



Australian Government



Services
Australia

Corporate plan 2025–26





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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Chief Executive Officer's foreword



Services Australia has an ambitious goal to be a world leader in the delivery of government services.

As one of the largest agencies in the Australian Public Service (APS), we provide government services to almost every household in the country.

No other agency has a direct impact on the lives of as many Australians as we do.

We support people at every stage of life, from newborns and students to jobseekers and senior Australians. We also support farmers experiencing drought, we take our services to people living in remote communities, and we're on the ground to connect people to our services during emergencies like bushfires and floods.

We do this through Medicare, Centrelink and Child Support, along with myGov, which we operate on behalf of the Australian Government.

The Corporate plan 2025–26 sets out our strategic direction and commitment to the Australian Government – and to all Australians – for the year ahead, including what we'll deliver, how we'll deliver it and how we'll measure progress.

It's our detailed plan to make our agency and our service delivery simple, helpful, respectful and transparent.

The Corporate plan 2025–26 aligns with our Services Australia 2030 Strategy, which is our response to the Australian Public Service Commission's (APSC) independent capability review conducted in 2024.

Together, they outline the actions we'll take to prepare us for future challenges and opportunities.

Over the next 12 months our efforts will centre around delivering 6 key themes: Customer, Partnership, Integrity, People and culture, Productivity and efficiency and Technology and data foundations.

To enhance the customer experience, we'll continue to listen to the diverse voices of our customers and their advocates to understand their unique needs. We aim to provide customers with safe, seamless, respectful and inclusive access to services, support and payments.

With this in mind, we'll continue to invest in our systems and technological capacity to strengthen and improve the digital experience for customers. Cybersecurity, customer privacy and robust data management are foundations for digital transformation of our operations to better support more than 9 million online customer interactions each week.

We're proud of our role in supporting Australians. Our dedicated and passionate staff across the country go above and beyond to deliver the best outcomes for our customers.

I look forward to working with the government, our agency partners and community stakeholders to deliver on this plan.

Day in, day out we strive for progress so Australians can rely on services and payments they need, when they need them – and that these are delivered safely, securely and with integrity.

Statement of preparation

As the accountable authority of Services Australia, I am pleased to present the corporate plan for Services Australia, which covers the reporting periods of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014*.

A handwritten signature in black ink, appearing to read 'David Hazlehurst', written over a horizontal line.

David Hazlehurst
Chief Executive Officer
Services Australia



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The Commonwealth Performance Framework

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

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

For a comprehensive view of our outcome and planned performance cycle, this information should be read in conjunction with the Portfolio Budget Statements 2025–26 and with the annual performance statement in our 2025–26 annual report, which will detail the outcomes of our planned performance, including results and achievements.



Portfolio budget statements (March) – portfolio based

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



Corporate plan (August) – entity based





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



Annual performance statements (October following year) – entity based

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

Our strategic snapshot 2025–26

Our guiding principles			
			
Simple	Helpful	Respectful	Transparent
Our purpose To support Australians by efficiently delivering high-quality, accessible services and payments on behalf of government	Our vision To make government services simple so people can get on with their lives	Our values Deliver for customers, while building the capability for sustained change, and developing networks and partnerships	
Our leadership behaviours			
Create and share the vision	Create and develop high performing teams	Create and sustain productive relationships	Create and reward an inclusive culture
Our outcome statement			
Deliver high-quality, accessible services and payments to individuals, families, businesses and partner agencies on behalf of government, with a focus on contemporary service delivery and customer experience			
Our programs			
1.1 Strategy and corporate enabling Set Services Australia's strategic direction, deliver corporate functions and build capability	1.2 Customer service delivery Design and deliver a range of government services to Australians through a range of service delivery channels including face to face, telephony and digital, and protect the integrity of government outlays	1.3 Technology and transformation Provide a robust ICT network and deliver major transformation projects, including ICT shared services	
Our key activities			
Build staff and organisational capability to deliver an enhanced customer experience We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback	Deliver quality government services and payments to Australians We provide customers with easy and efficient access to services, support and payments for a seamless experience	Deliver digital and technological capability We invest in our technology and systems to sustain and strengthen the digital experience for customers	
Our strategic performance measures			
SPM 1: Customer satisfaction* SPM 2: Customer trust * Customer satisfaction and customer trust SPM results also contribute to Key activity 2 – Deliver quality government services and payments to Australians.	SPM 3: Administrative correctness of payments SPM 4: Customers served within 15 minutes SPM 5: Work processed within timeliness standards SPM 8: Cost per payment dollar administered	SPM 6: Availability of digital channels SPM 7: Customer interactions through digital services	
Reporting on our progress in achieving our purpose			
Services Australia Annual report 2025–26 (non-financial performance)			

Our purpose

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

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

Our functions

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

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

Strategic outlook

Our strategic outlook is informed by the Services Australia 2030 Vision and 2030 Strategy. The 2030 Vision outlines our guiding principles for how we work together to make government services simple so people can get on with their lives, and our goal to be a world leader in service delivery. We're pursuing our vision by working together to make tangible improvements to the customer, staff and stakeholder experience.

Our vision and principles — 'simple, helpful, respectful and transparent' — are the driving force and basis of all we do.

Services Australia 2030 Strategy

As part of the government's plan for APS reform, Services Australia took part in the APSC's Capability Review Program in 2024. The review assessed our current and future capability needs across 5 domains: leadership and culture, collaboration, delivery, workforce, and enabling functions.

The findings of the review informed the development of the Services Australia 2030 Strategy.

The 2030 Strategy publicly details how we'll get to our vision. It consolidates our commitments and priorities and outlines our operating context for the next 4 years. It details the actions we'll take on our transformation journey to become a world leader in government service delivery.

The 2030 Strategy will help drive focus and prioritisation across the agency and lift capability across 6 strategic themes:

Customer

Partnership

Integrity

People and culture

Productivity and efficiency

Technology and data foundations

Together with our corporate plan, the 2030 Strategy outlines what we will do to deliver high quality, accessible services and payments, while meeting the expectations and needs of government, our customers and the broader community.

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.

We have clearly defined what success looks like and the future our customers, staff and stakeholders will experience.

What the future experience will look like

The future will feature:

- world-leading government services that are easy to use, tailored to people's needs, trusted, safe and secure
- an inclusive and high-performing culture that empowers excellence through leadership development, innovation, collaboration and continuous learning
- maximised productivity and efficiency through streamlined processes, effectively leveraging technology and a culture of continuous improvement
- continued collaboration with policy agencies to co-design policy and influence legislative change to deliver services that are lawful, fair and equitable
- a continued focus on service co-design and delivery with Aboriginal and Torres Strait Islander peoples through genuine partnerships and shared decision-making
- secure and scalable technology and robust data governance to enhance service delivery and efficiency.

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 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 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 focus on continual staff development
- an organisation that listens to and values staff expertise and works collaboratively 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 partnership 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.

Our vision and principles

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

Our vision represents who we are, what we do and why we do it. Every 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 through our guiding principles.

Our guiding principles

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



Simple

- Pathways and processes that minimise 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 key activities

To achieve our purpose, we undertake key activities to support Australians by efficiently delivering high-quality, accessible services and payments on behalf of government.

These activities focus our vision of modernising our services to become a world leader in government service delivery.

Program 1.1 – Strategy and Corporate Enabling

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

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

We are a high-performing and capable workforce characterised by:

- clear values and a supportive environment for our staff and leaders to drive continuous improvement and agency outcomes
- a customer-centric culture that strives to make our services intuitive, tailored, responsive and seamless
- an enduring capacity to effectively respond to emergencies
- an inclusive learning culture that empowers excellence by investing in the skills and capabilities needed to maintain the trust we have from government and Australians
- safe, ethical and inclusive workplaces and servicing arrangements for staff and customers
- staff with the right tools and support for their roles, integral in the design of the future workplace.

Program 1.2 – Customer Service Delivery

Key activity: deliver quality government services and payments to Australians

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

We will deliver high quality and efficient services characterised by:

- a digitally enabled, seamless delivery experience for government services and payments that are intuitive, personalised, integrated and responsive across channels
- respectful and targeted resolution of customer enquiries and issues
- increased levels of customer trust and satisfaction in the agency by focusing on continuous service delivery improvement
- robust and trusted systems that prevent customer harm and ensure the integrity and accuracy of payments and services
- mature partnerships with government, non-government and private sector stakeholders to enhance services
- optimised resources through streamlined processes and systems, leveraging technology where appropriate.

Program 1.3 – Technology and Transformation

Key activity: deliver digital and technological capability

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

We will deliver industry-leading platforms, systems and services through a range of technology solutions, which are characterised by:

- customer-centric, secure and scalable systems and processes
- expanding our access to, and use of, technologies to meet customers' changing needs and enhance agency efficiency
- self-service, automation and data capabilities to achieve easier, more convenient and faster access to services
- resilience and safety embedded in cybersecurity, customer privacy, consent and data management
- sustainment and security of myGov
- a modern, fit-for-purpose digital communication and customer contact management capability
- shared whole-of-government digital services with reuse of architecture and business capabilities across sectors.

No other agency has a direct impact on the lives of as many Australians as we do.

Our operating context

Operating environment

Our operating environment is shaped by societal, technological, demographic and global trends. These factors require us to operate with flexibility and connectivity across government and with partners. We need to anticipate, adapt and respond to evolving expectations and demand while delivering on our service commitments.

Emerging technologies

Rapid advances in artificial intelligence (AI) and digital and automation technologies are driving expectations for more connected and personalised services. These technologies provide opportunities to streamline services, build trust in our platforms and enhance accessibility. To deliver a more integrated customer experience, we are improving how our face to face, digital and telephony channels work together. Our approach to AI and automation is grounded in human-centred design and is transparent and ethical.

Cybersecurity

Globally, we are seeing an increase in the complexity, volume and frequency of cyberthreats. There has been an increase in malicious attempts against myGov and threat detections, with over 1.5 million email threats stopped by the agency weekly. Ensuring the quality, security and stability of our network, systems and data is an ongoing priority. We are strengthening our security posture against the Australian Cyber Security Centre's 'Essential Eight' mitigation strategies. Through continued investment in our 24/7 Cyber Security Operations Centre, Australians can feel safe and remain confident in accessing government services.

Changing social landscape

Australia's growing ageing population and shifting demographics are among the factors reshaping our customer profile and customer expectations. Australians are expecting more interconnected, faster and personalised government services at all stages of life, with targeted support for the most vulnerable. To understand and respond to customers' evolving needs, we are embedding the customer voice into the design, implementation and innovation of services. We are working closely with policy partners to ensure the customer perspective is considered throughout the policy design process.

Convergence of trends

Social, economic, health, environmental and global trends have the potential to shape demand for government services. Global events and conflicts, natural disasters and cost-of-living pressures may have interrelated impacts for our customers, workforce and partners. These trends require greater connected support for customers experiencing crisis and with complex needs. To prepare for and respond to these challenges, we are growing our emergency response capabilities to optimise support to customers during disaster events. We are strengthening partnerships across government, non-government and community sectors to support connected and human-centric services, including for customers in remote areas.

Our workforce profile will need to reflect evolving customer needs, including increasing demand for digital services, and ensure we adopt new skills to continue delivering services to customers. We are aligning our efforts across the agency so that we are well placed to meet the current and future demands of our operating environment. These areas of uplift and priority are further described in 'Organisational capability' on pages 13–16.

Organisational capability

Customer

We are embedding our Customer 360 Strategy, which is about putting our customers at the centre of everything we do. This involves gathering insights from our customers to guide the design and delivery of high-quality, inclusive, accessible services, which are delivered safely and with integrity.

As we implement the face to face transformation program, modernisation of our telecommunications systems and enhancement of myGov, we will use human-centred design to refine and enhance these services.

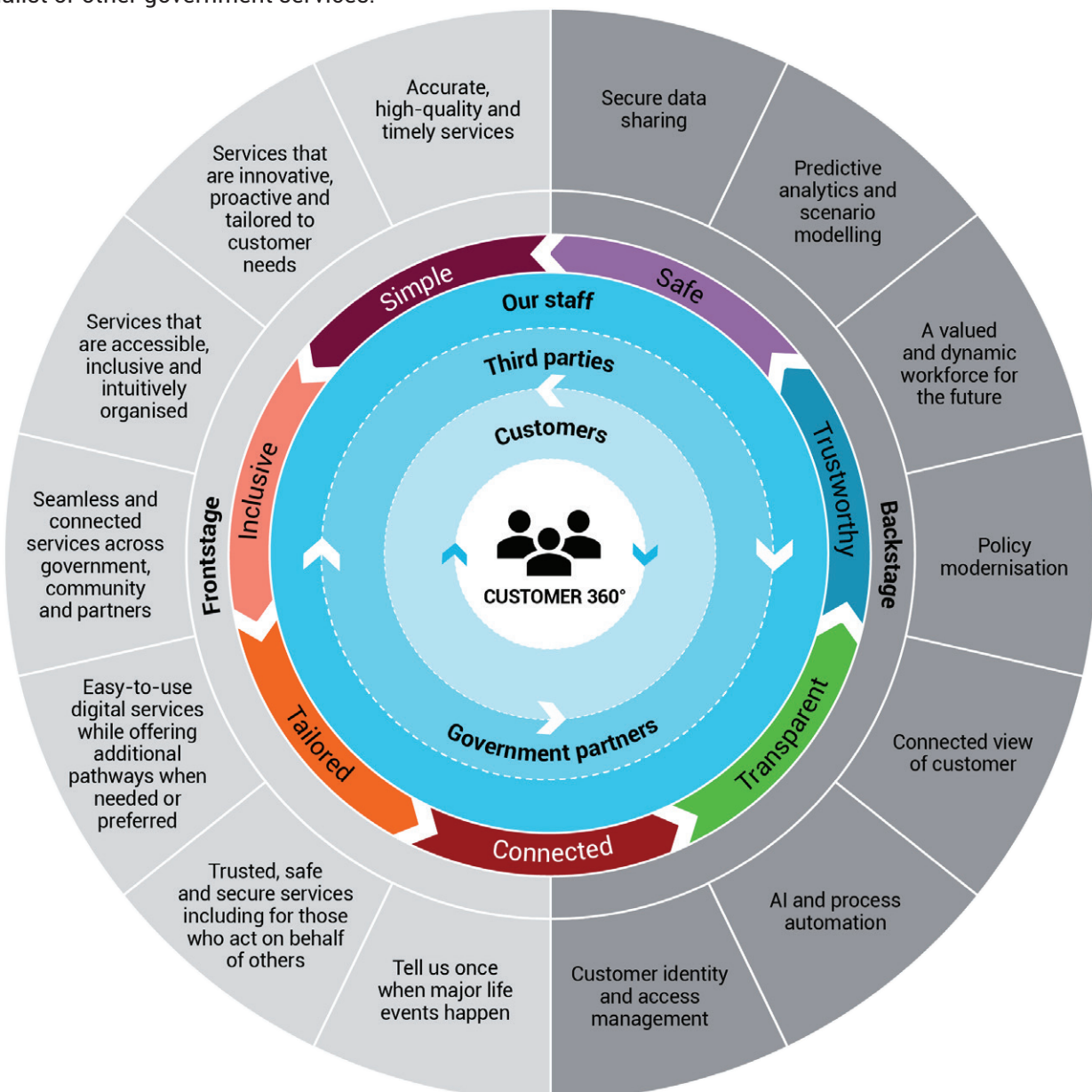
We will continue to modernise our services to meet the needs of the diverse communities we serve and give customers more choices. This includes appointment-based servicing, face to face and phone interviews, video appointments and referral to specialist or other government services.

Modernising services helps the agency focus on supporting customers with complex needs, including those experiencing vulnerability.

We will continue to strengthen our partnerships with professional and community organisations to meet government and community expectations for improved access to our services. This includes delivering support through our specialist and outreach services in the social support system, including those in remote locations. This evidence-based collaboration drives improvements and enhances our customers' experience of government services.

The Customer 360 model

The model highlights priority customer experience goals and the business enablers and key capabilities that require uplift across the agency to meet these goals and provide a seamless customer experience.



Partnership

Our partnerships across government, community organisations, service providers and business ensure customer needs are at the centre of service design and delivery. In line with the APS Reform Agenda, we genuinely engage and partner to support user-centric policy and effective service delivery outcomes.

We collaborate across the Australian Government to enable policy outcomes in the delivery of services for customers. We are building more effective and productive relationships with policy partners at all levels, focusing on strategic issues that impact the future of government services.

We co-design and deliver services in genuine partnership with Aboriginal and Torres Strait Islander peoples, communities and organisations. Our new Aboriginal and Torres Strait Islander Community Engagement Principles were developed as a guide for all services. During 2025–26, we will focus on Priority Reform 3 (PR3) of the National Agreement on Closing the Gap – Transforming Government Organisations. PR3 is a key enabler for the other priority reforms and will provide the agency with a foundation as we progress this important program of work. We will also progress actions outlined in our Reconciliation Action Plan April 2024 – December 2026.

We've renewed our engagement with the agency's peak civil society stakeholders through targeted consultation on matters of mutual interest. We will continue to connect and collaborate with the Minister's Independent Advisory Board and draw from their diverse experiences and knowledge. We have regular engagement with the peak community sector organisations through our established advisory forums including the Civil Society Advisory Group, National Multicultural Advisory Group, Stakeholder Consultative Group and Disability Peak Bodies Forum. Through these forums, we receive advice, feedback and insights on all aspects of service design and delivery to enhance the quality and effectiveness of our services and identify impacts of new and existing policies and legislation. Our mid-year report event is an opportunity to invite stakeholders to see the inner workings of service delivery and to brief them on the agency's upcoming activities in line with our 2030 Strategy.

Integrity

Our focus remains on ensuring customers receive the right payments and avoid preventable debt. We will continue to make better use of customer data and communication to support customers to meet their reporting and notification obligations.

We will work closely with policy agencies on aligning legislation, policy and service delivery while addressing the impacts on customers through remediation activities.

We are committed to embedding a pro-integrity culture that acknowledges, champions, and maintains the integrity of our people and third-party providers, processes, procedures and systems. In line with the updated Commonwealth Fraud and Corruption Control Framework 2024, we have introduced a new fraud and corruption control plan that reinforces our commitment to integrity.

We proactively embed integrity and prevent, detect, investigate and respond to fraud and corruption. Our focus continues to be on identity management and strong authentication policy and processes to identify and implement upfront fraud and corruption prevention and detection controls.

We are committed to fostering a psychologically safe environment that encourages staff to speak up and report integrity issues and be proactive in acknowledging and addressing these issues, including insider threat.

As the system administrator of the Australian Government Digital ID System, we continue to play a key role supporting the Australian Government's commitment to integrity and data security.

We proactively embed integrity and prevent, detect, investigate and respond to fraud and corruption.

People and culture

Our success depends on the knowledge and skills of our people — our greatest asset — and the strength of our culture. Our workforce strategies and planning outline our priorities to ensure we attract and retain the right people, with the right skills, in the right roles. This planning ensures the agency remains a fulfilling and supportive place to work where our staff feel valued and engaged.

We are building the capability needed for a high performing workforce, including by supporting staff professional development and growing career options in the agency.

Our diverse and inclusive workforce reflects the communities we serve, supporting our capability to deliver high-quality, culturally appropriate and responsive services. Through our workplace diversity and inclusion commitments, we foster a culture where staff feel a sense of belonging and empowerment. This enables us to unlock the skills and perspectives staff bring to improving the efficiency and quality of our services.

Our work health and safety strategy (WHS strategy) aligns with the Services Australia 2030 Vision, working in close consultation with our people and their representatives to deliver initiatives that progress the agency towards a common objective of simple systems and safe workplaces for thriving people. We will continue to incorporate health, safety and wellbeing initiatives into all our workplaces, implementing our WHS strategy along with recommendations outlined in the Royal Commission into the Robodebt Scheme and the Security Risk Management Review. We take a risk-based approach to ensure physical and psychological hazards in the workplace are managed when identified. Trauma-informed approaches guide how we work and interact with each other and our customers.

Our use of external workforces has reduced significantly since 2022. We will assess workforce capabilities and identify opportunities to rebalance our workforce in a way that strengthens APS capability, manages integrity risks and best enables us to deliver for our customers. We will sharpen our focus on skills and knowledge transfer, maximising opportunities to build an even stronger APS workforce. In line with the Strategic Commissioning Framework, we expect the agency's areas of focus for 2025–26 targets to reduce reliance on external contractors will be in the following job families:

- Accounting and Finance
- Administration
- Portfolio, Program and Project Management.

Productivity and efficiency

We are committed to continually improving our operational effectiveness and performance. By leveraging technology to modernise and innovate, and by fostering a culture of continuous improvement, we are working to optimise resources.

We will continue to empower staff to adopt best practice approaches across workplaces that lead to more effective and efficient service delivery, and leverage staff knowledge of customer circumstances to deliver quality outcomes. We will listen to staff and use their insights to enhance the functionality and usability of workflows, systems and tools.

We will enhance our service delivery data forecasting and modelling capability, to balance workforce supply and priority demands. Making use of multiple skillsets in our workforce and deploying resources flexibly will enable increased responsiveness to critical priorities.

We will continue to look for ways to improve the operation of existing technology platforms, while building our capacity to rapidly prototype and develop cost-effective technology solutions for government priorities.

We will continue to empower staff to adopt best practice approaches across workplaces that lead to more effective and efficient service delivery, and leverage staff knowledge of customer circumstances to deliver quality outcomes.

Technology and data foundations

We operate one of the largest in-house technology capabilities across government, delivering services and payments to millions of Australians.

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

Australians rely on secure, stable and accessible digital technologies every day. As part of our goal of providing a single entry point for government services, we will continue to add to myGov's features including usability and security and strengthen our capabilities as a cyber-resilient organisation.

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

Our approach focuses on applying agile ways of working, co-designing and iterating our products and services with customers, staff and businesses, and ensuring our technology ecosystem is reliable, secure, available and proactively managed.

We continue to explore emerging technologies while managing legacy foundations. We remain focused on using innovative design to support closing the 'digital divide' and ensuring our technology enables seamless connectivity with non-digital channels.

As a data-driven agency, we embed a culture that ensures data is collected, understood, used, stored and shared in a way that builds public trust and confidence in our practices. We remain committed to being a leader of trusted, ethical data management across government.

In line with the Digital Transformation Agency's Digital Investment Overview framework requirements, we will create and maintain a 10-year digital investment plan to guide our ecosystem development and internal prioritisation of technology solutioning.

Cooperation

Services Australia engages and collaborates with government and non-government organisations to deliver payments and services.

We will continue to strengthen our bilateral management arrangements with key Australian Government entities including the Department of Social Services (DSS), Department of Health, Disability and Ageing (DHDA), Department of Education (DoE), Department of Employment and Workplace Relations, Department of Veterans' Affairs (DVA), Department of Home Affairs and the National Emergency Management Agency.

In 2025–26, we will continue to offer corporate, ICT and program services to over 60 government agencies, including the Australian Bureau of Statistics, Australian Digital Health Agency, Australian Electoral Commission, Australian Taxation Office, DoE, DHDA, DSS, DVA, National Disability Insurance Agency and the National Disability Insurance Scheme Quality and Safeguards Commission. The services we provide include corporate transactional processing, property, the Australian Government Indigenous Apprenticeships Program, call centre operations, ICT infrastructure and applications, and whole-of-government ICT capabilities including myGov and e-invoicing.

We continue to operate myGov, Australia's primary government digital services platform and critical national infrastructure, and partner with Commonwealth, state and territory agencies to provide multiple secure and accessible services in the one place.

We also work with state and territory entities to coordinate service delivery. We have arrangements to deliver information and side-by-side government services to customers, share data and effectively manage shared premises.

Risk oversight and management

The agency has well-established systems of risk oversight and management. We are committed to a fit-for-purpose integrated risk management approach embedded in our decision-making processes. This approach informs our strategic priorities and operational responses to help build trust and confidence in our agency and our services.

Our Risk Management Policy and Framework (RMPF) establishes the system of risk management and oversight, in accordance with s16 of the PGPA Act and the Commonwealth Risk Management Policy. The RMPF ensures risk management is incorporated into the culture and work practices of our agency. This enables us to manage uncertainty, maximise opportunities and supports achieving our objectives, to enable delivery of accessible quality services and payments on behalf of government. We are focused on continuous improvement and maturing our approaches to risk management.

We recognise we do not operate in a zero-risk environment. We need to take risks to allow innovation, transformation and evolution and build efficiencies and make progress in modernising our services.

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

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

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

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

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

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

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

Enterprise risks

We have identified 10 enterprise risks as potential threats to achieving our agency's purpose:

1. **Future readiness:** We fail to position the agency for future success.
2. **Performance:** We fail to meet government and public expectations of agency performance, including the safety of our customers.
3. **Organisational integrity:** We fail to maintain the governance, processes and training that support the integrity of our people and contracted third parties.
4. **Change management:** We fail to effectively implement new and revised payments and services.
5. **Workforce capacity and capability:** We fail to attract, retain and develop the capabilities of our people.
6. **Safe and supportive work environment:** We fail to maintain a work environment and culture that support the safety and wellbeing of our people.
7. **ICT service continuity:** We fail to develop, deploy and maintain systems that are fit for purpose, resilient and secure.
8. **Data:** We fail to ensure the appropriate governance, curation and use of data.
9. **Cybersecurity:** We fail to detect and protect our systems and data holdings from internal or external malicious or unintentional activity.
10. **Legislative compliance:** We fail to effectively address non-compliance with legislation or policy to ensure the integrity of government outlays.

Our regulatory performance

While not a regulator, Services Australia performs several regulatory functions under legislation it administers, as well as the PGPA Rule and the Commonwealth Fraud and Corruption Control Framework. Our regulatory functions include:

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

We participate in several inter-agency forums on regulatory best practice and work closely with other stakeholders to evaluate and minimise the regulatory burden on customers while still maintaining the integrity of the payments and services we deliver.

Our Minister's Statement of Expectations in relation to performing our regulatory functions, and the corresponding Statement of Intent from the CEO, are publicly available on our website.



Our performance

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

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

High-quality performance information helps us to understand how the agency is achieving its objectives and making the best use of resources to successfully deliver on our key activities, programs and outcomes. Our key activities also reflect regulatory functions performed on behalf of other government agencies. Using reliable and verifiable data for Strategic Performance Measures shows us where decisions can be made to improve the agency's overall performance.

We have updated and expanded our measures, including:

- revising the methodology, target and title of Strategic Performance Measure 7 to 'Customer interactions through digital services' to better reflect what is being measured
- adding Strategic Performance Measure 8 'Cost per payment dollar administered' to measure the efficiency of the agency in delivering payments.

Our outcome statement

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

Outcome 1 includes 3 programs and 3 key activities. Our performance is measured through how our key activities contribute to the delivery of the 3 programs, and the overall achievement of our purpose, and is assessed against a set of 8 Strategic Performance Measures.

Program 1.1: Strategy and Corporate Enabling

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

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

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

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

Strategic Performance Measure 1: Customer satisfaction				
The agency is focused on providing high-quality and timely services that meet the needs of customers. This provides visibility of our customers' level of satisfaction with the services delivered by the agency.				
Target	2025–26	2026–27	2027–28	2028–29
	≥85 out of 100	≥85 out of 100	≥85 out of 100	≥85 out of 100

Performance results for this measure will be reported by:

- **Program** (weighted¹) – Social security, health customer, health provider and child support
- **Channel** (weighted²) – Face to face, mobile apps, telephony, and online
- **Satisfaction drivers** – Perceived quality, Personalised service, Communication, Time to receive service, Fair treatment and Effort.

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

2 The weighting for each channel is based on the previous financial year channel volumes within each program.

Explanatory notes and limitations

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

Data source

- External survey provider.

Strategic Performance Measure 2: Customer trust

The agency is committed to ensuring our customers trust the information and advice provided and that their data is secure, appropriately managed and used ethically. This provides visibility of our customers' level of trust of the agency.

Target	2025–26	2026–27	2027–28	2028–29
	≥76 out of 100	≥78 out of 100	≥78 out of 100	≥78 out of 100

Performance results for this measure will be reported by:

- **Program** (weighted¹) – Social security, health customer, health provider, and child support
- **Channel** (weighted²) – Face to face, mobile apps, telephony, online
- **Trust drivers** – Integrity, Responsiveness, Openness and honesty, Reliability, Fairness and Personal data security.

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

2 The weighting for each channel is based on the previous financial year channel volumes within each program.

Explanatory notes and limitations

- The performance measure is based on the customers' surveyed perceptions of our agency across the telephony, face to face, online and mobile app channels, and is used to improve the quality of services provided to our customers. The margin of error is less than 5 index points.
- Surveys are only completed by customers with a successful interaction. While we encourage participation to ensure the survey population is representative of the overall customer base, customer participation in all surveys is voluntary.
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 - aged care customers and providers as this falls within the Department of Health, Disability and Ageing's remit
 - customers who respond to the survey but record responses to less than 3 drivers, contribute to driver responses but not the overall measure
 - a small group of customers may be temporarily excluded to limit interview burden, for example customers in crisis or customers claiming emergency payments, or due to technical barriers to collections.
- Surveys are undertaken via automated interactive voice response (post-call survey), online or from outbound interviews conducted by the agency's external provider.

Data source

- External survey provider.

Program 1.2: Customer Service Delivery

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

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

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

To ensure we are delivering on this program and key activity, we will monitor and assess our performance against the following 4 Strategic Performance Measures.

Note: Strategic Performance Measure 1 Customer Satisfaction and Strategic Performance Measure 2 Customer Trust also support this key activity.

Strategic Performance Measure 3: Administrative correctness of payments

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

Target	2025–26	2026–27	2027–28	2028–29
	≥98%	≥98%	≥98%	≥98%

Performance results for this measure will be reported by:

- **Program** (weighted¹) – Social security, health and child support administrative correctness rate

¹ The weighting methodology is derived from total new-claim transactions available to be quality checked from the same reporting period.

Explanatory notes and limitations

- The measure supports the agency's regulatory functions relating to debt management and child support. It was broadened in 2023–24 to include child support, with changes made to the underpinning methodology and data sources.
- Child support is not a financial outlay. The agency works with separated parents to facilitate the transfer of child support payments from one parent to the other.
- This performance measure illustrates the correct processing of payments, rather than the accuracy of payments, noting:
 - correctness – administrative and processing errors for new-claim work, based on the information provided by customers
 - accuracy – all errors, based on the circumstances, irrespective of the information provided.
- Some social security claims may be cancelled and then regenerated. If this happens to a claim that was quality checked, the quality checking outcome from the original claim is lost. As regenerated claims may be caused by system issues or processing errors, the administrative correctness may be overstated due to the exclusion of these quality checks.

Data sources

- Social security data – Quality Online (QoL) and Quality Management Application (QMA) and System Analysis System (SAS) Visual Analytics
- Health data – Medicare Quality Control System (QBBI), Quality Support Tool, Medicare Compensation Recovery System and Veterans' Affairs Processing
- Child Support – Quality Manager Verint.

Strategic Performance Measure 4: Customers served within 15 minutes

The agency endeavours to provide customers with timely access to services and support from face to face contact and telephony channels. This demonstrates the extent to which customers have access to timely services and support they need to get on with their lives.

Target	2025–26	2026–27	2027–28	2028–29
	≥70%	≥70%	≥70%	≥70%

Performance results for this measure will be reported by:

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

Explanatory notes and limitations

- The scope of this performance measure includes customers served in both telephony and face to face channels.
- Wait times for telephony start when the customer enters the telephony queue to speak to a Service Officer and face to face wait time begins once customers are booked into the virtual wait room.
- 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.
- The scope of this measure excludes:
 - face to face abandons, on the basis that the agency has no means to identify when the customer has left the service centre. The time to abandon is based on when the Service Officer records it as abandoned not when the customer has left. On this basis, there are no means to exclude abandons at a particular time interval and therefore they have been excluded altogether
 - telephone calls that terminate in less than 5 minutes, on the basis that the customer's query may have been addressed by the interactive voice recognition (IVR), noting the introduction of 'estimated wait time' messaging may also influence the customer's decision to terminate the call. Time spent in IVR is not included.
- Congestion message parameters are regularly reviewed and adjusted, including during the day, to allow as many calls to be answered as possible.

Data sources

- Telstra Computer Telephony Interface (CTI) files
- Systems Application and Products (SAP) UI5 Front of House application Information
- Enterprise Data Warehouse (EDW)
- NEXA data extracted from Statistical Analysis System (SAS) Grid.

Strategic Performance Measure 5: Work processed within timeliness standards

The agency is committed to ensuring the timely processing of claims-based work to ensure customers receive the right payment, at the right time, based on the information provided to the agency. This demonstrates the agency's performance against its agreed timeliness standards.

Target	2025–26	2026–27	2027–28	2028–29
	≥90%	≥90%	≥90%	≥90%

Performance results for this measure will be reported by:

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

Explanatory notes and limitations

- The scope of this performance measure is limited to claims-based work types with an agreed timeliness standard. Any work types without an agreed timeliness standard are excluded from the scope of this performance measure. As new timeliness standards are agreed with partner agencies, the measure will be updated to incorporate these new work types.
- While all programs are represented within the measure, not all processing work types within these programs are captured. This measure does not capture the full breadth of work processed by the agency.

Data sources

- Enterprise Data Warehouse
- System for Payment Aged Residential Care and Aged Care Management Payment System.

Strategic Performance Measure 8: Cost per payment dollar administered

The agency's purpose is to efficiently deliver payments and services to Australians. This assesses the agency's efficiency in the delivery of payments to Australians by comparing the agency's operating costs (total funded expenditure) to the value of payments made to customers.

Target	2025–26	2026–27	2027–28	2028–29
	A 3-year rolling average less than, or equal to, the prior year 3-year rolling average.	A 3-year rolling average less than, or equal to, the prior year 3-year rolling average	A 3-year rolling average less than, or equal to, the prior year 3-year rolling average	A 3-year rolling average less than, or equal to, the prior year 3-year rolling average

Note: Strategic Performance Measure 8, 'Cost per payment dollar administered,' has been added from 2024–25. The addition of this measure improves the way the agency measures how it supports Australians by efficiently delivering high-quality, accessible services and payments on behalf of government. This is not reflected within the Portfolio Budget Statements (PBS) 2025–26.

Performance results for this measure will be reported by:

- The ratio of departmental appropriations (\$) to payments (\$) made to customers.

Explanatory notes and limitations

- The measure is based on funding appropriated to the agency by the government through the annual appropriations Acts, as reported in the agency's portfolio budget statements (Table 1.1) and the annual financial statements within the agency's annual report.
- Includes the agency's 3 programs: Strategy and Corporate Enabling, Customer Service Delivery, and Technology and Transformation.
- Including supporting (non-direct customer service areas) expenditure, such as Strategy and Corporate Enabling and Technology and Transformation, reflects the critical role played by these enabling functions to support and evolve the agency's service delivery.
- Total funded expenditure includes departmental annual appropriations, ordinary annual services, agency departmental capital budget and equity injection.
- Total funded expenditure excludes the implementation costs of government-agreed transformation projects sourced from the agency's finance system (SAP). These costs are incurred to implement improvements to systems and processes, linked to specific government decisions (i.e. this excludes section 74 funded projects delivered on behalf of partner agencies and any internal improvement initiatives), and are excluded on the basis that they do not directly contribute to service delivery through any channel in the year being measured.
- Registered project expenditure (government-agreed transformation projects) is recorded within the agency's financial systems against separately identifiable cost centres and work breakdown structures. Registered project expenditure is then deducted from the final calculation.
- Payments made to customers include Centrelink, health and child support, Medicare Compensation Recovery and services for other government agencies and trust moneys. Non-payment based services which cannot be easily or reliably quantified in dollar terms are not included.

Data sources

- Department of Finance's Central Budget Management System
- The agency's SAP finance system
- The agency's annual report for the relevant year and the agency's most recent portfolio budget statements.

Program 1.3: Technology and Transformation

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

Key Activity 3: Deliver digital and technological capability

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

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

Strategic Performance Measure 6: Availability of digital channels

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

Target	2025–26	2026–27	2027–28	2028–29
	≥99%	≥99%	≥99%	≥99%

Performance results for this measure will be reported by:

- **Program** – Social security, health and child support.

Explanatory notes and limitations

- The scope of this performance measure is limited to services that allow customers or third-party organisations to self-manage their business with the agency.
- The calculation of availability removes periods of planned outages from both the service uptime and the availability window.
 - Availability: The amount of time digital channels and supporting systems are operating correctly to support 24/7 customer access to digital channels.
 - Outage time: A confirmed disruption to digital channels.
- 24/7 availability of digital channels supports customer uptake of digital services, which may reduce demand for face to face and telephony channels. This measure allows the agency's performance to be assessed over time.
- Availability is manually calculated using incident and problem records in the agency's service management tools. These records are created manually based on monitoring alerts or verified interruptions reported by customers and third parties through proper business channels.

Data source

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

Strategic Performance Measure 7: Customer interactions through digital services

The agency develops and delivers services that enable customers to manage their own business digitally where possible. This demonstrates the agency's performance providing digital services, and the extent to which customers choose to self-manage their interactions with the agency using digital services.

Target	2025–26	2026–27	2027–28	2028–29
	≥90%	≥91%	≥92%	≥93%

Note: Changes were made to the methodology of Strategic Performance Measure 7 in 2024–25 to more holistically indicate customer channel choice and improve measurement of how the agency delivers digital and technological capability. Direct comparison with previous results before 2024–25 is not advised. The intent of the measure remains intact – to evaluate the performance and uptake of the existing digital services offered and identify opportunities for future improvement. The name of this measure has changed from 'Tasks managed by customers in digital channels' to 'Customer interactions through digital channels'. The methodology and name change was not reflected within the PBS 2025–26.

Performance results for this measure will be reported by:

- **Program** – Social security, health and child support.
- Agency results are calculated based on the volume of interactions completed digitally, as a proportion of the total self-manageable interactions completed by staff and customers within each program.

Explanatory notes and limitations

- This measure is an indicator of the agency's performance of providing customers the ability to use our digital service offerings to self-manage their business with the agency and the uptake of these options (including online accounts, mobile apps, business online services portals and IVR channels).
- The scope of this performance measure also includes the proportion of customers who chose to self-manage their business through digital channels, where these interaction types are currently available.
- Customer: Individuals or parties interacting with the agency about past, present or future access to payments, services and data/information. 'Customer' types may include:
 - individuals
 - service providers (such as healthcare professionals)
 - organisations
 - nominees.

Data source

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

