



Australian Government



Services
Australia

Services Australia 2030 Strategy

June 2025





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.



Contents

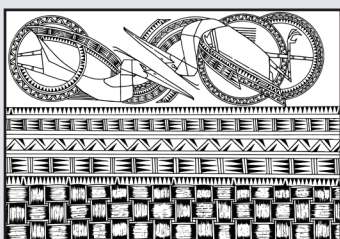
Message from the Chief Executive Officer	3
Strategic operating context	4
Customer experience	5
Strategic themes	6
APSC capability review findings	13

Featured artwork



Jasmine Bennett – Services Australia Brand Indigenous Artwork 2023
– acrylic on canvas

Jasmine is a Kamilaroi and Dunghutti artist living on Gumbaynggirr land. Her artwork features symbols inspired by these nations, representing the agency's continued growth and connection to Australian communities, while recognising the ongoing connection Aboriginal and Torres Strait Islander people have to the land and sea.



Glen Mackie – Services Australia Brand Torres Strait Islander Artwork 2023
– ink on paper

Glen Mackie is an Aboriginal and Torres Strait Islander artist living on Yidinji Country, originally from Iama in the Torres Strait and Old Mapoon. Featuring a collection of Torres Strait Islander symbols and patterns, Glen's artwork represents teaching and talking. It shows the importance of communication in progressing together.

Message from the Chief Executive Officer



Services Australia is one of the largest agencies in the Australian Public Service (APS) and delivers essential government services to almost all Australians.

As our nation's population grows and demographics shift, it's important our agency is equipped to continue delivering high-quality, accessible services and payments efficiently to all our customers.

The Services Australia 2030 Strategy complements our 2030 Vision, launched last year. Our 2030 Vision outlines how we aspire to make government services simple so people can get on with their lives, and our goal to be a world leader in service delivery.

As part of the Australian Government's enduring plan for APS reform, Services Australia took part in the Australian Public Service Commission's independent capability review program in 2024.

The capability review program is part of the Australian Government's desire to embed a culture of continuous improvement across the APS and ensure agencies, like ours, can adequately deliver government priorities and outcomes for Australians into the future.

The review considered our ability to meet future objectives and challenges, and identified areas of strength as well as opportunities. The findings of the review have informed the development of the Services Australia 2030 Strategy.

This strategy outlines our operating context for the next 4 years and the actions that we'll take on our transformation journey to become a world-leading, customer-focused service delivery agency.

It provides guidance on how we will lift capability across 6 strategic themes:

- Customer
- People and culture
- Productivity and efficiency
- Integrity
- Technology and data foundations
- Partnership.

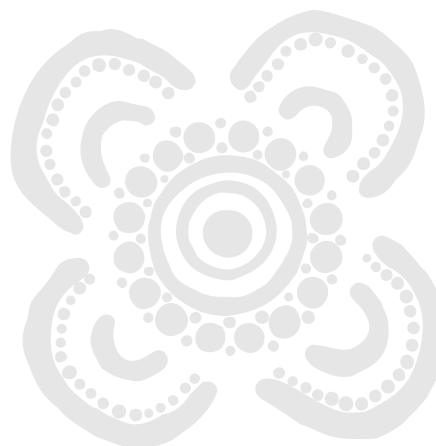
Together with our corporate plan, this strategy guides us as we deliver on our commitments to evolve and respond to the diverse needs of Australians, modernise technology, uplift our cyber security, and increase staff and customer safety.

I am committed to building on the strong foundation of work already underway across the agency.

This strategy will empower us to become more agile, innovative and forward-looking as we respond and adapt to the needs of our customers.

A handwritten signature in black ink, reading 'David Hazlehurst'.

David Hazlehurst
Chief Executive Officer
Services Australia



Strategic operating context

There are several current and emerging trends and external factors that are likely to impact the future of our agency over the next 4 years. Some of these were outlined in the capability review, including emerging technologies, increased cyber security risks, changing social attitudes placing new demands on government services and the convergence of social, economic and health trends.

The agency is committed to ensuring it has the capability to meet current and future demands, and the flexibility to respond appropriately to an evolving operating environment.

Building on our vision and goals outlined in our 2030 Vision and corporate plan, this strategy outlines how we'll embed our strategic priorities across the agency. It recognises that our success is driven by clear strategy, strong partnerships, customer-centric decisions and collective innovation.

Our services are designed and organised to be simple and accessible, so people can efficiently receive the help they need, when they need it.

We're transparent and accountable to the public and responsive to the needs of the community. Our 2030 Strategy provides the foundation for decision making, priority setting and aligning efforts across the agency to be well placed for the future.

We have a clear vision and goal for the future



Our vision statement

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



Our goal

To be a world leader in government service delivery

These are underpinned by our 4 principles



Simple



Helpful



Respectful



Transparent

Strategic layer

Our strategic documents help us progress towards our vision and our goal

Portfolio Budget Statements

- Inform Parliament and the public of our allocated resources and outcomes for programs we are responsible for

Corporate plan

- Our primary planning document
- Publicly sets out our purpose and key activities over 4 years

Annual report

- Informs Parliament and the public
- Outlines our performance for the year

2030 Strategy

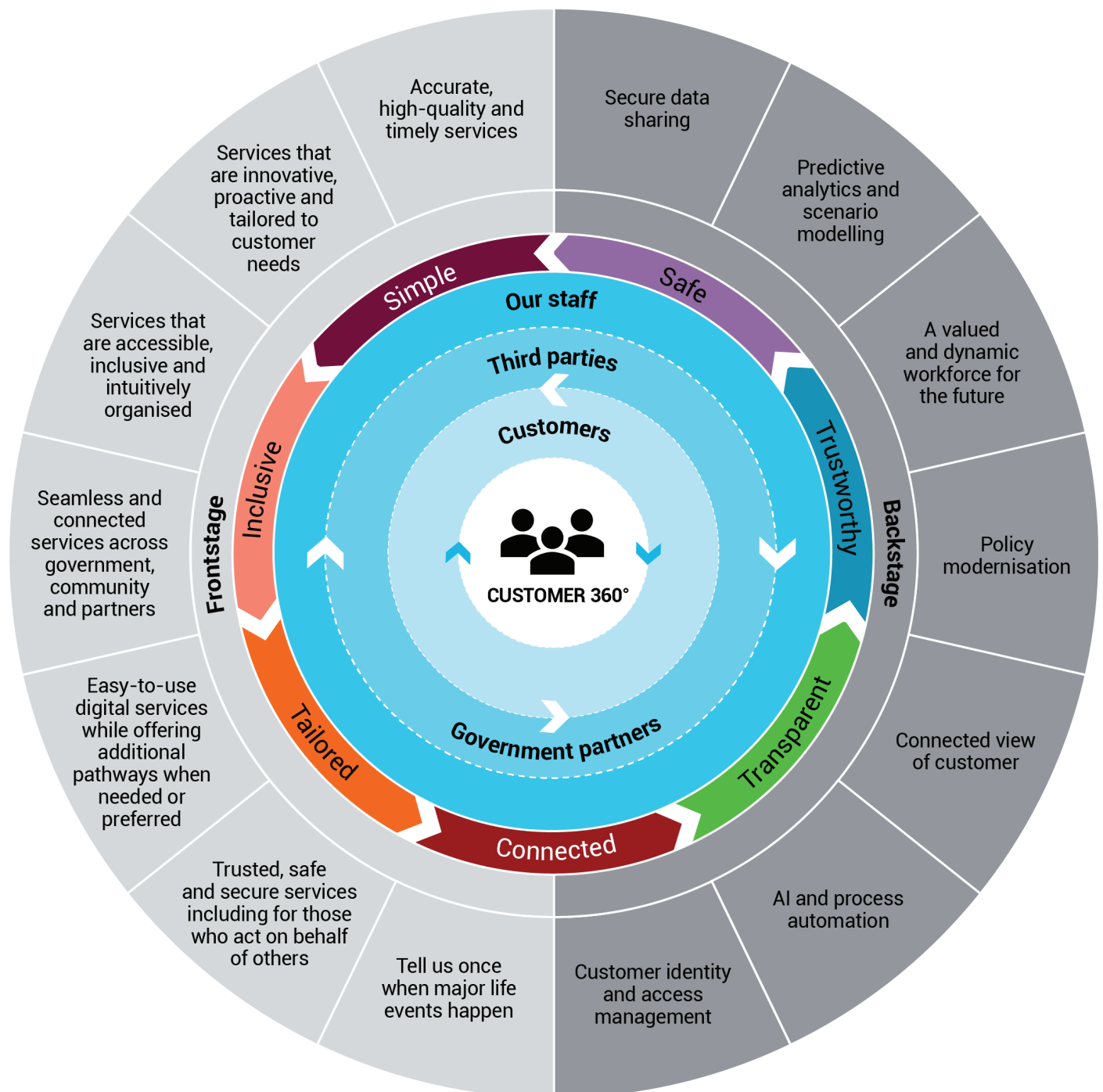
- Enterprise strategy which provides clear direction on what the agency wants to achieve
- Outline agency priority areas for uplift and future focus areas
- Informs our corporate plan and how we measure and report on priorities

2030 Vision

- Underpins our corporate plan
- Outlines what success looks like, and the future experience for customers, staff and our stakeholders

Customer experience

We have committed to put customers at the centre of everything we do. Our Customer 360 Strategy provides a plan for embedding the customer and staff experience into the fabric of how we operate. It is a key enabler in achieving our vision and reaching our goal.



Strategic themes

These themes set out the agency's strategic direction and long-term areas of focus. We'll use them to drive and inform our strategic planning. They are aligned to and build on the capability review findings, drawing together areas of uplift and priority for the agency (outlined on page 13).

This will support our continual progress towards achieving our 2030 Vision, ensuring we help people get on with their lives by delivering simple, helpful, respectful and transparent government services.



Theme 1 – Customer

We embed the customer experience into how we operate. Services are easy to use, intuitive and tailored to people's needs. Our services are trusted, safe and secure.



What success looks like

Customer-centric services

We put customers at the centre of everything we do. We connect and act on customer and staff insights to improve experiences, creating better connected services across government.

We provide a seamless and integrated customer experience that allows customers to access services in a way that best meets their needs, including improving support for Australians experiencing vulnerability.

We embed the Aboriginal and Torres Strait Islander voice into every decision. We contribute to closing the gap through co-designing our products and services with Aboriginal and Torres Strait Islander peoples.

Our workforce is equipped with capabilities, processes and tools, that enhance staff experience and their ability to deliver customer-centric services.

Services are simple and transparent, and we help our customers understand decisions and outcomes.

Work underway

- ✓ We're embedding the Customer 360 Strategy to deliver on our commitment to put customers at the forefront of our design and decision-making.
- ✓ We're embedding customer-centricity in the way we operate by delivering a service model aligned with the agency's commitments and vision.
- ✓ We're improving our use of customer insights and data, including by establishing an external customer experience reference group. This will ensure the customer voice is incorporated into design, innovation and implementation of services.
- ✓ We're improving services by implementing safe and ethical automation and artificial intelligence initiatives. These initiatives will modernise and streamline services, enabling staff to provide more tailored support to vulnerable customers.
- ✓ We're improving the myGov user experience by consolidating our customer-facing applications, making it easier for customers to access and use digital services.



Theme 2 – People and culture

Our people are our greatest asset. We foster an inclusive, high-performing culture and empower excellence through leadership development, innovation, collaboration and continuous learning. Our workplace and practices prioritise staff safety.



What success looks like

People skills and culture

We have the skills and capabilities required to lead, plan and effectively deliver on current and emerging customer needs. Our people are valued and supported, and we invest in their continuous learning and development.

Our pro-integrity culture is demonstrated through our behaviours and ways of working. Our approach to how we collaborate to deliver services to our customers is ethical and human-centred.

Our workforce effectively combines multiple skillsets to deliver customer outcomes and deploys flexibly to our most critical priorities.

Working collaboratively

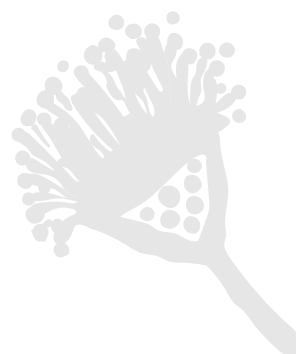
We operate with clear accountability and collaboration across the agency, including with external partners and customers.

Staff safety

We have safe and inclusive workplaces and work practices.

Work underway

- ✓ We're embedding our 2030 Vision to help drive agency priorities over the next 5 years, showing how we'll make progress and what it means for our staff at every level.
- ✓ We're improving accountability, clarity and collaboration across the agency by regularly reviewing and updating the agency's organisational model so it remains fit for purpose.
- ✓ We're improving staff and customer safety by implementing the Security Risk Management Review recommendations and transforming our service centres.
- ✓ We're building an engaged, productive and future-ready workforce by implementing the agency's strategic workforce plan initiatives.
- ✓ We're empowering excellence through senior executive leadership development. This includes peer learning, initiatives to deepen understanding of service delivery, fostering collaboration and building a strong organisational culture to support the agency to achieve its vision.



Theme 3 – Productivity and efficiency

We're committed to maximising productivity and efficiency by streamlining processes, leveraging technology and fostering a culture of continuous improvement. We optimise resources and reduce barriers to ensure improvements to service delivery can be sustained.



What success looks like

Continuous improvement

The agency is proactive in its approach to continuous improvement through strategic prioritisation, performance review and evaluation. We drive improvement through innovation and prioritising key activities. Technology and digital improvements support more effective service delivery and improved staff and customer experience.

People, skills and capability

We have the skills and capability required to lead effectively and balance competing priorities. We clarify roles, accountabilities and remove duplication of effort.

We listen to our staff and connect and act on their insights to be innovative and improve ways of working.

Ways of working

We have streamlined and focused back-office functions supporting service delivery.

Our forecasting and modelling capability enables the optimisation of service delivery.

We support process and technology innovation to give staff and customers the best systems and processes to get things done.

Work underway

- ✓ We're improving productivity and efficiency by optimising and streamlining staff processes and systems, as well as uplifting our forecasting and modelling capability. Together these ensure we can better balance our workforce supply and priority demands.
- ✓ We're modernising our service delivery approach to make interacting with us simple and more accessible. We're developing cross-channel (audio-visual link and face-to-face) capability for appointments based on the needs of the customer.
- ✓ We're introducing an efficiency measure to drive efficient and effective delivery of government services and to ensure we're supporting reinvestment potential for resource priorities.
- ✓ We're adopting a learning approach across the service delivery network to spread adoption of best practice approaches that improve productivity and quality.
- ✓ We're exploring legislative reform with partner agencies to simplify the system and facilitate adoption of technology to improve our services.
- ✓ We're empowering skill development and capability uplift to build a high performing workforce through our strategic workforce plan.

Theme 4 – Integrity

We work with policy agencies to co-design policy and influence legislative change to deliver services that are lawful, fair and equitable. We actively manage risks and threats to combat fraud, build trust and operate accurate and trusted systems to prevent customer harm. We foster a culture in which staff are supported to raise issues and concerns safely.



What success looks like

Integrity of government outlays

We make the right payments to the right people at the right time, so people have confidence in our agency.

Risk management

We employ a collaborative approach to managing risks. We identify accountabilities and have transparent roles and responsibilities. This includes shared risks within and outside the agency.

Safety and trust

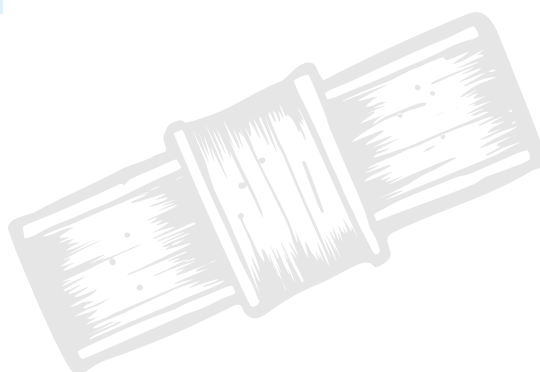
We foster a safe environment for everyone, including psychological safety, and ensure staff are 'safe to speak' through the use of restorative practices.

Identity and fraud

We actively combat fraud and build trusted and secure systems that protect our customers and staff.

Work underway

- ✓ We're establishing a response program to coordinate and manage remediation matters and include the alignment of legislation, policy and delivery. This involves:
 - continuing to investigate and remediate instances of policy and legislative misalignment, as well as developing an approach to identify opportunities to prevent occurrences in the future.
 - identifying legislative barriers and alignment risks affecting more efficient service delivery.
- ✓ We're identifying opportunities to reduce debt backlog and inflow of potential overpayments through debt reform. At the same time we're working to support a customer-centric approach to debt management that's lawful, timely and respectful.
- ✓ We'll continue to implement the lessons learned from the Royal Commission into the Robodebt Scheme through policy simplification and by embedding consultation and co-design to better incorporate staff and customer feedback.



Theme 5 – Technology and data foundations

We leverage secure, scalable technology and robust data governance to enhance service delivery and efficiency. We use modern digital solutions, interoperability and emerging technology to support accessible and data-driven services that meet our customers' evolving needs. We continuously strengthen our cyber security to respond to changing threats and ensure the protection of our data holdings.



What success looks like

Technology, foundations and infrastructure

Our technology platforms are stable, secure, resilient, integrated and flexible where possible, to support staff to effectively undertake their roles. We identify efficiencies and opportunities in our management of legacy applications, customer and staff experience, data estate, data centres and networks.

We engage responsibly, ethically and safely with emerging technologies to innovate and continually modernise our services.

Innovation and prototyping supports how we interact with our customers and stakeholders, streamlining services, building trust in our platforms and enhancing accessibility through cutting edge solutions.

Cyber security

We're a cyber-resilient organisation, with strong awareness of and defence against emerging cyber threats through our expert risk mitigation and analytics. Our staff have an awareness of cyber best practices and contribute to a cyber-safe culture.

Data

Our data holdings are secure and help us deliver high-quality customer and staff experiences. We manage and use data ethically and transparently.

Work underway

- ✓ We're delivering an enterprise architecture review to identify opportunities for simplification, rationalisation and reuse. We're also working on a 10-year information and communication technology (ICT) architecture strategy and investment plan to uplift our ICT capability.
- ✓ We're strengthening our cyber security maturity level against the Australian Cyber Security Centre's Essential Eight mitigation strategies.
- ✓ We've embedded agile ways of working to better deliver on government priorities faster. We are continuing to build on these in rapid, flexible, cost-effective and customer-focused ways.
- ✓ We're embedding rapid prototyping and development of initiatives to support the introduction of contemporary tools and ways of working to technology operations.
- ✓ We're continuing to make security improvements to myGov, consolidating customer-facing applications and supporting the expansion of the Digital ID program through capabilities such as Verifiable Credentials to improve the myGov user experience.

Theme 6 – Partnership

Our partnerships help us to deliver effective and responsive services that meet customer needs. We work across government, non-government organisations and the community to enhance services, share expertise and drive innovation.



What success looks like

Collaboration and engagement

We collaborate across government, with stakeholders and the community sector to identify and co-design service delivery improvements.

Service design

We have a shared vision with policy agencies when co-designing service delivery that is contemporary, fit for purpose, evidence-based and recognised across government.

First Nations partnerships

We work in genuine partnership and share decision-making when co-designing and delivering our services with Aboriginal and Torres Strait Islander peoples. This is done in line with our commitment to the National Agreement on Closing the Gap.

Shared services

We deliver high-quality services to government. This includes designing platforms for whole-of-government use, building systems with re-use capability and providing services on behalf of other government agencies.

Work underway

- ✓ We're improving the way we partner with policy agencies. We're establishing multi-disciplinary teams to develop and co-design policies and legislative changes that support connected and human-centred services to meet customer, staff and government needs.
- ✓ We're improving multilateral engagement with key policy partners by strengthening relationships and increasing engagement with agency heads. This helps improve our ability to influence policy design and customer outcomes.
- ✓ We're ensuring we have effective and productive relationships between the agency and our partner entities through our Bilateral Agreements.
- ✓ We're making meaningful contributions to closing the gap by implementing our Closing the Gap Action Plan and through our cultural strengths-based principles to listen, share, value and learn.
- ✓ We're building long-term solutions for engaging with the wider advocacy community. This includes reviewing the advocates channel pilot to help inform the design of enduring solutions for connecting with organisations supporting vulnerable customers.
- ✓ We're improving our NGO collaboration model to aid effective engagement with community partners.
- ✓ We're connecting and collaborating with the Independent Advisory Board, including representatives from peak bodies and community organisations, to ensure the Minister receives expert and independent advice on service delivery matters.
- ✓ We're reviewing our Shared Service offerings across government to make sure we're adding value and that they're aligned with our 2030 Vision.

APSC capability review findings

Our agency participated in an independent capability review, managed by the Australian Public Service Commission (APSC). The final report was published on 28 January 2025.



Priority areas for uplift

Highest value areas for organisational capability uplift to ensure the agency can deliver programs and services effectively over the next 4 years.

1	Alignment of the service delivery business to the agency's vision	PC P C
2	Capability of the SES to achieve the agency's vision	PC C I
3	Culture of trust internally and externally, driven by all agency leaders	I P C
4	New skills and capabilities for programs and services in a digitally-enabled world	PC P T
5	Core technology and data systems to enable the agency's vision	E T



Areas of focus over the next 4 years

To address major trends and potential changes in Services Australia's strategic operating environment.

Enhancing the customer experience by planning for and adapting to an environment of social change, increased frequency and severity of natural disasters, and advances in new technologies such as AI.	E T C
Improving the quality of government services and payments to customers by attracting, developing and retaining a skilled workforce sharing expertise across the APS and using data insights in partnership with other government agencies and non-government sectors.	I T P
Continuing organisational strategy development and driving cultural change to break down barriers to effective internal coordination, embed a collaborative relationship with partner and client agencies and create a 'one Services Australia' approach that visibly and effectively operates during both times of crisis and business as usual.	PC E P
Advancing digital and technological capabilities to streamline services, improve data management and processing functions and build staff capabilities.	E I T

Key – Strategic themes

PC People and culture

E Productivity and efficiency

I Integrity

T Technology and data foundations

P Partnership

C Customer

