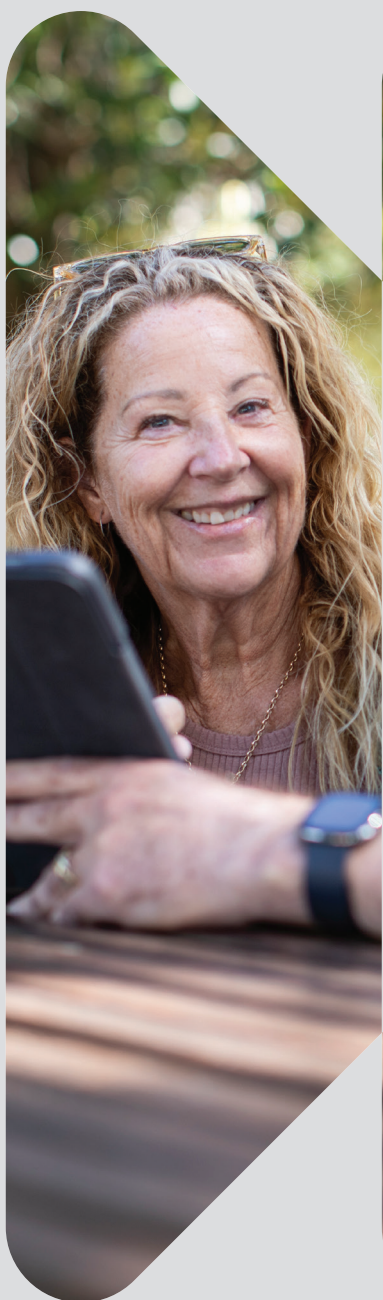# Corporate plan
2024–25

Australian Government

Services Australia

Acknowledgement of Country

Services Australia acknowledges the Traditional Custodians of the lands we live on. We pay our respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations.

Chief Executive Officer's foreword

Services Australia is an integral part of the Australian Public Service. Through Medicare, Centrelink and Child Support, operation of the myGov platform, and holistic support for vulnerable customers and those affected by emergencies, we touch the lives of almost every Australian.

This year, we have an opportunity to build trust and confidence in our delivery of these essential government services – through our service delivery performance, and through our engagement and collaboration.

The 3 program areas outlined in this plan — customer service delivery, strategy and corporate enabling, and technology and transformation — along with our key activities and performance outcomes, frame our priorities.

Our service delivery performance will continue to be our primary focus. Last year was, initially, a challenging one for the agency in meeting demand for our services. As the year progressed, through the government's largest ever investment in our agency, we recruited 5,000 ongoing service delivery staff and made good progress in reducing our work on hand. This places us in a good position to make further improvements in 2024–25.

Important external reviews were completed last financial year. This year we'll continue implementing recommendations from the Royal Commission into the Robodebt Scheme and the Security Risk Management Review to ensure our services are delivered safely and with integrity. We will use these opportunities to embed good stewardship, practices and processes into the fabric of our organisation.

This year we will participate in an independent capability review managed by the Australian Public Service Commission. The review will assess our ability to meet future objectives and challenges and is an investment in our long-term capability.

We will also continue improving our engagement with stakeholders. We'll listen, engage and collaborate with civil society and other advocacy groups to bring outside views in as we make decisions.

In a world of increasingly sophisticated cyber threats, safety and security are also prominent in other key projects. With the introduction of passkeys, we'll keep people safe and secure while using myGov and strengthen our cyber security posture in line with the Australian Signals Directorate Essential Eight Maturity Model.

We'll continue to sensibly and carefully explore how artificial intelligence and automation can be used to make our systems and processes simpler, giving our staff more time to focus on helping customers with more complex needs.

We know that 90% of customer interactions with us each week are digital. We'll build on the success of the popular myGov app and collaborate across government to add more services to meet the government's expectation that myGov is the go-to place for digital government services.

This year we're also supporting the government's data sharing agenda, the Digital ID agenda, and upcoming changes to Australia's payments systems, all of which are about making accessing government services online simpler, safer and more secure.

Along with our policy partners, we recognise world-class government service delivery is underpinned by effective policy and legislation, and by strong institutions. A new shared focus between policy agencies and Services Australia in co-designing service delivery policy will be integral to achieving positive experiences for our customers.

Our Customer 360 Strategy, which we'll develop and embed this year, will bring many of the themes and outcomes from all these engagements and initiatives into a service model that will inform servicing, digital design, product and channel improvements.

In all we do this year, our aim will be to build trust and confidence – in our services, in secure systems, in the capability of our staff, and in our stewardship of critical government services. I look forward to reporting back at the end of 2024–25 and seeing the progress we've made against our vision of helping people get on with their lives by delivering simple, helpful, respectful and transparent government services.

Statement of preparation

As the accountable authority of Services Australia, I am pleased to present the corporate plan for Services Australia, which covers the reporting periods of 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the Public Governance, Performance and Accountability Rule 2014.

David Hazlehurst
Chief Executive Officer
Services Australia

Contents

The Commonwealth Performance Framework

The Commonwealth Performance Framework is established by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and requires all Commonwealth entities to demonstrate how public resources have been applied to achieve their purpose.

Section 16E of the Public Governance, Performance and Accountability Rule 2014 outlines the requirements for accountable authorities to prepare corporate plans.

For a comprehensive view of our outcome and planned performance cycle, this information should be read in conjunction with the *2024–25 Portfolio Budget Statements* and with the annual performance statement in our *Annual report 2024–25*, which will detail the outcomes of our planned performance, including results and achievements.

The following table outlines the key components of the Commonwealth Performance Framework. The table identifies the content of each of the key corporate publications and the relationship between them.

Portfolio budget statements (May) – portfolio based

- Supports annual appropriations. Informs Senators and Members of Parliament of the proposed allocations of other resources to **government outcomes and programs**.
- Provides links to **relevant programs** undertaken by other Commonwealth entities.
- Provides high-level performance information for current, ongoing programs, particularly a **forecast of performance** for the current year.
- Provides detailed prospective performance information for proposed new budget measures that require **a new program** or **significantly change an existing program**.

Corporate plan (August) – entity based

- Is the **primary planning document** for a Commonwealth entity.
- Sets out the **purpose** of the entity, the activities it will undertake to achieve its purpose and the results it expects to achieve over a minimum 4-year period.
- Describes the **environment** in which the entity operates, the **capability** it requires to undertake activities and a discussion of **risk**.
- Explains how the entity's **performance** will be **measured** and **assessed**.

Annual performance statement (October following year) – entity based

- Included in the Commonwealth entity's annual report and focuses on **recent performance**.
- Reports on the **actual performance results** for the year against the forecasts made in the **corporate plan** and the **portfolio budget statements** and provides other performance information relevant to the entity.
- Provides an **analysis** of the factors that contributed to the entity's **performance results**.

Our strategic snapshot 2024–25

OUR GUIDING PRINCIPLES

Simple	Helpful	Respectful	Transparent

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

Our vision
To make government services simple so people can get on with their lives

Our values
Deliver for customers, while building the capability for sustained change, and developing networks and partnerships

Our leadership behaviours

Create and share the vision	Create and develop high performing teams	Create and sustain productive relationships	Create and reward an inclusive culture

Our outcome statement
Deliver high-quality, accessible services and payments to individuals, families, businesses and partner agencies on behalf of government, with a focus on contemporary service delivery and customer experience

Our programs

1.1 Strategy and corporate enabling
Set Services Australia's strategic direction, deliver corporate functions and build capability

1.2 Customer service delivery
Design and deliver a range of government services to Australians through a range of service delivery channels including face to face, telephony and digital, and protect the integrity of government outlays

1.3 Technology and transformation
Provide a robust ICT network and deliver major transformation projects, including ICT shared services

Our key activities

Build staff and organisational capability to deliver an enhanced customer experience
We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback

Deliver quality government services and payments to Australians
We provide customers with easy and efficient access to services, support and payments for a seamless experience

Deliver digital and technological capability
We invest in our technology and systems to sustain and strengthen the digital experience for customers

Our strategic performance measures

SPM 1: Customer satisfaction*

SPM 2: Customer trust

* Customer satisfaction and customer trust SPM results also contribute to Key activity 2 – Deliver quality government services and payments to Australians.

SPM 3: Administrative correctness of payments

SPM 4: Customers served within 15 minutes

SPM 5: Work processed within timeliness standards

SPM 6: Availability of digital channels

SPM 7: Tasks managed by customers in digital channels

Reporting on our progress in achieving our purpose
Services Australia Annual report 2024–25 (non-financial performance)

Our purpose

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

We deliver payments and services on behalf of government including social security and welfare, child support, emergency and health programs, in collaboration with other Australian Government agencies.

Our functions

We develop, deliver, coordinate and monitor services and payments related to social security, child support, students, families, aged care and health programs (excluding health provider compliance). We collaborate with partners to deliver convenient, accessible and efficient services and payments to individuals, families, and communities. Our partners include other Commonwealth and state agencies, service providers and businesses. We design services and advise government on the delivery of services and payments.

In addition, we perform a number of regulatory roles on behalf of policy partners to administer, monitor, enforce and encourage compliance with regulations, administer payments and recover debts. We also protect the integrity of government outlays through fraud prevention, detection, investigation, and reporting mechanisms.

Strategic outlook

We are committed to our goal of becoming a world leader in government service delivery. We continue to actively work towards our vision of 'making government services simple so people can get on with their lives,' through making tangible improvements to the customer and staff experience.

World-class government service delivery is underpinned by effective policy and legislation, strong institutions that are transparent and accountable to the public and responsive to change. It features services that are designed and intuitively organised in a way that makes sense to citizens, accessible from a primary front door, so people can efficiently receive the help they need, when they need it.

Delivering a seamless and integrated customer experience is central to the APS Reform agenda, ensuring that people and businesses are at the centre of policy and services, and the APS has the capability to do its job well. A shared focus between policy agencies and Services Australia in co-designing policy is integral to this enhanced experience, to achieve both policy and customer experience outcomes.

Regardless of how a customer chooses to engage with us they should receive high-quality, accessible services and payments that are delivered safely, securely and with integrity.

We have clearly defined what success looks like as a world leader in government service delivery.

The future will feature:

- world-leading government services that make it easy for customers to understand services and comply with their obligations
- efficient, streamlined processes supported by technology platforms that are scalable, stable and secure
- use of automation and artificial intelligence for straightforward work, enabling our staff to spend more time on providing services and support for people with complex needs or those experiencing vulnerability
- lean corporate and enabling functions, with increased agency resourcing focused on service delivery
- secure data holdings that help to inform and deliver a high-quality customer experience
- intuitive and personalised services, which are trusted by customers
- an organisation that looks outwards and understands what is going on in other service delivery organisations and adjacent industries around the world.

Customers will experience:

- face to face, digital and telephony channels working together to deliver a seamless and integrated customer experience that allows customers to easily access services in a way that best matches their circumstances
- services that are proactive and provide customers with tailored, personalised information about services they need
- services designed around key life events so customers are not required to understand the legislative and policy frameworks that sit behind them
- services that are intuitively organised and accessible in one place so that people efficiently receive the help they need
- connection to support outside the organisation where required.

Staff will experience:

- attractive workplace conditions, with Services Australia an employer of choice
- a supportive workplace with a strong commitment to staff safety and wellbeing
- working in a 'learning organisation' with a culture of curiosity and a focus on continual staff development
- an organisation where integrity is a core consideration of all we do – from the conduct of agency staff to systems and practices.

Government and non-government stakeholders will experience:

- a responsive organisation that works collaboratively with both government and non government partners to identify and resolve common customer problems
- genuine engagement and improved communication channels, with more opportunities for advocacy bodies and the community to work with us earlier in the process.

Our vision and principles

To make government services simple so people can get on with their lives.

Our vision represents who we are, what we do and why we do it. Every time we interact with a customer, we have an opportunity to champion our vision through our guiding principles.

Our guiding principles

Our principles guide every interaction we have with each of our customers, and how we work together as an agency.

Simple

- Pathways and processes that minimise steps
- Easy access to the services and support customers need
- 'Tell us once' principles applied to customers' personal details and information

Helpful

- Informed staff who provide proactive, personalised services
- Help with information and what to do next
- Advice on options based on a customer's situation

Respectful

- Supportive staff who listen to and understand customers' needs
- Servicing options that respect customers' time and situation
- A welcoming environment

Transparent

- Help to understand the process and what to do next
- Information about how data is used
- Clarity about the reason for decisions

Our key activities

To achieve our purpose, we undertake key activities to support Australians by efficiently delivering high-quality, accessible services and payments on behalf of government. They focus our vision of modernising our services to become a world-leading customer-centric government organisation.

Program 1.1 – Strategy and Corporate Enabling

Key activity: build staff and organisational capability to deliver an enhanced customer experience

We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback	We are a high performing and capable workforce characterised by: • clear values and a supportive environment for our staff and leaders to drive agency outcomes • a customer-centric culture that continually strives to make our services intuitive, personalised, responsive and seamless • an enduring capacity to effectively respond to emergencies • an inclusive, learning culture focused on equipping our staff with the skills, capabilities and tools needed to maintain the trust we have from government and Australians • safe workplaces and servicing arrangements for staff and customers • a skilled and dynamic workforce that delivers exemplary services today and is equipped to meet the emerging needs of new government priorities.

Program 1.2 – Customer Service Delivery

Key activity: deliver quality government services and payments to Australians

We provide customers with easy and efficient access to services, support and payments for a seamless experience	We will deliver high quality and efficient services characterised by: • a digitally enabled delivery experience for government services and payments that are intuitive, personalised and responsive • respectful and targeted resolution of customer enquiries and issues • increased levels of customer trust and satisfaction in the agency by focusing on continuous service delivery improvement • robust systems that prevent errors, inaccurate payments and avoidable debt, and ensure the integrity and accuracy of payments and services • mature partnerships with government, non-government and private sector stakeholders • a contemporary connected service experience across all channels.

Program 1.3 – Technology and Transformation

Key activity: deliver digital and technological capability

We invest in our technology and systems to sustain and strengthen the digital experience for customers	We will deliver industry-leading platforms, systems and services through a range of technology solutions which are characterised by: • customer-centric systems and processes • expanding our access to, and use of, technologies to provide excellent customer service • resilience and safety embedded in cyber security, customer privacy, consent and data management • sustainment and security of myGov • a modern, fit-for-purpose digital communication and customer contact management capability • shared whole-of-government digital services, with reuse of architecture and business capabilities across sectors.

Our operating context

Operating environment

Our agency will anticipate, adapt and respond to evolving expectations and demand by offering modernised, customer-centric service delivery that provides simple, seamless and secure services for all Australians.

As the face of government services for millions of Australians every year, a key focus for our agency is fostering public trust in government through customer-centric service design, effective and responsible use of data and digital services, and face to face services tailored to the needs of the community. Reviews, including the Royal Commission into the Robodebt Scheme, the Australian Public Service Commission review of the agency's capabilities and the myGov User Audit, will inform our strategic planning and program design.

Customer-centric approach

We will engage with stakeholders to apply a customer-centric approach and to design and deliver simple, helpful, respectful and transparent government services. This includes partnering with more non-government organisations (NGOs) around Australia through our ongoing Community Partnerships program.

A key focus will be simplifying services to provide a more seamless experience and enhancing staff skills in service delivery by integrating customer insights into the design of staff learning products and plans.

We will further invest in our emergency response capabilities to improve the staff and customer experience and outcomes for customers during disaster events. Priorities for emergency response will also be informed by recommendations and lessons learned from reviews and inquiries, such as the Independent Review of Commonwealth Disaster Funding.

As we continue the national rollout of the service centre transformation program, we will seek feedback to help design safer services and environments that improve the staff and customer experience. This collaborative evidence-based approach drives improvements and transforms government services.

Digital service delivery

We aim to be a leader in the delivery of world-class government services through technical and digital excellence – delivering secure, inclusive, easy-to-use digital services that Australians trust. We will continue to embed a customer-focused digital design approach to anticipate the evolving needs and expectations of customers, staff, third parties and government.

As part of our goal of providing a single 'front door' for government services, we will continue to add to myGov's features including usability and security.

We will improve our technical resilience and minimise complexity, leveraging new and emerging technologies in support of innovative and uplifted services to staff and customers. We will keep ahead of the curve and remain compliant with all relevant laws, applicable frameworks, policies and standards as we work towards being the technology provider of choice across government.

Our approach focuses on:
- ensuring products and services we manage are co-designed and iterated with customers, staff and businesses
- ensuring our technology ecosystem is reliable, secure, available, and proactively managed
- identifying and exploiting emerging technologies while also managing legacy foundations
- using innovative design that contributes to closing the digital divide
- ensuring our technology enables seamless connectivity with non-digital channels
- being the backbone of trusted, ethical data management across government.

Face to face service delivery

As the increasing uptake of digital services allows for more resources to be devoted to supporting vulnerable customers and those with more complex needs, we will continue to transform and modernise our services to suit the diverse communities we serve.

Our modernised service centres and technology provide customers with more choices, including video interaction and appointment-based servicing so that customers can speak with our staff when, where and via the channel that suits them best.

Our simplified website helps customers find the information they need so they can connect with us online. We support customers through digital coaching to help them easily access our services online.

We will increase our partnerships with community organisations to deliver tailored and targeted support. Our specialist and outreach services keep us connected to community needs and other partners in the social support system, including those in remote locations.

Organisational capability

People

Our people are at the heart of the customer experience. Our people strategy and workforce planning provide the strategic framework to ensure we attract and retain the right mix of people in locations to meet existing and emerging demand. We will continue building our capability and adapting to change through learning and development, providing our staff with the tools, information and on-the-job support to deliver the best customer service possible.

Through a clear connection to broader Australian Public Service (APS) priorities, we will foster a collaborative, inclusive and future-ready workforce that works with integrity and has strong leadership skills.

APS Strategic Commissioning Framework

The APS Strategic Commissioning Framework requires the agency to build APS capability and appropriately manage integrity risks through reduced reliance on external contractors.

The intent of the framework aligns with work already underway in the agency. Our use of external workforces has reduced significantly since 2022 and we will assess workforce capabilities and impacts to continue rebalancing our workforce in a way that strengthens APS capability, manages integrity risks and best enables us to deliver for our customers.

Under the framework, agency targets for further reductions will build on these previous achievements. An expected target value for year 1 is approximately $9.3 million.

Our targets for further reductions are focused on the job families of:
- Accounting and Finance
- Administration
- Legal and Parliamentary
- Information and Knowledge Management
- ICT and Digital Solutions
- Human Resources.

Health, safety and wellbeing

We will continue to strengthen all areas of work health and safety to support a safe, healthy and productive workplace. Our work, health and safety strategy and wellbeing framework support the creation and maintenance of a health and safety culture within our agency where people understand their obligations and actively engage to manage work health and safety related risks. We will improve our ability to manage psychosocial hazards in the workplace by raising awareness and implementing restorative practices and trauma informed approaches in how we work and interact with each other and our customers.

Reflecting the recommendations of the Royal Commission into the Robodebt Scheme, we will foster an environment where our staff feel safe providing feedback and speaking up. Improvements will be informed by the Security Risk Management Review recommendations and supported by our ongoing engagement with workers through our National Health and Safety consultative arrangements to provide a safer service delivery experience for staff and customers.

Inclusion and diversity

As one of the largest employers in the APS, we have a responsibility to reflect the diverse community we serve and to be inclusive in everything we do. Our different knowledge, skills, experience, and perspectives are a key part of how we deliver service excellence to the Australian community with empathy and understanding.

Our workplace inclusion and diversity plans help us to support a contemporary workforce, maximise talent, and embrace accessible technology and innovation. Through our commitments to diversity, equity, inclusion and belonging, we will improve our positive impact on the Australian community. Ultimately, we want our people to feel represented by the agency and connected to the work they do, unlocking the value that inclusion and diversity brings to our business.

Technology and data

We operate the largest in-house technology capability across government, delivering services and payments to millions of Australians. To keep our technology infrastructure fit for purpose, and ready for future requirements, we will design, build, test and maintain our systems to ensure stability and reliability, mitigate risk, minimise disruption and continue transforming our service delivery capability.

As the key entry point to government services for many Australians, myGov will remain a focus area with ongoing enhancements and the addition of new functions in partnership with other government agencies.

Globally we are seeing increasing cyber threats, and ensuring the security and stability of our systems and data is one of our highest priorities. Our cyber security capabilities will be maintained and strengthened to ensure Australians can feel safe and remain confident in accessing government services, in addition to the continuing operation of our 24/7 Cyber Security Operations Centre.

As part of our focus on delivering seamless, customer-centric services we will explore innovative ways to leverage and share our data, and data from other stakeholders. Sophisticated data analytics are critical to providing services tailored to individual customers' needs and built around life events.

We will also collaborate with customers, industry leaders and partners across government to explore innovative technologies and uses of data in designing and delivering digital services that reflect ongoing changes in demand – both from customers accessing our services and from our staff being able to access our systems anywhere.

Integrity

As a custodian of personal data and public funds, we will strengthen our capability to address increasingly sophisticated threats, prevent harm to our customers, and build and maintain public trust in the agency.

In line with recommendations from the Royal Commission into the Robodebt Scheme, our approach to payment accuracy will focus on ensuring customers receive the right payments and services and avoid preventable debt. We will make better use of customer-controlled third-party data and communication to support customers in meeting their reporting and other obligations.

Our approach to fraud and corruption control has positioned us for the introduction of the new Commonwealth Fraud and Corruption Control Framework, which came into effect 1 July 2024.

We will continue to build a pro-integrity culture through our fraud and corruption prevention activities and through our internal intelligence and investigations capability.

As part of the Australian Government's commitment to integrity and data security, the agency will play a key role in oversight and administration of the Australian Government Digital ID System.

Closing the Gap and reconciliation

We are committed to ongoing partnership with Aboriginal and Torres Strait Islander peoples to support reconciliation and contribute to the National Agreement on Closing the Gap targets and priority reforms. Our Statement of Commitment to the National Agreement upholds and defines the agency's role, contribution and commitment to the National Agreement. Our agency's strengths-based cultural principles of listen, share, value and learn, guide our actions to close the gap. We are focusing on designing and delivering services in genuine partnership with Aboriginal and Torres Strait Islander peoples, communities, and organisations.

Our Reconciliation Action Plan April 2024–December 2026 outlines our vision of 'Coming together with understanding, respect, and trust to move forward in unity with Australia's First Nations peoples and communities'. This vision, along with our Indigenous Servicing Strategy Pathway Plan and the Indigenous Employment Action Plan, will help ensure our interactions, operations and decisions are undertaken with cultural understanding and respect.

Partnerships

Services Australia is part of the Social Services portfolio which includes:

- Department of Social Services
- National Disability Insurance Agency
- National Disability Insurance Scheme Quality and Safeguards Commission
- Australian Institute of Family Studies
- Australian Hearing Services.

We will continue to collaborate with other agencies, providers, peak community sector organisations, businesses and customers to deliver convenient, accessible and efficient services.

We will engage with our external partners seeking their perspectives on the design, delivery and implementation of government services, harnessing opportunities to build a customer-centric culture supported by a skilled workforce. These partnerships are fundamental in driving new and improved services for all Australians.

The government has recognised the value of partnering with independent experts and community advocacy leaders as core to ensuring that people remain at the heart of government service delivery. As part of the 2024–25 Budget, government invested in continuing the Independent Advisory Board until 30 June 2028. The board provides independent advice to the Minister for Government Services on digital and non-digital projects, programs, policies and initiatives ensuring they are ethical, uphold human rights and are beneficial to people and the Australian economy.

With the community

We regularly engage with peak community sector organisations through our established advisory forums:

- Civil Society Advisory Group
- National Multicultural Advisory Group
- Stakeholder Consultative Group
- Disability peak organisations.

Members of these forums represent a diverse set of communities, including unemployed workers, people with disability, Aboriginal and Torres Strait Islander people, carers, older and younger Australians, those living in rural and remote locations, people from culturally and linguistically diverse backgrounds, and those experiencing short and long-term vulnerabilities.

Through these forums, the agency receives advice, feedback and insights on all aspects of service design and service delivery including:

- the quality and effectiveness of services provided by our agency
- the impact of new and existing policies and legislation on customers
- the customer service delivery experience, including pain points and areas of improvement
- the development and potential impact of future service delivery changes
- opportunities to build stronger partnerships between our agency and community groups.

Across government

In 2024–25, we will continue to offer corporate, information communications technology (ICT), and program services to various government agencies, including the Department of Social Services, the National Disability Insurance Scheme Quality and Safeguards Commission, the Department of Health and Aged Care, the Australian Digital Health Agency, the Department of Education, the Australian Electoral Commission, the Australian Taxation Office, the National Disability Insurance Agency, and the Department of Veterans' Affairs.

The services we provide include corporate transactional processing, co-locations, learning resources, the Australian Government Indigenous Apprenticeships Program, call centre operations, ICT infrastructure and applications, and whole of government ICT capabilities including myGov and e-invoicing.

We operate myGov, Australia's primary government digital services platform and critical national infrastructure. myGov is the front door for a range of high-value government services. We partner with Commonwealth, state and territory agencies to ensure we deliver secure and accessible services to people from myGov.

We operate and enhance critical services that enable the Australian Government Digital ID System, including the Australian Government Digital ID Exchange and our role as the Digital ID System Administrator. We work in partnership with the Department of Finance, which leads the Digital ID Program, and a range of other agencies across Commonwealth, state and territory governments who connect with the digital ID ecosystem.

To continuously improve and support the corporate and ICT shared services, we:

- provide an accessible Cross Government Shared Services Service Catalogue for specific shared services, with a cost and pricing framework and model to underpin this
- provide streamlined and simplified governance arrangements and engagement channels to make it easier for our shared services clients to engage and do business with us
- invest in automation of processes to reduce cost and improve efficiencies.

We are committed to maintaining strong partnerships across government while building new networks and partnerships. Collaborating on policy and services remains a high priority and is essential to providing Australians with a seamless experience when interacting with government.

Collaboration between federal, state and territory governments to share information and services is a key priority for delivering simplified, seamless services based on customer life events and needs, rather than on jurisdictional boundaries.
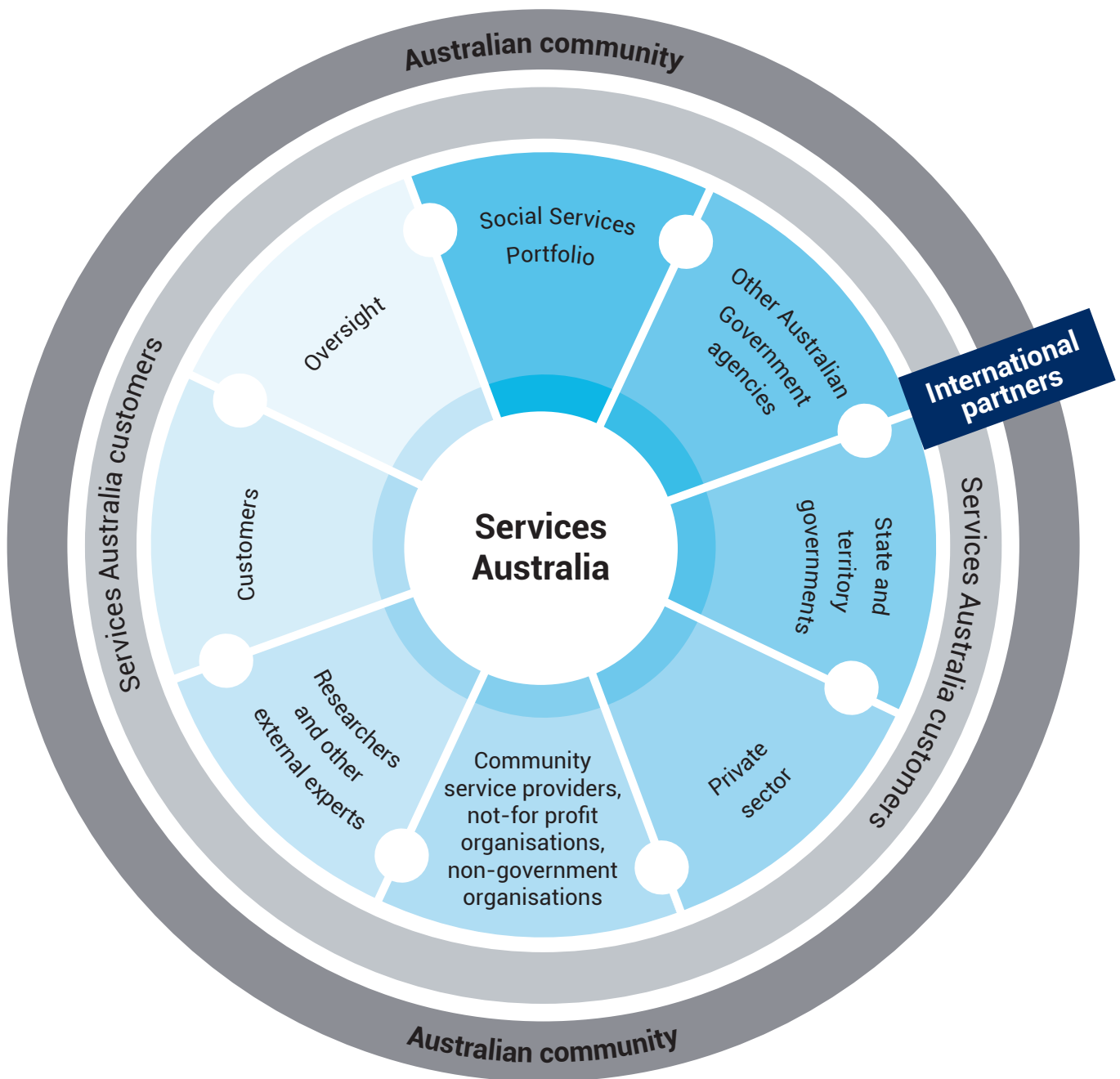
Risk oversight and management

We are committed to a fit-for-purpose integrated risk management approach embedded in our decision-making processes. This approach informs our strategic priorities and operational responses.

Our Risk Management Policy and Framework (RMPF) establishes the system of risk management and oversight in accordance with the PGPA Act and Commonwealth Risk Management Policy. The RMPF ensures risk management is embedded into the culture and work practices of our agency to manage uncertainty, maximise opportunities and support achievement of our objectives, to enable delivery of accessible quality services and payments on behalf of government. We recognise we cannot operate in a zero-risk environment. We need to take risks to allow innovation, transformation and evolution, and build efficiencies.

A positive risk culture requires staff at all levels to manage risk as an intrinsic part of their day-to-day work and decision making, which supports innovation and open discussions about threats and opportunities. We expect our people to embed risk management in all that they do, informing and supporting ethical decision-making in line with our Executive Committee endorsed risk appetite and tolerance.

Our agency employs a collaborative approach to managing risks. We identify accountabilities, have transparent roles and responsibilities and seek agreement between all parties. This includes shared risks within and outside our agency.

Managing shared risks is a crucial element of effective policy and program delivery. We deliver services and payments on behalf of government and communicate and collaborate with other government agencies to effectively manage shared risks.

Our CEO is responsible for the oversight and management of risk. The deputy chief executive officers (DCEOs) and the Chief Risk Officer (DCEO Strategy and Performance) support our CEO, promoting positive risk behaviours to continuously improve our agency's risk maturity and provide advice for risk management strategy and planning.

The Audit and Risk Committee provides independent advice to our CEO on the appropriateness of our agency's system of risk oversight and management.

Our Audit Branch provides independent, objective assurance designed to add value and improve the agency's operations. It helps our agency accomplish our objective by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of enterprise risk management, shared risks, control and governance processes.

Enterprise risks

We have identified 9 enterprise risks as potential threats to achieving our agency's purpose:

1. **Future readiness:** We fail to position the agency for future success.

2. **Performance:** We fail to meet government and public expectations of agency performance, including the safety of our customers.

3. **Organisational integrity:** We fail to maintain the governance, processes and training that support the integrity of our people and contracted third parties.

4. **Change management:** We fail to effectively implement new and revised payments and services.

5. **Workforce capacity and capability:** We fail to attract, retain and develop the capabilities of our people.

6. **Safe and supportive work environment:** We fail to maintain a work environment and culture that support the safety and wellbeing of our people.

7. **ICT service continuity:** We fail to develop, deploy and maintain systems that are fit for purpose, resilient and secure.

8. **Data:** We fail to ensure the appropriate governance, curation and use of data.

9. **Cyber Security:** We fail to detect and protect our systems and data holdings from internal or external malicious or unintentional activity.

Our regulatory performance

While we are not a traditional regulator, our agency does perform several regulatory functions under legislation it administers, as well as Commonwealth legislation such as the PGPA Rule and the Commonwealth Fraud Control Framework. For example, our regulatory role includes:

- powers to recover debts relating to social security and welfare payments under the *Social Security Act 1991*
- the exercise of investigative powers under Part IID of the *Human Services (Medicare) Act 1973*
- powers to require the payment and recovery of child support debts under Part V of the *Child Support (Registration and Collection) Act 1988*
- the management of fraud and corruption in accordance with the PGPA Rule and the Commonwealth Fraud Control Framework across all payments made.

In exercising these roles and our broader regulatory functions, we are committed to achieving best practice in regulatory performance through:

- continuous improvement and building trust
- using a risk-based and data-driven approach
- collaboration and engagement.

We work closely with other stakeholders to evaluate and minimise the regulatory burden imposed on customers while still maintaining the integrity of the payments and services we deliver. This includes providing advice to other agencies on the regulatory impact of proposals relating to the services we deliver.

Best practice in regulation is central to our principles of providing services that are simple, helpful, respectful and transparent.

A Ministerial Statement of Expectations and a Regulator Statement of Intent are being developed and will be made publicly available on our website.

Our performance

Our purpose is to support Australians by efficiently delivering high-quality, accessible services and payments on behalf of government.

We deliver payments and services on behalf of government including social security and welfare, child support, emergency and health programs, in collaboration with other Australian Government agencies. We focus on the customer experience and making it easier for Australians to access services they need. Embedding a robust performance culture and using performance information and data based on consultation and engagement is key to driving continuous improvement within our agency.

Using high-quality performance information assists us determine how the agency is achieving its objectives and making the best possible use of resources to successfully deliver on our key activities, programs and outcomes. Our key activities also reflect regulatory functions the agency performs on behalf of policy entities.

To drive continuous improvement, in 2024 the agency undertook a review of its strategic performance measures to further strengthen the approach to planning, measuring, and reporting on performance, with consideration to our operating environment. The review supports enhancements to our externally reported measures ensuring that we report on our performance based on appropriate and complete measures. As a result, refinement across all measures will continue throughout 2024–25 and beyond to support the agency to achieve its objectives.

Our outcome statement

Outcome 1: Deliver high-quality, accessible services and payments to individuals, families, businesses and partner agencies on behalf of government, with a focus on contemporary service delivery and customer experience

Outcome 1 includes 3 programs and 3 key activities. Our performance is measured through how our key activities contribute to the delivery of the 3 programs, and the overall achievement of our purpose, and is assessed against a set of 7 strategic performance measures.

Program 1.1: Strategy and Corporate Enabling

Set Services Australia's strategic direction, deliver corporate functions and build capability.

Key Activity 1: Build staff and organisational capability to deliver an enhanced customer experience

We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback.

To ensure we are delivering on this program and key activity, we will monitor and assess our performance against the following 2 strategic performance measures.

Strategic Performance Measure 1: Customer satisfaction				
The agency is focused on the provision of high quality and timely services that meet the needs of customers. This provides visibility of our customers' level of satisfaction with the services delivered by the agency.				
Target	2024−25	2025−26	2026−27	2027−28
	≥85 out of 100	≥85 out of 100	≥85 out of 100	≥85 out of 100

Performance results for this measure will be reported by:
- **Program** (weighted[1])– Social security and welfare, health and child support
- **Channel** – Face to face, mobile apps, telephony, online and health providers
- **Satisfaction drivers** – Perceived quality, Personalised service, Communication, Time to receive service, Fair treatment and Effort

[1] The weighting is derived from the transaction volumes from the previous financial year.

Explanatory notes and limitations
- The performance measure is based on the customers' surveyed perceptions of our agency across the telephony, face to face, online and mobile app channels, and is used to improve the quality of services provided to our customers. The margin of error is less than 5 index points.
- Surveys are only completed by customers with a successful interaction. While we encourage participation to ensure the survey population is representative of the overall customer base, customer participation in all surveys is voluntary.
- The agency seeks to offer surveys to a wide variety of customers, noting feedback from some cohorts is not always possible. These cohorts include:
  - some telephony and face to face customers who have not interacted with a staff member via staff assisted channels, as questions are designed to measure perceptions of interactions with staff for the channels of 'telephony' and 'face to face'
  - Aged care customers and providers as this falls within the Department of Health and Aged Care's remit
  - customers who respond to the survey but record responses to less than 3 drivers, contribute to driver responses but not the overall measure
  - a small group of customers may be temporarily excluded to limit interview burden (for example customers in crisis or customers claiming emergency payments) or due to technical barriers to collections.
- Surveys are undertaken via automated interactive voice response (post-call survey), online or via outbound interviews conducted by the agency's external provider.
- Surveys have expanded since 2023−24 to include face to face conferencing, Centrelink Debt Recovery and Complaints lines, and Child Support digital channels (online and mobile apps).

Data source
- External survey provider

Strategic Performance Measure 2: Customer trust				
The agency is committed to ensuring our customers trust the information and advice provided and that their data is secure, appropriately managed and used ethically. This provides visibility of our customers' level of trust of the agency.				
Target	2024−25	2025−26	2026−27	2027−28
	≥74 out of 100	≥76 out of 100	≥78 out of 100	≥78 out of 100

Performance results for this measure will be reported by:
- **Program** (weighted[1])– Social security and welfare, health and child support
- **Channel** – Face to face, mobile apps, telephony, online and health providers
- **Trust drivers** – Integrity, Responsiveness, Openness and honesty, Reliability, Fairness and Personal data security

[1] The weighting is derived from the transaction volumes from the previous financial year.

Explanatory notes and limitations

- The performance measure is based on the customers' surveyed perceptions of our agency across the telephony, face to face, online and mobile app channels, and is used to improve the quality of services provided to our customers. The margin of error is less than 5 index points.
- Surveys are only completed by customers with a successful interaction. While we encourage participation to ensure the survey population is representative of the overall customer base, customer participation in all surveys is voluntary.
- The agency seeks to offer surveys to a wide variety of customers, noting feedback from some cohorts is not always possible. These cohorts include:
  - some telephony and face to face customers who have not interacted with a staff member via staff assisted channels, as questions are designed to measure perceptions of interactions with staff for the channels of 'telephony' and 'face to face'
  - aged care customers and providers as this falls within the Department of Health and Aged Care's remit
  - customers who respond to the survey but record responses to less than 3 drivers, contribute to driver responses but not the overall measure
  - a small group of customers may be temporarily excluded to limit interview burden (for example customers in crisis or customers claiming emergency payments) or due to technical barriers to collections.
- Feedback from the surveys now includes face to face conferencing, Centrelink Debt Recovery and Complaints lines, and Child Support online and mobile apps.
- Surveys are undertaken via automated interactive voice response (post-call survey), online or via outbound interviews conducted by the agency's external provider. Surveys have expanded since 2023−24 to include face to face conferencing, Centrelink Debt Recovery and Complaints lines, and Child Support digital channels (online and mobile apps).

Data source

- External survey provider

Program 1.2: Customer Service Delivery

Design and deliver a range of government services to Australians through a range of service delivery channels including face to face, telephony and digital and protect the integrity of government outlays.

Key Activity 2: Deliver quality government services and payments to Australians

We provide customers with easy and efficient access to support, services, and payments, including social security and welfare, child support, emergency and health programs.

To ensure we are delivering on this program and key activity, we will monitor and assess our performance against the following 3 strategic performance measures.

Note: SPM 1: Customer satisfaction, and SPM 2: Customer trust also support this key activity.

Strategic Performance Measure 3: Administrative correctness of payments

The agency is committed to ensuring high-quality processing of claims based on information provided to the agency. This enables the delivery of the right payment at the right rate, to the right customer, from the right date.

Target	2024–25	2025–26	2026–27	2027–28
	≥98%	≥98%	≥98%	≥98%

Performance results for this measure will be reported by:
- **Program** (weighted[1]) – Social security and welfare, health and child support administrative correctness rate

[1] The weighting methodology is derived from total financial outlays from the same reporting period.

Explanatory notes and limitations
- The measure supports the agency's regulatory functions relating to debt management and child support. It was broadened in 2023–24 to include child support, with changes made to the underpinning methodology and data sources.
- Child support is not a financial outlay, the agency works with separated parents to facilitate the transfer of child support payments from one parent to the other.
- This performance measure illustrates the correct processing of payments, rather than the accuracy of payments, noting:
  - correctness — administrative and processing errors for new-claim work, based on the information provided
  - accuracy — all errors, based on the circumstances, irrespective of the information provided.

Data sources
- Social Security and Welfare (SSW) Data – Quality On Line (QoL) and Quality Management Application (QMA) and Statistical Analysis System Visual Analytics (SAS VA)
- Health Data – Medicare Quality Control System (QBBI), Quality and Support Tool (QST), Medicare Compensation Recovery System (MCRS) and Veteran's Affairs Program (VAP)
- Child Support – Quality Manager Verint

Strategic Performance Measure 4: Customers served within 15 minutes				
The agency endeavours to provide customers with timely access to services and support via face to face contact and telephony channels. This demonstrates the extent to which customers have access to timely services and support they need to get on with their lives.				
Target	2024–25	2025–26	2026–27	2027–28
	≥70%	≥70%	≥70%	≥70%

Performance results for this measure will be reported by:

- **Channel** – Face to face and telephony for each program across social security and welfare, including emergency management, health customers, health providers, health PBS authorities, child support, payments and integrity.

Explanatory notes and limitations

- The scope of this measure includes customers served in both telephony and face to face channels.
- Wait times for telephony start 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 Virtual Wait Room (VWR).
- Calls transferred internally between telephony queues are counted as separate telephone calls with separate wait times included in the calculation for this measure. Transferred calls are separate enquiries and are treated as such for this measure.
- The scope of this measure excludes:
  - Face to face abandons, on the basis that the agency has no means to identify when the customer has left the service centre. 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 are no means to exclude abandons at a particular time interval and therefore they have been excluded altogether.
  - Telephone calls that terminate in less than 5 minutes, on the basis that the customer's query may have been addressed by the Interactive Voice Recognition, noting the introduction of Estimated Wait Time messaging may also influence the customer's decision to terminate the call.
- Congestion message parameters are regularly reviewed and adjusted, including during the day, to allow as many calls to be answered as possible.

Data sources

- Telstra Computer Telephony Interface (CTI) files
- Systems Applications and Products (SAP) UI5 Front of House application Information

Strategic Performance Measure 5: Work processed within timeliness standards				
The agency is committed to ensuring the timely processing of work to ensure customers receive the right payment, at the right time, based on the information provided to the agency. This demonstrates the agency's performance against its agreed timeliness standards.				
Target	2024–25	2025–26	2026–27	2027–28
	≥90%	≥90%	≥90%	≥90%

Performance results for this measure will be reported by:

- **Percentage of claims processed by work type** – Social security and welfare, health, child support payments and emergency payments.

Explanatory notes and limitations

- 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.
- While all 3 programs are represented within the measure, not all processing work types within these programs are captured. This measure does not capture the full breadth of work processed by the agency. A list of work types with agreed timeliness standards that are included in this measure is reported in the agency's Annual Performance Statements.

Data sources

- Enterprise Data Warehouse Teradata tables

Program 1.3: Technology and transformation

Provide a robust ICT network and delivery of major transformation projects, including ICT shared services.

Key Activity 3: Deliver digital and technological capability

We invest in our technology and systems to sustain and strengthen the digital experience for customers.

To ensure we are delivering on this program and key activity, we will monitor and assess our performance against the following 2 strategic performance measures.

Strategic Performance Measure 6: Availability of digital channels

The agency is committed to ensuring our digital services are stable and available for customers to use when they need them. This demonstrates the agency's performance against ensuring customers have 24/7 access to the agency's digital channels.

Target	2024–25	2025–26	2026–27	2027–28
	≥99%	≥99%	≥99%	≥99%

Performance results for this measure will be reported by:

- **Program** – Social security and welfare, health and child support
- Agency results are calculated based on the total hours services are available by the total agreed service hours (24/7), allowing for scheduled maintenance periods.

Explanatory notes and limitations

- The scope of this performance measure is limited to services that allow customers or third-party organisations to self-manage their business with the agency.
- The calculation of availability removes periods of planned outages from both the service uptime and the availability window.
- 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.
- 24/7 availability of digital channels supports customer up-take of digital services, which reduces demand for face to face and telephony channels. This measure allows the agency's performance to be assessed over time.

Data source

- Internal data sources including incident records, problem records, and scheduled maintenance periods (planned periods of time systems are unavailable for maintenance) and periods are used to calculate the availability result.

Strategic Performance Measure 7: Tasks managed by customers in digital channels				
To drive the agency to develop and deliver services that enable customers to manage their own business digitally where possible.				
Target	2024−25	2025−26	2026−27	2027−28
	≥83%	≥84%	≥85%	≥85%

Performance results for this measure will be reported by:

- **Program** – Social security and welfare, health and child support
- Agency results are calculated based on the volume of tasks completed within each program based on digital task availability, customer uptake of digital options and self-managed work completed digitally. This means the total results represent the true proportion of tasks self-managed by customers across the agency.

Explanatory notes and limitations

- This performance measure demonstrates the proportion of work completed by customers through self-managed digital channels (including online, mobile apps and Interactive Voice Response (IVR) channels). It is noted that staff may be involved in back-end processing or checks.
- Task: A task represents a discrete and identifiable process related to a customer and/or their record. A task may be an interaction with a customer, an interaction with a customer's record (e.g. processing a customer's claim), or a transaction completed by the customer online or with staff assistance (e.g. updating phone number).
- Customer up-take of digital options: the proportion of customers who chose to self-manage their business through digital channels.
- Digital Channels: Services accessed by customers in the online, mobile apps or IVR channels.
- Customer: Individuals or parties interacting with the agency about past, present or future access to payments, services and data/information. 'Customer' types include:
  - customers claiming payment (claimant)
  - customers in receipt of a payment (recipient)
  - patients
  - providers
  - parents
  - paying parents (payer)
  - receiving parents (payee).

Data source

- Business Activity Reporting and Analytics data extracted from SAS Grid (Enterprise Data Warehouse).