187

Public Governance, Performance and Accountability Rule 2014, 8, 104, 188

Public Sector Management Program, 135

purpose, 2

**R**

radio spots, 16

Rainbow Connection network, 130

random sample surveys see customer surveys

Reconciliation Action Plan 2018–22, 84, 133

refugees and humanitarian entrants, xi, 86, 90

remote service centres, 87–8

Remote Servicing Teams, 88

Rent Deduction Scheme, 93

Report Employment income function, 24

reporting lines, 3–5

Residential Care claims, 69

results against targets, 25

Risk Identification and Referral Model for family and domestic violence, 82

risk management, 7, 11

role and function, 2

Royal Commission into Aged Care Quality and Safety, 70

Run-off Cover Indemnity Scheme, 77

rural, regional and remote areas, customers in, 52, 68, 83, 87–8, 102

aged care services, 96

citizenship testing, 90

proof of vaccination, 41

service delivery improvements, 47

Tertiary Access Payment, 61

see also agents and access points; mobile service centres

**S**

Satisfaction Research Program, 234

scams, 86, 108

Scams and Identity Theft Helpdesk, 108

scholarship programs, staff, 135

self-service options, customer, 23, 27, 35, 87, 102

enhancements, x, xi, 47, 48

see also digital self-managed work performance measure

Senate Community Affairs References Committee, 57

senior executive remuneration, 215–16

Seniors Health Card, 55

Serious Financial Crime Taskforce, 106

service centres, iii, x–xi, 24, 33

Aged Care Specialist Officers in, 70

citizenship testing at, 90

service delivery improvements, 47

social work services at, 88

see also face-to-face services; remote service centres

service commitments, agency, 232–7

Service Delivery Faculty, xi, 134

service delivery modernisation, 44–52

services to other agencies, 14, 19, 45, 47, 50, 87, 98–101

assurance reporting, 99

shared premises arrangements, 100

shared services, 98, 130

Short-term Restorative Care claims, 69

significant non-compliance with finance law, 141

Single Touch Payroll, 24, 49

Skinner, Rebecca PSM (Chief Executive Officer), 218, ix–xii

small business procurement, 190

Smart Centres, 45

social media, ii, 16, 108

social security agreements with other countries, 101

Social Security and Welfare Program, 55–62

availability of digital channels, 37

claims finalised in 2021–22, 55

claims processing timeliness standard, 35

compliance activity, 109

customers served within 15 minutes, 33

digital task availability and uptake, 40

payments while outside Australia, 62, 91

self-managed work completed digitally, 39–40

see also Centrelink

social welfare payments merits review, 115

social work services, 15, 88–9, 110

Special Benefit, 55, 90

staff, xi

Aboriginal and Torres Strait Islander, 131, 132, 135, 230

bilingual, 87, 128

with caring responsibilities, 131

consultation, 136

cultural and linguistic diversity, 128, 130

cultural awareness and capability, 85, 128, 132

with disability, 128, 130

diversity and inclusion, xi, 127–32

fraud and corruption awareness, 105

leadership programs and talent management, 135

leave management audit, 116

LGBTI+, 130

mental health and wellbeing, 126

performance management, 136–7

recruitment and deployment, 17, 127, 128, 130, 131

salary ranges, 231

statistics, 124, 212–31

training, 17, 82, 83, 128, 130, 132, 134, 135, 136

workplace agreements, 128, 138

stakeholder forums, 101

states and territories, 17, 41, 54

COVID-19 vaccine rollout, 41

partnerships with law enforcement agencies, 106

shared premises bilateral arrangements, 100

Status Resolution Support Services Payment, 90

Stillborn Baby Payment, 55, 59

stimulus packages see COVID-19 Disaster Payment; COVID-19 pandemic; Pandemic Leave Disaster Payment

strategic performance measures, 23–4

customer satisfaction, 25–8

customer trust, 25, 29–30

customers served within 15 minutes, 25, 33–4

digital channels availability, 25, 37–8

payment quality, 25, 31–2

processing timeliness, 25, 35

results against, 23–4, 25

self-managed work completed digitally, 25, 39–40

summary of targets and results, 25

Strategic Workforce Plan 2019–23, 124

students, x, 49, 52, 60–1

international, 78

suicide and self-harm, 88, 89

surge capability, x, 18

suspicious claims, 105

**T**

Taskforce Integrity, 106

Tasmanian transport schemes, 91

Tax Deduction Service, 93

telephone services, 99

capability improvements, 45

customer satisfaction result, 26–7

customer trust result, 29

demand for, ix, 27, 33

Indigenous interpreting service, 84, 121

service delivery modernisation, 45

statistics, iii

upgrades to, 24

veterans, 50

see also customers served within 15 minutes performance measure; digital and online services; face-to-face services

terrorism, 14, 19, 20

Tertiary Access Payment, 61

thalidomide survivors, 75

Therapeutic Goods Administration, 75

tip-offs, public, 108

Track and Monitor Care Plan, 27

Transformation and Integration Committee, 8

Transition Care claims, 69

travel agents and tour providers, 17

**U**

Ukraine humanitarian evacuations, xi

United Nations Convention on the Rights of Persons with Disabilities, 57,129

**V**

vaccinations, ix, 73 see also Australian Immunisation Register; COVID-19 vaccinations

Veteran Centric Reform program, 50

veterans and their families, 50, 100

claims in 2021–22, 70–1

see also Department of Veterans’ Affairs

video chat, xi, 47, 52, 92

identity confirmation using, 107

vision, 2, 133

Voice Biometrics, 23, 27, 30, 45, 46

vulnerable customers, 24, 47, 91

**W**

webinars, 92

website, ii, iii, 82, 87, 116, 236, 242

improvements to, 44

Welfare Payment Infrastructure Transformation Programme, x, 48–9, 50, 70

work health and safety, 125–6

workers’ compensation claims, 125

Workforce Incentive Program — Doctor Stream, 73

Workforce Incentive Program — Practice Stream, 72

workplace agreements, 128, 138

Workplace Inclusion and Diversity Strategy 2019–23, 128

workplace inspections, Comcare, 126

**Y**

Youth Allowance, xi, 52, 61, 110

Youth Allowance (JobSeeker), 55, 60

Youth Allowance Student, 55

# Appendix H — Omissions and errors

The Services Australia 2020–21 Annual Report contained the following omissions/errors:

Page 64 – Corrected figures for Table 29:

|  | **2019–20** | **2020–21** |
| --- | --- | --- |
| Child support collected/corrected $ million | 10.34 | 6.48 |

Page 255 – Omitted 2020–21 figures for Table 74:

|  | **2020–21** |
| --- | --- |
| Stationary energy (electricity and gas) | 321,676 |
| Transport energy (fuels) | 4,639 |
| Total energy use | 326,315 |

Page 256 – Omitted 2020–21 figures for Table 75:

|  | **2020–21** |
| --- | --- |
| Net greenhouse gas emissions — energy use | 77,281 |

Page 259 – Omitted 2020–21 figures for Table 77:

| **Measures** | **2020–21** |
| --- | --- |
| Office – tenant light and power (megajoules per person) | 6,017 |
| Office – central services (megajoules per square metre) | 262 |

# Case studies

## Geelong 24-hour emergency support

### The team to call in an emergency

In the event of an emergency, our operations team at the Geelong Smart Centre is available 24 hours a day, 7 days a week.

In 2006, the Geelong 24/7 team was established as a national emergency call centre to provide a coordinated, whole-of-government response in national and international crises.

Since then, it has supported Australians in more than 150 emergencies, including natural disasters, the COVID-19 pandemic and acts of terrorism.

It also provides overnight support to customers who are vulnerable, ensuring that they can get help around the clock.

Along with telephone and processing support, the team assists government stakeholders including the National Security Hotline and Department of Foreign Affairs and Trade.

## Support for the COVID-19 vaccination rollout

### Helping customers get their proof of COVID-19 vaccination

In early 2021, Australians began to roll up their sleeves to get their COVID-19 vaccinations. Even before the Delta variant arrived, Services Australia had begun work on a digital certificate to allow quick and easy access to proof of vaccination. This was an important part of the Government’s pandemic response and was available by June 2021.

The agency worked in collaboration with health professionals and states and territories to report vaccinations to the Australian Immunisation Register. During this peak period, our service delivery staff answered customer questions and processed requests for proof of vaccination certificates for people unable to access these through digital channels. Throughout 2021, agency staff supported health professionals at vaccination hubs and also assisted Indigenous Australians, customers from culturally and linguistically diverse backgrounds, and those living in remote areas to obtain proof of vaccination.

More than 19 million people have accessed their digital COVID-19 Vaccination Certificate, around 19 million certificates have been added to people’s digital wallets and over 13 million people have integrated their certificates with a state or territory check-in app.

This ensured people were able to see friends and family, visit venues and travel across borders as restrictions were eased.

## Video chat

### Video chat service expansion

Video chat is becoming a more popular way for us to communicate with our customers.

It means that we can support people at a time and place that is convenient for them.

This service was introduced in 2020 when COVID-19 guidelines encouraged people to stay home.

Video chat was initially used to help customers confirm their identity, and has now been expanded to support eligible students and job seekers claiming Youth Allowance and JobSeeker Payments. Customers can now choose to claim these payments entirely digitally if that is more convenient for them, rather than calling or visiting us in person.

Customers who require assistance from a Financial Information Service Officer can also use video chat.

This service is a convenient way for people in remote and regional areas to connect with the agency from the comfort of their own home, using their preferred device. According to one customer, it saved them a 4-hour drive to their nearest service centre.

While face-to-face services are always available for those who need it, staff say video chat has been a welcome change for customers who prefer to interact digitally. This service is another example of how we are providing customers with more options to make it easier to access government services.

## Aged Care Specialist Officers

### New Service For Older Australians

A new face-to-face service is helping older Australians and their families navigate the aged care system.

By the end of 2022, we will have 70 Aged Care Specialist Officers (ACSOs) working in service centres across Australia. We will also have 10 outreach ACSOs who will provide services in rural and regional areas.

Their role is to help older Australians, their families and carers through one of life’s most challenging stages. ACSOs can provide information about how to get help at home or how to transition to residential aged care. They connect customers to local supports, check their eligibility for government services and make referrals for My Aged Care assessments.

This personalised service has given Sam peace of mind. When they went to their local service centre, they told staff they could no longer clean their home and that their physical and mental health had declined.

Sam was immediately connected with an ACSO who spoke with them about their circumstances. The ACSO referred them for a comprehensive assessment by the Aged Care Assessment Team, who would visit them in the comfort of their own home.

Sam left the service centre grateful that someone had taken the time to listen to them and support their needs.

## Agents and access points

### Agents and access points supporting people to get the help they need

Services Australia has 365 agents and 211 access points throughout regional, rural and remote Australia to ensure government services are accessible to all Australians. Access points provide self‑service facilities for customers to conduct their business. Customers can use internet-connected computers and printers, upload their documents, call us on the self-service phone, and access free Wi‑Fi.

Agents also provide a face-to-face information service and identity document certification, and they help customers use self-service.

Our agent in Millicent, a small town 400 kilometres from Adelaide, provides valuable services from the local community centre. During the COVID-19 pandemic, the agent was in high demand, helping customers with little or no computer knowledge in setting up their myGov account, downloading the Express Plus Medicare mobile app, and obtaining their proof of vaccination.

## Vulnerability

### Looking after our vulnerable

Many people will experience vulnerability, or be at risk of it, at various stages of their lives.

Life pressures have increased in recent years, as the community has faced multiple challenges, including bushfires, floods and the COVID-19 pandemic.

Services Australia is a critical source of support for those in need, and it has launched its first vulnerability strategy to better help people in vulnerable situations.

This will help us connect our vulnerable customers to the services and support they need more quickly.

The strategy recognises the complex and transient nature of vulnerability. Anyone, at any time, can be at risk of vulnerability due to their personal history, existing vulnerabilities, structural or situational circumstances and current supports.

The strategy enables staff to respond to individual needs while maintaining a safe and respectful environment. It incorporates the needs of vulnerable people into our policy and process design.

## In-language support for Indigenous customers

Australian Indigenous languages are some of the oldest spoken in the world, with over 500 language groups across the country. Each group has its own cultural beliefs, languages and dialects.

Our agency is committed to making languages services accessible to all customers.

Indigenous interpreters play a key role in helping customers’ access information about payments and services. We use community-based Indigenous interpreters to help our Remote Servicing Team when visiting remote Indigenous communities.

Our agency has an Indigenous Language Officer in Wadeye in the Northern Territory who serves as an important link between the community and government agencies. The Australian Bureau of Statistics (ABS) asked him to help community members in completing the 2021 ABS Census. He said that it was his way of giving back to others, helping his community in being heard and serviced appropriately.

We also offer an Indigenous telephone interpreting service, which provides immediate access to an interpreter over the telephone. We continue to work in partnership with industry leaders to increase and promote the use of Indigenous interpreters.

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