



Australian Government



Services
Australia

ANNUAL REPORT 2021-22





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.

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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:

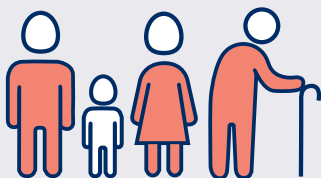
- facebook.com/ServicesAustralia
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AGENCY SNAPSHOT

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.

OUR CUSTOMERS



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



PAYMENTS

\$226.7B Total payments

\$152.2B Centrelink

\$72.7B Medicare

\$1.8B Child support facilitated



DIGITAL

1.2B Online transactions

510M Medicare digital services

1M myGov sign ins per day

158M Website visits
(> 462M web page views)



TELEPHONE

73M Calls handled

48.9M Centrelink

16.2M Medicare

1.5M Child support

6.4M Emergencies



CLAIMS

517.6M Total claims

4.6M Centrelink

511.5M Medicare (services)

1.5M Emergency

53K Child support (new registrations)



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

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Letter of transmittal



Services
Australia

Rebecca Skinner
Chief Executive Officer

The Hon Bill Shorten
Minister for the National Disability Insurance Scheme
Minister for Government Services
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to present Services Australia's Annual Report for the financial year 2021–22.

The Report has been prepared in accordance with all applicable obligations of the *Public Governance, Performance and Accountability Act 2013*, including section 46, which requires you to table the Report in Parliament. It also meets the reporting requirements under section 42 of the *Human Services (Medicare) Act 1973*.

As required by sections 10 and 17AG(2)(b) of the *Public Governance, Performance and Accountability Rule 2014*, I certify that I have taken all reasonable measures to deal with fraud against the Agency, including by:

- preparing fraud risk assessments and fraud control plans; and
- having in place appropriate fraud prevention, detection, investigation and reporting mechanisms.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rebecca Skinner'.

Rebecca Skinner

30 September 2022



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.

A handwritten signature in black ink, appearing to read 'Rebecca Skinner', written in a cursive style.

Rebecca Skinner PSM
Chief Executive Officer
Services Australia



Agency overview – role and function

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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.



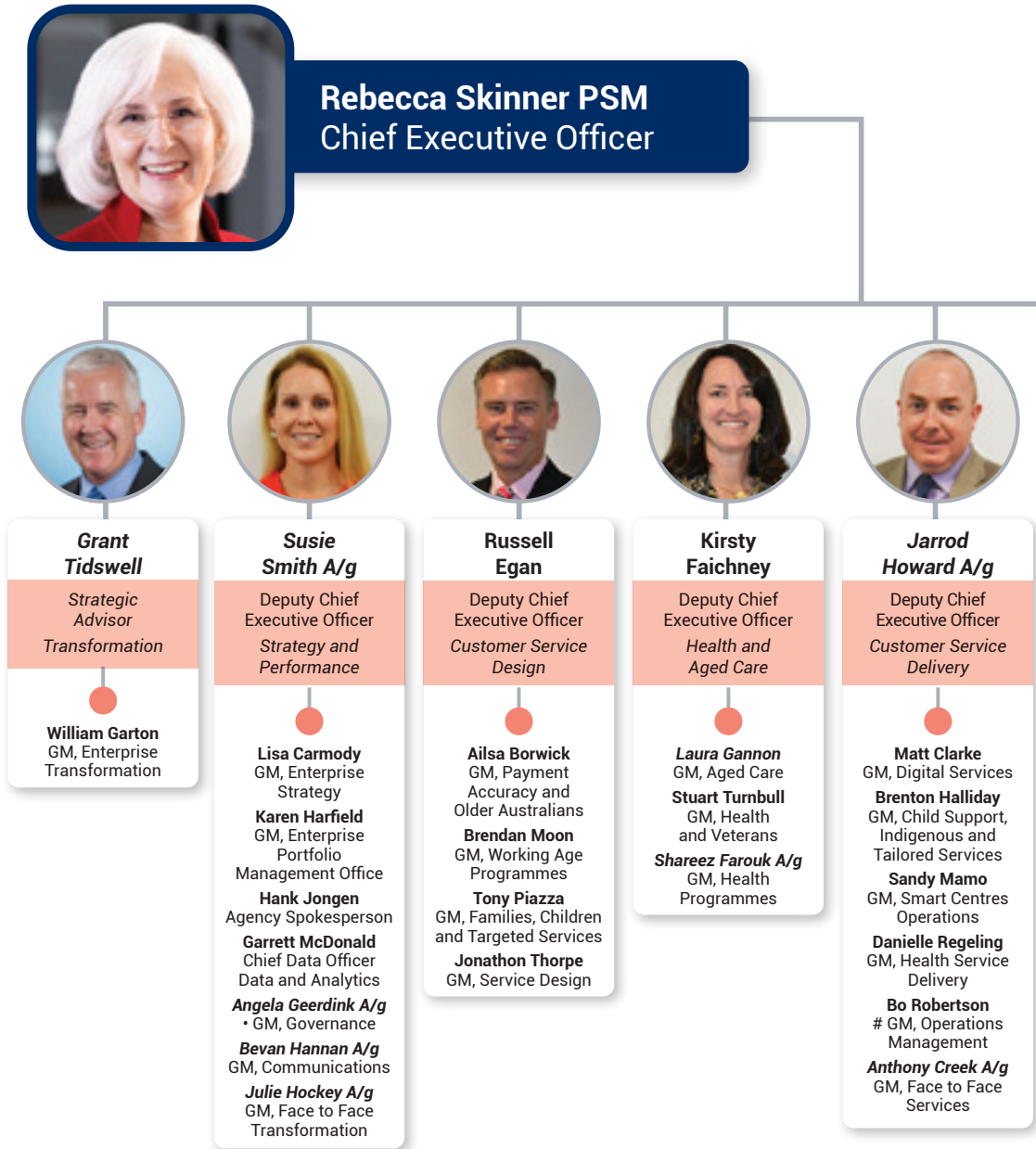
1.2 Corporate governance

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



Key
 A/g – Acting
 GM – General Manager
 # – Position reports to more than one DCEO
 • – Temporary role

Acting arrangements are indicated in italics and are shown when tenure is four weeks or more.



Michelle Lees

Deputy Chief Executive Officer
Payments and Integrity

Susan Black
GM, Service Delivery Excellence

Kathryn Haigh
GM, Fraud Control and Investigations

Jason McNamara
GM, Debt Programme, Appeals and Reviews

Jason McNamara
GM, Debt and Integrity Projects

Sam Holcombe A/g
GM, Compliance Assurance and Debt Operations



Chris Birrer

Deputy Chief Executive Officer
• *Integrity Projects*

Robert Higgins
• GM, Integrity Projects



Annette Musolino

Chief Operating Officer
Corporate Enabling

Angela Diamond
Chief Financial Officer

Rachel Houghton
GM, Service Delivery Capability

Michael Nelson
GM, People

Lily Viertmann
GM, Corporate and Cross Government Services

Jeff Derix A/g
Chief Counsel, Legal Services

Vacant
GM, Shared Services Delivery



Charles McHardie AM

Chief Information and Digital Officer
Technology and Digital Programmes

Peter Qui
Deputy Chief Information Officer
Core Technology Systems

Liz Bundy
GM, Digital Programmes

Megan Bunfield
GM, Technology Business Management

Derek Byrnes
GM, Technology Strategy and Architecture

Alastair Glass
GM, Telecommunication Services Programme

Sebastian Hood
GM, Infrastructure and Operations

Janice Law
GM, Cyber Security

Bob Lyons
GM, Staff Processing Systems

Lisiane Barao Macleod
GM, Data Online Systems

Tim Spackman
GM, GovERP

Christine Kruse A/g
GM, Welfare Payment Infrastructure Transformation

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 servicessaustralia.gov.au/audit-and-risk-committee-charter

The ARC comprises 3 independent members – the Chair, Ms Jennifer Clark; Ms Carol Lilley; and Mr Greg Dival. 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)
<p>Jennifer Clark (Chair) and (Chair, Audit Findings Sub-Committee)</p> <p>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.</p> <p>Ms Clark has an extensive background in business, finance and governance through a career as an investment banker and non-executive director.</p> <p>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.</p>	<p>9 – Audit and Risk Committee meetings</p> <p>3 – Financial Statements Sub-Committee meetings</p> <p>6 – Audit Findings Sub-Committee meetings</p>	139,162
<p>Carol Lilley (Member, Chair of Financial Statements Sub-Committee)</p> <p>Ms Lilley is an independent board director and Chair or member of a number of Australian Government audit committees.</p> <p>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.</p> <p>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.</p>	<p>9 – Audit and Risk Committee meetings</p> <p>3 – Financial Statements Sub-Committee meetings</p> <p>5 – Audit Findings Sub-Committee meetings</p>	83,509

Member name: qualifications, knowledge, skills or experience	Number of meetings attended	Total annual remuneration \$ (including GST)
<p>Greg Divall (Member)</p> <p>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.</p> <p>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.</p>	<p>9 – Audit and Risk Committee meetings</p> <p>2 – Financial Statements Sub-Committee meetings</p> <p>6 – Audit Findings Sub-Committee meetings</p>	<p>67,834</p>
<p>Andrew Dix (Member)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>Mr Dix was a member of the Audit and Risk Committee until 12 April 2022.</p>	<p>7 – Audit and Risk Committee meetings</p> <p>1 – Financial Statements Sub-Committee meeting</p> <p>5 – Audit Findings Sub-Committee meetings</p>	<p>48,150</p>

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.

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Our response during disasters and emergencies

2.1 Disasters and emergency events in 2021–22

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2

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 (NRRRA). 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 NRRRA:

- 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 NRRRA 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.

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.





Summary of performance

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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

$$(A \text{ Result} \times A \text{ Weighting}) + (B \text{ Result} \times B \text{ Weighting}) + (C \text{ Result} \times C \text{ Weighting}) + (D \text{ Result} \times D \text{ Weighting}) + (E \text{ Result} \times E \text{ Weighting})$$

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

PART 3 | SUMMARY OF PERFORMANCE

- 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

$(A \times B) + (C \times D)$

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	– Parenting Payment Partnered
– Age Pension	– Parenting Payment Single
– Austudy	– Youth Allowance (JobSeeker)
– Carer Payment	– Youth Allowance (Student)
– Carer Allowance	– JobSeeker Payment
– Disability Support Pension	– Special Benefit
– Family Tax 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).

PART 3 | SUMMARY OF PERFORMANCE

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.

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.



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Service delivery modernisation

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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.

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.

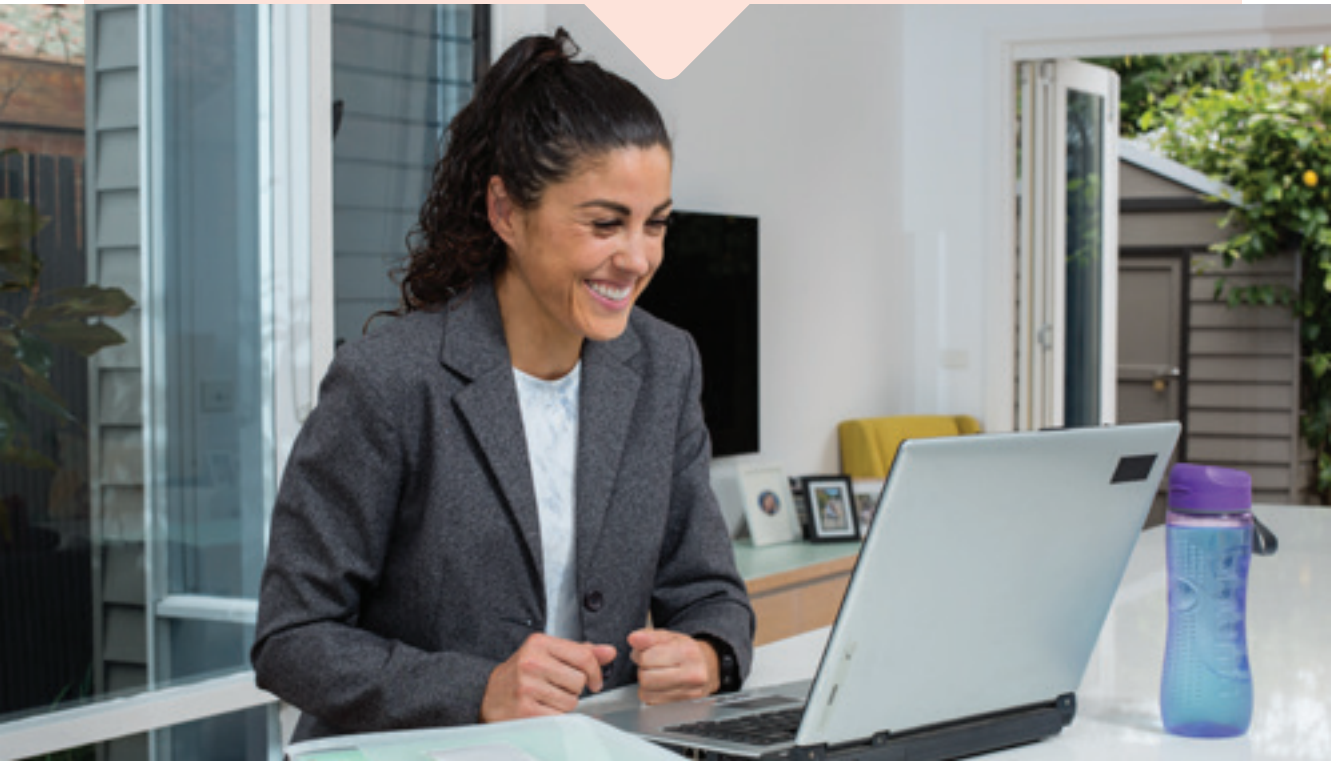
This service was introduced in 2020 when COVID-19 guidelines encouraged people to stay home.

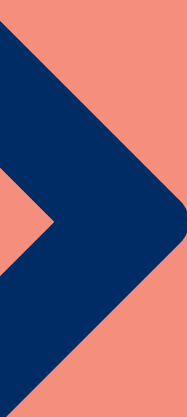
Video chat was initially used to help customers confirm their identity, and has now been expanded to support eligible students and job seekers claiming Youth Allowance and JobSeeker Payments. Customers can now choose to claim these payments entirely digitally if that is more convenient for them, rather 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.





Delivering payments and services to our customers

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5.5 Supporting people to manage their money	92

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.

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 (Naphthine 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 through 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.

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.

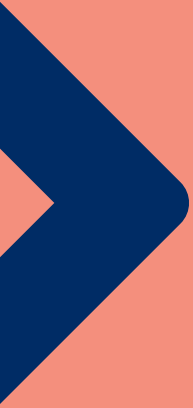
Their role is to help older Australians, their families and carers through one of life's most challenging stages. ACSOs can provide information about how to get help at home or how to transition to residential aged care. They connect customers to local supports, check their eligibility for government 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.





Shared services and partnerships

6.1 Shared services

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6.2 Partnerships

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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.

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.





Fraud control and compliance

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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.

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.





Management and accountability

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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.

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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Our people

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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.



Financial reporting

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10.1 Report on financial performance

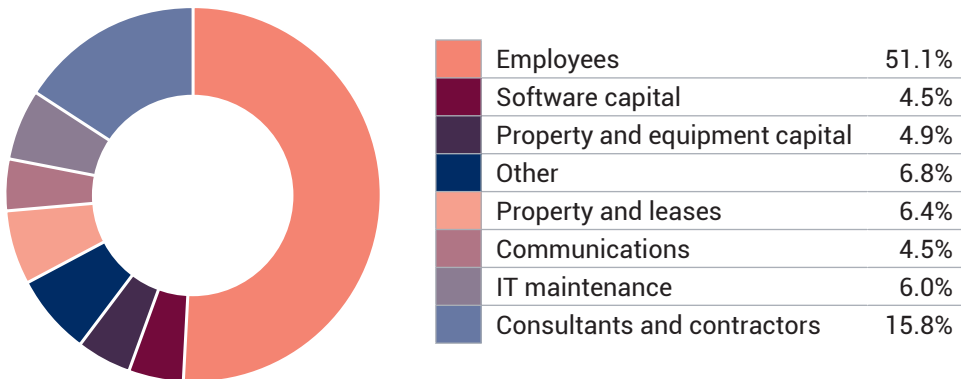
In 2021–22, Services Australia made social services and welfare and health payments totalling approximately \$224.9 billion.

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



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



INDEPENDENT AUDITOR'S REPORT

To the Minister for Government Services

Opinion

In my opinion, the financial statements of Services Australia (the Entity) for the year ended 30 June 2022:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2022 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2022 and for the year then ended:

- Statement by the Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to and forming part of the financial statements.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

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Phone (02) 6203 7300

Key audit matter**Valuation of Software**

Refer to Note B2.1 'Property, plant and equipment and software'

Services Australia has various information technology systems to manage its operations and the payments made on behalf of other entities. These systems are recognised as software assets in Services Australia's financial statements.

I considered this area a key audit matter due to the:

- judgements involved in determining whether the cost of internally developed software assets have been appropriately capitalised;
- significant assumptions and judgements involved in considering whether the value of a software asset may be impaired, such as whether current or expected changes in Services Australia's operating environment may reduce the usefulness of the software asset and whether software under development will achieve expected benefits; and
- judgements in determining the appropriate useful lives for software assets.

As at 30 June 2022, the carrying value of these software assets was \$879,033,000. This carrying value was net of an allowance for write down and impairment of \$5,214,000.

How the audit addressed the matter

To address this key audit matter, I have:

- assessed the design, implementation and operating effectiveness of key controls related to capturing the costs of internally generated software assets;
- evaluated the application of Services Australia's policies on capitalisation and impairment of software assets are consistent with Australian Accounting Standards and undertaken testing, on a sample basis, to assess the application of those policies;
- assessed the appropriateness of management's judgements about the current and future usefulness of software assets against project owners' assessments and internal reporting on the operating environment and the expected benefits from software under development; and
- evaluated the reasonableness of management's judgements in assigning useful lives of software assets against project owners' assessments.

Key audit matter**Valuation of receivables related to the Child Support Scheme**

Refer to Note B7.3 'Child support receivables'

I considered this area a key audit matter as the valuation of child support receivables involve significant judgements about the rates of collection. The valuation is based on historical collection rates and these may not be consistent with future rates due to changes in government policy or economic conditions.

The judgements relate to the amount and timing of future cash flows including estimating the period over which payments are expected to be received by Services Australia and use of an appropriate discount rate. These judgements rely on the completeness and accuracy of the underlying data used in the estimation process.

As at 30 June 2022, the net carrying value of receivables relating to the child support scheme were \$1,110,662,000. This carrying value was net of an allowance for unrecoverable receivables of \$586,181,000.

How the audit addressed the matter

To address this key audit matter, I have:

- assessed the design, implementation and operating effectiveness of information technology application controls designed to prevent and detect the inaccurate recording of information in the systems from which data is extracted;
- assessed the competence, capability and objectivity of the actuary engaged by Services Australia to assist in making the estimation;
- evaluated the design, implementation and operating effectiveness of Services Australia's review and approval process to assess the reasonableness of actuarial assumptions used in the estimation of receivables;
- assessed the reasonableness of the discount rate applied in the estimation against the risk faced by the Commonwealth and market evidence of the time value of money;
- assessed the reasonableness of the assumed rate of collection against historical actual repayment of the Child Support Scheme; and
- assessed the data used in the estimation process

for accuracy and completeness, by reviewing the data extraction process, mapping the data back to the system and testing any manual adjustments made to the data.

Key audit matter

Valuation of lease Right-of-Use (ROU) assets and lease liabilities

Refer to Note B2.1 'Property, plant and equipment and software' and Note B5.1 'Leases'

Services Australia has various property, information technology and other business lease agreements to manage its operations. These leases are recognised as ROU assets and lease liabilities in Services Australia's financial statements:

I considered this area a key audit matter due to the:

- judgements in the recognition of lease option periods for ROU valuations; and
- judgements in the derivation of an appropriate discount rate to present value the value of future cash flows for each individual ROU valuation.

As at 30 June 2022, the net carrying value of lease Right-of-Use (ROU) assets were \$1,854,572,000 and Lease liabilities \$1,931,751,000.

How the audit addressed the matter

To address this key audit matter, I have:

- evaluated the reasonableness of management's judgements in assigning reasonably certain lease option period extensions against contract owners' assessments; and
- assessed the reasonableness of the discount rate applied in the estimation against the market evidence of the time value of money.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chief Executive Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office



Sean Benfield

Senior Executive Director

Delegate of the Auditor-General

Canberra

30 August 2022



10.3 Financial statements

SERVICES AUSTRALIA

Financial Statements
for the year ended 30 June 2022

**SERVICES AUSTRALIA
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SERVICES AUSTRALIA
STATEMENT BY THE CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2022 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that Services Australia will be able to pay its debts as and when they fall due.



Rebecca Skinner
Chief Executive Officer

30 August 2022



Angela Diamond
Chief Financial Officer

30 August 2022

SERVICES AUSTRALIA
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2022

		2022	2021	Original Budget ¹
	Notes	\$'000	\$'000	2022 \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	A1.1	3,109,544	2,837,457	2,518,867
Supplier expenses	A1.2	1,976,149	1,848,304	1,891,483
Depreciation and amortisation	B2.1	772,694	764,775	796,906
Finance costs	A1.3	22,349	25,646	14,351
Write-down and impairment of other assets	B2.1	15,669	15,365	-
Other expenses	A1.4	5,008	117,120	3,251
Impairment loss on financial instruments		97	99	-
Total expenses		5,901,510	5,608,766	5,224,858
Own-source income				
Own-source revenue				
Revenue from contracts with customers		253,114	209,285	239,921
Resources received free of charge	A2.1	16,223	18,484	2,060
Rental income		11,302	13,555	14,963
Other revenue		2,428	1,399	-
Total own-source revenue		283,067	242,723	256,944
Gains				
Reversal of write-downs and impairment		-	200	-
Other gains		2,287	11,541	-
Total gains		2,287	11,741	-
Total own-source income		285,354	254,464	256,944
Net cost of services		(5,616,156)	(5,354,302)	(4,967,914)
Revenue from Government		5,381,461	5,088,583	4,557,208
Deficit after income tax on continuing operations		(234,695)	(265,719)	(410,706)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve ²	B2.1, B6.1	28,431	25,240	-
Total comprehensive deficit		(206,264)	(240,479)	(410,706)

¹Budget reported in the 2021-22 Portfolio Budget Statements published in May 2021.

²Changes in asset revaluation reserve includes revaluations recognised in note B2.1 (\$39.0 million) offset by make good provision adjustments in note B6.1 (\$10.6 million).

The above statement should be read in conjunction with the accompanying notes.
Refer to the Departmental budget variations for explanations of major variances to the Original Budget.

SERVICES AUSTRALIA
STATEMENT OF FINANCIAL POSITION
as at 30 June 2022

		2022	2021	Original Budget ¹
	Notes	\$'000	\$'000	2022 \$'000
ASSETS				
Financial assets				
Cash		18,236	20,637	20,795
Trade and other receivables	B1.1	1,485,112	1,420,677	1,363,140
Total financial assets		1,503,348	1,441,314	1,383,935
Non-financial assets				
Prepayments		159,202	127,459	155,417
Plant and equipment (including right-of-use)	B2.1	411,355	430,424	431,302
Land and buildings (including right-of-use)	B2.1	2,227,472	2,304,048	2,044,489
Software	B2.1	879,033	753,073	813,225
Total non-financial assets		3,677,062	3,615,004	3,444,433
Total assets		5,180,410	5,056,318	4,828,368
LIABILITIES				
Payables				
Employee benefits		75,160	62,940	65,541
Trade creditors and accruals		224,598	178,642	198,965
Other payables	B4.1	6,737	7,315	17,484
Total payables		306,495	248,897	281,990
Interest bearing liabilities				
Leases	B5.1	1,931,751	2,118,385	1,866,622
Total interest bearing liabilities		1,931,751	2,118,385	1,866,622
Provisions				
Other provisions	B6.1	168,997	152,587	37,913
Employee provisions	B6.2	794,101	844,632	823,201
Total provisions		963,098	997,219	861,114
Total liabilities		3,201,344	3,364,501	3,009,726
Net assets		1,979,066	1,691,817	1,818,642
EQUITY				
Contributed equity		3,826,273	3,332,760	3,989,269
Reserves		269,416	240,985	215,745
Accumulated deficit		(2,116,623)	(1,881,928)	(2,386,372)
Total equity		1,979,066	1,691,817	1,818,642

¹Budget reported in the 2021-22 Portfolio Budget Statements published in May 2021.

The above statement should be read in conjunction with the accompanying notes.
Refer to the Departmental budget variations for explanations of major variances to the Original Budget.

SERVICES AUSTRALIA
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2022

		2022	2021	Original Budget ¹ 2022
	Notes	\$'000	\$'000	\$'000
CONTRIBUTED EQUITY				
Balance carried forward from previous year		3,332,760	3,094,003	3,508,553
Transactions with owners				
Distributions to owners				
Prior year appropriation		(26,179)	(175,795)	-
Contributions by owners				
Equity injection - appropriations	C1.1	324,981	218,985	286,005
Departmental capital budget	C1.1	194,711	195,567	194,711
Total transactions with owners		<u>493,513</u>	<u>238,757</u>	<u>480,716</u>
Total at year end		<u>3,826,273</u>	<u>3,332,760</u>	<u>3,989,269</u>
RESERVES				
Balance carried forward from previous year		240,985	215,745	215,745
Changes in asset revaluation reserve				
Revaluations of property, plant and equipment	B2.1	39,031	27,071	-
Revaluations of property make good provision	B6.1	(10,600)	(1,831)	-
Total at year end		<u>269,416</u>	<u>240,985</u>	<u>215,745</u>
ACCUMULATED DEFICIT				
Balance carried forward from previous year		(1,881,928)	(1,616,209)	(1,975,666)
Adjusted opening balance		<u>(1,881,928)</u>	<u>(1,616,209)</u>	<u>(1,975,666)</u>
Deficit for the year		(234,695)	(265,719)	(410,706)
Total at year end		<u>(2,116,623)</u>	<u>(1,881,928)</u>	<u>(2,386,372)</u>
Total equity at year end		<u>1,979,066</u>	<u>1,691,817</u>	<u>1,818,642</u>

Accounting Policy

Amounts appropriated which are designated as equity injections (less any formal reductions) and the departmental capital budget are recognised directly in contributed equity in that year.

¹Budget reported in the 2021-22 Portfolio Budget Statements published in May 2021.

The above statement should be read in conjunction with the accompanying notes.
Refer to the Departmental budget variations for explanations of major variances to the Original Budget.

SERVICES AUSTRALIA
CASH FLOW STATEMENT
for the year ended 30 June 2022

	2022	2021	Original Budget ¹
	\$'000	\$'000	2022 \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	5,989,217	5,566,971	5,250,454
Rendering of goods and services	225,506	241,528	256,401
GST received	270,433	260,497	255,910
Other	103,782	105,128	-
Total cash received	6,588,938	6,174,124	5,762,765
Cash used			
Employees	3,150,139	2,837,712	2,563,889
Suppliers	2,324,980	2,248,137	2,259,447
Section 74 receipts transferred to the Official Public Account	607,256	607,446	535,770
Interest payments on lease liabilities	21,926	25,340	13,730
Borrowing and other financing costs	9	57	-
Other	6,241	5,033	3,729
Competitive neutrality	2,825	416	-
Total cash used	6,113,376	5,724,141	5,376,565
Net cash from operating activities	475,562	449,983	386,200
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of plant and equipment	7,534	293	-
Total cash received	7,534	293	-
Cash used			
Purchase of property, plant and equipment	303,670	159,637	198,961
Purchase of software	279,130	289,341	356,835
Total cash used	582,800	448,978	555,796
Net cash used by investing activities	(575,266)	(448,685)	(555,796)
FINANCING ACTIVITIES			
Cash received			
Contributed equity - departmental capital budget	194,711	196,567	254,711
Contributed equity - equity injection	272,761	165,930	286,085
Total cash received	467,472	362,497	540,796
Cash used			
Principal payments of lease liabilities	370,169	363,953	371,200
Total cash used	370,169	363,953	371,200
Net cash from/(used by) financing activities	97,303	(1,456)	169,596
Net decrease in cash held	(2,401)	(158)	-
Cash at the beginning of the year	20,637	20,795	20,795
Cash at the end of the year	18,236	20,637	20,795

¹Budget reported in the 2021-22 Portfolio Budget Statements published in May 2021.

The above statement should be read in conjunction with the accompanying notes
Refer to the Departmental budget variations for explanations of major variances to the Original Budget.

SERVICES AUSTRALIA BUDGET VARIANCE REPORTING

for the year ended 30 June 2022

Departmental budget variations

The table below provides explanations for significant variances between the agency's original budget estimates, as published in the 2021-22 Portfolio Budget Statements (PBS), and the actual financial performance and position for the year ended 30 June 2022. The budget is not audited.

Variances are considered to be 'significant' if they are core to the agency's activities and based on the following criteria:

- the variance between budget and actual is greater than +/- 10% and \$50 million of the original budget for a line item;
- an item is below this threshold but is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the agency's performance; and
- variances relating to cash flows are a result of the factors explained for net cost of services, assets or liabilities variations. Unless otherwise individually significant, no additional commentary has been included.

The nature and timing of the Commonwealth's budget process can also contribute to the variances.

Budget variance explanation	Affected statements and line items
During the financial year, the Agency was provided with additional funding and spent \$770 million for the expenses incurred in relation to the administration of emergency response activities associated with extreme weather events and the COVID-19 pandemic.	Statement of Comprehensive Income <ul style="list-style-type: none"> • Employee benefits • Supplier expenses • Revenue from Government
In June 2021, the Federal Court of Australia approved the Income Compliance class action settlement. At 30 June 2022, the provision of \$112 million had not been accessed. This is likely to be settled in 2022-23.	Statement of Financial Position <ul style="list-style-type: none"> • Other provisions
A change in lease extensions for the leasehold improvement asset class resulted in an increase in the asset revaluation reserve.	Statement of Financial Position <ul style="list-style-type: none"> • Reserves
From a budget reporting perspective, the receipt of section 74 revenue and the repatriation of these cash flows are shown as a net amount. However, from a financial reporting perspective these are shown on a gross basis.	Cash Flow Statement <ul style="list-style-type: none"> • Other cash received (operating activities) • Section 74 receipts transferred to the Official Public Account (operating activities)

SERVICES AUSTRALIA
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000	Original Budget ¹ 2022 \$'000
NET COST OF SERVICES				
Expenses	A3			
Child support maintenance expenses		1,650,788	1,670,002	1,692,689
Write-down and impairment of assets	A3.1	165,279	70,411	75,174
Total expenses		1,816,067	1,740,413	1,767,863
Income				
Non-taxation revenue	A4			
Child support maintenance revenue		1,806,058	1,725,267	1,757,856
Compensation recoveries		28,579	40,168	51,587
Fees and fines		13,850	9,264	9,202
Other revenue		195	217	330
Total non-taxation revenue		1,848,682	1,774,916	1,818,975
Gains				
Reversal of write-downs and impairment	A4.1	11,413	15,163	10,000
Total gains		11,413	15,163	10,000
Total income		1,860,095	1,790,079	1,828,975
Net contribution by services		44,028	49,666	61,112
Total comprehensive surplus		44,028	49,666	61,112

¹Budget reported in the 2021-22 Portfolio Budget Statements published in May 2021.

The above schedule should be read in conjunction with the accompanying notes.
Refer to the Administered budget variations for explanations of major variances to the Original Budget.

SERVICES AUSTRALIA
ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES
as at 30 June 2022

		2022	2021	Original Budget ¹
	Notes	\$'000	\$'000	2022 \$'000
ASSETS				
Financial assets				
Cash and cash equivalents	B7.1	246,064	223,265	159,979
Other receivables	B7.2	14,727	15,091	16,661
Child support receivables	B7.3	1,110,662	1,212,997	1,353,105
Total assets administered on behalf of Government		1,371,453	1,451,353	1,529,745
LIABILITIES				
Payables				
Child support payments received in advance		29,032	25,941	22,558
Child support and other payables	B8.1	37,854	35,345	34,309
Recovery of compensation payable		8,941	7,796	8,031
Total payables		75,827	69,082	64,898
Provisions				
Child support maintenance provision	B9	1,106,531	1,211,114	1,351,640
Recovery of compensation provision	B9	164,751	152,269	90,646
Total provisions		1,271,282	1,363,383	1,442,286
Total liabilities administered on behalf of Government		1,347,109	1,432,465	1,507,184
Net assets		24,344	18,888	22,561

¹Budget reported in the 2021-22 Portfolio Budget Statements published in May 2021.

The above schedule should be read in conjunction with the accompanying notes.
Refer to the Administered budget variations for explanations of major variances to the Original Budget.

SERVICES AUSTRALIA
ADMINISTERED RECONCILIATION SCHEDULE
for the year ended 30 June 2022

	Notes	2022 \$'000	2021 \$'000
Opening assets less liabilities as at 1 July		18,888	23,410
Net contribution by services			
Income		1,860,095	1,790,079
Expenses to entities other than corporate Commonwealth entities		(1,816,067)	(1,740,413)
Transfers (to)/from the Australian Government			
Appropriation transfers from Official Public Account			
Annual appropriations			
Payments to entities other than corporate Commonwealth entities		1,189	981
Special accounts (unlimited)			
Payments to entities other than corporate Commonwealth entities ¹	C2	44,206	32,443
Appropriation transfers to Official Public Account			
Annual appropriations ²		(1,032)	(1,239)
Special accounts ²		(68,928)	(76,790)
Other		(14,007)	(9,583)
Closing assets less liabilities as at 30 June		24,344	18,888

Accounting Policy

Revenue administered and managed on behalf of the Australian Government is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under parliamentary appropriations (including from special accounts) on behalf of the Government. These transfers to and from the OPA are reported in the Administered Cash Flow Statement, in this schedule and through the special accounts.

¹Amounts relate to sections 77 and 78 of the *Child Support (Registration and Collection) Act 1988* credited directly to the Child Support Special Account.

²The agency has reclassified 2020-21 receipts of \$32.3 million for sections 77 and 78 crediting clause of the *Child Support (Registration and Collection) Act 1988*.

The above schedule should be read in conjunction with the accompanying notes.

SERVICES AUSTRALIA
ADMINISTERED CASH FLOW STATEMENT
for the year ended 30 June 2022

		2022	2021	Original Budget ¹
	Notes	\$'000	\$'000	2022 \$'000
OPERATING ACTIVITIES				
Cash received				
Child support		1,754,343	1,666,903	1,631,516
Health compensation receipts		476,628	416,257	392,264
Fees and fines		13,721	9,325	-
Other		951	543	1,524
Total cash received		2,245,643	2,093,028	2,025,304
Cash used				
Child support		1,749,916	1,662,406	1,622,140
Health compensation payments		433,836	312,851	340,527
Other		520	297	1,524
Total cash used		2,184,272	1,975,554	1,964,191
Net cash from operating activities		61,371	117,474	61,113
Cash from Official Public Account				
Appropriations		1,189	981	50,962
Special Accounts		44,206	32,443	-
Total cash from Official Public Account		45,395	33,424	50,962
Cash to Official Public Account				
Appropriations ²		1,032	1,239	50,364
Special Accounts ²		68,928	76,790	51,587
Other		14,007	9,583	10,124
Total cash to Official Public Account		83,967	87,612	112,075
Net cash to Official Public Account		(38,572)	(54,188)	(61,113)
Net increase in cash held		22,799	63,286	-
Cash and cash equivalents at the beginning of the year		223,265	159,979	159,979
Cash and cash equivalents at the end of the year	B7.1	246,064	223,265	159,979

¹Budget reported in the 2021-22 Portfolio Budget Statements published in May 2021.

²The agency has reclassified 2020-21 receipts of \$32.3 million for sections 77 and 78 crediting clause of the *Child Support (Registration and Collection) Act 1988*.

The above statement should be read in conjunction with the accompanying notes.
Refer to the Administered budget variations for explanations of major variances to the Original Budget.

SERVICES AUSTRALIA
ADMINISTERED BUDGET VARIANCE REPORTING
for the year ended 30 June 2022

Administered budget variations

The table below provides explanations for significant variances between the agency’s original administered budget estimates, as published in the 2021-22 Portfolio Budget Statements (PBS), and the actual financial performance and position for the year ended 30 June 2022. The budget is not audited.

Variances are considered to be ‘significant’ if they are core to the agency’s activities and based on the following criteria:

- the variance between budget and actual is greater than +/- 10% and \$50 million of the original budget for a line item;
- an item is below the threshold but is considered important for a reader’s understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the agency’s performance; and
- variances relating to cash flows are a result of the factors explained for net contribution by services, assets or liabilities variations. Unless otherwise individually significant, no additional commentary has been included.

The nature and timing of the Commonwealth’s budget process can also contribute to the variances.

Budget variance explanation	Affected statements and line items
<p>The Recovery of Compensation for Health Care and Other Services Special Account is used to manage monies received by the agency as part of the compensation recovery program. The agency manages this on behalf of the Department of Health, who has administrative responsibility of the <i>Health and Other Services (Compensation) Act 1995</i>.</p> <p>Funds received into the special account represent insurance claims for expenses previously paid out as health benefits. Funds are held as a provision until an assessment has been made as to how much is owed to the Commonwealth. Once the assessment has been made, monies owed to the Commonwealth are recognised as compensation recoveries revenue and transferred to the Official Public Account. Any remaining funds are returned to the claimant or insurer.</p> <p>The balance in the special account is dependent upon the amount of insurance recoveries received and assessed during the year. During 2022, there has been a large increase in cash received due to an increase in the number and value of cases which has contributed to the higher balances in the special account and the provision.</p>	<p>Administered Schedule of Assets and Liabilities</p> <ul style="list-style-type: none"> • Cash and cash equivalents • Recovery of compensation provision <p>Cash Flow Statement</p> <ul style="list-style-type: none"> • Health compensation receipts (operating activities)
<p>The impacts of the actuary assessment on the impairment provision for the Child Support program and impacts of the Australian Government bond rate could not reasonably have been known at the time of the Budget preparation.</p>	<p>Administered Schedule of Comprehensive Income</p> <ul style="list-style-type: none"> • Child support maintenance expenses • Write-down and impairment of assets <p>Administered Schedule of Assets and Liabilities</p> <ul style="list-style-type: none"> • Child support receivables • Child support maintenance provisions

SERVICES AUSTRALIA NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2022

Overview

Objectives of Services Australia

Services Australia (the agency) is an Australian Government controlled not-for-profit entity that administers the Centrelink, Medicare and Child Support programs on behalf of its Australian Government Partner agencies and has a nationwide presence. The objectives of the agency are to 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.

As outlined in the agency's 2021-22 Corporate Plan, Services Australia has continued its transformation and modernisation journey by putting customers at the centre of the agency's business design and delivery to become more agile and flexible in the way the agency approaches business. The agency is guided by four principles in the Master Plan: Simple, Helpful, Respectful and Transparent.

The agency's activities are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, revenue and expenses controlled or incurred by the agency in its own right. Administered activities (shown with grey shading throughout the financial statements) involve the management and oversight by the agency, on behalf of the Australian Government, of items controlled or incurred by the Australian Government.

The continued existence of the agency is dependent on government policy and on continuing funding by Parliament for the agency's activities and programs.

Basis of preparation of the financial statements

The annual financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

They have been prepared in accordance with the:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian Accounting Standards and Interpretations including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results of the financial position. Unless otherwise stated, administered items are accounted for on the same basis, using the same policies as for departmental items including the application of the Australian Accounting Standards.

The financial statements are presented in Australian dollars. Revenue, expenses, assets and liabilities are recognised net of Goods and Services Tax (GST) except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.

New accounting standards

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 1060 <i>General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities</i>	AASB 1060 applies to annual reporting periods beginning on or after 1 July 2021 and replaces the reduced disclosure requirements (RDR) framework. The application of AASB 1060 involves some reduction in disclosure compared to the RDR with no material impact on the reported financial position, financial performance and cash flows of the agency.

Taxation

The agency is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and Goods and Services Tax (GST). The agency provides Centrepay services which are subject to the Australian Government's competitive neutrality policy including a requirement to make payroll taxation equivalent payments.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

Significant estimates and judgements

In the preparation of the financial statements, management adopts a number of estimates and judgments relating to the treatment of transactions and balances under Australian Accounting Standards. Individually significant estimates and judgments are outlined in the notes to which they relate:

Significant accounting estimate/judgement	Note
Reasonable certainty of option exercise in relation to right-of-use assets	B2.1
Impairment of child support receivables	B7.3

Events after the reporting period

There were no subsequent events that had the potential to significantly affect the ongoing structure and financial activities of the agency.

Breach of section 83 of the Constitution

Section 83 of the *Commonwealth of Australia Constitution Act 1900* ("the Constitution") provides that no amount may be paid out of the Consolidated Revenue Fund except under an appropriation made by law. The agency has controls in place to reduce any instances of non-compliance with section 83 wherever possible and ensure there is no intentional misuse of funds. Recovery action is taken to rectify any instance of non-compliance as soon as it is identified.

In 2022, the agency identified 70 payments totalling \$55,590 from the Child Support Special Account that were not consistent with section 83 of the Constitution. The agency undertook recovery action or offsets of an amount against future payments to the customer. As at 30 June 2022, \$22,461 of this amount had been recovered or offset.

In 2022, the agency identified 6 payments totalling \$1,343,269 from the Recovery of Compensation for Health Care and Other Services Special Account that were not consistent with section 83 of the Constitution. The agency undertook recovery action and as at 30 June 2022 \$1,309,269 of this amount had been recovered.

Recovery action continues for all outstanding debts.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

A: Financial Performance

A1: Expenses

	2022	2021
	\$'000	\$'000
<u>A1.1: Employee benefits</u>		
Wages and salaries	2,288,764	2,031,885
Superannuation		
Defined contribution plans	239,613	211,128
Defined benefit plans	198,021	208,747
Leave and other entitlements	371,686	368,547
Separations and redundancies	7,814	14,251
Other employee expenses	3,646	2,899
Total employee benefits	3,109,544	2,837,457

Accounting Policy

Staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the Public Sector Superannuation accumulation plan (PSSap) or non-government superannuation funds. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap and other non-government super funds are defined contribution schemes.

The agency made employer contributions to defined benefit superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Australian Government. The agency accounts for these amounts as if they were contributions to defined contribution plans.

A1.2: Supplier expenses

Goods and services supplied or rendered

Consultants and contractors	973,706	979,512
IT maintenance	373,251	305,995
Communications	278,180	235,601
Property operating	184,026	154,185
Customer related	41,564	47,805
Staff related	37,930	38,269
Fees and charges	19,478	17,591
Legal expenses	18,272	18,962
Travel	11,955	8,300
Other	10,808	13,889
Total goods and services supplied or rendered¹	1,949,170	1,820,109

Services rendered	1,772,189	1,744,677
Goods supplied	176,981	75,432
Total goods and services supplied or rendered	1,949,170	1,820,109

Other supplier expenses

Workers compensation premium	16,815	14,806
Short-term leases ²	5,779	9,016
Low value leases ²	4,385	4,373
Total other suppliers	26,979	28,195
Total supplier expenses	1,976,149	1,848,304

The above lease disclosures should be read in conjunction with the accompanying notes A1.3, B2.1 and B5.1.

¹Includes \$166.1 million (2021: \$189.1 million) in related entity transactions.

²The agency has elected not to recognise right-of-use assets and lease liabilities for some leases of low value assets or for leases with a lease term of 12 months or less. The agency recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term. The agency has short-term lease commitments of \$1.0 million (2021: \$0.9 million) as at 30 June 2022.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

	2022	2021
	\$'000	\$'000
<u>A1.3: Finance costs</u>		
Interest on lease liabilities	21,926	25,340
Other finance costs	423	306
Total finance costs	22,349	25,646

The above lease disclosures should be read in conjunction with the accompanying notes B2.1 and B5.1.

Accounting Policy

All borrowing costs are expensed as incurred.

<u>A1.4: Other expenses</u>		
Competitive neutrality - state tax equivalent ¹	2,825	416
Resolution of claims	1,673	2,277
Losses from asset sales	-	285
Legal settlements ²	443	112,200
Losses from early termination of right-of-use leased assets	-	1,899
Act of grace payments	67	43
Total other expenses	5,008	117,120

¹The agency provides Centrepay services which are subject to the Australia Government's competitive neutrality policy. The agency is required to make payroll taxation equivalent payments to the Australian Government.

²The comparative includes a \$112.0 million provision for the Income Compliance settlement.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

A2: Income

Revenue from contracts with customers primarily relates to the provision of shared services to other government entities.

Gains include incidental transactions and events outside of ordinary operations such as contributions of assets at no cost or for nominal consideration, gains arising from the disposal of non-current assets and reversals of provisions and previous asset write-downs and impairment.

Rental income primarily relates to the provision of accommodation to the National Disability Insurance Agency at Services Australia sites under co-location agreements. These agreements do not constitute sublease arrangements under AASB 16 *Leases*. Co-located agencies do not control the use of the property lease and the risks and rights to the leased assets remain with Services Australia.

	2022	2021
	\$'000	\$'000
<u>A2.1: Resources received free of charge</u>		
Seconded staff	14,354	16,269
Australian National Audit Office financial statement audit fee	1,020	900
Australian Taxation Office processing fees	849	812
Office space	-	503
Total resources received free of charge	16,223	18,484

Accounting Policy

Revenue from contracts with customers

Revenue is recognised when the agency has satisfied performance obligations contained within customer contracts. In relation to the sale of goods, this is ordinarily when control of the goods has been transferred to the buyer. In relation to the provision of services, revenue is recognised over time as the services are delivered to the customer. Amounts paid by customers in advance are treated as unearned income until the related performance obligations are satisfied (refer note B4.1).

Resources received free of charge

Resources received free of charge are recognised as revenue when a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

Revenue from Government

Amounts appropriated for departmental outputs for the year (adjusted to reflect the agency's funding agreement, formal additions, reductions and restructures) are recognised as revenue from Government when the agency gains control of the appropriation. Appropriations receivable are recognised at their nominal amounts (refer note B1.1).

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

A3: Administered - Expenses		
	2022	2021
	\$'000	\$'000
<u>A3.1: Write-down and impairment of assets</u>		
Child support maintenance discharge	47,186	50,461
Child support write-down and impairment	117,905	19,736
Child support waivers	89	174
Child support cost recovery discharge	3	-
Child support cost recovery write-down and impairment	-	30
Child support cost recovery waivers	5	10
Other - fees and fines	91	-
Total write-down and impairment of assets	165,279	70,411

Accounting Policy
 Child support maintenance expenses are recognised and measured in line with child support maintenance revenue (refer note A4).

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

A4: Administered - Income		
	2022	2021
	\$'000	\$'000
A4.1: Reversal of write-downs and impairments		
Reversal of impairment losses - child support	11,413	15,106
Reversal of impairment losses - other fees and fines	-	57
Total reversal of write-downs and impairment	11,413	15,163

Accounting Policy

All administered revenue relates to ordinary activities performed by the agency on behalf of the Australian Government.

Child support maintenance revenue

The child support program acts as the intermediary in the transfer of child support payments, which are collected from the paying parent and then paid to the receiving parent.

Revenue from the assessment and collection of child support is recognised in the Administered Schedule of Comprehensive Income at the nominal amounts. The revenue is recognised at the point when a child support assessment, private child support agreement administered by the agency or maintenance court order is registered for collection by the child support Registrar under the *Child Support (Registration and Collection) Act 1988*. In accordance with this Act, the revenue is adjusted when a private settlement is agreed by both parents for a particular period of payment.

Compensation recoveries revenue

The Recovery of Compensation for Health Care and Other Services Special Account (the Special Account) is used to manage monies received by the agency as part of the compensation recovery program. The agency manages this on behalf of the Department of Health, who has administrative responsibility of the *Health and Other Services (Compensation) Act 1995*. The Special Account itself was established by the *PGPA Act (Recovery of Compensation for Health Care and Other Services Special Account 2015 – Establishment) Determination 2015/06*.

Compensation recovery amounts are recognised as revenue when a notice of charge is issued and the recoverable benefits owed to the Government have been determined.

Fees and fines

Calculation of the penalty amount is determined by the relevant section(s) of the *Child Support (Registration and Collection) Act 1988* and *Child Support (Assessment) Act 1989*. Penalties are recognised as revenue at the time the cash is received. Of the \$13.8 million (2021: \$9.3 million) of fees and fines revenue in administered income, \$13.7 million (2021: \$9.2 million) relates to penalty revenue receipts.

Other revenue

Other revenue consists of cost recovery revenue and Centrelink receipts from international sources. Cost recovery revenue is recognised when the court orders a child support customer to pay the agency's costs in relation to a court case with the customer.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

B: Financial Position

B1: Financial Assets

	2022	2021
	\$'000	\$'000
B1.1: Trade and other receivables		
Trade receivables in connection with		
Goods and services ¹	114,762	87,954
Total trade receivables	<u>114,762</u>	<u>87,954</u>
Appropriations receivable		
Operating	873,443	1,219,518
Accrued appropriation revenue - operating	319,396	-
Equity	112,300	60,080
Total appropriations receivable²	<u>1,305,139</u>	<u>1,279,598</u>
Other receivables		
Goods and service tax	65,398	53,317
Total other receivables	<u>65,398</u>	<u>53,317</u>
Total trade and other receivables (gross)	<u>1,485,299</u>	<u>1,420,869</u>
Less impairment loss		
Trade receivables	(187)	(192)
Total impairment loss	<u>(187)</u>	<u>(192)</u>
Total trade and other receivables (net)	<u>1,485,112</u>	<u>1,420,677</u>

¹Receivables related to contracts with customers total \$106.4 million (2021: \$76.5 million).

²Departmental Capital Budget appropriation receivable balance at 30 June 2022 is nil (2021: nil).

Accounting Policy

Cash and cash equivalents

Cash is recognised at its nominal amount. Cash and cash equivalents includes cash on hand.

Trade and other receivables

The agency classifies its financial assets at the time of initial recognition depending on the nature and purpose of the asset. All receivables are classified as trade and other receivables and are expected to be recovered within 12 months unless otherwise indicated.

Trade receivables are recognised when the agency becomes party to an agreement and has the right to receive cash. Trade receivables have a maximum 30 day terms (2021: 30 days) and are recognised at the nominal amount due, less any impairment loss allowance. The collectability of debts are reviewed at the end of the reporting period and an impairment loss allowance is recognised.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

B2: Non-Financial Assets

B2.1 Property, plant and equipment and software

The asset capitalisation thresholds and useful lives for all asset classes remain unchanged from 2021.

Departmental assets	2022 Useful life	2022 Threshold
Land	Unlimited	nil
Buildings	50 years	nil
Leasehold improvements	Shorter of unexpired lease term or useful life	\$20,000
General plant and equipment	3 to 10 years	\$3,000
ICT plant and equipment	3 to 10 years	nil
Purchased software	2 to 10 years	\$100,000
Internally developed software	2 to 10 years ¹	\$1,000,000
Right-of-use assets	Lease term	\$10,000 ²

¹In limited circumstances, a longer useful life has been applied to more appropriately reflect the use of the software asset.

²Refers to the underlying asset value, not the calculated right-of-use asset.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

Reconciliation of the opening and closing balances of property, plant and equipment and software

	Plant and equipment		Land and buildings		Software	
	Owned Right-of-use \$'000	Total \$'000	Owned Right-of-use \$'000	Total \$'000	Total \$'000	Total \$'000
Total as at 30 June 2021	367,699	430,424	305,150	1,998,898	2,304,048	753,073
Gross book value	539,903	121,487	331,920	2,708,486	3,040,406	1,640,110
Accumulated depreciation and amortisation	(172,204)	(58,762)	(26,770)	(709,588)	(736,358)	(887,037)
Total as at 1 July 2021	367,699	62,725	305,150	1,998,898	2,304,048	753,073
Additions						
Purchase or internally developed	149,399	-	159,942	-	159,942	286,705
Right-of-use assets	-	975	-	73,710	73,710	-
Revaluations recognised in other comprehensive income	4,165	-	34,866	-	34,866	-
Write-down and impairment recognised in net cost of services	(9,398)	-	(1,057)	-	(1,057)	(5,214)
Depreciation and amortisation expense	(132,124)	(32,249)	(93,419)	(359,369)	(452,788)	(772,694)
Other movements ¹	23	658	337	109,225	109,562	2
Disposals	(517)	(1)	(811)	-	(811)	(1,329)
Total as at 30 June 2022	379,247	32,108	405,008	1,822,464	2,227,472	879,033
Gross book value ²	420,976	121,399	433,172	2,886,240	3,319,412	1,890,625
Accumulated depreciation and amortisation	(41,729)	(89,291)	(28,164)	(1,063,776)	(1,091,940)	(1,011,592)
Total as at 30 June 2022	379,247	32,108	405,008	1,822,464	2,227,472	879,033

¹Includes early termination, revaluations and modifications of right-of-use assets, assets received at no cost, found assets and increase to make good assets.

²Includes asset under construction amounts for land and buildings of \$131.2 million (2021: \$28.1 million) and software of \$297.5 million (2021: \$209.0 million).

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

B2.2 Capital commitments payable (GST inclusive)

	<1 year	Between 1-5 years	Total	<1 year	Between 1-5 years	Total
	2022	2022	2022	2021	2021	2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land and buildings	86,622	123,601	210,223	17,433	76,136	93,569
Plant and equipment	13,087	3,003	16,090	9,947	-	9,947
Intangibles	-	-	-	250	-	250
Total¹	99,709	126,604	226,313	27,630	76,136	103,766

¹Contractual obligations primarily for the purchase of leasehold improvements and information and communication technology hardware and software.

Accounting Policy

Property, Plant and Equipment

Unless otherwise stated, depreciation rates are applied on a straight-line basis. Rates, useful lives and indicators of impairment are assessed annually, with any necessary adjustments recognised as appropriate.

All property, plant and equipment is reported at fair value (refer note B3). Revaluations are conducted by an independent valuer. Assets under construction are carried at cost, which is considered an acceptable fair value proxy. An indexation test is applied annually to verify the carrying amount is reasonable.

Intangibles

Software assets are carried at cost less accumulated amortisation and impairment.

Where material software assets have not been budgeted to be enhanced, replaced, or retired, a minimum remaining useful life of two years is applied. A longer useful life has been applied if this is determined to more appropriately reflect the use of the software asset.

All software assets are assessed annually for indicators of impairment and, where appropriate, the asset's carrying value is adjusted. Impairment is assessed by management applying professional judgement. This assessment reviews the remaining useful life, takes into account how assets are being used and is impacted by factors such as legislative changes, program cessations and platform changes.

Leased right-of-use (ROU) assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount and option terms where sufficient certainty exists, initial direct costs incurred when entering into the lease less any lease incentives received. Subsequently, ROU assets are measured at cost and accounted for as separate asset classes to owned assets.

An impairment review is undertaken annually and where appropriate, the carrying value is adjusted.

Significant Judgement

Reasonable certainty of option exercise in relation to ROU assets

The agency enters into property lease arrangements for its national network of service centres as well as office accommodation. A significant number of leases have options for the agency to extend its ROU beyond the initial term. The next available option is included in the measurement of the ROU asset and lease liability when management makes the judgment that the option is reasonably certain to be exercised based on historical experience and the circumstances of a particular location.

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B3: Fair Value Measurement

In 2022, Jones Lang LaSalle Advisory Services Pty Ltd conducted a revaluation of all property, plant and equipment assets (excluding ROU assets) (2021: leasehold improvements assets and related make good). Results of the revaluation are disclosed at note B2.1.

The following table provides an analysis of assets that are measured at fair value. The remaining assets disclosed in the Statement of Financial Position do not apply the fair value hierarchy.

Fair value measurements	Level ¹	2022 \$'000	2021 \$'000
Non-financial assets			
Freehold land and buildings	2	7,560	15,468
Freehold land and buildings	3	15,512	8,833
Leasehold improvements	3	381,936	280,849
Plant and equipment	2	192,145	270,397
Plant and equipment	3	187,102	97,302
Total non-financial assets		784,255	672,849

¹In 2022, \$87.4 million (2021: no assets) transferred from level 2 to level 3 due to a change in observable inputs.

Accounting Policy

The agency adopts a risk-based asset valuation approach to measure non-financial assets at fair value in accordance with AASB 13 *Fair Value Measurement*. Each class of non-financial assets, excluding software and right-of-use assets, is subject to a formal independent valuation at least once every three years dependent upon an annual risk assessment. In years where a formal valuation is not undertaken, non-financial assets are subject to a desktop review.

Fair value is a market-based, rather than entity specific, measurement. The objective in all cases is to estimate the price at which an orderly transaction to sell the asset would take place between market participants under current market conditions at the measurement date. Where possible, assets are valued based upon observable inputs, such as quoted prices in active markets or other market transactions or information. Where this information is not available, valuation techniques rely upon unobservable inputs.

The different levels of the fair value hierarchy are:

Level 1: Quoted prices (unadjusted) in active markets for identical assets.

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset, either directly or indirectly.

Level 3: Unobservable inputs for the asset.

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B4: Payables

	2022	2021
	\$'000	\$'000
B4.1: Other payables		
Unearned income ¹	5,875	6,729
Fringe benefits tax	<u>862</u>	<u>586</u>
Total other payables	<u>6,737</u>	<u>7,315</u>

¹Unearned income represents amounts paid by customers in advance of services (refer note A2).

Accounting Policy

Payables are recognised at the present value of expected future cash flows. Trade creditors and accruals are recognised to the extent that the goods and services have been received (irrespective of having been invoiced). Maximum payment terms for goods and services is 20 days, unless otherwise stated in the contract.

B5: Interest Bearing Liabilities

B5.1: Leases

Lease liabilities

Land	953	958
Buildings	1,904,811	2,060,272
Plant and equipment	<u>25,987</u>	<u>57,155</u>
Total leases²	<u>1,931,751</u>	<u>2,118,385</u>

²Total cash outflow for leases for the year ended 30 June 2022 was \$392.4 million (2021: \$389.3 million).

Maturity analysis - contractual undiscounted cash flows

Within 1 year	373,447	379,593
Between 1 to 5 years	996,138	1,107,910
More than 5 years	<u>661,300</u>	<u>736,314</u>
Total leases³	<u>2,030,885</u>	<u>2,223,817</u>

³Services Australia in its capacity as lessee holds significant leases in Canberra, Sydney, Melbourne and Perth that make up \$839.0 million (2021: \$842.7 million) of the above costs.

The above note disclosure should be read in conjunction with the accompanying notes A1.3 and B2.1.

Accounting Policy

For all new contracts entered into, the agency considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the agency's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

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B6: Provisions

	2022	2021
	\$'000	\$'000
B6.1: Other provisions		
Property make-good provision	55,931	39,023
Other	113,066	113,564
Total other provisions	168,997	152,587

Movements in other provisions

	Property make good ¹	Resolution of claims ²	Total
	\$'000	\$'000	\$'000
As at 1 July 2021	39,023	113,564	152,587
Additional provisions made ³	17,020	2,750	19,770
Amounts used	(528)	(3,110)	(3,638)
Amounts reversed	-	(140)	(140)
Unwinding of discount or change in discount rate	416	2	418
Total as at 30 June 2022	55,931	113,066	168,997

¹There are 396 (2021: 406) agreements for the leasing of premises which have provisions requiring the agency to restore the premises to their original condition at the conclusion of the lease.

²The total provision for resolution of claims includes \$112.0 million for the Income Compliance settlement.

³The total additional provision includes property make good revaluations for existing arrangements. The revaluation conducted by Jones Lang LaSalle Advisory Services Pty Ltd increased the provision and resulted in a \$10.6 million decrement to the asset revaluation reserve.

B6.2: Employee provisions

Leave	794,101	844,632
Total employee provisions	794,101	844,632

Accounting Policy

Employee provisions include annual and long service leave. No provision is made for personal leave, which is non-vesting.

Liabilities for short-term employee benefits and termination benefits expected to be settled wholly within twelve months of the end of reporting period are measured at their nominal amounts. In accordance with AASB 119 *Employee Benefits*, recreation and long service leave liabilities are measured at the present value of the estimated future cash outflows. The interest rates used in discounting future cash flows relate to market yields on government bonds which have a comparable term to the leave obligations. In 2022, the agency engaged the Australian Government Actuary to undertake a triennial actuarial assessment of the leave provisions taking into account the likely tenure of existing staff, patterns of leave claims and payouts, future salary movements and discount rates.

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B7: Administered - Financial Assets		
	2022	2021
	\$'000	\$'000
<u>B7.1: Cash and cash equivalents</u>		
Special account cash - held by the agency	179,178	161,979
Special account cash - held in the OPA	66,886	61,286
Total cash and cash equivalents	246,064	223,265
<u>B7.2: Other receivables</u>		
Fees and fines	2,754	2,625
Less: impairment loss	<u>(2,623)</u>	<u>(2,532)</u>
Net fees and fines receivables	131	93
Cost recovery	1,935	2,033
Less: impairment loss	<u>(1,040)</u>	<u>(1,322)</u>
Net cost recovery receivables	895	711
Debt repayment	172	172
Less: impairment loss	<u>(172)</u>	<u>(172)</u>
Net debt repayment receivables	-	-
Compensation recoveries	<u>13,701</u>	<u>14,287</u>
Total net other receivables	14,727	15,091
All significant receivables are expected to be collected within 12 months.		
Accounting Policy		
Cash is recognised at its nominal amount. Cash and cash equivalents includes cash in special accounts (refer note C2).		

SERVICES AUSTRALIA
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	2022	2021
	\$'000	\$'000
B7.3: Child support receivables		
Maintenance receivables ¹	1,690,870	1,677,665
Less: impairment loss	<u>(584,339)</u>	<u>(466,551)</u>
Net maintenance receivables	<u>1,106,531</u>	<u>1,211,114</u>
Customer miscellaneous receivables	3,536	3,416
Less: impairment loss	<u>(1,335)</u>	<u>(2,479)</u>
Net customer miscellaneous receivables	<u>2,201</u>	<u>937</u>
Client top up receivables	2,437	1,652
Less: impairment loss	<u>(507)</u>	<u>(706)</u>
Net client top up receivables	<u>1,930</u>	<u>946</u>
Total net child support receivables²	<u>1,110,662</u>	<u>1,212,997</u>

¹As at 30 June 2022 the child support receivables total included \$9.8 million in overpayments (2021: \$10.3 million) which was not included in the impairment loss calculation.

²Child support receivables are in connection with external parties.

Accounting Policy

Child support maintenance receivables and impairment loss

The child support program acts as the intermediary in the transfer of child support payments, which are collected from the paying parent and paid to the receiving parent. The majority of the receivable balance relates to maintenance debt for which the Australian Government does not have any financial exposure given that the child support program acts as the intermediary only.

Child support penalty receivables

Child support penalty revenue is recognised at the time cash is received, not when the debt is raised (refer note A4). As at 30 June 2022, amounts not recorded in the financial statements included total outstanding penalty debt of \$1.0 billion (2021: \$1.0 billion), penalty debts raised during 2022 of \$116.0 million (2021: \$114.4 million), and total penalty debts remitted, written off, waived or discharged of \$73.8 million (2021: \$72.7 million).

Significant Judgement

Impairment of child support receivables

The impairment of child support receivables involves assumptions about uncertain future outcomes and the behaviour of paying parents. The agency actively manages the collection of child support debt on a continual basis and engages an independent actuary annually to perform a review of the impairment provision for child support maintenance debt. During 2022, a review of the impairment rate assessment was performed by Ernst and Young (EY). The valuation of the impairment provision involves modelling historical repayment data against the current child support maintenance debt, and is projected against future repayment expectations. Key assumptions have been made regarding expected future repayment patterns and the mean term for debt repayment, which are used to determine the present value of future cash flows.

Since 30 June 2021, an increase in interest rates has resulted in the impairment rate changing from 27.64% to 34.36%. This resulted in a movement to the impairment provision of \$114.3 million as at 30 June 2022. Debt repayment projections have not changed significantly under the current revaluation.

AASB 136 *Impairment of Assets* requires that payments are discounted at a rate reflecting the estimated timing of the payments. As at 30 June 2022, EY's assessment of the mean term for child support receivables was 3.75 years (unchanged from 2021), and therefore the same duration Australian government bond yield of 3.17% p.a. was adopted as the interest rate (refer note B7.3 above).

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B8: Administered - Payables

Recovery of compensation payable as shown in the Administered Schedule of Assets and Liabilities reflects amounts collected from insurers and third parties for compensation recovery claims to be transferred to the claimant or the OPA following finalisation of the assessment.

Child support maintenance payables reflect amounts collected to be transferred to the receiving parent. All payables are expected to be settled within 12 months and are measured at their nominal amount.

	2022	2021
	\$'000	\$'000
B8.1: Child support and other payables		
Child support maintenance	37,689	35,325
Other	165	20
Total child support and other payables	37,854	35,345

B9: Administered - Provisions

The child support maintenance provision reflects child support obligations to the receiving parent that are due but not yet received.

Recovery of compensation provision reflects amounts collected from insurers and third parties for compensation recovery claims where the assessment to determine the appropriate allocation of funds has not yet been performed. Once an assessment is complete, amounts previously recognised in the provision are transferred to the recovery of compensation payable to be returned to the claimant or the OPA.

B9.1: Child support maintenance provision

Movements in provisions

	Child support maintenance	Recovery of compensation	Total
	\$'000	\$'000	\$'000
As at 1 July 2021	1,211,114	152,269	1,363,383
Additional provisions made	1,806,058	476,628	2,282,686
Amounts used	(1,755,371)	(464,146)	(2,219,517)
Amounts reversed	(155,270)	-	(155,270)
Total as at 30 June 2022	1,106,531	164,751	1,271,282

Accounting Policy

The child support maintenance provision liability is calculated on the basis of the present value of the estimated future cash flows to be made to receiving parents at the reporting date. Estimated future cash flows are calculated with reference to the past experience of the recoverability of gross child support receivables from paying parents. The estimate does not include future cash outflows that may result from child support re-assessments, prior to the reporting date, that are requested by paying or receiving parents after the reporting date.

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C: Funding

C1: Appropriations

C1.1: Annual appropriations (recoverable GST exclusive)

	Annual appropriation \$'000	Adjustments to appropriation \$'000	Total appropriation \$'000	Appropriation applied in 2022 (current and prior year) \$'000	Variance \$'000
Annual appropriations for 2022					
Departmental					
Ordinary annual services ^{1,2,3}	5,073,532	333,503	5,407,035	5,704,823	(297,788)
Capital budget ⁴	194,711	-	194,711	194,711	-
Other services					
Equity injections	324,981	-	324,981	272,761	52,220
Total departmental	5,593,224	333,503	5,926,727	6,172,295	(245,568)
Administered					
Ordinary annual services ⁵	1,695	1,194	2,889	1,194	1,695
Total administered	1,695	1,194	2,889	1,194	1,695
Annual appropriations for 2021					
Departmental					
Ordinary annual services ²	5,110,236	342,404	5,452,640	5,313,107	139,533
Capital budget ⁴	195,567	-	195,567	196,567	(1,000)
Other services					
Equity injections	219,576	-	219,576	165,930	53,646
Total departmental	5,525,379	342,404	5,867,783	5,675,604	192,179
Administered					
Ordinary annual services ⁵	1,691	976	2,667	976	1,691
Total administered	1,691	976	2,667	976	1,691

¹In 2022, the revenue from Government reported in the Statement of Comprehensive Income is \$5,381.5 million, \$308.0 million more than the ordinary annual services appropriation of \$5,073.5 million. This is due to adjustments that met the recognition criteria of a formal amendment to revenue.

²Departmental adjustments include PGPA Act section 74 receipts recognised in ordinary annual services.

³In 2022, \$0.96 million was transferred from the Digital Transformation Agency to Services Australia through *Appropriation Act (No. 1) 2021-22* for the integrated delivery management of the Digital Identity function.

⁴Departmental capital budgets are appropriated through Appropriation Acts (No. 1, 3, 5). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

⁵Administered adjustments include PGPA Act section 74 receipts recognised in ordinary annual services.

Figures in text have been rounded. Discrepancies between totals and sums of components are due to rounding.

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C1.2: Unspent annual appropriations (recoverable GST exclusive)		
	2022	2021
Authority	\$'000	\$'000
Departmental		
<i>Appropriation Act (No. 1) 2018-19¹</i>	-	55,654
<i>Appropriation Act (No. 2) 2018-19¹</i>	-	9,597
<i>Appropriation Act (No. 1) 2019-2020^{2,3}</i>	66,357	66,357
<i>Appropriation Act (No. 5) 2019-2020^{2,3}</i>	175,794	175,794
<i>Appropriation Act (No. 1) 2020-2021³</i>	26,179	1,101,786
<i>Appropriation Act (No. 2) 2020-2021⁴</i>	591	60,671
<i>Appropriation Act (No. 3) 2020-2021</i>	112,003	139,385
<i>Appropriation Act (No. 1) 2021-2022</i>	257,544	-
<i>Appropriation Act (No. 2) 2021-2022</i>	77,424	-
<i>Appropriation Act (No. 3) 2021-2022</i>	537,977	-
<i>Appropriation Act (No. 4) 2021-2022</i>	34,876	-
<i>Cash at bank</i>	18,236	20,637
Total departmental	1,306,981	1,629,881
Administered		
<i>Appropriation Act (No. 1) 2018-19¹</i>	-	1,558
<i>Supply Act (No. 1) 2019-2020²</i>	685	685
<i>Appropriation Act (No. 1) 2019-2020²</i>	958	958
<i>Supply Act (No. 1) 2020-2021⁵</i>	1,686	1,686
<i>Appropriation Act (No. 3) 2020-2021⁵</i>	5	5
<i>Appropriation Act (No. 1) 2021-2022</i>	1,688	-
<i>Appropriation Act (No. 3) 2021-2022</i>	7	-
Total administered	5,029	4,892

¹2018-19 Appropriation Acts automatically repealed on 1 July 2021.

²2019-20 Supply and Appropriation Acts automatically repealed on 1 July 2022.

³\$268.3 million of operating appropriations withheld under PGPA Act section 51.

⁴\$0.6 million capital appropriations withheld under PGPA Act section 51.

⁵These amounts reflect unspent appropriations relating to the child support program quarantined for administrative purposes.

C1.3: Special appropriations applied (recoverable GST exclusive)		
Authority		
<i>Public Governance, Performance and Accountability Act 2013 Section 77⁶</i>	272	301
Total special appropriations applied	272	301

⁶Refund appropriation to enable repayment of funds to third parties for incorrect or unidentified payments earlier received and sent to the OPA as an administered receipt.

Figures in text have been rounded. Discrepancies between totals and sums of components are due to rounding.

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C1.4: Disclosure by agent in relation to annual and special appropriations (recoverable GST exclusive)

Payments are made from appropriations administered by other agencies. The related revenue, expense, assets, liabilities and cash flows are disclosed in the financial statements of the relevant government agency which is responsible for the outcomes to which the items relate. Total receipts and total payments in any year may not be equal due to timing differences.

	Total receipts		Total payments		Total payments	
	2022	2021	2022	2021	2021	2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Department	44,083	44,083	127,485	127,485	127,485	127,485
Australian Trade and Investment Commission			127,485	127,485	127,485	127,485
Department of Agriculture, Water and the Environment	102,344	102,344	179,721	179,721	179,721	179,721
Department of Education, Skills and Employment	10,116,536	10,116,536	9,447,856	9,447,856	9,447,856	9,447,856
Department of Foreign Affairs and Trade	7	7	-	-	-	-
Department of Health	70,543,475	69,941,308	67,640,252	66,962,824	66,962,824	66,962,824
Department of Home Affairs	16,710	16,710	527,462	527,462	527,462	527,462
Department of Infrastructure, Transport, Regional Development and Communications	208,172	208,172	205,684	205,684	205,684	205,684
Department of Social Services	124,918,022	124,918,022	148,071,304	148,071,304	148,071,304	148,071,304
Department of Veterans' Affairs	2,151,659	2,753,826	2,250,127	2,927,574	2,927,574	2,927,574
National Recovery and Resilience Agency	16,839,888	16,839,888	-	-	-	-
Total	224,940,896	224,940,896	228,449,891	228,449,891	228,449,891	228,449,891

Purpose of payment
COVID-19 Consumer Travel Support Program
Farm Household Allowance
Child Care Subsidies, PATH Internship Incentive and Tertiary Access payments
MH17 Family Support Package
Aged care, medical and pharmaceutical benefits
Asylum seeker support and payments for victims of terrorism
Tasmania Freight Equalisation Scheme and Bass Strait Passenger Vehicle Equalisation Scheme
Age Pension, Disability Support Pension, Carer Payment, Family Tax Benefit, Austudy, ABSTUDY, Youth Allowance, and JobSeeker Payments
Aged care, medical and pharmaceutical benefits
Disaster recovery relief and COVID-19 support payments

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C2: Special Accounts

Child Support Special Account

This special account was established under the *Child Support (Registration and Collection) Act 1988*, section 73. It is used for the receipt and payment of child support maintenance obligations. Monies received are required to be paid to the relevant recipients. As such, net child support receivables reported in the Administered Schedule of Assets and Liabilities are offset by equivalent child support provisions.

Recovery of Compensation for Health Care and Other Services Special Account (RCHCOS)

This special account was established under the *PGPA Act (Recovery of Compensation for Health Care and Other Services Special Account 2015–Establishment) Determination 2015/06*. It is used for the recovery of Medicare benefits, residential care and home care subsidies where the recipient receives compensation from a third party as a result of the injury or illness for which they have received benefits. The agency is responsible for making payments under the *Health and Other Services (Compensation) Act 1995* including for case management and the recovery of benefits back to the Australian Government. No expense is recognised in relation to recovery of compensation, amounts returned to the OPA are recognised as revenue in the Administered Schedule of Comprehensive Income and transfers to the OPA in the Administered Reconciliation Schedule.

Services for Other Entities and Trust Moneys Special Account (SOETM)

This special account was established under the *PGPA Act Determination (Services Australia SOETM Special Account 2020)*. It is a multi-purpose account, used for receipts and payments of amounts held on trust or otherwise for the benefit of persons other than the Commonwealth. This includes amounts associated with departure prohibition orders, an administrative enforcement option that requires a paying parent with an outstanding child support liability to deposit the balance prior to leaving Australia. The special account is also used for receipts and refunds of foreign countries' transactions relating to administrative agreements with other countries.

	Child Support		RCHCOS		SOETM	
	2022	2021	2022	2021	2022	2021
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Balance brought forward from previous period	86,048	78,707	176,707	111,827	20	34
Increases						
<i>Child Support (Registration & Collection) Act 1988 sections 77 and 78 crediting clause¹</i>	44,206	32,443	-	-	-	-
Appropriations credited	1,189	981	-	-	-	-
Other receipts	1,736,521	1,658,044	476,628	416,257	665	283
Total increases	1,781,916	1,691,468	476,628	416,257	665	283
Available for payments	1,867,964	1,770,175	653,335	528,084	685	317
Decreases						
Payments made	(1,774,551)	(1,684,127)	(453,881)	(351,377)	(520)	(297)
Total decreases	(1,774,551)	(1,684,127)	(453,881)	(351,377)	(520)	(297)
Total balance carried to the next period	93,413	86,048	199,454	176,707	165	20
Represented by:						
Cash held in entity bank accounts	-	-	199,454	176,707	-	-
Cash held in the Official Public Account	93,413	86,048	-	-	165	20
Balance carried forward	93,413	86,048	199,454	176,707	165	20
Reconciliation to cash and cash equivalents reported in the Administered Schedule of Assets and Liabilities and Administered Cash Flow Statement						
Balance carried forward	93,413	86,048	199,454	176,707	165	20
Less timing differences ²	(26,692)	(24,782)	(20,276)	(14,728)	-	-
Cash and cash equivalents	66,721	61,266	179,178	161,979	165	20

¹Amounts relate to sections 77 and 78 of the *Child Support (Registration and Collection) Act 1988* credited directly to the Child Support Special Account via budget appropriation adjustments.

²The timing differences relate to payments that have not yet been reflected in the cash balance. Special accounts are reported on a cash basis whereas cash and cash equivalents in the Administered Schedule of Assets and Liabilities and Administered Cash Flow Statement are reported on an accruals basis.

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C3: Net Cash Appropriation Arrangements

	2022	2021
	\$'000	\$'000
Total comprehensive surplus/(deficit) - as per the Statement of Comprehensive Income		
Comprehensive Income	(206,264)	(240,479)
Plus: depreciation/amortisation of assets funded through appropriations	381,076	371,410
Plus: depreciation of right-of-use assets	391,618	393,365
Less: lease principal repayments	(370,169)	(363,953)
Net cash operating surplus	<u>196,261</u>	<u>160,343</u>

From 2011, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation and amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations and/or departmental capital budget funding. Capital budgets are appropriated in the period when cash payment for capital expenditure is required.

The inclusion of depreciation/amortisation expenses related to right-of-use leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 *Leases*, which does not directly reflect a change in appropriation arrangements.

D: Other Items

D1: Contingent Assets and Liabilities

Contingent assets and liabilities may arise from uncertainty as to the existence of an asset or liability, or where the amount cannot be reliably measured.

The agency had a number of legal claims for which it has denied liability and is defending, and also claims which the agency is pursuing. It is not possible to estimate the amount of any eventual payments or compensation in relation to these claims.

Contingent assets

As at 1 July	437	5,525
Re-measurement	(437)	4,784
Assets realised	-	(9,872)
Total contingent assets as at 30 June	<u>-</u>	<u>437</u>

Contingent liabilities

As at 1 July	2,633	578
New contingent liabilities recognised	667	2,645
Re-measurement	(572)	138
Liabilities realised	(1,379)	(368)
Obligations expired	(676)	(360)
Total contingent liabilities as at 30 June¹	<u>673</u>	<u>2,633</u>

Net contingent assets/(liabilities) as at 30 June

<u>(673)</u>	<u>(2,196)</u>
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¹Contingent liabilities include compensation claims.

There were no quantifiable or unquantifiable administered contingent assets or liabilities in 2022 and 2021.

Accounting Policy

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of an asset or liability or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

D2: Financial Instruments

	2022	2021
	\$'000	\$'000
D2.1: Categories of financial instruments		
Financial assets at amortised cost		
Cash	18,236	20,637
Trade and other receivables	114,575	87,762
Total assets at amortised cost	132,811	108,399
Total financial assets	132,811	108,399
Financial liabilities		
Financial liabilities measured at amortised cost		
Trade creditors and accruals	224,598	178,642
Total financial liabilities measured at amortised cost	224,598	178,642
Total financial liabilities	224,598	178,642

D2.2: Categories of financial instruments

Financial assets at amortised cost		
Cash and cash equivalents	246,064	223,265
Other receivables	13,701	14,287
Total financial assets at amortised cost	259,765	237,552
Total financial assets¹	259,765	237,552
Financial liabilities		
Financial liabilities measured at amortised cost		
Recovery of compensation payable	8,941	7,796
Total financial liabilities measured at amortised cost	8,941	7,796
Total financial liabilities¹	8,941	7,796

¹These figures exclude statutory receivables and payables, which are not within the scope of AASB 9 *Financial Instruments*.

Accounting Policy

Financial assets

Financial assets are recognised when the agency becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date. They are classified and measured at amortised cost determined using the effective interest method and are assessed for impairment at the end of each reporting period based on expected credit losses.

Financial liabilities

Financial liabilities, including trade and other payables are classified as other financial liabilities which are recognised and derecognised upon trade date. Financial liabilities are initially measured at fair value, net of transaction costs and are subsequently measured at amortised cost using the effective interest method. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

D3: Current/Non-current Distinction for Assets and Liabilities

	2022	2021
	\$'000	\$'000
D3.1: Departmental		
Assets expected to be recovered in		
No more than 12 months		
Cash	18,236	20,637
Trade and other receivables	1,485,112	1,420,677
Prepayments	136,051	100,323
Total no more than 12 months	1,639,399	1,541,637
More than 12 months		
Prepayments	23,151	27,136
Plant and equipment (including right-of-use)	411,355	430,424
Land and buildings (including right-of-use)	2,227,472	2,304,048
Software	879,033	753,073
Total more than 12 months	3,541,011	3,514,681
Total assets	5,180,410	5,056,318
Liabilities expected to be settled in		
No more than 12 months		
Employee benefits	74,241	61,866
Trade creditors and accruals	224,598	178,642
Other payables	6,737	7,315
Leases	354,329	366,035
Other provisions	130,553	118,102
Employee provisions	245,540	277,873
Total no more than 12 months	1,035,998	1,009,833
More than 12 months		
Employee benefits	919	1,074
Leases	1,577,422	1,752,350
Other provisions	38,444	34,485
Employee provisions	548,561	566,759
Total more than 12 months	2,165,346	2,354,668
Total liabilities	3,201,344	3,364,501

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 30 June 2022

	2022	2021
	\$'000	\$'000
D3.2: Administered		
Assets expected to be recovered in		
No more than 12 months		
Cash and cash equivalents	246,064	223,265
Other receivables	3,939	5,533
Child support receivables	342,075	377,761
Total no more than 12 months	592,078	606,559
More than 12 months		
Other receivables	10,788	9,558
Child support receivables	768,587	835,236
Total more than 12 months	779,375	844,794
Total assets	1,371,453	1,451,353
Liabilities expected to be settled in		
No more than 12 months		
Child support payments received in advance	29,032	25,941
Child support and other payables	37,854	35,345
Recovery of compensation payable	8,941	7,796
Child support maintenance provisions	339,921	376,738
Recovery of compensation provisions	163,109	150,111
Total no more than 12 months	578,857	595,931
More than 12 months		
Child support maintenance provisions	766,609	834,376
Recovery of compensation provisions	1,643	2,158
Total more than 12 months	768,252	836,534
Total liabilities	1,347,109	1,432,465

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2022

D4: Key Management Personnel Remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly. The agency has determined the KMP to be the Chief Executive Officer and Deputy Chief Executive Officers. For 2021-22, the total number of KMP is 13 (2021: 9), and includes acting arrangements (12 weeks or more), where it is determined the individual meets the definition of a KMP. The Portfolio Minister's remuneration and other benefits are excluded as it is set by the Remuneration Tribunal and are not paid by the agency. KMP remuneration is reported in the table below.

	2022	2021
	\$'000	\$'000
Key management personnel remuneration expenses		
Short-term employee benefits	4,173	3,922
Post-employment benefits	556	466
Other long-term employee benefits	167	67
Termination benefits	286	-
Total key management personnel remuneration expenses	<u>5,182</u>	<u>4,455</u>

D5: Related Party Disclosures

Related party relationships

Services Australia is an Australian Government controlled entity. Related parties to the agency are KMP, Cabinet Ministers and other Australian Government entities.

Transactions with related parties

Given the breadth of government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans
- the purchase of goods and services
- asset purchases, sales transfers or leases
- debts forgiven
- guarantees.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the agency, it has been determined there are no significant related party transactions to be separately disclosed.

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 \$'000	Payments made \$'000	Balance remaining \$'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)

	Budget ^(a)	Actual expenses	Variation
	\$'000	\$'000	\$'000
	(x)	(y)	(x)–(y)
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.

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.



Appendices

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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			
	Year	Target	Result	Change on previous year +/-
Results	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

Key performance measure	Target	Result	Performance outcome
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			
	Year	Target	Result	Change on previous year +/-
Results	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 \$		
Rebecca Skinner	Chief Executive Officer	665,856	0	1,745	98,844	15,580	0	0	0	782,025
Grant Tidswell	Deputy Chief Executive Officer – Strategic Advisor Transformation	577,888	0	1,745	0	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	0	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	0	521,108

Name	Position title	Short-term benefits ^(a)				Post-employment benefits ^(b)			Termination benefits	Total remuneration
		Base salary \$	Bonuses \$	Other benefits and allowances ^(c) \$	Superannuation contributions \$	Long service leave \$	Other long-term benefits \$	Total remuneration \$		
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	

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 \$			
Jarrold Howard	Deputy Chief Executive Officer – Customer Service Delivery	122,780	0	573	17,561	2,664	0	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	0	128,806	
Michael McNamara	Chief Information Officer	83,751	0	14,784	15,170	1,144	0	0	0	114,849	
Total	13	4,081,995	0	90,385	556,425	167,492	0	285,838	0	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 \$			
\$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		

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 \$				
\$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 \$		
\$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 RULES 17AG(4)(AA) MANAGEMENT OF HUMAN RESOURCES

Table 53: All ongoing employees 2021–22

	Male			Female			Non-binary			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	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			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Non-binary	
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			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Non-binary	
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			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Non-binary	
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

Substantive classification	Male			Female			Non-binary			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Non-binary	
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

Substantive classification	Male			Female			Non-binary			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Non-binary	
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)

Substantive classification	Male			Female			Non-binary			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Non-binary	
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)

Substantive classification	Male			Female			Non-binary			Total
	Full-time	Part-time	Total Male	Full-time	Part-time	Total Female	Full-time	Part-time	Total Non-binary	
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

Substantive classification	Ongoing			Non-ongoing ^(a)			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-ongoing	
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

Substantive classification	Ongoing			Non-ongoing ^(a)			Total
	Full-time	Part-time	Total Ongoing	Full-time	Part-time	Total Non-ongoing	
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 <i>Public Service Act 1999</i>	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 <i>Public Service Act 1999</i>	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: <ul style="list-style-type: none"> • Centrelink services: 82.6 out of 100 • Medicare services: 86.6 out of 100 • Child Support services: 85.9 out of 100 	Satisfied with: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> • Centrelink 68.5% • Medicare 80.2% • Child Support 38.5% 	Satisfied with: <ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> The agency encourages staff to use online conferencing rather than air travel to attend meetings.
Building operations	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

Activity	Measure
Motor vehicle travel	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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

PGPA Rule Reference	Description	Requirement	Location in the report (page number)
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

PGPA Rule Reference	Description	Requirement	Location in the report (page number)
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

PGPA Rule Reference	Description	Requirement	Location in the report (page number)
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: <ul style="list-style-type: none"> • 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 <i>Public Service Act 1999</i> .	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

PGPA Rule Reference	Description	Requirement	Location in the report (page number)
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 " <i>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]</i> ".	Mandatory	188

PGPA Rule Reference	Description	Requirement	Location in the report (page number)
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 <i>“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”</i> .	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 <i>“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”</i> .	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

PGPA Rule Reference	Description	Requirement	Location in the report (page number)
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 " <i>[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</i> ".	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 " <i>[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</i> ".	If applicable, mandatory	190

PGPA Rule Reference	Description	Requirement	Location in the report (page number)
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 <i>"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".</i>	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 <i>"Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]"</i> .	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	<i>Data-matching Program (Assistance and Tax) Act 1990</i>
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	<i>Freedom of Information Act 1982</i>
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	<i>Public Governance, Performance and Accountability Act 2013</i>
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

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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

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