



Australian Government



Services  
Australia

# Services Australia 2030 Vision

July 2025



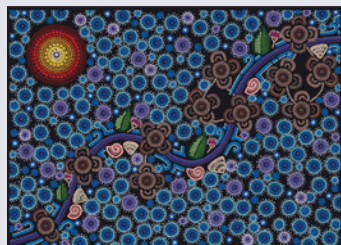
# Acknowledgement of Country

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

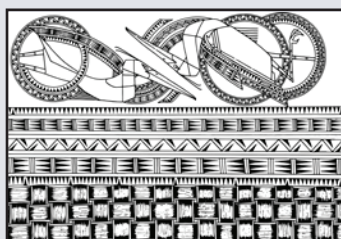
Message from the Executive	3
How our strategies are connected	4
How we'll use the 2030 Vision	5
The future of government service delivery	6
How we'll achieve our vision	8
What the future experience will look like	9
How we'll improve the customer experience	10
What success looks like	12
How we'll make progress	14

### 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 Executive

Services Australia delivers government services to almost every Australian.

Every week, we support around 10 million customer interactions; every year, we deliver hundreds of billions of dollars in payments.

Our service centres, agents and access points provide Australians with a truly national footprint, and our design and delivery of services via myGov makes us the custodians of critical digital service delivery infrastructure and data.

Right across the agency, we're all committed to 'making government services simple so people can get on with their lives'.

This commitment and our 4 principles – simple, helpful, respectful and transparent – continue to be our driving force in all we do.

Our Services Australia 2030 Vision describes what success looks like and outlines the future our customers, staff and stakeholders will experience – a future in which customers can access intuitive and personalised services based on data and insights, and integrated channels offer a trusted, seamless and connected experience. A future where staff and customer safety informs the way we work; and in which our workforce is inclusive and can develop the skills and capabilities we need to support all Australians. A future built on foundations of openness, collaboration and integrity.

Given its ambitious nature and longer-term goals, it's important we make continual progress.

Our Services Australia 2030 Vision sets out 'where we want to be'. It's supported by the Services Australia 2030 Strategy, with 6 strategic themes, showing 'how we're going to get there'.

The strategic themes are: customer, people and culture, productivity and efficiency, integrity, technology and data foundations, and partnership.

To ensure tangible improvements, every agency strategy, plan, framework and organisational model will align with the Services Australia 2030 Vision and help to achieve our goal.

Realising our Services Australia 2030 Vision will also require work across the broader Australian Public Service and with our external partners.

We're committed to putting the 2030 Vision into action for the benefit of our staff, our stakeholders, partners, and all Australians.

We've set ambitious milestones, and some aspects will take a number of years to fully achieve. We'll build on momentum already achieved towards our goal of being a world leader in government service delivery.

We're committed to putting the 2030 Vision into action.



**David Hazlehurst**  
Chief Executive Officer



**Susie Smith**  
Deputy Chief Executive Officer  
Strategy and Performance



**Jonathon Thorpe**  
Chief Customer Officer  
Service Delivery Excellence



**Chris Birrer**  
Deputy Chief Executive Officer  
Payments and Integrity



**Bo Robertson**  
Acting Deputy Chief Executive Officer  
Customer Service Delivery



**Kirsty Faichney**  
Deputy Chief Executive Officer  
Program Design



**Charles McHardie**  
Chief Information and Digital Officer  
Technology and Digital Programs



**Randall Brugeaud**  
Chief Operating Officer  
Corporate Enabling

# How our strategies are connected

## 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
- Outlines 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



# How we'll use the 2030 Vision



## As a staff member

- ✓ I understand our vision, our principles and our goal.
- ✓ I know how my role fits into the 2030 Vision.
- ✓ I know what to expect from my leader and the senior leaders in the agency.



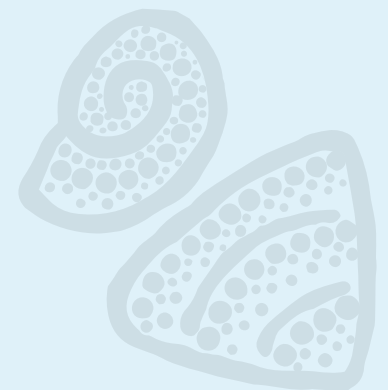
## As a leader

- ✓ I ensure all strategies and processes are aligned to, and contribute to, the 2030 Vision.
- ✓ I help my team connect their work to the 2030 Vision.



## As an agency

- ✓ We have clear transparency and accountability as we progress towards the 2030 Vision.
- ✓ We take small steps often towards achieving our goal.
- ✓ We ensure everything we do is aligned with the 2030 Vision.





# The future of government service delivery

## What we base our work on: our vision and principles

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

Our vision represents who we are, what we do, and why we do it. Every day we have an opportunity to make progress in modernising our services.

Every time we interact with a customer, we have an opportunity to champion our vision.

Our 4 principles guide our modernisation of the customer experience and our everyday interactions.



### Simple

- Pathways and processes that reduce steps
- Easy access to the services and support customers need
- Customers tell us personal details once, and information is tailored to a customer's situation



### Helpful

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



### Respectful

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



### Transparent

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



Our progress symbol visually represents our commitment to helping people move forward. It reminds us where we are and where we're going. It reflects the improvements we're making.

When we wear the progress symbol or apply it to our work, we're representing what we as an agency stand for – making things **simple**, and being **helpful**, **respectful** and **transparent**.





## How we'll achieve our vision

We're working towards our vision 'to make government services simple so people can get on with their lives' by working together to make tangible improvements to the customer and staff experience. We're committed to our goal of becoming a world leader in government service delivery.

We deliver government services to every Australian at some point in their lives. As well as the millions of Australians claiming Medicare, our customers include families, parents, older Australians, students, veterans, people with disability, carers, people looking for work, refugees and those impacted by disasters.

We also work with businesses, and support third parties including doctors and pharmacists, aged care providers and other non-government organisations who help our customers.

Regardless of how people choose to engage with us, they should consistently receive high-quality, inclusive, accessible services and payments that are delivered safely, securely and with integrity.

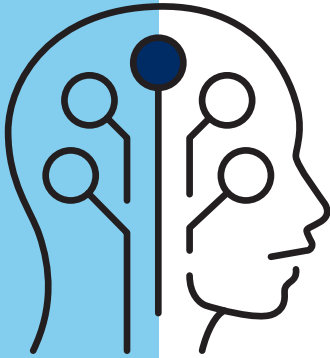
In line with our commitment to the National Agreement on Closing the Gap, we will continue our focus on building and strengthening genuine partnerships with Aboriginal and Torres Strait Islander peoples and the community sector so that all Australians have equal life outcomes. We have co-designed an approach to change the way we work together using our strengths-based cultural principles to listen, share, value and learn.

We'll achieve our vision by listening to customers and by enabling and partnering with our staff. We'll work with our policy partners to make sure the customer voice is at the centre of policy development.





# What the future experience will look like



This is what the future of Services Australia looks like.

## Customers will experience:

- accurate, high-quality and timely services, so they get the support they need, when they need it
- trusted, safe and secure services including for those who act on behalf of others
- services that are innovative, proactive and tailored to their needs, including prompts about services relevant to them
- services that are accessible, inclusive and intuitively organised so that they are guided to information and options that suit their circumstances
- easy-to-use digital services and additional pathways when needed or preferred
- seamless and connected services across government, community and partners, allowing them to easily access services in a way that best matches their needs
- only having to tell us once when a major life event happens.

## Staff will experience:

- improved systems, tools and processes that empower them and that make it easier to do their jobs
- efficient and streamlined processes supported by technology platforms that are scalable, stable and secure
- attractive workplace conditions, with Services Australia being an employer of choice
- an ethical and supportive workplace with a strong commitment to staff safety, good mental health and wellbeing
- a workplace and leaders that better support inclusion, diversity and belonging, where staff are representative of the communities they serve
- the opportunity to work in a 'learning organisation' with a culture of innovation and a focus on continual staff development
- an organisation that listens to and values staff expertise and works collaboratively with them to design and simplify systems and processes
- an organisation where integrity is a core consideration of all we do – in the conduct of agency staff, leaders, systems and practices.

## Government and non-government stakeholders will experience:

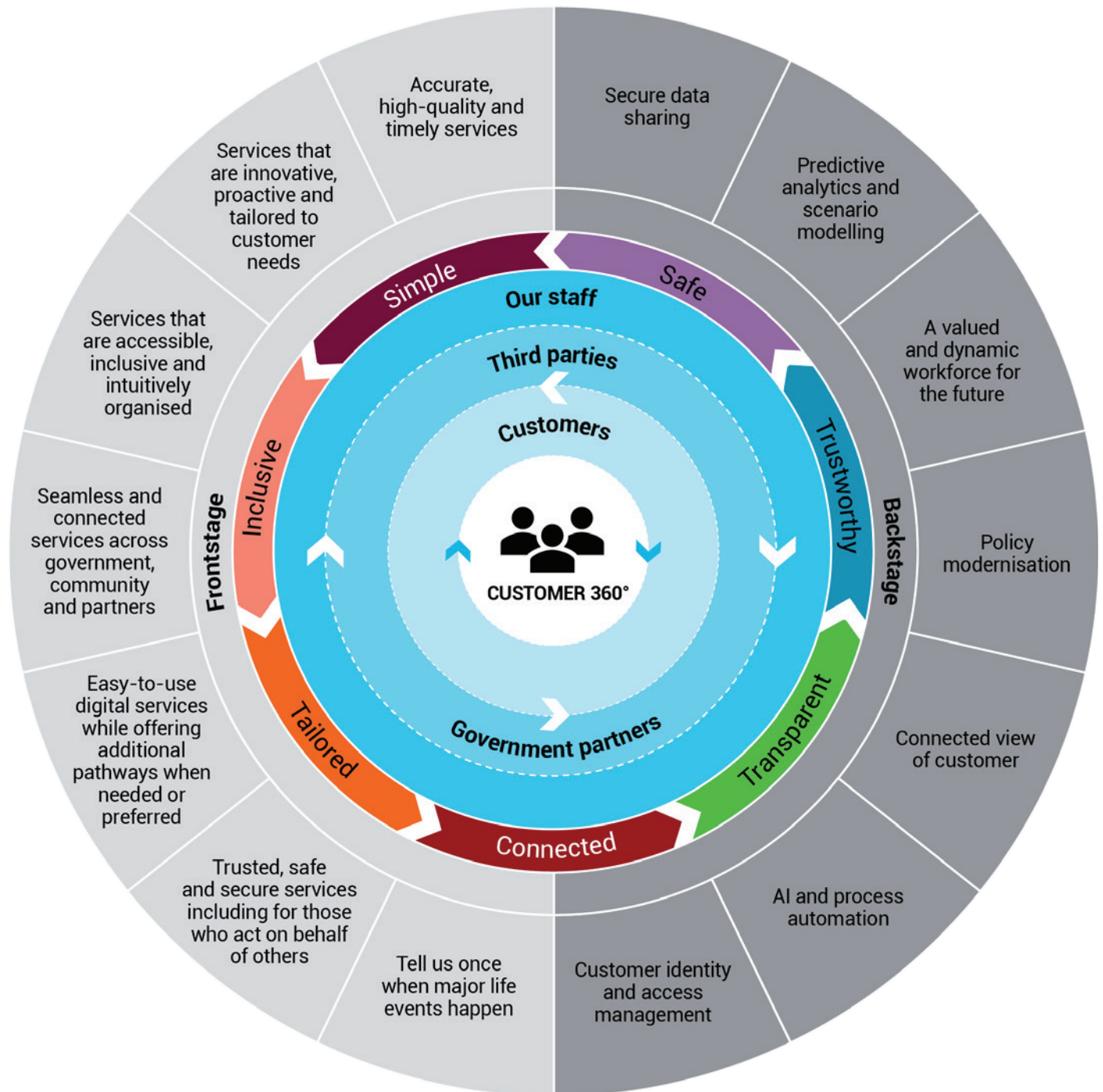
- increased openness and transparency, including more opportunities to engage directly with our leadership team to share their views on our priorities and work
- genuine engagement and improved collaboration, with more opportunities to work collaboratively with us
- an organisation that works together on design, innovation and implementation to continue to improve the customer experience
- an organisation that uses customer insights and data to ensure the customer voice is incorporated into design, innovation and implementation to continue to improve the customer experience
- an organisation that values integrity and assurance, and employs a collaborative approach to managing risks by identifying accountabilities, having transparent roles and responsibilities and seeking agreement between all parties.

# How we'll improve the customer experience

To achieve our goal to be a world leader in government service delivery, we need to meet the needs of our diverse customers.

Our Customer 360 Strategy and Customer Experience (CX) Standard represent our commitment to putting people at the centre of everything we do and embedding customer centricity into the fabric of how we operate. They transform how we bring customers and staff to the forefront of our design and decision-making so we leave no one behind.

The Customer 360 model highlights priority customer experience goals and the business enablers and key capabilities that require uplift across the agency to meet those goals and provide seamless customer experiences.



The CX Standard will help us deliver the Customer 360 Strategy. The CX Standard includes 7 Experience Design Principles to guide the design and delivery of customer-centric policies and services.

They consider a diverse range of customer needs and will be used across government as part of Australian Public Service Reform.

	<b>Simple</b>	<p>People find information and communication <b>clear, easy to understand</b> and <b>actionable</b>.</p> <p>Services and support are <b>easy to access</b>.</p> <p>Tasks and processes are <b>intuitive</b> and <b>easy to complete</b>.</p>
	<b>Inclusive</b>	<p>People have <b>equitable</b> access to all parts of our services in ways that meet their needs based on their circumstances.</p> <p>People understand their options and feel <b>empowered</b> to make decisions based on their needs.</p>
	<b>Tailored</b>	<p>People are provided <b>relevant</b> information and support at the right time in a way they prefer.</p> <p>People have <b>choice</b> in their interactions based on their preferences. Needs are <b>pre-empted</b> and <b>proactively</b> met.</p>
	<b>Connected</b>	<p>People have a <b>connected</b> and <b>consistent</b> experience across channels and government services.</p> <p>People have a <b>coordinated</b> and <b>clear</b> pathway to achieve their goals.</p>
	<b>Transparent</b>	<p>People understand <b>how</b> and <b>why</b> decisions are reached.</p> <p>The whole experience is <b>predictable</b> and <b>clear</b>, so people know what to expect, why and how.</p> <p>Information about how data is used and collected is <b>clear</b>.</p>
	<b>Safe</b>	<p>People feel and are safe. Steps are taken to <b>prevent</b> or <b>reduce the risk of harm</b> to people. This includes reducing risks to their <b>physical, psychological, cultural</b> and <b>cyber</b> safety.</p>
	<b>Trustworthy</b>	<p>People are confident that they can <b>rely</b> on our services and that their needs will be responded to in a <b>timely manner</b>.</p> <p>People trust that processes and decisions are <b>lawful, fair</b> and <b>equitable</b>.</p>

# What success looks like

Table 1 shows the 6 themes and captures what success looks like against our goal to be a world leader in government service delivery.

Our goal is to be a world leader in government service delivery.

Table 1. What success looks like for Services Australia

Customer	
<b>Customer-centric services</b>	<p>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.</p> <p>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.</p> <p>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.</p> <p>Our workforce is equipped with capabilities, processes and tools, that enhance staff experience and their ability to deliver customer-centric services.</p> <p>Services are simple and transparent, and we help our customers understand decisions and outcomes.</p>
People and culture	
<b>People skills and culture</b>	<p>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.</p> <p>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.</p> <p>Our workforce effectively combines multiple skillsets to deliver customer outcomes and deploys flexibly to our most critical priorities.</p>
<b>Working collaboratively</b>	We operate with clear accountability and collaboration across the agency, including with external partners and customers.
<b>Staff safety</b>	We have safe and inclusive workplaces and work practices.
Productivity and efficiency	
<b>Continuous improvement</b>	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.
<b>People, skills and capability</b>	<p>We have the skills and capability required to lead effectively and balance competing priorities. We clarify roles, accountabilities and remove duplication of effort.</p> <p>We listen to our staff and connect and act on their insights to be innovative and improve ways of working.</p>
<b>Ways of working</b>	<p>We have streamlined and focused back-office functions supporting service delivery.</p> <p>Our forecasting and modelling capability enables the optimisation of service delivery.</p> <p>We support process and technology innovation to give staff and customers the best systems and processes to get things done.</p>



<b>Integrity</b>	
<b>Integrity of government outlays</b>	We make the right payments to the right people at the right time, so people have confidence in our agency.
<b>Risk management</b>	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.
<b>Safety and trust</b>	We foster a safe environment for everyone, including psychological safety, and ensure staff are 'safe to speak' through the use of restorative practices.
<b>Identity and fraud</b>	We actively combat fraud and build trusted and secure systems that protect our customers and staff.
<b>Technology and data foundations</b>	
<b>Technology, foundations and infrastructure</b>	<p>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.</p> <p>We engage responsibly, ethically and safely with emerging technologies to innovate and continually modernise our services.</p> <p>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.</p>
<b>Cyber security</b>	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.
<b>Data</b>	Our data holdings are secure and help us deliver high-quality customer and staff experiences. We manage and use data ethically and transparently.
<b>Partnership</b>	
<b>Collaboration and engagement</b>	We collaborate across government, with stakeholders and the community sector to identify and co-design service delivery improvements.
<b>Service design</b>	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.
<b>First Nations partnerships</b>	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.
<b>Shared services</b>	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

# How we'll make progress

Table 2 shows how we'll make progress as an agency and what this means for each staff member at every level.

**Table 2. How we'll make progress**

As an agency ...	As a staff member ...	As a leader ...	As an executive ...
<b>We work together towards the 2030 Vision</b>	I understand our vision statement and principles and what they mean for my role.	I promote our vision statement and principles, and align my work and behaviours with the vision and principles.	I lead by example.  I engage staff in the 2030 Vision and regularly reiterate our principles and plan for success.
<b>We enhance the connection to the customer</b>	I understand how my work contributes to improving the customer experience.	I help my team to think beyond agency outputs to customer outcomes.	I champion our 4 principles and build commitment to the customer experience and achieving our goal.
<b>We have improved tools to do the job</b>	I have improved tools and resources to help me excel in my work for customers.	I understand the needs of my team and guide them to support change and adopt new ways of working.	I drive innovation and continuous improvement.  I make sure our enabling platforms and technology investments deliver for our customers, staff and stakeholders, now and into the future.
<b>We recognise people for outcomes achieved</b>	I celebrate my own success and the successes of others.	I motivate my staff and celebrate success.  I recognise potential and support ongoing development.	I promote a culture of striving for excellence.  I drive a workforce that celebrates success, and that values and acknowledges others.
<b>We prioritise health and wellbeing</b>	I'm transparent about my needs and make my health and wellbeing a priority.  I'm confident to speak up when I see opportunities to improve the safety and wellbeing of others around me.	I respect my team and ensure staff are safe, heard, healthy, engaged, productive and supported in the workplace.	I champion a workplace environment that is safe, open, ethical, supportive, and respects everyone's health and wellbeing needs.
<b>We provide resources and time for building capability</b>	I access the training I need to be part of change and grow in my role.	I help my staff to identify and pursue the training required to learn, develop and adapt.	I link training investment with our commitment to service professionalism, customer outcomes and building a legacy we can be proud of.

As an agency ...	As a staff member ...	As a leader ...	As an executive ...
<b>We empower people to innovate and make decisions</b>	<p>I suggest ideas to improve.</p> <p>I'm curious and open to explore other ways of working.</p> <p>I speak up when I have questions or concerns.</p>	<p>I empower my team to make decisions for their level of authority.</p> <p>I encourage others to find opportunities to innovate and engage appropriately with risk.</p> <p>I support my team through change.</p> <p>I provide a safe space for my team to raise issues or concerns without fear of rejection or judgement.</p>	<p>I champion a culture of openness, integrity, creativity, curiosity and psychological safety.</p> <p>I encourage responsible risk-taking.</p> <p>I take accountability for my leadership and delivery.</p>
<b>We listen to and incorporate customer insights</b>	<p>I provide feedback and ideas for improving the customer experience.</p>	<p>I provide opportunities for my team to provide feedback and ideas and use data to gather customer insights.</p>	<p>I ensure customer insights are incorporated into decision-making, including when working with external partners.</p>
<b>We provide pathways for continual professional growth</b>	<p>I'm curious and adopt a growth mindset.</p> <p>I look for opportunities to deepen my knowledge and extend my experience.</p>	<p>I prioritise learning and development for myself and my team.</p> <p>I promote a growth mindset, including the capacity to learn from mistakes.</p>	<p>I prioritise learning and development for myself and my people.</p> <p>I make sure recruitment, promotion and secondment opportunities are merit-based and aligned with our future workforce requirements.</p>
<b>We empower our people to be strong leaders</b>	<p>I contribute to a positive team, invest in relationships and help others to succeed.</p>	<p>I demonstrate positive leadership behaviours and ethical values, and respectfully call out behaviours that aren't aligned with our values.</p>	<p>I promote a culture of strong and connected leaders with integrity, including leading by example.</p>
<b>We are transparent and accountable</b>	<p>I take responsibility for decisions and actions and refer issues to my leader.</p>	<p>I guide my team to make legal, ethical and evidence-based decisions.</p>	<p>I champion a positive risk culture.</p> <p>I inspire an accountable workforce.</p>
<b>We value differences and diversity</b>	<p>I display inclusive behaviour and celebrate diversity.</p>	<p>I lead workforce inclusion and diversity.</p>	<p>I champion workplace inclusion and diversity.</p>

