Australian Government

Services Australia

ANNUAL REPORT 2024–25

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.

Copyright statement

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Attribution

Contact information

If you have any feedback or queries regarding this annual report, or you would like a copy of the report, please contact:

Annual Report Coordinator
Performance, Priorities and Reporting Branch
Enterprise Strategy and Governance Division
Services Australia
PO Box 7788
Canberra BC ACT 2610

Email: **annual.report@servicesaustralia.gov.au**

This annual report is available online, go to **transparency.gov.au** or **servicesaustralia.gov.au**

To speak to the agency in languages other than English, please call **131 202**.

If you are deaf or have a hearing or speech impairment, please call **1800 810 586** (a TTY phone is required to use this service).

More information about the agency is available at **servicesaustralia.gov.au** and on social media at:

- facebook.com/ServicesAustralia
- instagram.com/services.australia
- linkedin.com/company/services-australia
- youtube.com/@ServicesAustraliaGovAU

Agency snapshot

1 July 2024 to 30 June 2025

Services Australia supports millions of Australians each year by efficiently delivering high quality, accessible services and payments on behalf of government.

OUR CUSTOMERS

27.5M	Medicare
8.9M	Centrelink*
1.1M	Child support (children supported)

* A unique count of our customers who received a benefit. A benefit can be a payment or a card.

PAYMENTS

$263.0B	Total payments
$163.8B	Social security
$97.2B	Health
$2.0B	Child support facilitated

EMERGENCY PAYMENTS

$774.8M	Emergency payments

CLAIMS

736M	Total claims
480.6M	Medicare (services)
250.9M	Pharmaceutical Benefits Scheme (services)
3.5M	Centrelink
59,400	Child support (new registrations)
938,000	Emergency

DIGITAL

1.1B	Online transactions
479.6M	Medicare digital services
979,000	myGov sign ins per day
99M	Website visits with over 242 million page views

TELEPHONE

44.3M	Total calls handled*
30.9M	Centrelink
10.7M	Medicare
2.3M	Child support
350,000	Emergencies

FACE TO FACE

10.1M	Service centre engagements
318	Service centres
568	Agents and access points
4	Mobile service centres

* The decrease in calls handled compared to last year can be attributed to the reduced use of congestion messaging. A call that receives a congestion message is reported as a handled call as the call was successful in getting through to the IVR where the customer is presented self-service options.

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Letter of transmittal

Australian Government

Services Australia

David Hazlehurst
Chief Executive Officer

Senator the Hon Katy Gallagher
Minister for Government Services
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to present Services Australia's annual report for the financial year 2024–25.

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

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

- fraud and corruption risk assessments and control plans have been prepared; and
- appropriate mechanisms for preventing, detecting incidents of, investigating, or otherwise dealing with, and recording or reporting fraud and corruption are in place.

Yours sincerely

David Hazlehurst
29 September 2025

PO Box 7788 Canberra BC ACT 2610 | Phone (02) 6223 4411 | servicesaustralia.gov.au

About this report

The annual report 2024–25 is a transparent account to the Parliament of Australia and the public of our activities throughout the financial year.

We report against our planned performance expectations outlined in the Social Services Portfolio Budget Statements 2024–25.

The report provides financial and performance information about the work of our agency from 1 July 2024 to 30 June 2025. It was prepared in accordance with legislative and parliamentary reporting requirements.

GUIDE TO THIS REPORT

Part 1	Provides an overview of the agency's role and responsibilities, our Minister and management structure, and enterprise governance.
Part 2	Provides the agency's Annual Performance Statements 2024–25, which report on non-financial performance against planned performance as set out in the Social Services Portfolio Budget Statements 2024–25.
Part 3	Reviews key activities to simplify service delivery and improve the customer experience.
Part 4	Details payments and services delivered to customers, and other targeted services and support we deliver on behalf of government including during disasters and emergency events.
Part 5	Outlines our collaboration, shared services and partnerships in delivering government services.
Part 6	Details fraud control and compliance including prevention, detection and response, identity management, and debt management, including appeals and reviews.

Part 7	Details our management and accountability processes, including freedom of information and external scrutiny.
Part 8	Provides an overview of our culture, recruitment and broad workforce strategies.
Part 9	Sets out information on our financial performance, procurement and consultancies, and communication and advertising, including the agency's Financial Statements 2024–25.
Part 10	Includes appendices and reference information, including staffing statistics, customer feedback and other information required to be reported in the annual report by legislation.

Chief Executive Officer's review

Millions of Australians turn to Services Australia every day for support during life's most pivotal moments. After the birth of a baby, when they face unexpected unemployment, navigate illness, or transition into aged care. Our role is to be there to support with respect, efficiency and care when our fellow Australians need us most.

Over the past 12 months, we focused on getting the basics right – answering phones, processing claims and meeting people in our service centres in a timely way – putting customers first in everything we do.

We also invested in the systems and processes to build transparency, confidence and trust in our agency to meet the needs of Australians into the future.

This report highlights our continued progress and achievements in 2024–25, delivering government services so people can get on with their lives.

Busy year of delivery

It's been a busy year of service delivery, supporting increasing numbers of customers – 27.5 million customers accessing Medicare payments and services, 8.9 million customers accessing Centrelink payments and services and 1.1 million children supported through Child Support.

With additional resourcing provided by the Australian Government over the past 18 months, our staff processed claims faster, so customers could receive their benefits sooner.

We processed 736 million Medicare, Centrelink, Child Support and Pharmaceutical Benefits Scheme (PBS) claims, paying $263 billion in benefits to customers.

This included supporting more than 25,000 customers in disaster-affected communities, like those impacted by ex-Tropical Cyclone Alfred in Queensland and New South Wales, and the bushfires in Western Victoria.

Our staff handled 44.3 million telephony calls and 10.1 million engagements at our service centres.

We answered calls across our programs on average 22% faster than in the previous year, while our use of congestion messaging during periods of high demand also fell by 85%, improving access to our phone lines.

Delivering today, shaping tomorrow

As Australia's population grows and becomes more diverse, we're working to ensure we continue to deliver simple, helpful, respectful and transparent government services to people when and where they need them.

To guide us in this work, we launched our Services Australia 2030 Vision. Our 2030 Vision sets out 'where we want to be' in 5 years' time. It's complemented by our Services Australia 2030 Strategy showing 'how we're going to get there'.

Our 2030 Strategy is also our response to the recommendations from the Australian Public Service Commission's independent Capability Review, which assessed our ability to deliver government priorities and outcomes for Australians into the future.

The strategy states how we'll lift capability across the 6 strategic themes of: customer, people and culture, productivity and efficiency, integrity, technology and data foundations, and partnership.

At the heart of our Vision and our Strategy is our Customer 360 model. It's our commitment to put the needs of customers first, regardless of which program, channel or service through which they interact with us.

Whether it's the 1.6 million place in queue call-backs we offered to save people waiting on hold, offering Auslan On-Demand for video calls, or ensuring customers get an outcome the first time they interact with us (first contact resolution), we're designing services that put the person before the process.

This extends to our 318 service centres. We're more than half-way through our program of work transforming our sites so they're welcoming and offer a more streamlined experience for customers.

And more importantly, they're more secure and safer for customers and staff.

We've implemented 20 of 44 recommendations from the Security Risk Management Review, including deploying more security guards to our sites and upgrading closed-circuit television systems.

Putting people first in our digital transformation

Uplifting physical safety has been a priority this year, as has uplifting security measures to keep customer information safe.

myGov became one of the first digital government services platforms to introduce passkeys as a sign in option, helping people avoid accidentally sharing their sign in details with scammers.

So far, more than 1.3 million passkeys have been created to sign in to myGov.

We also introduced a myGov security review feature which prompts customers to make their accounts more secure.

We explored ways to streamline identity verification and information as part of the Trust Exchange proof of concept, testing how the myGov app could securely store and share information from government-issued identification. This would remove the need to share physical forms of identification, like Medicare cards.

About 90% of our 10 million customer interactions each week are digital.

We recorded 1.1 billion online transactions over the past 12 months. 479.6 million were for Medicare digital services, while myGov recorded almost 980,000 sign ins per day.

We continue to enhance our online services, like offering appointment bookings for our customers. More than 500,000 appointments were booked online this year. That's half a million times customers haven't had to call or visit a service centre to make a booking, giving them time back to get on with their lives.

We also simplified online cost of care services for aged care customers, reducing the number of touchpoints and removing the need to mail forms back to us. We complement this with support from our Aged Care Specialist Officers to help people navigate what can be a challenging life event for families.

The most efficient way to interact with us is by self-serving through our digital channels. We help customers upskill by offering digital coaching in our service centres and over the phone, so they can self-serve online.

To ensure we can support customers in some of this country's most remote communities, like those in Arnhem Land and Christmas Island, we rolled out a portable, high-speed internet system so our remote servicing team can access our network.

Exploring artificial intelligence

Our Automation and Artificial Intelligence (AI) Strategy and Transparency Statement were both publicly released on our website. These will guide any use of emerging technologies in our operations to ensure it's human-centered, safe, transparent, ethical, legal and fair.

Services Australia is always going to need people. People who ensure the systems and technology we put in place do what they're designed to do. AI provides an opportunity to simplify processes, to make us more efficient – freeing up time so we can focus on more intensive customer support for complex claims and connecting with people who need us the most.

Partnering with community

While we've almost completed the formal implementation of the Royal Commission recommendations into Robodebt, we also spent time deeply listening to and engaging with our stakeholders and customers to hear how we can better meet their needs.

It's our approach of 'bringing the outside in' to help us deliver improved services and co-design a future 'community servicing pathway'.

Feedback helps ensure services are inclusive and tailored to people's diverse cultural, individual, geographic and accessibility needs.

It's an important step to demonstrate transparency and accountability, and to build trust.

We consulted extensively on our Centrepay reforms to make it easier for people to manage their bills, introduced the legal Advocates Channel to provide direct and timely support for vulnerable or at-risk clients, and we learnt from the insights of customers in our Lived Experience Group.

We engaged with Aboriginal and Torres Strait Islander communities to design bespoke service centres to meet the cultural needs of their people, like the one we opened in Western Cape (Weipa) in June 2025.

Many people with complex needs – and particularly vulnerable circumstances – can't engage online, ring us, or visit a service centre. So, we're also 'bringing the inside out', meeting customers where they are.

Our 95 Community Engagement Officers go to community organisations to help customers access information, payments and services, while our more than 1,400 social workers and specialist officers connect with customers who require extra care and support from us to resolve complex issues.

Celebrating our people and services

Our agency marked several milestones this year, including 25 years since the Family Tax Benefit was introduced to help eligible families meet the cost of covering the basics; and 35 years of educating Australians through our Financial Information Service.

In what was a first for our agency, 60 staff represented Services Australia in the 2025 Sydney Gay and Lesbian Mardi Gras Parade.

Participating in events like Mardi Gras is one way we demonstrate our commitment to supporting the needs of everyone in our community with dignity and respect.

Services Australia is proudly an inclusive workplace. Our diversity is reflective of the community we serve and means we're better equipped to understand the unique needs of our customers.

Our passionate Indigenous Service Officers (ISOs) celebrated their 50th anniversary this year. That's five decades of supporting Aboriginal and Torres Strait Islander communities across the country. Our 72 ISOs lead our commitment to support their community members to engage with Services Australia in ways that are culturally safe, supportive and empowering.

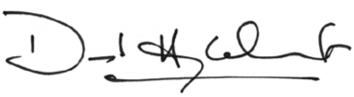
And our Multicultural Service Officers (MSOs) celebrated 35 years of working with culturally and linguistically diverse (CALD) customers and multicultural communities across the country. Our 70 MSOs conducted 35,951 outreach activities this year, including helping refugees settle in Australia.

Looking ahead together

Our achievements this year reflect the passion and commitment of Services Australia's staff to deliver the best possible outcomes for all Australians.

Whether customers connect with us in our service centres, on the phone, online or with our outreach teams in the community – it's our people who make a direct and invaluable impact on the lives of our customers, and I thank them for their contribution.

As we look to the year ahead, Services Australia remains steadfast in our goal to be a world leader in the delivery of government services – an agency that people trust; an agency that cares.



David Hazlehurst
Chief Executive Officer
Services Australia

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Agency overview: role and functions

1

1.1 Purpose and vision

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

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

To achieve this purpose and vision, the agency is focused on driving continuous improvement across its services and systems, building on the capabilities, structures and workforce that underpin our ability to provide timely, accessible and efficient support to all Australians.

Ministers

Senator the Hon Katy Gallagher was appointed as Minister for Government Services on 20 January 2025 and reappointed on 13 May 2025. Previously, the Hon Bill Shorten was the Minister for Government Services from 1 June 2022 to 20 January 2025.

Role and function

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.

Portfolio structure

Services Australia is an executive agency with responsibility for supporting individuals, families, businesses and communities by efficiently delivering high-quality, accessible services on behalf of government.

As at 1 July 2025, the agency is part of the Finance portfolio established under the Administrative Arrangements Order. In 2024–25 the agency was part of the Social Services portfolio.

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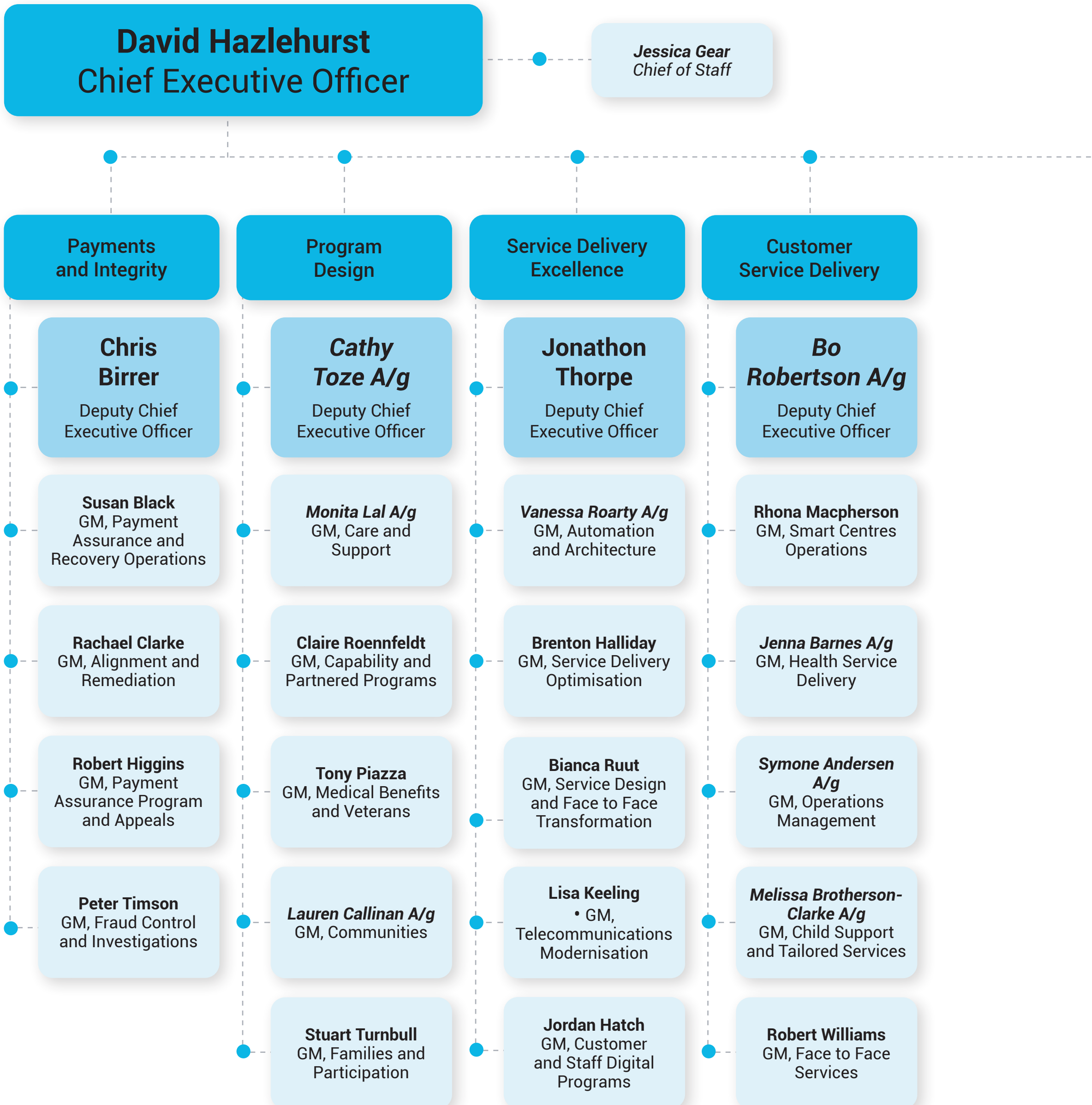
1.2 Corporate governance

Agency executive and management structure

Figure 1 outlines the agency's organisational structure as at 30 June 2025.

It shows the reporting lines from General Managers (GMs) to Deputy Chief Executive Officers (DCEOs), and from DCEOs to the Chief Executive Officer (CEO).

Figure 1: Organisational structure at 30 June 2025



Corporate Enabling

- **Randall Brugeaud**, Chief Operating Officer
  - ***David Cooke A/g***, Chief Counsel, Legal Services
  - **Angela Diamond**, Chief Financial Officer
  - **Danielle Regeling**, GM, Workforce Capability
  - **Sally Martin**, GM, Wellbeing and HR Support
  - **Teresa Blair**, GM, Corporate and Cross Government Services

Strategy and Performance

- **Susie Smith**, Deputy Chief Executive Officer
  - **Bevan Hannan**, GM, Communications
  - **Kylie Whiu**, GM, Enterprise Portfolio Management Office
  - **Hank Jongen**, Agency Spokesperson
  - **Jason Lucchese**, GM, Enterprise Strategy and Governance
  - ***Tenille Collins A/g***, Chief Data Officer Data and Analytics

Technology and Digital Platforms

- **Charles McHardie AM**, Chief Information and Digital Officer
  - **Lisiane Barao Macleod**, Chief Software Engineer Technology Strategy, Business and Architecture
  - ***Cristie Romero-Ferre A/g***, GM, Core Systems
  - **Megan Bunfield**, GM, Data Online Systems and Shared Services
  - **Derek Byrnes**, • GM, Architecture Review Taskforce
  - **Garrett McDonald**, GM, Cyber Security
  - **Bob Lyons**, GM, Staff Processing and Enterprise Systems
  - ***Vajira Samaranayake A/g***, GM, Infrastructure and Operations

Key
A/g — Acting
GM — General Manager
• — Temporary role

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

Executive responsibilities

CEO – responsible for supporting the Minister for Government Services in the delivery of portfolio responsibilities and provision of strategic policy advice. The CEO gives strategic oversight, leadership and management of the agency, ensuring there is collaborative implementation and delivery of government policy and programs and a whole-of-government approach to service delivery. The CEO also manages key stakeholder relationships and contributes to the stewardship of the Australian Public Service (APS). The CEO has statutory functions that arise from his roles as Chief Executive Centrelink, Chief Executive Medicare and Child Support Registrar.

DCEO, Strategy and Performance – responsible for setting the strategic direction for the agency and monitoring and reporting on performance and risks. The DCEO is also responsible for enterprise portfolio management, developing data capability and driving innovation through expert communication advice and support.

Chief Customer Officer (CCO), Service Delivery Excellence – responsible for service delivery optimisation, modernisation and transformation initiatives. The CCO leads design and delivery of a customer-focused approach to designing end-to-end customer experiences and connecting multiple major projects, improving service delivery and enhancing the staff and customer experience.

DCEO, Program Design – responsible for program management and service design of payments and services across the health, veterans and older Australians sectors, working age and pension programs, families, older Australians and tailored services.

DCEO, Customer Service Delivery – responsible for the agency's face to face, telephony, processing and digital services. The DCEO is responsible for delivering Medicare, Centrelink and Child Support payments and services, and cross-government and surge capacity services on behalf of other government entities. The DCEO is also responsible for 24/7 monitoring of operations, maintaining partnerships across government, non-government and private sector stakeholders, coordinating the agency's responses to emergencies and delivering the agency's remote, Indigenous and multicultural services.

DCEO, Payments and Integrity – responsible for administering fraud, payment assurance and payment integrity programs, including management of debt recovery and appeals processes. These measures aim to protect the integrity of government outlays for health and social services.

Chief Operating Officer (COO), Corporate Enabling – responsible for corporate functions including finance, human resources, audit, legal, property and procurement and services delivered to other agencies and departments through shared services. The COO is also the Chief Security Officer and is accountable to the CEO for overseeing the agency's protective security arrangements. The COO performs this role with support from the Chief Information Security Officer on cybersecurity matters.

Chief Information and Digital Officer (CIDO), Technology and Digital Programs – responsible for developing and delivering the agency's information and communications technology (ICT) digital capability. This includes managing and delivering the digital product suite and connecting with whole-of-government digital and technology strategies. The CIDO has responsibility for the reliability of the agency's ICT systems, cybersecurity, partnering with technology providers, and shared services to develop fit for purpose technology to support the agency's future direction and contributing to the Australian Government's broader digital agenda.

Enterprise governance

The work of the agency is supported by clear and accountable governance arrangements. This supports decision-making that is considered, transparent and based on accurate information and data. In 2024–25 changes were made to our governance committees' structure to ensure it remains fit for purpose, with well-defined lines of responsibility and accountability.

Executive Committee

The Executive Committee is the agency's most senior governance committee. It supports the CEO to discharge his duties under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and section 57 of the *Public Service Act 1999*.

The committee's focus is on the strategic direction and priorities of the agency and oversight of the agency's financial and operational performance. It oversees the management of enterprise risks to ensure the agency meets its accountability and regulatory requirements.

Customer Committee

The Customer Committee oversees policies and strategies that enable the agency to embed a culture that puts customer and staff needs at the forefront of the way we design and deliver services. The agency formed the committee in July 2024 and it focuses on customer and staff experience outcomes.

Portfolio Management and Investments Committee

The Portfolio Management and Investments Committee oversees the agency's enterprise portfolio of investments in line with our strategic priorities and budget. The committee provides governance oversight and prioritisation of major investment programs, projects and assets, ensuring accountability and transparency in decision-making.

Audit and Risk Committee

The Audit and Risk Committee (ARC) gives independent advice to the CEO, as the Accountable Authority, on the appropriateness of the agency's financial and performance reporting, system of risk oversight and management, and system of internal control, consistent with subsection 17(2) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). The ARC Charter outlines its functions, in accordance with section 17 of the PGPA Rule. To view the charter, go to **servicesaustralia.gov.au/audit-and-risk-committee-charter**

As at 30 June 2025 the ARC comprises 3 independent members – Ms Jennifer Clark (Chair), Mr Greg Divall (member) and Mr Mark Sercombe (member). The committee is supported by our seniors advisers. The Chief Audit Executive, Chief Financial Officer, General Manager Technology Strategy, Business and Architecture and General Manager Enterprise Strategy and Governance are advisers to the committee. Australian National Audit Office (ANAO) representatives also attend meetings as observers.

Reporting Sub-Committee

The ARC is supported by the Reporting Sub-Committee (RSC), which gives independent oversight of the agency's financial and performance reporting and related matters.

In 2024–25 the ARC met 8 times, and the RSC met 4 times. Table 1 details the qualifications, knowledge, skills, experience and remuneration of committee members.

Table 1: Members' qualifications, knowledge and experience

Member name, qualifications, knowledge, skills and experience	Number of meetings attended	Total annual remuneration $ (including GST)
Jennifer Clark (ARC and RSC Chair)	8 — ARC	120,846.86
Ms Clark is an independent board director and has been a chair or member of over 20 audit, risk and finance committees in the Australian Government and private sector over the past 30 years. Ms Clark has an extensive background in business, finance and governance through a career as an investment banker and non-executive director. Ms Clark is a Fellow of the Australian Institute of Company Directors and has substantial experience in financial and performance reporting, audit and risk management.	4 — RSC	

Member name, qualifications, knowledge, skills and experience	Number of meetings attended	Total annual remuneration $ (including GST)
Greg Divall (member) Mr Divall has over 20 years' experience in Commonwealth Senior Executive Service (SES) leadership roles, with over 35 years' experience in the public sector. Mr Divall was the group business manager of the Capability Acquisition and Sustainment Group and led the group's reintegration into the Department of Defence. He is an independent audit and risk committee member on several other Commonwealth entities and a Defence Independent Assurance Board member. Mr Divall holds a Bachelor of Applied Science and a Master of Business Administration. He is a member of the Australian Institute of Company Directors and a Vincent Fairfax Fellow. He completed The Australia and New Zealand School of Government (ANZSOG) Executive Fellows Program, the Harvard Kennedy School's National and International Security program for senior executives and the Advanced Management and Leadership Programme at Oxford Saïd Business School.	8 — ARC 4 — RSC	57,612.75
Mark Sercombe (member)[(a)] Mr Sercombe has extensive experience in corporate governance, business management, financial management systems, public administration and corruption prevention in the public sector. He leads a risk and controls advisory firm serving private and public sector organisations and specialises in internal controls and information technology risk including projects, cybersecurity, business systems and privacy. He has been a member or chair of audit and risk committees in Commonwealth, state and local governments since 2017. Mr Sercombe is a Fellow of Chartered Accountants Australia and New Zealand, Professional Fellow of the Institute of Internal Auditors, certified internal auditor and Information Security Management Systems Lead Auditor ISO 27001 and holds a Bachelor of Economics.	3 — ARC 3 — RSC	16,051.31

Member name, qualifications, knowledge, skills and experience	Number of meetings attended	Total annual remuneration $ (including GST)
Carol Lilley (member)[a] Ms Lilley is an independent board director, chair and member of several Australian Government audit committees. Ms Lilley was a partner at PricewaterhouseCoopers and has over 20 years' experience in financial statement audit, internal audit, project and risk management, with a particular focus on government. Ms Lilley holds a Bachelor of Commerce from the University of Western Australia, is a graduate of the Australian Institute of Company Directors, a Fellow of Chartered Accountants Australia and New Zealand, a certified internal auditor and was a registered company auditor.	5 — ARC 1 — RSC	36,384.02

(a) Ms Lilley was a member of the ARC until December 2024 and Mr Sercombe joined as a new member from 1 January 2025 as a replacement.

Enterprise risk management

Effective risk management is key to delivering on our vision of making government services simple so people can get on with their lives. It is integral to the agency's strategic and operational environment and embedded throughout our governance, decision-making and business processes.

Our Risk Management Policy and Framework is prepared in accordance with the agency's Accountable Authority Instructions, the Commonwealth Risk Management Policy 2023, and the PGPA Act. It outlines the agency's overall approach to managing risks, including the roles and responsibilities of staff and senior leaders. The CEO, as the Accountable Authority, and Executive Committee have overarching responsibility for establishing and maintaining systems of risk management.

The Executive Committee sets the risk appetite for the agency and oversees how risks are managed. The Chief Risk Officer supports the CEO and advises the executive on risk management strategy and planning. Together they promote positive risk behaviours to continue improving risk maturity. DCEOs are responsible for managing risk, regular reporting and building risk capability. DCEOs, as risk stewards, give oversight and guidance for each of the 10 enterprise risks.

All staff actively contribute to risk management by identifying, assessing, controlling, communicating, monitoring and reporting risks.

The ARC gives independent advice to the CEO on the appropriateness of our systems of risk oversight and management.

Our performance

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2.1 Annual Performance Statements 2024–25

Annual Performance Statements

Accountable authority statement

As the accountable authority of Services Australia, I present the 2024–25 Annual Performance Statements of Services Australia, as required under paragraph 39(1)(a) and (b) of the *Public Governance, Performance and Accountability Act 2013*.

In my opinion, the 2024–25 Annual Performance Statements are based on properly maintained records, accurately present the performance of Services Australia, and comply with subsection 39(2) of the *Public Governance, Performance and Accountability Act 2013*.

David Hazlehurst
Chief Executive Officer
Services Australia

26 September 2025

Our purpose, functions, key activities and Strategic Performance Measures

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.

We focus on enhancing the customer experience by making the right payment to the right customer at the right time and making it easier for Australians to access services.

OUR FUNCTIONS

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

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

OUR KEY ACTIVITIES AND STRATEGIC PERFORMANCE MEASURES

Key activities and Strategic Performance Measures for 2024–25		
Our programs		
Program 1.1: Strategy and corporate enabling Set Services Australia's strategic direction, deliver corporate functions and build capability	**Program 1.2: Customer service delivery** Design and deliver government services to Australians through a range of service delivery channels included face to face, telephony and digital, and protect the integrity of government outlays	**Program 1.3: Technology and transformation** Provide a robust ICT network and delivery of major transformation projects, including ICT shared services
Our key activities		
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	**Key activity 2: 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	**Key activity 3: 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)		
SPM 1: Customer satisfaction **SPM 2:** Customer trust	**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

CHANGES TO THE STRATEGIC PERFORMANCE MEASURES FROM THE CORPORATE PLAN 2024–25

We assessed and improved overall performance measurement, building on what we learnt from continued annual audits of our Annual Performance Statements by the Australian National Audit Office (ANAO). We reviewed our Strategic Performance Measures to assess the appropriateness and completeness of the measures, and to identify improvements to strengthen processes. This resulted in changes to several Strategic Performance Measures from what was reported in our Corporate Plan 2024–25, as noted in Table 1 below.

Table 1: Changes in Strategic Performance Measures

Strategic Performance Measure (SPM)	Description of changes from the Corporate Plan 2024–25
SPM 1 – Customer satisfaction and SPM 2 – Customer trust	To provide greater understanding of customer experiences of our services several enhancements were made to the methodology to include: • Surveys for customer satisfaction and customer trust were introduced in 2024–25 for customers accessing the following channels: child support digital, face to face conferencing and Centrelink debt recovery telephony. • Channel weights have been introduced at a program level from 2024–25, enabling reporting of channel performance for each program. • Health provider results are now reported as a program rather than a channel result as in previous years. This allows for channel of interaction to be included for health provider program level reporting.
SPM 7 – Customer interactions through digital services	Changes were made to the methodology of this measure to more holistically indicate customer channel choice and improve measurement of how the agency delivers digital and technological capability. The intent of the measure remains 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 services*' to reflect these changes.
SPM 8 – Cost per payment dollar administered	A new measure has been introduced to report on the way the agency supports Australians by efficiently delivering high-quality, accessible services and payments on behalf of government. This measure was not included in the Corporate Plan 2024–25.

SUBSEQUENT EVENTS

There were no subsequent events after the reporting period.

Analysis of performance against purpose

The Annual Performance Statements provide an accurate assessment of how Services Australia has delivered against the Strategic Performance Measures established in the Corporate Plan 2024–25. Services Australia measures its performance across 8 Strategic Performance Measures. These measures consider the agency's operating environment and organisational capability and relate directly to the agency's purpose.

In 2024–25 the agency achieved 5, substantially achieved 1 and partially achieved 1 of the targets across the measures. One new Strategic Performance Measure, SPM 8 *Cost per payment dollar administered*, is being baselined this year, and therefore does not have a target.

Performance is assessed according to planned methodologies, the results of which are described in the analysis sections of the performance measure results across the agency's 3 major programs of social security, health and child support.

Responsive to the needs of customers, the Agency has:

- enhanced technology and workforce capability so customers are connected with a staff member to resolve their enquiry at the first point of contact
- provided more choice for customers in how they do their business with us, including introducing a telephony callback option, enabling customers to view and update their digital claims, and expanding online appointment bookings for a customer to speak to a service officer
- reduced claim backlogs through increased volumes of automated health claims and processing manual claims sooner.

Improvement of our digital delivery platforms and infrastructure ensures our customers are able to engage with the agency where and when suits them. This is reflected in our continued high result in the availability of our digital channels and in customer demand rates for our digital services.

PERFORMANCE REPORTING IN 2025–26 AND 2026–27

The agency will continue to focus on resolving customer enquiries at the first point of contact, and opportunities for automation to reduce claim wait times for our customers in 2025–26. We will also further expand the number of claim types included for reporting for SPM 5 – *Work processed within timeliness standards*.

The agency has lowered congestion messaging rates in our social security telephony channels and aims to maintain this in 2025–26, which will continue to influence SPM 4 – *Customers served within 15 minutes results*.

We have commenced reporting for our new efficiency measure, SPM 8 - *Cost per payment dollar administered*, in 2024–25 as a baseline year and will establish a target for reporting from 2025–26.

Strategic Performance Measure summary of results

The table below provides a summary of the performance outcomes for each of the 8 Strategic Performance Measures compared with previous years. For performance outcomes before 2022–23 see prior Services Australia Annual Reports.

Table 2: Services Australia's performance against its Strategic Performance Measures 2022–23 to 2024–25

Strategic Performance Measure (SPM)	Target 2022–23	Result 2022–23	Target 2023–24	Result 2023–24	Target 2024–25	Result 2024–25	Performance Outcome 2024–25
SPM 1: Customer satisfaction	≥85 out of 100	80.2 out of 100	≥85 out of 100	79.1 out of 100	≥85 out of 100	77.9 out of 100[(a)]	Substantially achieved[(a)]
SPM 2: Customer trust	≥70 out of 100	78.1 out of 100	≥72 out of 100	75.8 out of 100	≥74 out of 100	77.2 out of 100[(a)]	Achieved[(a)]
SPM 3: Administrative correctness of payments	≥98%	98.8%	≥98%	97.8%[(b)]	≥98%	98.1%	Achieved
SPM 4: Customers served within 15 minutes	≥70%	60.8%	≥70%	55.2%	≥70%	58.6%	Partially achieved
SPM 5: Work processed within timeliness standards	≥90%	68.7%	≥90%	71.8%	≥90%	92.4%	Achieved
SPM 6: Availability of digital channels	≥98.5%	99.8%	≥99%	99.9%	≥99%	99.7%	Achieved
SPM 7: Customer interactions through digital services	≥81%	91.5%	≥82%	91.9%	≥83%	95.2%[(c)]	Achieved[(c)]
SPM 8: Cost per payment dollar administered	N/A	N/A	N/A	N/A	N/A – benchmark year	2.02%	N/A – benchmark year [(d)]

(a) In 2024–25, the weighting methodology used to calculate SPM 1 & SPM 2 changed from weighting by channel only, to weighting by both channel and program. Health provider results are also reported as a program from 2024–25 rather than a channel as improved data allows reporting at this more detailed level. As such, direct comparison with previous financial years should be undertaken with caution.

(b) In 2023–24, the methodology used to calculate Strategic Performance Measure 3 was updated to better reflect the agency's administrative correctness of payments. Results from 2023–24 forward are not comparable with previous results.

(c) In 2024–25, the methodology used to calculate Strategic Performance Measure 7 was updated to better reflect customer interactions through digital channels, also renaming this measure from the previous 'Tasks managed by customers in digital channels. Results for 2024–25 are not comparable with previous results.

(d) No target or performance outcome was established for Strategic Performance Measure 8 – *Cost per payment dollar administered*, as the agency elected to use the financial year to baseline performance.

PERFORMANCE MEASURE TOLERANCE LEVELS

To reflect the agency's achievement against its performance targets we utilise the following tolerance levels.

- **Achieved:** 100% of the performance target has been achieved
- **Substantially achieved:** 90–99.9% of the performance target has been achieved
- **Partially achieved:** 75–89.9% of the performance target has been achieved
- **Not achieved:** <75% of the performance target has been achieved.

Strategic Performance Measure Results

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.

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 key activity, we monitor and assess our performance against 2 Strategic Performance Measures.

Strategic Performance Measure 1 — Customer satisfaction

The agency is focused on the provision of high-quality and timely services that meet the needs of customers.

This provides visibility of our customers' level of satisfaction with the services delivered by the agency.

Year	Target	Result	Performance Outcome
2024–25	≥85 out of 100	77.9 out of 100	Substantially achieved
2023–24	≥85 out of 100	79.1 out of 100	Substantially achieved
2022–23	≥85 out of 100	80.2 out of 100	Substantially achieved

Performance results for this measure from 2024–25 are reported by:

- **Program** (weighted[1])– social security, health customer, child support and health provider
- **Channel** (weighted[2])– face to face, mobile apps, telephony, and online

[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.

ANALYSIS

The agency substantially achieved its target of ≥85 out of 100 with a result of 77.9 out of 100. This result indicates the majority of our customers are satisfied with the services we deliver.

Results varied across programs with health customer results achieving target and social security results substantially achieving target, coinciding with shorter wait times following the recruitment of additional staff and upskilling of existing staff; while child support results partially achieved target, and health provider results did not achieve target.

Compared to customer satisfaction results for 2023–24:

- Social security results increased by 1.0 point to 78.7 points
- Health customer results increased by 1.1 points to 85.0 points
- Child support results decreased by 14.1 points to 66.5 points. This is the first year the agency has included customer satisfaction results for child support's digital (online and mobile apps) channels. Lower results for these channels reduced overall satisfaction for child support when compared to previous years
- Health provider results decreased by 0.2 points to 60.3 points. Health providers were more satisfied with telephony services than online services.

The table below summarises the agency's customer satisfaction results by program for 2024–25.

Table 3: Customer satisfaction results by program 2024–25

Program	Results	Weighting[a]
Social security	**78.7**	**86.19%**
Face to face	86.8	8.91%
Mobile apps	84.0	24.81%
Online	73.8	43.08%
Telephony	79.2	9.39%
Health customer	**85.0**	**6.61%**
Face to face	90.8	0.74%
Mobile apps	86.6	1.71%
Online	83.6	2.32%
Telephony	83.1	1.84%
Child support[b]	**66.5**	**1.83%**
Mobile apps	74.9	0.19%
Online	29.5	0.42%
Telephony	77.9	1.22%
Health provider[c]	**60.3**	**5.37%**
Online	59.4	3.85%
Telephony	62.5	1.53%
Agency result	**77.9[d]**	**100%**

(a) The weighting is derived from transactional volumes from the previous financial year. Volumes can only be calculated and applied retrospectively once available. Using the previous financial year's data allows effects from seasonality to be minimised. In 2024–25 the agency commenced calculating unrounded weightings to ensure an extra level of accuracy. Weightings in Table 3 have been rounded to two decimal places. In 2024–25 the weighting methodology changed from weighting by channel only, to weighting by both channel and program. Analysis shows this change is likely to reduce overall satisfaction results for the agency. As such, direct comparison with previous financial years should be undertaken with caution.
(b) In 2024–25 the agency introduced satisfaction surveying for customers using child support's digital channels (online and mobile apps). Prior to 2024–25 only customers using child support telephony channel were included in child support results.
(c) Due to collection limitations in previous reports, health provider satisfaction results were reported as a channel instead of a program. The agency can now determine the channel of interaction for health providers, with results reported as an individual service program and results included within the health provider program by channel of interaction (online and telephony).
(d) Agency result is calculated by adding all weighted program channel scores. For more information, please refer to the Calculation Explanation in the Explanatory Notes and Definitions section below.

Health customer program was the highest performing program this year, with health customer face to face the highest performing channel of interaction.

The social security face to face channel result was also above target, achieving 86.8 points. While results for social security telephony and online services were below target, both channels recorded improved satisfaction results compared to 2023–24.

Child support customers were more satisfied when interacting via the telephony and mobile app channels, and less satisfied with online services. Telephony results were impacted by longer wait times, as evidenced by the 'time to receive service driver' result which decreased by 7.3 points compared to 2023–24.

The table below summarises the agency's customer satisfaction results by channel for 2024–25.

Table 4: Customer satisfaction results by channel 2024–25

Channel	Results
Face to face	87.1
Mobile apps	84.1
Telephony	77.8
Online	72.8
Agency result[(a)]	**77.9**

(a) Agency result is calculated by adding all weighted program channel average scores. For more information, please refer to the Calculation Explanation in the Explanatory Notes and Definitions section below.

For the agency, the highest performing channel was face to face services, followed by mobile apps. Online results decreased from the previous year, despite both social security and health customer online satisfaction improving, due to lower child support and health provider online satisfaction and changes to the weighting methodology which was updated in 2024–25.

Telephony recorded a significant increase in satisfaction compared to the previous year. Shorter wait times across social security and health customer telephony resulted in increased customer satisfaction compared to 2023–24.

The table below summarises the agency's results against our 6 satisfaction drivers for 2024–25.

Table 5: Customer satisfaction driver results 2024–25

Satisfaction drivers	Results
Perceived quality	77.7
Personalised service	85.2
Communications	82.2
Time to receive service	73.3
Fair treatment	90.6
Effort	75.6

Customer satisfaction is measured against 6 drivers. Time to receive service was the lowest performing driver, with fair treatment the highest with an increase of 2.5 points compared to 2023–24.

The table below summarises the agency's results by program against our 6 satisfaction drivers for 2024–25.

Table 6: Customer satisfaction results by program and driver 2024–25

Program / Driver	Perceived quality	Personalised service	Communications	Time to receive service	Fair treatment	Effort	Program result
Social security	78.1	86.7	83.3	74.3	92.0	76.4	**78.7**
Health customer	85.8	88.5	88.8	78.5	91.6	83.7	**85.0**
Child support	69.0	81.1	72.1	55.6	85.8	62.4	**66.5**
Health provider	63.8	65.0	60.0	55.7	75.8	56.7	**60.3**
Agency result[(a)]	**77.7**	**85.2**	**82.2**	**73.3**	**90.6**	**75.6**	**77.9**

(a) Program and agency results are weighted channel average scores. For more information, please refer to the Calculation Explanation in the Explanatory Notes and Definitions section below.

In 2024–25 the agency focused on making it easier for customers to complete their business with us. This has been reflected in improved results for social security and health customer's 'effort' driver results which increased from the previous year by 2.0 and 1.7 points respectively.

We implemented a range of initiatives this year with a focus on balancing services to reduce wait times and improve service delivery efficiency to customers by:

- offering a call back (Place in Queue (PiQ)) service across a growing number of our telephony queues and targeted use of Interactive Voice Response (IVR) messages to reduce the need for customers to wait for staff assistance
- releasing the Medicare Claims Tracker, enabling customers to track the status of claims, reducing the need to contact us
- enabling customers to book, change and cancel an appointment online for their Centrelink enquiries
- deploying workload allocation strategies to increase claims processing while supporting new recruits to build capabilities
- undertaking digital channel enhancements such as Digital Medicare Enrolment to decrease the time it takes customers to enrol in Medicare
- modernising the agency's service delivery approach, resolving customer pain points, and increasing efficiency in our service centres
- implementing digital provider improvements to allow health professionals to get a Medicare provider number (MPN) more quickly
- improving access to support guides for customers using their authenticated online services
- continued investment in training for our staff, to enable them to manage customer enquiries at the first interaction whenever possible.

LIMITATIONS AND EXCLUSIONS

The below limitations and exclusions also apply for SPM 2: Customer trust.

- 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 (e.g. customers in crisis or claiming emergency payments) or due to technical barriers to collection.

EXPLANATORY NOTES AND DEFINITIONS

The below explanatory notes and definitions also apply for SPM 2: Customer trust.

- 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.

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- Feedback is collected from a random sample of customers, as opposed to every customer, therefore it is likely some errors will occur in terms of the sampling. Margins of Error (MoEs) are used to show users the maximum amount by which the sample results are expected to differ from results that would have been produced had we surveyed all customers. Previous years' MoEs have been below 1%, using comparable methodology and sample sizes.
- Except for child support online, surveys are only completed by customers with a successful interaction. Surveying for child support online is conducted by any customer who accesses their authenticated account and chooses to complete a survey. As such, results may therefore be less representative of the overall child support customer experience than other surveys. The agency will bring child support online surveying in line with other surveying when current limitations have been addressed.
- For the purposes of surveying, an interaction occurs when a customer or health provider speaks to a service officer (service centre or telephony) or accesses their authenticated digital account (online or mobile apps).
- Eligible customers are selected at random to complete a survey. Offer rates vary depending upon the channel of interaction and program.
- Surveys are undertaken via automated interactive voice response (post-call survey), online or from outbound interviews conducted by the agency's external provider.
- Survey questions are tailored to the audience of the survey and the results for this measure are a combination of different surveys.
- A random selection of customers are surveyed. These results are weighted to ensure results accurately represent the experiences of all people interacting with the agency. In 2024–25 the agency moved from a "channel to agency" weighting model to a "channel to program to agency" model, to better reflect the customer experience across programs and channels. Before 2024–25 customer satisfaction and trust results were weighted based on how much each channel was used across the whole agency. The same set of weights were applied to each program. From 2024–25, each program has its own set of weights, reflecting how its customers used different channels.
- The scope of our surveys has expanded since 1 July 2024 to include face to face conferencing, Centrelink debt recovery telephony, and child support digital channels (online and mobile apps).
- All comparisons to previous year's results have a 95% level of statistical confidence.

The additional below explanatory notes and definitions solely relate to SPM 1: Customer satisfaction

- Customer satisfaction results are aggregated from a 6-driver model (see *Table 5: Customer satisfaction driver results 2024–25* above).
- All survey questions align to the 6 drivers and are measured on a 5-point scale, with 3 being neutral. Based on the responses provided to the driver of satisfaction questions, an index score ranging from 0 to 100 is established for every survey respondent (See *Table 7: Customer response Index score*).
- A total of 109,385 customers completed a satisfaction survey in 2024–25, inclusive of 1,752 health providers.

Table 7: Customer response Index score

Customer response	Index score
1 out of 5	0 out of 100
2 out of 5	25 out of 100
3 out of 5	50 out of 100
4 out of 5	75 out of 100
5 out of 5	100 out of 100

The information below relates to Strategic Performance Measure 1: Customer satisfaction.

Reference	2024–25 Portfolio Budget Statements, page 210 2024–25 Corporate Plan, page 19
Data Source	External Survey Provider – Instinct & Reason Pty Ltd
Calculation Explanation	Calculated by adding all weighted channel and program average scores. Scores are calculated from the customer survey responses. The weighting is derived from transactional volumes from the previous financial year.
Calculation	Agency Calculation (A Weighting x A Result) + (B Weighting x B Result) + (C Weighting x C Result) + (D Weighting x D Result) Program Calculation (E Weighting x E Result) + (F Weighting x F Result) + (G Weighting x G Result) + (H Weighting x H Result) Program A = social security B = health customer C = child support D = health provider Channel E = online channel F = mobile apps channel G = telephony channel H = face to face channel

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 in the agency.

Year	Target	Result	Performance Outcome
2024–25	≥74 out of 100[(a)]	77.2 out of 100	Achieved
2023–24	≥72 out of 100[(a)]	75.8 out of 100	Achieved
2022–23	≥70 out of 100[(a)]	78.1 out of 100	Achieved

(a) The 2021–22 result for this measure was taken into account when setting the target for 2024–25. A target of 70 out of 100 was set for 2022–23 with a staggered increase to the target of 2 points each year over a 5 year period (70, 72, 74, 76, 78), demonstrating year on year improvement.

Performance results for this measure from 2024–25 are reported by:

- **Program** (weighted[1])– social security, health customer, child support and health provider
- **Channel** (weighted[2])– face to face, mobile apps, telephony, and online

[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.

ANALYSIS

The agency achieved its target of ≥74 out of 100 with a result of 77.2 out of 100.

Health customer and social security programs achieved target, child support and health provider programs substantially achieved target.

This is the first year the agency collected customer trust for child support's digital channels (mobile apps and online). There was lower customer trust results for the digital channels while results for child support telephony remained strong (83.1 points).

Trust in social security and health customer online channels were stronger compared to 2023–24. This coincided with digital channel enhancements including the Medicare Claims Tracker and Digital Medicare Enrolment services which have reduced the need for contact and decreased the time it takes to enrol in Medicare.

Health providers interact with the agency through 2 channels and they were slightly more trusting of the telephony channel than online services. Health providers continue to have high trust the agency will keep their data safe, as evidenced by a result of 84.1 points for the personal data security driver.

In 2024–25, the agency improved its approach to weighing trust results to more accurately represent our overall customer base. In addition, the agency included the reporting of child support digital channels for the first time. These changes were expected to reduce overall agency trust results. Despite this, the agency saw a 1.4 point improvement in its overall trust to 77.2 points.

The table below summarises the agency's customer trust results and weightings by program for 2024–25.

Table 8: Customer trust results and weighting by program and program channel 2024–25

Program	Results	Weighting[(a)]
Social security	**77.4**	**86.19%**
Face to face	82.7	8.91%
Mobile apps	78.3	24.81%
Online	74.2	43.08%
Telephony	84.5	9.39%
Health customer	**84.0**	**6.61%**
Face to face	86.7	0.74%
Mobile apps	83.0	1.71%
Online	80.4	2.32%
Telephony	88.5	1.84%
Child support[(b)]	**69.3**	**1.83%**
Mobile apps	70.2	0.19%
Online	28.6	0.42%
Telephony	83.1	1.22%
Health provider[(c)]	**68.7**	**5.37%**
Online	68.4	3.85%
Telephony	69.5	1.53%
Agency result	**77.2[(d)]**	**100%**

(a) The weighting is derived from transactional volumes from the previous financial year. Volumes can only be calculated and applied retrospectively once available. Using the previous financial year's data allows effects from seasonality to be minimised. In 2024–25 the agency commenced calculating unrounded weightings to ensure an extra level of accuracy. Weightings in Table 8 have been rounded to two decimal places. In 2024–25 the weighting methodology changed from weighting by channel only, to weighting by both channel and program. Analysis shows this change is likely to reduce overall trust results for the agency. As such, direct comparison with previous financial years should be undertaken with caution.

(b) In 2024–25 the agency introduced trust surveying for customers using child support's digital channels (online and mobile apps). Prior to 2024–25 only customers using child support's telephony channel were included in child support results.

(c) Due to collection limitations, in previous reports, health provider trust results were reported as a channel instead of a program. The agency can now determine the channel of interaction for health providers and as such, results are reported as a program and includes results for channel of interaction (online and telephony).

(d) Agency result is calculated by adding all weighted program channel scores. For more information, please refer to the Calculation Explanation in the Explanatory Notes and Definitions section below.

The table below summarises the agency's customer trust results per channel for 2024–25.

Table 9: Customer trust results by channel 2024–25

Channel	Results
Face to face	83.0
Mobile apps	78.6
Telephony	83.3
Online	73.6
Agency result[(a)]	**77.2**

(a) Agency result is calculated by adding all weighted program channel average scores. For more information, please refer to the 'Calculation Explanation' in the Explanatory Notes and Definitions section below.

Customers and health providers continue to be more trusting of the staff-assisted service delivery channels, with telephony achieving the highest result, closely followed by face to face. Results were lower for the digital channels with online being the lowest performing channel.

Both social security and health customer online services recorded substantially higher trust results in 2024–25 compared to the previous year. The improvement was seen across all drivers, with the biggest increases for the ‘responsiveness driver,’ indicating more customers believe the agency responds to them in a reasonable time, which coincides with shorter claim processing times this year.

The table below summarises the agency’s results against the 6 trust drivers for 2024–25.

Table 10: Customer trust driver results 2024–25

Trust drivers	Results
Integrity	78.9
Responsiveness	68.2
Honest and Transparent	75.4
Reliability	76.8
Fairness	80.3
Personal data security	84.8

Customer trust is measured against 6 drivers. The results for all drivers except responsiveness exceeded target this year. Personal data security was the highest performing trust driver, indicating customers and health providers have a high level of trust that the agency will keep their personal information safe. The agency continues to prioritise the management of customer data, noting this is a key priority for the government as well as customers.

The table below summarises the agency’s results for customer trust by program and driver for 2024–25.

Table 11: Customer trust driver results by program and driver 2024–25

Program / Driver[(a)]	Integrity	Responsiveness	Honest and Transparent	Reliability	Fairness	Personal data security	Program result
Social security	79.0	68.4	75.6	77.0	80.5	84.9	**77.4**
Health customer	85.8	78.2	83.2	84.1	86.3	86.5	**84.0**
Child support	68.9	61.2	71.5	68.6	68.8	77.8	**69.3**
Health providers	71.4	55.7	64.0	67.8	73.3	84.1	**68.7**
Agency result[(a)]	**78.9**	**68.2**	**75.4**	**76.8**	**80.3**	**84.8**	**77.2**

(a) Program and agency results are calculated by adding all weighted channel average scores. For more information, please refer to the Calculation Explanation in the Explanatory Notes and Definitions section below.

Compared to the previous year, there was a 1.0 point increase in the overall ‘Integrity’ driver result which measures customers’ belief that we provide consistent and impartial services. The improvement was seen for both social security and health customers programs, with increases of 2.5 and 3.3 points respectively.

To build customer trust we implemented a range of initiatives, including:

- Enhancing online services to incorporate pre-booking phone and face to face appointments. Pre-booked phone appointments save time and being at home allows customers to feel more comfortable sharing personal information
- Enhancing digital services by providing passkeys as a sign in option for myGov. Passkeys are more secure and scam resistant than passwords, offering better protection against unauthorised access
- Providing customers with one-on-one digital coaching in-person or over the phone regarding service options to build their understanding and confidence
- Streamlining the telephony environment to enhance customer access to suitably skilled staff

- Continuing to implement recommendations from the Royal Commission into the Robodebt Scheme to ensure customers and stakeholders have a say in the future of the agency.

Enhancing online services to provide a simple and centralised access point for all health provider registration services via Health Professional Online Services (HPOS).

LIMITATIONS AND EXCLUSIONS

See limitations and exclusions provided in SPM 1: Customer satisfaction (page 20), noting no differences between SPM 1: Customer satisfaction and SPM 2: Customer trust.

EXPLANATORY NOTES AND DEFINITIONS

See explanatory notes and definitions provided in SPM 1: Customer satisfaction (page 20) for list, noting the below additional points apply solely for SPM 2: Customer trust.

- Trust results are aggregated from a 6-driver model (see Table 10: Customer trust driver results 2024–25 above).
- Based on the responses provided to the driver of trust questions, an index score ranging from 0 to 100 is established for every survey respondent. All survey questions align to the 6 drivers and are measured on a 5-point scale, with 3 being neutral (See Table 12: Customer response Index score).
- A total of 83,428 customers completed a trust survey in 2024–25, inclusive of 1,752 health providers.

Table 12: Customer response Index score

Customer response	Index score
1 out of 5	0 out of 100
2 out of 5	25 out of 100
3 out of 5	50 out of 100
4 out of 5	75 out of 100
5 out of 5	100 out of 100

The below information relates to Strategic Performance Measure 2: Customer trust.

Reference	2024–25 Portfolio Budget Statements, page 210 2024–25 Corporate Plan, page 20
Data Source	External Survey Provider – Instinct & Reason Pty Ltd
Calculation Explanation	Calculated by adding all weighted channel and program average scores. Scores are calculated from the customer survey responses. The weighting is derived from transactional volumes from the previous financial year.
Calculation	Agency Calculation (A Weighting x A Result) + (B Weighting x B Result) + (C Weighting x C Result) + (D Weighting x D Result) Program Calculation (E Weighting x E Result) + (F Weighting x F Result) + (G Weighting x G Result) + (H Weighting x H Result) Program A = Social security B = Health customer C = Child support D = Health provider Channel E = Online channel F = Mobile apps channel G = Telephony channel H = Face to face channel

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 services, support and payments for a seamless experience.

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

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.

Year	Target	Result	Performance Outcome
2024–25	≥98%	98.1%	Achieved
2023–24	≥98%	97.8%[(a)]	Substantially Achieved
2022–23	≥98%	98.8%	Achieved

(a) In 2023–24, the methodology used to calculate Strategic Performance Measure 3 was updated to better reflect the agency's administrative correctness of payments. Results from 2023–24 forward are not comparable with previous results.

ANALYSIS

The agency achieved its target of ≥98% with a result of 98.1%, demonstrating a commitment to process customer claims with minimal errors that, if not detected, would result in incorrect outcomes for customers.

A correctness rate of 98.1% indicates that 1.9% of the 466 million outcomes customers received contained a critical error. Results by program are:

- Social security: 94.0% of 4.4 million claims contained no critical errors
- Health: 98.1% of 461.5 million claims contained no critical errors
- Child support: 93.9% of 52,032 claims contained no critical errors

The high correctness rate is primarily driven by the substantial volume of simple claims processed automatically with no errors – health (294.3 million claims) and social security (187,829 claims).

Performance across programs was influenced by a range of factors:

- In social security, the large number of emergency claims (72,531 sampled for SPM 3 in this financial year vs. 18,152 for the 2023–24 financial year) were processed with higher correctness than most other claims. This led to higher social security correctness rates since March 2025, with the activations of payments for Cyclone Alfred and heavy rain/flooding in Queensland & New South Wales providing the largest volume of emergency claims.
- Health maintained high performance (98.1%) for the year. This was supported through regular updates of operational procedures and improvements to staff capability. Challenges in achieving performance results included staff being temporarily reallocated to support emergency claims processing.
- In child support, implementation of a new workload management approach and contact requirements tailored to a customer's circumstances supported service officers to achieve a quality outcome for customers. Reference material has been revised providing clearer instructions on the documentation required when processing a child support application.

The agency focused on building staff capability and increasing the administrative correctness of payments through a range of initiatives, including:

- providing targeted training aimed at enhancing staff skills and capabilities
- updating staff resources such as standard operating procedures based on findings from analyses of common errors and trends

The table below summarises the agency's program results for correctness rate and weighting factor for 2024–25.

Table 13: Program results 2024–25

Program results	Total claims	Weighting factor (% of total claims)	Correctness rate
Social security [(a)]	4,419,962	0.9%	94.0%
Health	461,502,143	99.0%	98.1%
Child support	52,032	0.0%[(b)]	93.9%
Total	**465,974,137**	**100%**	**98.1%**

(a) Social security includes emergency claims.
(b) Weighting factors are rounded to one decimal place. The child support weighting factor is 0.01%.

DEBT MANAGEMENT, COMPLIANCE AND ENFORCEMENT

The agency works with customers to help them understand their obligations to minimise the chances of incurring a debt. However, in circumstances where customers have not been paid the right amount and a debt is incurred, we work with the customer taking into account their individual circumstances to recover overpayments.

In 2024–25 around 1.40 million social security debts were raised, and a total of $1.65 billion recovered from customers who were not paid the right amount. For debt recovery figures, see Debt management on page 123 in the Annual Report.

Child support debt may be incurred by an active paying parent who is responsible for paying child support. In 2024–25 active paying parents with a child support debt under a payment arrangement was 57.6%.
For compliance and enforcement actions, see Compliance and Enforcement on page 84 in the Annual Report.

LIMITATIONS AND EXCLUSIONS

- The scope of this performance measure is limited to critical errors identified through quality checks of new-claim work. These errors impact the outcome the customer receives. This may be an incorrect assessment of their eligibility, rate, or commencement date.
- 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 is likely overstated due to the exclusion of these quality checks.
- Not all claims sampled for quality checking in child support and health will have the quality check completed. This generally occurs when the check has not been completed within the reporting period. The biases associated with this are minimal due to the volume of sampled claims that aren't checked, as opposed to those that are checked. The percentage of claims checked still provides a statistically valid sample for the purpose of the measurement of administrative correctness.

EXPLANATORY NOTES AND DEFINITIONS

- This performance measure illustrates the correct processing of payments, rather than the accuracy of claims, noting:
  - "correctness" relates to the agency administrative and processing errors for new-claim work, based on the information provided
  - "accuracy" relates to all errors, based on the circumstances, irrespective of the information provided.
- Administrative correctness is solely focused on payment processing quality.
- Weighting methodology is based on total claims processed. This is considered best practice as it aligns with the sampling unit used to calculate the results.
- Social security quality checking results are calculated from the Quality Online (QOL) and Quality Management Application (QMA) systems, noting:
  - sampling rates are based on individual service officers' proficiency. When service officers are new to a claim type, 100% of their claims are sampled for quality checking. As they meet the volume and quality requirements, their sampling rate is reduced incrementally. The minimum sampling rate is 2%
  - QOL and QMA are pre-checks. Any claims that are quality checked have all errors resolved prior to impacting a customer. Therefore, all quality checked claims are counted as correct because the customer received a result with no errors. The correctness rate for pre-checks is applied to the unsampled claims.
- Health quality checking results are calculated from the following sources:
  - QBBI (Medicare Quality Control System) randomly selecting 6% of service officers who manually processed Patient claims, Bulk Bill claims, or Medicare Enrolment transactions for quality checking each day
  - Quality Support Tool (QST) randomly samples manually processed work items from 16 health programs (including from the Pharmaceutical Benefits Scheme (PBS)) for quality checking
  - 0.1% of Veteran's Affairs Program (VAP) services were randomly sampled for quality checking in 2024–25
  - health checks are all post-checks (checked after the claim is finalised). Therefore, claims are checked, and errors are resolved after the claim is initially finalised.
  - Claims processed by service officers who have 100% of the claim type quality checked or are currently undertaking training are excluded from the measure because:
    - these staff have all their work quality checked. Therefore, their correctness rates do not impact on the administrative correctness of payments
    - excluding work completed by these staff reduces selection bias and increases the degree of randomness in sample selection, therefore the validity of the measure. Including these staff would overrepresent inexperienced and underperforming staff.
- Child support new registrations are randomly sampled using the Enterprise Data Warehouse (EDW), noting:
  - 3.4% of new registrations were sampled for quality checking in 2024–25
  - while a child support 'payment' is not a government financial outlay, the assessment undertaken by the agency determines the rate of child support to be paid, in line with a set of legislative criteria. Processing new registrations assesses the rate of payment based on information received from the initial claim from the customer. Quality checking new registrations aligns with the sampling unit and inclusions used in social security and health within this measure
  - child support checks are all post-checks (checked after the registration is finalised). New registrations are checked, with any errors corrected after the child support registration has been finalised.
- Claims processed automatically are assumed to be 100% correct. All automatically processed and paid claims need to meet the business processing rules to be automatically processed and paid and therefore must be correct. To support this assumption, the agency performs an accuracy assessment on a statistically valid random sample of automatically processed claims.
- The 'right date' referred to in the description statement is the correct commencement date of their payment. This is not necessarily the first date they are paid; it is the date from which their entitlements are calculated.

The below information relates to Strategic Performance Measure 3: Administrative correctness of payment.

Reference	2024–25 Portfolio Budget Statements, page 211 2024–25 Corporate Plan, page 21
Data Source	Quality Online (QOL Stat) Quality Management Application (QMA) System Analysis System (SAS) Viya Enterprise Data Warehouse (EDW) Quality Manager Verint Medicare Quality Control System (QBBI) Quality Support Tool (QST) Medicare Compensation Recovery System (MCRS) Veteran's Affairs Processing (VAP)
Calculation Explanation	Calculated by adding the weighted social security administrative correctness (QMA + QoL), the health administrative correctness (QBBI + QST + MCRS + VAP) and the Child support administrative correctness. The weighting methodology is derived from total finalised claims for the same reporting period.
Calculation	A * B / G + C * D / G + E * F / G expressed as a percentage A = Social security correctness rate B = Social security total claims C = Health correctness rate D = Health total claims E = Child support correctness rate F = Child support total claims G = Agency total claims (B + D + F)

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.

Year	Target	Result[a]	Performance Outcome
2024–25	≥70%	58.6%	Partially achieved
2023–24	≥70%	55.2%	Partially achieved
2022–23	≥70%	60.8%	Partially achieved

(a) In 2024–25, 1.95 million calls were transferred between queues. Calls transferred internally between telephony queues are counted as separate telephone calls with separate wait times and are included as such in this measure. This may have an impact on the results for this measure for each of the reported years.

ANALYSIS

The agency partially achieved its target of ≥70% with a result of 58.6%.

The agency has improved performance by carefully balancing service delivery demand between face to face, telephony, claims and other processing in response to priorities (including external events such as natural disasters) to reduce customer wait times for our services. In 2024–25, there were two large scale emergency events for Cyclone Alfred and heavy rain/flooding in Queensland & New South Wales. This increased demand across processing and telephony, with over 200,000 calls for assistance answered.

The focus for 2024–25 was to maintain work on hand and improve access to services, by answering as many calls as possible and continuing to reduce congestion messaging, enabling more customers to access our services. Across the 2024–25 financial year, the agency maintained minimal use of congestion messaging with a reduction of 12.8 million or 85.5% on the previous year. The agency could have achieved the SPM 4 target of 70% in 2024–25 by applying at least 3.5 million more congestion messages which would still have been substantially less than previous years. However, to provide an improved customer experience the agency gave greater weight to answering calls rather than asking customers to call back. Significantly, at the same time that congestion message use decreased, call wait times reduced by over 9 minutes for health customers and over 8 minutes for social security customers when compared to 2023–24.

The agency continued to implement and embed strategies to address service demand such as:

- Offering callbacks known as Place in Queue (PiQ) for a growing number of telephony queues across all programs when demand is high, so customers do not have to stay on the phone while waiting to get to the front of the queue. In 2024–25 the agency offered 1.6 million callbacks with more than half of callers (58%) accepting the option rather than waiting. Customers are advised of the estimated wait times they may experience when choosing this option. From 19 Aug 2024 to 30 June 2025, 829,300 PiQ calls to customers were answered, representing 5% of all calls answered. 99.9% of PiQ calls were answered within 15 minutes, leading to a 1.1% increase in the result for this measure (compared to if no PiQ service was offered)
- In 2024–25 over 5.4 million customers accessed the Medicare claims tracker more than 8.4 million times, removing the need to call to check on claim progress.

By advancing technology and building the capability of our workforce, the agency is improving its ability to serve customers in a more holistic way. This includes continually reviewing our telephony systems, data and how customers engage with the Interactive Voice Response (IVR) to ensure customers are connected to a staff member to have their enquiry resolved at the first point of contact, reducing the need to transfer their call.

- In the 2024–25 financial year, 10.1% of the total answered calls were transferred compared to 12.8% in 2023–24. This was a reduction of almost 468,000 transferred calls, representing a significant number of customers who received a simpler, more helpful experience at first point of contact.

- The agency continues to deliver improvements to its service delivery systems, such as enabling customers to book appointments online and providing transparency in the estimated timeframes for claim completion through the online channel, removing the need for customers to make contact in staff assisted channels.
- Recruitment and workforce upskill to provide end-to-end service continues, leading to more confident and competent staff and increased capacity across channels.

The table below summarises the agency's face to face and telephony performance by program for customers served within 15 minutes for 2024–25.

Table 14: Channel results by program of Customers served within 15 minutes 2024–25

Program	Face to face	Telephony
Social security	67.6%	39.5%
Emergency management[(a)]	N/A[(b)]	71.1%[(d)]
Health customers	66.6%	55.1%
Health providers	N/A[(b)]	92.0%
Health PBS authorities[(c)]	N/A[(b)]	99.8%
Child support	N/A[(b)]	49.2%
Payments and integrity	N/A[(b)]	76.2%

(a) Emergency management calls are a subset of social security calls.
(b) No face to face service offering.
(c) The health PBS authorities line has a 30 second call answer requirement.
(d) Emergency management results decreased by 16.7% from 87.8% in 2023–24 to 71.1% in 2024–25 due to an increased emergency demand over a longer period than experienced in previous years, as well as ensuring the agency carefully balances its resources across telephony, processing and face to face servicing.

LIMITATIONS AND EXCLUSIONS

- The scope of this measure includes customers served in telephony and face to face channels. Wait times for telephony commence when the customer enters the telephony queue to speak to a service officer and face to face wait time begins once customers are booked into the Virtual Wait Room (VWR).
- The scope of this measure excludes:
  - face to face abandons, on the basis the agency does not have means to identify when a customer has left the service centre. The time to abandon is based on when the service officer records it as abandoned. On this basis, there is 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 the customer's query may have been addressed by the IVR. The introduction of 'estimated wait time' messaging from June 2023 may have influenced the social security customer's decision to terminate the call. Time spent in the IVR is not included
  - outbound calls (noting PiQ calls are included in the measure). Customers serviced from outreach arrangements or by agents are not included in this calculation on the basis these contacts are not recorded in a queue management system
  - customers who attend a site to use self-service facilities on the basis these contacts are not recorded in a queue management system
  - face to face category contacts of 'appointments, third party, and phone.' The customers availability for an appointment is outside the agency's control and could adversely impact the results. Third party contacts are not customers, they are companions who are excluded from the Front of House (FOH) app and reporting

- congestion messaging on the basis that the scope of the measure is to include customers served. In 2024–25, 1.87 million or 6.1% of social security calls handled received a congestion message[1]
  - Congestion message parameters are regularly reviewed and adjusted, including during the day, to allow as many calls to be answered as possible. The parameters include:
    - the volume of calls queued
    - the longest wait time
    - the estimated wait time
    - the average speed of answer.

- To support our most vulnerable customers, some callers in high-risk circumstances bypass congestion and progress to the queue to speak to a suitably skilled service officer.
- The reported telephony results are based on data from our provider. The agency does not have the ability to independently validate the data provided by our provider within the current commercial arrangements.
- FOH app is a customer service streaming tool designed to channel customers to the correct queue types in customer service centres. Limitations with the app restrict the agency's ability to validate the data collected in the tool itself. Controls exist such as a requirement to register all customers attending a service centre, and data quality assurances processes exist at the Enterprise Data Warehouse extraction stage.

EXPLANATORY NOTES AND DEFINITIONS

- Congestion messaging: are messages activated in periods of high demand and provide details of the digital services available to customers. The message encourages callers to conduct their business through self-service options, saving the need to repeatedly call.
- Calls handled: are calls that have reached the agency and include:
  - Social security – successful IVR calls (includes answered calls)
  - Health customer – answered calls, calls handled in health customer IVR applications
  - Health provider – answered calls and calls handled in the health provider IVR application
  - Health PBS authorities – answered calls
  - Child support – answered calls
  - Payments and integrity – successful IVR calls (includes answered calls).
- Calls terminated by the customer are calls which progress through the IVR and enter a queue, but the call is ended (hung up) by the customer before a service officer could answer it
- Resolved face to face enquiries are where customers are served by a service officer at first point of contact upon entering the service centre and are not required to be signed into the VWR.
- Wait times for telephony commence from when the call enters the queue until the call is either answered by a service officer or terminated by the customer.
- Wait times for face to face contacts commence from when the customer enters the queue – entered the system by the Customer Liaison Officer (CLO) – FOH, or a Self-Service Check-in Kiosk, until either the customer is assigned (their name is called) or they resolved their enquiry with the CLO.
- Wait time durations experienced by a face to face customer prior to first contact are not captured.
- A face to face customer contact may involve multiple queue categories. For the purposes of reporting, the contact and associated wait-time are attributed to the initial queue category recorded.
- Calls transferred internally between queues are counted as separate calls with separate wait times and are included as such in the calculation for this measure.

[1] The methodology used to extract the percentage of calls handled that received a congestion message was calculated by the sum of the total number of congested messages, divided by the calculated total number of calls handled. The calculation does not take into account a single (unique) customer making repeated calls.

- The proportion of customers being transferred to be served for more than one service varies based on the period being reported on.
- Place in Queue (PiQ) is an automated callback option for inbound customer calls, allowing callers to request a call-back when at the time they would be answered if they had remained on the line rather than waiting on hold. Calculation of PiQ begins when the call enters the queue on the call back.

The below information relates to Strategic Performance Measure 4: Customers served within 15 minutes.

Reference	2024–25 Portfolio Budget Statements, page 211 2024–25 Corporate Plan, page 22
Data Source	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
Calculation Explanation	Calculated by dividing the sum of all Calls and face to face contacts served within 15 minutes, by the total sum of all calls answered, face to face contacts and customer terminated calls over five minutes.
Calculation	(A + B + C) / (C + D + E + F) (represented as a percentage) A = Calls answered within 15 minutes B = Face to face Virtual Wait Room (VWR) contacts served within 15 minutes C = Resolved face to face Enquiries D = Total customer terminated calls over 5 minutes E = Total calls answered F = Total face to face VWR contacts served

Strategic Performance Measure 5 — Work processed within timeliness standards

The agency is committed to ensuring the timely processing of work to ensure customers receive the right payment, at the right time, based on the information provided to the agency.

This demonstrates the agency's performance against its agreed timeliness standards.

Year	Target	Result	Performance Outcome
2024–25	≥90%	92.4%	Achieved
2023–24	≥90%	71.8%	Partially achieved
2022–23	≥90%	68.7%	Partially achieved

ANALYSIS

The agency achieved its target of ≥90% with a result of 92.4%.

Across the 2024–25 financial year, the agency significantly improved its performance against this measure compared to 2023–24 and maintained lower work on hand volumes while targeting older more complex work.

The result was influenced by automated health processing, which accounts for 98.8% of all work included in this measure. This is an increase of 20.5% from 2023–24 to 2024–25 for health. Performance was driven by timely processing of manual health claims, an increased volume of health automation and the inclusion of a number of additional claim types in the measure. This resulted in an additional 240 million activities being added which contributed to the result.

The agency remains committed to investing in our staff, equipping them to process more complex work while building their skills, confidence and expertise in customer service. This ongoing investment lays a robust foundation for workforce capability and quality, enabling us to deliver comprehensive, end-to-end services to customers wherever possible.

We are accelerating customer outcomes by allocating claims to staff for processing as early as possible and supporting customers if further information is needed to complete an assessment. Staff make every effort to contact customers by phone where extra information may be required to finalise a claim. This includes 'digital coaching' to assist customers upload their documents digitally. These strategies, along with maintaining increased resourcing on processing led to the agency achieving this measure target for the first time.

Table 15: Percentage of claims processed within timeliness standards by work type 2024–25

Work types	Percentage of claims processed within timeliness standards
Social security	85.9%
Health	92.4%[(a)]
Child support payments	52.3%
Emergency payments	77.0%

(a) Health increased from 71.9% in 2023–24 to 92.4% in 2024–25, which was driven by timely processing of manual health claims (accounting for 98.8% of all work included in this measure), an increased volume of health automation and the inclusion of a number of additional claim types in the measure.

LIMITATIONS AND EXCLUSIONS

- The scope of this performance measure is limited to claims-based processing work types with an agreed timeliness standard, where data has been sourced and validated:
  - social security: a new claim lodged for a social security payment or a concession card that has been assessed, resulting in the claim being either granted or rejected. This does not include claims which are cancelled, deleted or withdrawn

  - health: Medicare benefits; subsidies and supplements to approved aged care providers; claims and payment for other health programs such as External Breast Prostheses Reimbursements, Aged Care Payments, Continence Aids Payments and Pharmaceutical Benefits Scheme
  - child support: this measure counts the number of new registrations and restarts finalised
  - emergency payments: this measure includes Australian Government Disaster Recovery Payment.
- Whilst all 3 programs are represented within the measure, not all claims-based processing work types within these programs are captured. This measure does not capture the full breadth of work processed by the agency.
- As new claims-based processing timeliness standards are agreed with partner agencies, the measure will be updated to incorporate these new work types. Start dates for new timeliness standards will be negotiated with partner agencies and included in the scope of this measure once agreed.
- Social security non-claim activities do not have agreed timeliness standards and are therefore excluded from this measure. A number of different activity types may be included in this work type including change of circumstances, medical certificates, reassessments, reviews and follow-up work. The current methodology to measure non-claim activities involves a tiered allocation approach where work is grouped according to priority. This means higher priority payment affecting work is allocated first.
- Staff are focused on completing all work relevant to a customer's circumstance during every customer interaction. Related work items may be allocated together. A bundle may include work items (claim or non-claim). Bundling helps staff ensure customers are not affected by unnecessary delays in processing.

EXPLANATORY NOTES AND DEFINITIONS

- In the ANAO's performance audit into the Accuracy and Timeliness of Welfare Payments it was recommended the Department of Social Services and Services Australia assess the merit and viability of developing additional key performance measures for the timeliness of non-claim work items. This will be considered for future years.
- The agency added extra work types with agreed timeliness standards to the measure in 2024–25.
- A new registration refers to the process of an application for a child support assessment received from a customer who is claiming child support for a child/children they have not previously claimed for.
- A restart refers to cases previously registered but the assessment was not accepted (invalid), withdrawn (customer decided not to proceed with the applications) or ended and the customer makes an application to have the case restarted.
- The measure counts the number of registrations finalised by the due date in the reporting period. Finalised is defined as when the case status changed from recorded or pended to any other status other than cancelled.

The below information relates to Strategic Performance Measure 5: Work processed within timeliness standards.

Reference	• 2024–25 Portfolio Budget Statements, page 211 • 2024–25 Corporate Plan, page 23
Data Source	Enterprise Data Warehouse
Calculation Explanation	Calculated by dividing all work processed within their individual processing standards by the total work processed.
Calculation	A / B (represented as a percentage) A = Work processed within timeliness standards B = Total work processed

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.

Year	Target	Result	Performance Outcome
2024–25	N/A – benchmark year	2.02%	N/A – benchmark year

Note: There are no historic results for this measure benchmarked in 2024–25.

ANALYSIS

The 2024–25 financial year represents the baseline year and the first time this performance measure has been reported, which will enable reporting of trends and performance in future financial years. From 2025–26, with a baseline result established, the agency will be able to report whether the target of a three-year rolling average less than, or equal to, the prior year three-year rolling average has been achieved.

The monetary result value is low and therefore the result will be reported as a 2 decimal place percentage value to make it easier to determine whether efficiency has improved over time. For example, the result in 2024–25 is $0.02 cents per payment dollar of the value of all payments made by the agency, which expressed as a 2 decimal percentage value is 2.02.

The agency's departmental funding is provided to facilitate customer services and payments in line with the agency's outcome, to "*Deliver high-quality, accessible services and payments to individuals, families, businesses and partner agencies on behalf of government; with a focus on contemporary service delivery and customer experience.*"

The agency provided $263.0[2] billion in payments to customers in 2024–25, including:

- Social security - $163.8 billion, primarily comprising $62.4 billion in Age Pension payments, $23.2 billion in Disability Support Pensions, $15.4 billion in JobSeeker Payment, $18.0 billion in Family Tax Benefit, $15.2 billion in Child Care Subsidy, $11.1 billion in Carers payments and allowances, and $8.1 billion in Parenting Payments
- Health - $97.2 billion, primarily comprising $32.9 billion in subsidies for aged care programs, $32.8 billion in Medicare bulk-billing and patient claiming for medical services, $19.4 billion to subsidise access to medicines under the Pharmaceutical Benefits Scheme (PBS), and $7.3 billion to reimburse or discount the cost of private health insurance cover.
- Child Support facilitated payments - $2.0 billion representing the dollar value of child support collected and transferred between parents.

In 2024–25 we developed our 2030 Vision and Strategy, outlining our ongoing commitment 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 allocation of resources in future years.

LIMITATIONS AND EXCLUSIONS

- This performance measure's denominator does not reflect non-payment-based services to customers. Fluctuations in non-payment-based services may impact on agency costs (e.g. the numerator) but not have a resulting impact on the payments administered by the agency (e.g. the denominator).

[2] Refer also to Agency snapshot details on page III of the Annual Report and full details of payments at program level in Part 4: Delivering payments and services to customers, pages 53 to 105.

- Measuring the cost efficiency of providing payments to customers may incentivise the agency to minimise cost to the detriment of quality (including both payment accuracy and the quality of the customer experience). This measure is monitored as part of the agency's broader suite of Strategic Performance Measures to ensure quality does not decline to drive increased efficiency.
- This measure excludes:
  - any expenditure incurred in the delivery of services funded through section 74 of the PGPA receipts on behalf of other entities, as these are not provided through the Appropriation Acts
  - the implementation costs of government-agreed transformation projects sourced from the agency's finance system (Systems Applications and Products (SAP)). These costs are incurred to implement improvements to systems and processes, linked to specific Government decisions (e.g. this excludes s74 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.

EXPLANATORY NOTES AND DEFINITIONS

- 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 and the Annual Financial Statements.
- This measure includes the agency's 3 programs: Strategy and Corporate Enabling, Customer Service Delivery and Technology and Transformation.
- The government may elect to change the rate of payment for payments made to customers, which would impact the total value of payments to customers and the result.

The information below relates to Strategic Performance Measure 8: Cost per payment dollar administered.

Reference	N/A for 2024–25
Data Source	The agency's audited financial statements for end of financial year performance reporting. The agency's most recent Social Services Budget publication (e.g. Portfolio Budget Statements or Portfolio Additional Estimates Statements), consistent with the Department of Finance's Central Budget Management System and linked Appropriation Acts.
Calculation Explanation	Calculated by dividing the total funded expenditure ($cost), by the total value ($) of payments administered during the reporting period. Total funded expenditure is calculated as the sum of annual Departmental appropriations for ordinary services, departmental capital budget and equity injection.
Calculation	(A + B + C - D) / E A = Departmental Annual appropriations - ordinary annual services ($) B = Agency Departmental capital budget ($) C = Equity injection ($) D = Registered Project expenditure (Government funded) ($) E = Payments administered by the Agency ($)

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.

Year	Target	Result	Performance Outcome
2024–25	≥99%	99.7%	Achieved
2023–24	≥99%[(a)]	99.9%	Achieved
2022–23	≥98.5%[(b)]	99.8%	Achieved

(a) The target has increased to ≥99% in 2023–24 since the prior year (98.5%) to strive for improvement over time.

(b) The target has increased to ≥98.5% in 2022–23 since the prior year (98%) to strive for improvement over time.

ANALYSIS

The agency achieved its target of ≥99% with a result of 99.7%.

This performance measure encourages the agency to continually improve its ICT systems, making it easier for customers to manage their affairs whenever they choose through user-friendly online platforms and mobile apps. By focusing on delivering high-quality and accessible services, as well as modernising service delivery, the agency is committed to creating a better customer experience.

The high result demonstrates the agency's commitment to continuous improvement in its online delivery platforms and the ICT infrastructure that hosts and delivers them.

Table 16: Availability of digital channels by program 2024–25

Program	Availability of digital channels
Social security	99.6%
Health	99.8%
Child support	99.7%

LIMITATIONS AND EXCLUSIONS

- The scope of this performance measure is limited to services allowing customers or third-party organisations to self-manage their business with the agency.
- The agency's services that customers interact with either directly or via a specific authentication service are limited to:
  - Social security
    - Centrelink online accounts

    - Express Plus Centrelink mobile apps
    - Centrelink business online services
    - Business Hub
  - Health
    - Medicare online accounts
    - Express Plus Medicare mobile app
    - Health professional online services
    - Provider Directory System
    - Pharmaceutical Benefits Scheme online
    - Medicare Easyclaim
    - ECLIPSE
  - Child support
    - Child support online accounts
    - Express Plus child support mobile app
    - Child support business online services
- The calculation of availability removes periods of planned outages, which are used to ensure services are up-to-date and working as intended, from both the service uptime and the availability.
- Digital channels availability is calculated based on incident and problem records in the agency's service management toolset (a repository of information relating to ICT materials that support workflows).

EXPLANATORY NOTES AND DEFINITIONS

- Availability: the amount of time digital channels and supporting systems are stable and available to support 24/7 customer access to digital channels outside of periods of planned outage.
- Outage time: a confirmed disruption to digital channels.
- Service Hours: an agreed time period when the service should be available. All services included in the measure have service hours of 24 hours per day.

The below information relates to Strategic Performance Measure 6: Availability of digital channels.

Reference	2024–25 Portfolio Budget Statements, page 212 2024–25 Corporate Plan, page 24
Data Source	Internal data sources including ICT incident records, problem records, and scheduled maintenance periods (planned periods of time systems are unavailable for maintenance) are utilised to calculate the availability result.
Calculation Explanation	Calculated by dividing the total hours of service uptime by the total hours in the availability window. Excludes scheduled maintenance periods (planned periods of time systems are unavailable for maintenance) and planned outages.
Calculation	A / B (represented as a percentage) A = Service uptime (availability window subtracting outage time) B = Availability window (total service hours subtracting scheduled maintenance periods)

Strategic Performance Measure 7 — Customer interactions through digital services

The agency endeavours to develop and deliver 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.

Year	Target[(a)]	Result	Performance Outcome
2024–25	≥83%	95.2%[(b)]	Achieved
2023–24	≥82%	91.9%	Achieved
2022–23	≥81%	91.5%	Achieved

(a) The target has increased year on year to strive for improvement over time.
(b) In 2024–25 the methodology was updated to better reflect customer interactions through digital channels, also renaming this measure from the previous 'Tasks managed by customers in digital channels.' Results for 2024–25 are not comparable with previous results.

ANALYSIS

The agency achieved its target of ≥83% with a result of 95.2%.

During 2024–25, SPM 7 underwent a methodology review and name change, to more accurately reflect the agency's digital performance and the intent of the measure. The changes comprised:

- consistent exclusion of interaction types that would never be appropriate to be self-managed by customers such as debt review activities and staff assessing the outcome of a customer claim
- the inclusion of some digital interactions that would otherwise result in a staff-assisted interaction such as a customer viewing when their next payment will be received, and Centrelink Confirmation eService transactions.

This revised methodology has been applied for the full 2024–25 financial year.

711.6 million interactions were self-managed by customers (individual and organisations) in digital channels, as detailed below:

- Social security: 148.0 million interactions were self-managed in digital channels, to achieve 89.9%
- Health: 561.3 million interactions were self-managed in digital channels, to achieve 96.9%
- Child support: 2.3 million interactions were self-managed in digital channels, to achieve 66.6%

Child support has a low proportion of self-managed activities, as the services are often complex and require intervention.

The table below summarises the agency's customer take-up of current digital options and self-manageable work completed digitally against each program for 2024–25.

Table 17: Customer take-up of current digital options and self-manageable work completed digitally by program, 2024–25

Program	Customer take-up of current digital options (a)	Self-manageable work completed digitally (b)(c)
Social security(d)	90.3%	89.9%
Health	96.9%	96.9%
Child support	68.4%	66.6%
Total (e)	**95.3%**	**95.2%**

(a) Customer take-up of current digital options measures the volume of interactions self-managed by customers in digital channels, where these interaction types are currently available digitally.
(b) Self-manageable work completed digitally measures the volume of interactions self-managed by customers in digital channels, against the total volume of 'self-manageable' interactions completed by both staff and customers (which includes interactions currently only completed by staff that may be appropriate for inclusion in digital channels in future).
(c) Excludes interaction types that are inappropriate to be made available to customers to self-manage, such as social worker interactions.
(d) Social security includes emergency/disaster payments.
(e) Total results are calculated based on the volume of interactions completed within each program. This means the total results represent the proportion of interactions self-managed by customers across the agency.

Social security

Businesses confirming a customer's entitlement to receive a concession, rebate or service via the Centrelink Confirmation eServices, is the highest contributing digital interaction, with 65 million confirmations, improving access to external supports for customers.

Customers reporting their income to receive Centrelink income support payments is the highest volume of individual customer online interactions and a key element in service delivery demand management, with over 90% completed in digital channels.

The proportion of customers completing emergency claims online increased after claim enhancements were made in October 2024. These improvements simplified customer messaging and allowed customers to upload supporting information for their claim, keeping them in digital channels.

Health

Pharmaceutical Benefits Scheme (PBS) prescription claim processing remains the highest volume of online interactions for Health, with over 343 million interactions completed online (representing over 99% of all prescription claim processing). Digital registration of immunisations remains a favoured channel by health professionals, with over 97% completed digitally.

Health provider uptake of online service options has continued to grow, supported by digital enhancements and education campaigns. The Health Professionals Online Services (HPOS) channel serviced an increasing proportion of PBS approval authority being sought and an increase in updates to provider details such as delegation authority.

In August 2024, the Medicare Claim Tracker was launched, providing customers greater visibility of the progress of their submitted claims. Since its launch, this online service was accessed by customers 8.38 million times in 2024–25.

Child support

Receiving customer income details through digital channels was the strongest driver of digital performance (1.46 million interactions of which 88% were self-managed). Usage of the child support online document upload service also grew, supported by staff and customer promotional campaigns. A full digital platform uplift for child support is due to delivery in 2026 and will provide significant customer experience improvements.

LIMITATIONS AND EXCLUSIONS

- Different time periods should not be used to compare results. Due to changes in methodology and data there is a limitation on year-to-year comparisons.
- The following categories of interactions are excluded from the calculations:
  - Interactions that are inappropriate for customers to self-manage, and will always require staff involvement, due to the nature of the interaction e.g. debt raising activities and staff leaving a note on a customer record
  - Interaction elements which would double-count actions e.g. a claim submitted online is included in results, but the staff-only interaction element to assess this claim is not included
  - Some view-only interactions in digital channels, or multiple interactions undertaken on the same day e.g. a customer viewing their next payment amount multiple times in one day is only counted once.

EXPLANATORY NOTES AND DEFINITIONS

- Interaction: an interaction represents a discrete and identifiable process related to a customer and/or their record. Interaction types may be adjusted following changes to systems and processes to ensure the data remains current.
- Self-managed: an interaction undertaken in a digital channel.
- Self-manageable: an interaction is deemed to be self-manageable if it is currently available within a digital channel or is suitable for future inclusion (e.g. does not meet 'exclusion' criteria above). A process does not need to be self-manageable end-to-end for a discrete interaction to be self-manageable (e.g. an online claim submitted in the digital channel would be a self-manageable interaction, despite the final step of this process requiring staff to assess and finalise the claim.
- Customer take-up of current digital options: this measures the volume of interactions self-managed by customers in digital channels, where these interaction types are currently available digitally.
- Digital channels: secure online account platforms available within the online or mobile app channels, able to be accessed by customers and third-party organisations.
- 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.

The below information relates to Strategic Performance Measure 7: Customer interactions through digital services.

Reference	2024–25 Portfolio Budget Statements, page 212 2024–25 Corporate Plan, page 25
Data Source	Business Activity Reporting and Analytics data extracted from SAS Grid (Enterprise Data Warehouse)
Calculation Explanation	This measure is calculated by dividing the total volume of interactions self-managed by customers in digital channels in the period, by the total number of interactions completed that were, or could have been, completed digitally ('self-manageable' interactions) for the same period.
Calculation	% Self-manageable work completed digitally A / B (represented as a percentage) A = Total volume of interactions self-managed by customers in digital channels B = Total volume of interactions suitable to be self-managed, completed

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Service delivery

3

3.1 Simplifying services

Improving customer experiences

The agency achieved its target to return claim volumes down to usual levels by mid-2024, after 3,000 additional frontline staff were onboarded and trained during 2023–24 to accelerate claims processing times and improve the customer experience.

These reductions have also been accompanied by other improvements in 2024–25, including offering callers on some phone lines the option to receive a call-back when it's their turn in the queue instead of staying on hold when demand is high. Over 835,000 call-backs have been answered using the call-back service in 2024–25.

The agency has also introduced the capability for customers to book and manage most appointments for Centrelink payments and services through their Centrelink online account using myGov or the Express Plus Centrelink mobile app. This is making it easier for customers to interact with Services Australia and saving them time. In 2024–25 there were over 512,400 appointments booked by customers using online services.

Since its introduction in August 2024 to 30 June 2025, around 5.4 million users have accessed the Medicare claims tracker almost 8.4 million times, providing visibility of their claim progress without having to contact the agency.

We continue to invest in our staff to build their skills, assure workforce capability and quality, and provide end-to-end services for customers wherever possible.

Digital services

We administer myGov, the government's front door for digital services, that allows individuals to access Medicare, Centrelink, Child Support and services from other government agencies. There are nearly 26.4 million active and linked myGov accounts.

In 2024–25 the agency continued to focus on delivering simple, secure and inclusive digital services that meet the needs of our customers. Protecting customer information continued to be a high priority in a more complex cyber and fraud environment. In 2024–25 we strengthened account protection by improving authentication options, supporting customers to switch to more secure authentication options including passkeys in myGov and growing our digital fraud protection capabilities. To further protect personal information and minimise the risk of harm, we introduced privacy enhancements such as partially masking customer bank details and reducing the ability to view historical documents online.

Online accounts and Express Plus mobile apps handled 326.7 million digital interactions in 2024–25, enabling staff to focus on more complex enquiries and transactions with customers.

Every month on average our phone self service handled 1.3 million calls. Our digital assistants also answered millions of customer questions throughout the year. These tools helped people find answers without needing to speak with a staff member. This also reduced wait times during peak periods. Telephony messages were also updated frequently to address common questions and direct customers to the correct digital channels. These enhancements helped manage high call volumes while enabling staff to focus on customers with complex or urgent needs.

We improved our support for emergency events, making it easier for customers affected by natural disasters to access help online, and we enhanced our systems to give faster access with fewer steps for online claims. Digital enhancements were guided by customer feedback and testing. We worked closely with other agencies to ensure our platforms remained connected, consistent and easy to use across government.

More than 1 million emergency claims were received through digital channels in 2024–25.

Telephony and processing

As the Australian Government's main service delivery agency, we host one of the largest contact centre networks in the country.

Our staff need broad capabilities to understand and apply legislation according to individual customer circumstances across hundreds of payments and services. They undertake varied functions throughout the day depending on customer need, such as processing work, taking phone calls from customers or serving our customers face to face. In 2024–25 the agency focussed on enabling more customers to access our services, by answering as many calls as possible and minimising the use of congestion messages (see Reducing the time customers spend waiting on page 48).

The agency supported Australians impacted by declared natural disasters with 7 activations across 3 different states in 2024–25 (see Disasters and emergency events in 2024–25 on page 87).

For the 2025 federal election we supported the Australian Electoral Commission (AEC) Contact Centre Services (CCS), including electronically assisted voting for people who are blind or have low vision, and voters in Antarctica. We delivered CCS over 47 days from 29 March to 16 May 2025 including weekends and public holidays for the election held on Saturday 3 May and we handled over 306,000 enquiries. Remote servicing teams supported the 2025 federal election by helping the AEC to deliver mobile polling services in 467 remote polling locations (see Remote servicing teams for more information on page 98).

Our Services Australia Operations Centre gives 24/7 real-time monitoring of our operations across Australia. The operations centre rapidly responds to shifts in customer demand and its 40 dashboards detail the live performance of systems, customer usage, and the demand on services, including the telephony channel.

Reducing the time customers spend waiting

Customers calling our Medicare and Centrelink telephone lines are spending less time waiting to have their calls answered.

Additional resourcing from the Australian Government over the past 18 months has enabled us to build sustainable capability to better support Australians when they need it.

Following an extensive recruitment process, more than 3,000 additional frontline staff were onboarded with the agency over 10 weeks from November 2023. The new recruits were trained to help accelerate claims processing times and improve access for customers.

We now have more than 20,000 frontline staff who handle phone calls and process payments in our 80 contact centres or who serve customers face to face in one of our 318 service centres across Australia.

Customers rightly expect helpful, respectful, fast, convenient and responsive services.

We answered calls on average 22% faster in 2024–25 than in 2023–24. Centrelink calls were answered about 8 minutes faster. Medicare customer calls were answered 2 minutes faster, down from 8:06 minutes to 5:21 minutes – that's a 34% improvement.

Our use of congestion messaging during periods of high demand also fell, improving access to our phone lines. Across the agency, we cut congestion messaging by 85% in 2024–25.

We're also offering call-backs on some phone lines when demand is high.

Our place in queue call-back service means customers can choose to have a staff member call them back instead of waiting on hold, allowing people to continue their day without losing their place in the queue.

It also means fewer people need to call us again or go into a service centre to ask about the progress of their claim or another enquiry, as more people are getting through on the phone.

About 1.6 million place in queue call-backs were offered to customers in 2024–25, and more than half of all callers (58%) accepted the option rather than waiting on hold.

This progress makes a real difference to the people on the end of the phone.

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Voice biometrics and interactive voice response

Voice biometrics offer customers personalised services in the telephony channel. With the interactive voice response (IVR), these connected technologies enable authentication and a personalised experience, allowing customers to interact with the agency using their telephone keypad or voice.

A voiceprint enables customers to use their unique vocal features, including sound, rhythm and pattern, to securely prove their identity. Using a voiceprint gives customers a more personalised IVR experience, such as tailored information and the ability to complete multiple transactions without needing to talk to a Service Officer.

Nearly 9.6 million customers connected with the agency using their voiceprint and 318,000 customers registered their voiceprint in 2024–25.

Service centres

The agency delivers safe, respectful and professional in-person support through a national network of 318 service centres, 377 agents and 191 access points. These face to face services are a vital part of our integrated services, especially for people who need extra help or prefer to speak with someone in person.

In 2024–25 we modernised more of our service centres to make them more accessible, safe and customer friendly, to ensure every customer – including those who require additional support – can get support when and how they need it. Over half of our service centres have now been transformed.

Key improvements included:

- incorporating customer feedback and creating safer, more secure environments, with 182 service centres now transformed
- enhancing the Centrelink online account through myGov to allow customers to book, cancel and reschedule more of their appointments online
- increasing collaboration with other government service agencies, including co-locating with staff from the National Disability Insurance Agency (NDIA) in 98 service centres, so customers can access services in one place
- introducing customer self-check-in options, transparency of customer wait times and customer feedback kiosks that allow customers to give real-time feedback about their experience
- transforming 1 bespoke service centre and undertaking co-design activities with communities to improve services for Aboriginal and Torres Strait Islander Australians
- opening the new Sorell Service Centre in Tasmania, with access to Services Australia and Service Tasmania at the one place.

3.2 Simplifying employment income reporting

The agency is helping customers by streamlining the process of reporting employment income.

Single Touch Payroll

Single Touch Payroll is an Australian Government initiative where employers report employee payroll information such as salary and wages, allowances, pay-as-you-go withholdings and superannuation deductions to the Australian Taxation Office (ATO). Where an employee is a mutual customer of the ATO and Services Australia, the employee's payroll information is shared with us and used to improve the customer experience by:

- placing customers onto regular income reporting when the data indicates they are paid an income
- pre-filling employment income details, leading to increased payment accuracy
- streamlining the reporting of unused leave and/or termination payments when customers cease work by prefilling cessation details in new claims
- helping customers who are in receipt of Family Tax Benefit (FTB) to understand what they need to do at tax time to balance their payments
- reminding FTB customers to give updated family income estimates when the projected annual income indicates a different amount, minimising or preventing debts
- enhancing debt recovery processes for former customers
- helping set up child support payments from an employee's pay more efficiently where it is appropriate to do so, reducing the reporting burden for employers to report child support payments.

3.3 Health Delivery Modernisation Program

The Health Delivery Modernisation Program continued to stabilise, modernise and transform the health payments system that underpins Medicare, the PBS and other health related programs. Strengthening Medicare initiatives delivered improvements in the health care sector, benefiting health providers and third parties. In 2024–25 improvements included:

- simplifying the customer and staff processes with Medicare enrolments by providing an online solution
- a Medicare claims tracker enabling claimants to track the status of Medicare claims submitted online
- delivering initiatives to improve the digital experience for pharmacies and health professionals using Health Professional Online Services
- supporting health providers and consumers to monitor care plans that give access to Medicare subsidised services online through digital self service.

3.4 Department of Veterans' Affairs Modernisation Program

Leveraging the foundational capability delivered under the Veteran Centric Reform Program, the agency continued to work collaboratively with the Department of Veterans' Affairs (DVA) on the DVA Modernisation Program. The DVA Modernisation Program focussed on improving services by making it simple for veterans and their families to lodge claims and access support and services through enhanced ICT systems. This program of work was successfully closed in February 2025.

The agency partnered with DVA to:

- improve DVA's online portal, MyService, to make the status of claims more transparent, improve the document upload functionality and introduce nudge messaging to ensure all necessary information needed to assess a claim is submitted
- replace end-of-life systems that support DVA's aged care functions, transforming all pension and aged care assessments
- expand computer supported decision-making, for faster claims processing for common conditions where specific claims meet standard criteria and are automatically processed, removing the need for manual intervention
- improve customer analytics tools to help DVA design services that respond to their customers' needs
- enhance tools and processes that support DVA staff when interacting with their customers.

3.5 Operate and maintain myGov

With over 357 million sign ins annually, myGov continued to be critical national infrastructure, providing the platform for Australians to access a range of government services. In 2024–25 the agency focused on strengthening and improving myGov as the primary digital front door to government for Australians.

We monitored performance across metrics and consistently maintained a high system availability of 99.5% throughout the year to ensure a reliable and responsive experience for customers. Usage of the myGov app grew with 7.9 million users now registered, and 1.9 million of myGov app users indicated a positive experience.

In 2024–25 we expanded the reach and maturity of myGov by onboarding 2 new member services:

- Victorian Concessions and Allowances – Victorian Government Department of Families, Fairness and Housing
- Your Career – Department of Employment and Workplace Relations (DEWR).

This brings the total number of member services to 18.

More than 1.3 million people have created a passkey as a more secure alternative to a password. There were over 4.1 million card views in the myGov digital wallet. There are now 10 cards available in the wallet. This includes access to the organ donor card, giving cardholders a convenient and secure way to view and manage their donation preferences (see more information about myGov in 2024–25 on page 127).

Protecting customer information with passkeys

With ever-increasing cybersecurity threats, it's critical we help people keep their personal information secure.

Scammers often use phishing scams to trick people into giving away their personal information through fake myGov websites.

We've introduced passkeys as a sign in option for myGov, helping people avoid accidentally sharing their myGov sign in details with a scammer.

It's part of our commitment to safeguard customers and their data by adopting new technologies.

Passkeys are a simple and secure authentication technology that allows people to sign in to websites and apps without entering a password. Passkeys use your device's security features, like fingerprint or facial recognition, to sign in. They only work on the website or app you created them on.

By creating a passkey and turning off your password as a sign in option, scammers can't use compromised credentials to access accounts.

myGov is one of the first digital government services platforms in the world to embrace passkeys as a sign in option.

Passkeys are a great way for people to protect their myGov accounts. They're already used by some of the world's biggest companies to protect their customers' data.

We consulted with industry experts and conducted market research to understand community sentiment towards security and sign in options.

In 2024–25 more than 1.3 million passkeys were created to sign in to myGov.

The users of more than 755,000 myGov accounts turned off their password and now use a passkey or Digital ID to sign in.

myGov provides an entry point for Australians to access 18 government services in one place.

We've introduced a myGov security review feature which prompts customers to take steps to make their accounts more secure.

This includes reviewing and updating their sign in settings, switching to a safer sign in option like passkeys or Digital ID, and changing their password if it's more than two years' old.

These simple steps will help strengthen security and reduce the risk of scammers accessing user accounts with stolen sign in details.

Delivering payments and services to our customers

4

4.1 Social security

Table 2 shows that in 2024–25 the agency processed around 3.5 million claims for social security. Of these, around 2.8 million claims were granted and 705,000 were rejected.

Table 2: Claims finalised in 2024–25

Payment type	Claims	Granted	Rejected
ABSTUDY	25,600	21,000	4,600
Additional Child Care Subsidy	131,000	117,000	14,300
Age Pension	239,000	202,000	37,000
Assistance for Isolated Children	7,800	5,900	1,800
Carer Payment and Carer Allowance	231,000	159,000	72,700
Child Care Subsidy	421,000	407,000	14,200
Crisis Payment[(a)]	158,000	99,900	58,200
Dad and Partner Pay	45	22	23
Disability Support Pension	136,000	79,200	56,500
Double Orphan Pension	200	100	24
Essential Medical Equipment	9,800	6,500	3,300
Ex-Carer Allowance (Child) Health Care Card	5,700	5,300	500
Family Tax Benefit	428,000	304,000	124,000
Fares Allowance	2,600	1,200	1,100
Farm Household Allowance	2,900	1,600	1,300
Foster Child Health Care Card	1,300	1,100	200
Home Equity Access Scheme	6,200	5,000	1,100
JobSeeker Payment	541,000	471,000	70,300
Low Income Card	131,000	95,800	35,200
Mobility Allowance	8,100	1,200	6,900
Parental Leave Pay	421,000	391,000	30,700
Parenting Payment	136,000	94,900	41,400
Pensioner Education Supplement	27,800	19,800	8,100

Payment type	Claims	Granted	Rejected
Seniors Health Card	81,200	70,100	11,100
Special Benefit	13,800	4,400	9,400
Status Resolution Support Services	700	600	43
Stillborn Baby Payment	1,600	1,100	500
Tertiary Access Payment	8,600	3,800	4,700
Youth Allowance for job seekers	97,600	78,400	19,200
Youth Allowance Student and Austudy	213,000	136,000	76,700
Total[b]	**3,500,000**	**2,800,000**	**705,000**

(a) To be eligible for Crisis Payment the customer must have experienced one of the defined extreme circumstances and be in severe financial hardship and have claimed within the specific timeframe.

(b) Rounding has been applied. Discrepancies between totals and sums of components are due to rounding.

Older Australians

Age Pension

Age Pension is the main income support payment for eligible older Australians who have reached Age Pension age. Entitlement is assessed under the social security residence, income and assets tests. Customers also receive a Pensioner Concession Card that gives access to a range of concessions.

In 2024–25:

- there were approximately 2.7 million Age Pension customers
- 66.4% of Age Pension recipients received the full-rate pension and 32.9% received a part-rate pension based on their income and assets.

In 2024–25, $62.4 billion was paid in Age Pension payments.

Carers

Carer Payment

Carer Payment is an income support payment for carers who are unable to support themselves through substantial employment because of the demands of their caring role. It is a taxable payment if the customer, or the person they care for, are Age Pension age. To receive Carer Payment, both the customer and the person they care for need to meet income and assets test requirements.

To be eligible for Carer Payment, a carer must be providing constant care for either:

- an adult or child with disability or a severe medical condition
- an adult who is frail aged.

In 2024–25, $8.1 billion was paid in Carer Payment.

Carer Allowance

Carer Allowance is an income supplement for people who give additional daily care and attention for either:

- an adult or child with disability or a severe medical condition
- an adult who is frail aged.

Carer Allowance is a non-taxable payment that is income tested but is not assets tested.

In 2024–25, $3 billion was paid in Carer Allowance.

People with disability

Disability Support Pension

Disability Support Pension (DSP) is an income support payment for people with a physical, intellectual or psychiatric condition that prevents them from working. It is an income and assets tested payment that is taxable if the customer is Age Pension age.

Customers need to meet both non-medical and medical eligibility criteria to be eligible for DSP. Non-medical rules include but are not limited to age, residence status, income and assets. Medical rules include how a customer's condition affects their capacity to work.

In 2024–25 the agency made several improvements to the DSP claim process to reduce red tape for customers. Many of these changes were made in consultation with disability and welfare peak bodies. These improvements included:

- starting implementation of Auslan On-Demand in service centres to help customers who are deaf or hard of hearing when they need to interact with the agency
- working in partnership with the NDIA to try new ways of supporting mutual customers
- development of new Auslan videos about DSP for the agency's website.

In 2024–25, $23.2 billion was paid in DSP.

Mobility Allowance

Mobility Allowance is a supplementary payment that helps eligible people with travel costs for work, study or looking for work. The allowance is paid to eligible people with disability, illness or injury that prevents them from using public transport. It's a non-taxable payment that is not subject to an income or assets test.

In 2024–25, $35.6 million was paid in Mobility Allowance.

Essential Medical Equipment Payment

Essential Medical Equipment Payment (EMEP) is a yearly payment to help people with the increased energy costs of running essential medical equipment or heating or cooling used for medical needs. It's a non-taxable payment that is not subject to an income or assets test.

In 2024–25, $10 million was paid in EMEP.

Families

The agency administers a range of payments and support to help families meet the costs of raising children. We also help parents planning to return to work and education, and grandparents and non-parent carers needing information.

Parenting Payment

Parenting Payment is the main income support payment that helps families with the costs of raising children.

There are 2 payment rates:

- Parenting Payment Single, which is for single parents and carers with principal care of a child aged under 14
- Parenting Payment Partnered, which is for partnered parents and carers with principal care of a child aged under 6.

The amount paid is based on individual circumstances. Both payments are taxable and are income and assets tested.

In 2024–25, $8.1 billion was paid in Parenting Payment.

Family Tax Benefit

Family Tax Benefit (FTB) is a supplementary payment available to low and middle income families to help with the day-to-day cost of raising children. It has 2 parts:

- FTB Part A, which is paid per child
- FTB Part B, which is paid for the family.

The amount each family is paid is based on the family's individual circumstances. Both payments are non-taxable payments that are income tested but are not assets tested.

In 2024–25, $18 billion was paid in FTB.

Paid Parental Leave scheme

The Paid Parental Leave scheme gives Parental Leave Pay (PLP) at a rate based on the national minimum wage to support eligible working parents to take time off work to care for their newborn or newly adopted child.

PLP is taxable, income and work tested and has residency requirements.

In 2024–25, $3.2 billion was paid in PLP.

Child Care Subsidy

Child Care Subsidy helps families with the cost of approved child care. There are 2 Child Care Subsidy payments:

- Child Care Subsidy, which is an income and activity tested subsidy to reduce the out-of-pocket cost of approved child care
- Additional Child Care Subsidy, which gives eligible families extra help with the cost of approved child care.

These payments are generally paid directly to child care service providers.

In 2024–25, $15.2 billion was paid in Child Care Subsidy.

Newborns and newly adopted children

The agency delivers other payments that help parents with expenses for newborn or newly adopted children. They are:

- Newborn Upfront Payment, which is a one-off payment
- Newborn Supplement, which increases the rate of FTB Part A for up to 13 weeks.

Stillborn Baby Payment

Stillborn Baby Payment is a one-off payment to help families with the extra costs they face when a child is stillborn. It's a non-taxable payment. Claiming timeframes, income test requirements, and eligibility for more financially beneficial assistance and PPL may affect eligibility. Stillborn Baby Payment and PPL cannot be paid for the same child.

In 2024–25, $3.5 million was paid in Stillborn Baby Payment.

Double Orphan Pension

Double Orphan Pension helps with the costs of caring for children who are orphaned, or whose parents are unable to care for them in certain circumstances. It is non-taxable and not subject to income or assets tests.

In 2024–25, $2 million was paid in Double Orphan Pension.

Grandparent, Foster and Kinship Carer Advisers

Grandparent, Foster and Kinship Carer Advisers give tailored information to non-parent carers about payments and services that are available through the Australian, state and territory governments, and community service providers.

Our advisers also operate an adviser line for grandparents, attend community forums and work with carer organisations. In 2024–25 the Grandparent, Foster and Kinship Carer Adviser line handled around 44,000 calls, compared to around 59,000 calls in 2023–24.

Parent Pathways

Parent Pathways is a voluntary pre-employment service that commenced on 1 November 2024 for parents of young children. Parent Pathways gives flexible and personalised support to parents and carers in receipt of Parenting Payment, Carer Payment or Special Benefit, with children aged under 6, helping them to achieve their personal, study or employment goals.

DEWR administers Parent Pathways, which is delivered by contracted service providers in the Playford, Gawler and surrounding local government areas of South Australia. The agency identifies income support customers who are eligible for Parent Pathways, informs them about the service and refers the details of consenting customers to a Parent Pathways provider. From 1 November 2024 to 30 June 2025 the agency has referred 12,755 customers to Parent Pathways.

ParentsNext

ParentsNext was a pre-employment service that was delivered from 1 April 2016 and ceased on 31 October 2024. The program supported parents and carers with children aged under 6 to meet their study and work goals. The agency referred eligible customers to a ParentsNext provider who helped them to identify and achieve their goals and connected them to activities and support services in their local communities. From 1 July 2024 to 31 October 2024 the agency referred 2,432 customers to a ParentsNext provider.

Job seekers

JobSeeker Payment

JobSeeker Payment gives financial support to people aged between 22 and Age Pension age who are looking for work or are sick or injured and can't do their usual work or study. It is a taxable payment which is income and assets tested and has residency requirements.

JobSeeker Payment customers are required to demonstrate that they are actively looking for work, or undertaking activities to improve their work prospects, such as further study, training or approved voluntary work.

In 2024–25, $15.4 billion was paid in JobSeeker Payment.

Youth Allowance for job seekers

Youth Allowance for job seekers gives financial help for young people aged between 16 and 21 who are looking for full-time work or undertaking approved activities. It's a taxable payment, for job seekers who are aged 16 or older, and is income and assets tested and has residency requirements. Youth Allowance for job seekers customers are required to demonstrate that they are actively looking for work or undertaking activities to improve their work prospects, such as further study, training or approved voluntary work.

In 2024–25, $1.2 billion was paid in Youth Allowance for job seekers.

Students

ABSTUDY

The ABSTUDY scheme gives financial assistance for Aboriginal and Torres Strait Islander Australians who are undertaking approved secondary or tertiary study or are a full-time Australian apprentice. Personal income and assets tests, a parental means test, and a partner income test may apply based on customer circumstances.

In 2024–25, $364.7 million was paid in ABSTUDY.

Assistance for Isolated Children

Assistance for Isolated Children is a suite of payments for parents and carers of children who cannot attend their local government schools because of geographical isolation, disability, or special needs.

In 2024–25, $117.3 million was paid under the Assistance for Isolated Children program.

Austudy

Austudy gives financial assistance to full-time students and Australian apprentices aged 25 and older. To be eligible, people need to meet income and assets tests and residency requirements. Austudy is a taxable payment.

In 2024–25, $427.7 million was paid in Austudy.

Youth Allowance for students and Australian apprentices

Youth Allowance gives financial assistance to full-time students and Australian apprentices aged between 16 and 24. To be eligible, people need to meet income and assets tests and residency requirements. Youth Allowance is a taxable payment.

In 2024–25, $2 billion was paid in Youth Allowance for students and Australian apprentices.

Tertiary Access Payment

Tertiary Access Payment (TAP) is a one-off payment aimed at helping students with the costs of relocating from regional or remote areas to undertake tertiary study. This one-off payment is only available in the first year of tertiary study. To be eligible, students need to have completed Year 12 or equivalent level of study. From 1 January 2025, students who have taken one or more gap years were eligible to apply.

Students relocating from inner regional areas can be eligible to receive up to $3,000 and students relocating from outer regional, remote and very remote locations can be eligible to receive up to $5,000, paid in 2 instalments ($3,000 and $2,000 respectively). A parental income test may apply based on customer circumstances. The TAP is not a taxable payment.

In 2024–25, $14.7 million was paid in TAP.

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Assessment services

Assessments of medical conditions and work capacity

The agency can assess whether a person has barriers to work, including medical conditions, using the following assessments:

- Medical Assessment Team (MAT) assessments are an early assessment of all available medical evidence to determine if the more comprehensive Job Capacity Assessment (JCA) is required to assess eligibility for DSP.
- JCAs determine the impact of medical conditions on a person's ability to work, whether the person would benefit from employment assistance and whether they are eligible for DSP.
- Employment Services Assessments (ESAts) identify a person's work capacity and the most appropriate type of employment service for job seekers with multiple and/or complex barriers.

Table 3 shows the number of each assessment type undertaken each year from 2022–23 to 2024–25.

Table 3: Medical and non-medical ESAts, MAT assessments and JCA completions

	2022–23	2023–24	2024–25
MAT assessments	112,079	119,000	128,132
JCAs	51,126	69,663	86,187
ESAts – medical	174,513	182,720	159,045
ESAts – non-medical	8,708	7,636	1,905
Total	**346,426**	**379,019**	**375,269**

Assessors

The agency employs 527 qualified health and allied health professionals (assessors) to assess whether customers have medical or other barriers that may prevent them from participating in the workforce. Assessors may recommend a reduction of the participation expectations for job seekers, connect people to employment services providers for support, or assess medical eligibility for DSP.

Assessment services also include a Health Professional Advisory Unit (HPAU), a team of 9 medical advisors and 6 health and allied health professionals, who offer medical opinion to support agency decision-making regarding complex DSP claims.

In 2024–25 the HPAU completed 1,369 referrals.

4.2 Health

The agency administers a range of health, pharmaceutical, aged care and veterans' programs and related services, providing cost-effective medicines, health services and care to support an ageing population.

For more reporting about health programs, payments and services, refer to the 2024–25 annual report for the Department of Health, Disability and Ageing (DHDA).

Medicare

Medicare gives access to essential health related services, such as seeing a doctor, getting medicines, and accessing mental health services and other medical services.

In 2024–25, 27.5 million people were enrolled in Medicare and $32.8 billion was paid in Medicare benefits.

Table 4 shows enrolment numbers from 2022–23 to 2024–25.

Table 4: Medicare enrolments

	2022–23	2023–24	2024–25
People enrolled at 30 June	26.7 million	27.1 million	27.5 million
Active cards at 30 June	15.4 million	15.7 million	15.9 million
New enrolments	538,530	602,726	605,830

Medicare Entitlement Statements

People who do not meet the eligibility criteria for Medicare may apply to be exempt from paying the Medicare levy as part of their tax return. If an individual is not eligible for Medicare for all or part of a financial year, a Medicare Entitlement Statement can be obtained from the agency and submitted to the ATO with an application for an exemption.

Table 5 shows application numbers for Medicare Entitlement Statements from 2022–23 to 2024–25.

Table 5: Medicare Entitlement Statement applications

	2022–23	2023–24	2024–25
Accepted applications	112,371	229,944	304,607
Rejected applications	2,422	3,412	6,461
Total applications	**114,793**	**233,356**	**311,068**

Medicare Safety Net

The Medicare Safety Net gives an additional Medicare benefit to eligible individuals, couples and families who have high out-of-hospital medical expenses. When the total out-of-pocket costs a customer pays reaches a certain threshold, the customer can receive higher Medicare benefits for the rest of the calendar year.

There are 2 Medicare Safety nets:

- the Original Medicare Safety Net threshold for the 2025 calendar year, which is $576 and applies to all Medicare cardholders (individuals and registered families)
- the Extended Medicare Safety Net, which has 2 threshold levels for 2025:
  - $834.50 for Commonwealth concession cardholders and families eligible for FTB Part A
  - the general threshold of $2,615.50 for all other Medicare cardholders.

Access to Medicare benefits

In 2024–25 we implemented 7,253 changes to Medicare Benefits Schedule (MBS) items to support access to essential Medicare-subsidised health services. The changes aim to improve patient access to primary care, decrease pressure on hospitals and better manage complex and chronic conditions.

Medicare claiming

Health professionals can bulk-bill their patients. This means that the patient agrees to have their Medicare benefit paid directly to the health professional as full payment for the service. The health professional can then claim the Medicare benefit directly from the agency. For services that are not bulk billed, the patient pays the health professional and claims the Medicare benefit.

When a patient has received in-hospital services, Medicare claims can be made through simplified billing arrangements.

Table 6 shows Medicare services and benefits by claim type from 2022–23 to 2024–25.

Table 6: Medicare services and benefits by claim type

	2022–23	2023–24	2024–25
Bulk-billing	353.2 million	349.9 million	363.4 million
Patient claiming	71.6 million	78.7 million	80.1 million
Simplified billing	34.8 million	36.1 million	37 million
Total services processed[(a)]	**459.6 million**	**464.7 million**	**480.6 million**
Bulk-billing	$18.4 billion	$19.7 billion	$21.6 billion
Patient claiming	$6.3 billion	$7.1 billion	$7.8 billion
Simplified billing	$2.9 billion	$3.1 billion	$3.3 billion
Total benefits paid[(a)]	**$27.7 billion**	**$29.8 billion**	**$32.8 billion**
Average benefit per service	$60.13	$64.34	$68.12
Average period (date of lodgement to processing)	1.63 days	1.57 days	0.71 days

(a) Rounding has been applied.

Table 7 shows Medicare services by payment type from 2022–23 to 2024–25.

Table 7: Medicare services by payment type

	2022–23	%	2023–24	%	2024–25	%
Electronic Funds Transfer (EFT) to claimant	54.7 million	11.9	60.2 million	13.0	62.6 million	13.0
EFTPOS payment to claimant	15.1 million	3.3	16.9 million	3.6	16.2 million	3.4
EFT to health professional	353.2 million	76.8	349.9 million	75.3	363.4 million	75.6
Pay doctor via claimant cheque	1.8 million	0.4	1.6 million	0.3	1.3 million	0.3
Payment to private health fund or billing agent	34.8 million	7.6	36.1 million	7.8	37 million	7.7
Total services[(a)]	**459.6 million**	**100**	**464.7 million**	**100**	**480.6 million**	**100**

(a) Rounding has been applied.

Table 8 shows Medicare volumes of services transmitted digitally from 2022–23 to 2024–25.

Table 8: Volumes of services transmitted digitally

	2022–23	2023–24	2024–25
Medicare Online			
Bulk-billing	335.2 million	330.2 million	343.9 million
Patient claiming	52.4 million	57.5 million	60.2 million
Medicare Easyclaim			
Bulk-billing	13.7 million	15.4 million	15.3 million
Patient claiming	15.2 million	17 million	16.3 million
ECLIPSE[(a)]			
Simplified billing	33.7 million	35.6 million	36.8 million
Simple File Transfer Protocol			
Simplified billing	1.1 million	0.5 million	0.1 million
Medicare online account			
Patient claiming	1.7 million	1.8 million	1.5 million
Express Plus Medicare mobile app			
Patient claiming	1.3 million	1.2 million	1.2 million
Health Professionals Online Service			
Bulk-billing	3.6 million	3.7 million	3.8 million
Patient claiming	0.4 million	0.5 million	0.5 million
Total digital services	**458.3 million**	**463.5 million**	**479.6 million**
Percentage of overall claims lodged digitally	99.7%	99.7%	99.8%

(a) ECLIPSE: Electronic Claim Lodgement Information Processing Service Environment.

Medicare eligible health professionals

Health professionals who deliver services covered by Medicare are given a Medicare provider number for each practice location. The provider number allows health professionals to refer or request health services for patients and claim benefits under the MBS and on behalf of the DVA.

In 2024–25, 201,662 new Medicare provider numbers were issued.

Practices that deliver diagnostic imaging or radiation oncology services are required to register with the agency and have a location-specific practice number to claim Medicare benefits. Pathology authorities, practitioners, collection centres and laboratories must be approved by the agency before performing Medicare eligible pathology services.

Table 9 shows the number of each type of health professional under Medicare from 2022–23 to 2024–25.

Table 9: Health professionals under Medicare

	2022–23	2023–24	2024–25
Medicare provider numbers issued[(a)(b)]	201,836	208,607	201,662
Diagnostic imaging or radiation oncology practices registered	5,285	5,322	5,483
Approved Pathology Authorities (APAs)	97	92	81
Approved Pathology Practitioners (APPs)	344	319	296
Accredited Pathology Laboratories (APLs)	716	709	664
Approved Collection Centres (ACCs)[(c)(d)]	4,508[(c)]	4,326[(c)]	7,327[(d)]

(a) These numbers do not equate to individual health professionals, as health professionals are issued more than one provider number if providing services at multiple locations.

(b) A new methodology for counting Medicare provider numbers issued has been used in 2024–25 which provides a more accurate representation of provider registration based on location(s) rather than original registration. Figures for 2022–23 and 2023–24 will not match previous annual reports due to this.

(c) These numbers represent relationships between APAs and ACCs.

(d) These numbers represent the total number of unique ACC locations.

Medicare compensation recovery

Medicare compensation recovery aims to recover any Medicare benefits, nursing home benefits, residential care, or home care government subsidies paid to a claimant resulting from compensable injury or illness. When a person receives a lump sum compensation payment of more than $5,000 they may have to repay these benefits or subsidies to the Australian Government before they receive their compensation payment.

Table 10 shows the compensation recovery activity completed from 2022–23 to 2024–25.

Table 10: Compensation recovery

	2022–23	2023–24	2024–25
Cases finalised	50,928	46,634	49,610[(a)]
Benefits recovered	$47.1 million	$29.2 million	$53.4 million

(a) The methodology used to calculate the 'Cases finalised' has been updated to better reflect the unique number of cases. The 2024–25 result is not comparable to previous results.

Access to medicines

The agency administers 2 schemes that subsidise access to medicines:

- The PBS – gives access to a wide range of medicines at a reduced cost to Australian residents and eligible overseas visitors.
- The Repatriation Pharmaceutical Benefits Scheme (RPBS) – gives eligible veterans and their widows, widowers and dependants subsidised access to some additional medicines and dressings at concession rates, and if clinically justified, items not listed under either scheme.

Table 11 shows agency expenditure of each scheme from 2022–23 to 2024–25.

Table 11: PBS and RPBS expenditure

	2022–23	2023–24	2024–25
PBS benefits paid[(a)]	$17.2 billion	$17.9 billion	$19.4 billion
RPBS benefits paid[(a)(b)]	$0.4 billion	$0.4 billion	$0.5 billion
Total benefits paid[(c)]	**$17.5 billion**	**$18.3 billion[(e)]**	**$19.9 billion**
PBS services processed[(d)]	219 million	224.4 million	243.4 million
RPBS services processed[(b)(d)]	7 million	6.9 million	7.5 million
Total services processed[(c)]	**226 million**	**231.3 million**	**250.9 million**

(a) Excludes electronic prescription fee payments.

(b) Includes payments/services processed on behalf of DVA.

(c) Rounding has been applied.

(d) Excludes services under co-payment prescriptions, patient refund claims, Aboriginal Health Service claims under section 100, and claims that are yet to be closed by approved suppliers.

(e) The total benefits paid in 2023–24 published in the 2023–24 annual report has been corrected to $18.3 billion.

Pharmaceutical Benefits Scheme concessions

There are 2 patient contribution levels for PBS listed medicines:

- The maximum cost for a pharmaceutical benefit item at the general rate for 2025 is $31.60. All Australian residents and eligible overseas visitors can access PBS medicines at the general rate.
- Patients with a valid concession card from the agency or the DVA are eligible for the concession rate of $7.70 as the maximum cost for a pharmaceutical benefit item.

The patient must still pay any applicable special patient contributions, brand premiums or therapeutic group premiums.

Pharmaceutical Benefits Scheme Safety Net

The PBS Safety Net helps patients with the cost of their medicines when they or their families need a large number of PBS prescription medicines in a calendar year.

The 2025 thresholds are:

- $277.20 for concession card holders
- $1,694 for general patients.

When people meet the relevant threshold, a pharmacist can issue them with a PBS Safety Net card. Their contribution for PBS medicines for the rest of the calendar year is then:

- free for concession card holders
- up to $7.70 for general patients.

The patient must still pay any applicable special patient contributions, brand premiums or therapeutic group premiums.

Aboriginal and Torres Strait Islander Australians' access to the PBS

Special PBS arrangements are administered to people in remote Indigenous communities through Aboriginal Health Services and some state and territory-funded health services. Patients of approved remote area Aboriginal Health Services can access PBS medicines directly from these services at no cost.

As at 30 June 2025 there were 167 approved Aboriginal Health Services around the country.

The agency also supports Aboriginal and Torres Strait Islander Australians living with chronic disease, or at risk of it, by helping with the cost of PBS medicines through the Closing the Gap PBS co-payment measure.

Travelling with PBS medicines

It is illegal to take or send PBS subsidised medicines out of Australia unless they are for the personal use of the person for whom it was prescribed.

The PBS – taking or sending medicines overseas enquiry line and the Services Australia website give information and advice to people about their responsibilities and rights when travelling overseas with PBS medicines.

In 2024–25 the enquiry line received around 1,800 calls (compared to 1,200 in 2023–24). The 'How to manage PBS medicines overseas' web page was viewed 24,276 times across 19,472 visits.

Online claiming and payments for the PBS

Online claiming for the PBS allows approved suppliers to lodge prescription claims with the agency each time a PBS or RPBS medicine is supplied. Payments are made to approved suppliers within 2 to 9 days of the claim submission. As at 30 June 2025, 99.9% of approved suppliers of PBS and RPBS medicines used online claiming.

Authority-required medicines

The Pharmaceutical Benefits Schedule lists medicines that can be dispensed for a subsidised price. Some of these medicines need prior authority approval from the agency before they can be prescribed to patients as PBS benefits. These medicines are subsidised for the treatment of specific conditions.

In 2024–25, 7.9 million authority approval requests were received, including 461,761 RPBS authority requests processed by the DVA.

For more information about health programs, payments and services, go to the Services Australia website and the 2024–25 DHDA annual report on the DHDA website.

Aged care

Aged care programs

The agency delivers subsidies and supplements to approved aged care providers on behalf of the DHDA and the DVA. We also conduct income and means assessments for people entering aged care to determine the amount of government-subsidised funding a person is eligible for and any co-contribution they need to make to the cost of their care.

Table 12 details claims and services provided under aged care programs from 2022–23 to 2024–25.

Table 12: Aged care overview

	2022–23	2023–24	2024–25
Residential care provider claims processed	32,159	31,648	31,563
Home care package provider claims processed	26,010	25,588	25,241
Transition care provider claims processed	924	906	864
Short-term restorative care provider claims processed	1,430	1,659	1,517
Total provider claims processed	**60,523**	**59,801**	**59,185**
Total amount paid(a)	**$21.8 billion**	**$28.7 billion**	**$32.9 billion**
Total number of providers	**1,437**	**1,401**	**1,387**
Residential care services	2,643	2,616	2,592
Home care services	2,448	2,362	2,362
Transition care services	75	73	67
Short-term restorative care services	129	128	126
Total number of services	**5,295**	**5,179**	**5,147**

(a) Includes $0.6 billion in 2022–23, $0.7 billion in 2023–24 and $0.7 billion in 2024–25 paid on behalf of DVA.

Improving services to the aged care sector

The agency has implemented improvements to the way customers and nominees can book My Aged Care general service offer appointments. Appointments in all service centres can now be booked via myGov. Improving access to these appointments gives customers and nominees the flexibility to book and manage their appointments anytime, and from anywhere, reducing the need to travel or wait in a queue.

The agency has also improved access to Aged Care Specialist Officer appointments. Customers and nominees can now have an appointment either face to face or via a virtual chat. These appointments give customers and nominees access to in-depth and financial information on aged care services.

Table 13 shows My Aged Care appointments provided from 2022–23 to 2024–25.

Table 13: My Aged Care appointments

	2022–23	2023–24	2024–25
Aged Care Specialist Officer appointments	18,616	26,629	30,540

In October 2024 the agency implemented new increased rates for the 24/7 Registered Nurse Supplement for eligible services in remote locations. This included a price adjustment to allow residential services in certain areas to receive an increased residential care subsidy for better alignment of care funding and costs.

The 2025 aged care reforms focus on improved care and providing a more person-centred approach. The agency received funding in the 2024–25 Budget to support the DHDA to deliver reforms for the *Aged Care Act 2024*, to respond to the recommendations of the Aged Care Taskforce and implement a new Support at Home Program. We are collaborating with the DHDA to prepare for the delivery of the aged care reforms.

Health services for the Department of Veterans' Affairs

The agency assesses claims and processes payments for providers treating eligible DVA clients. This includes medical, specialist, diagnostic imaging, pathology, allied health and dental services, private hospital admissions, and prostheses. We also produce DVA Gold, White and Orange health care cards for eligible veterans.
For more information on veterans' health care cards, go to **dva.gov.au**

The total number of services processed continues to grow with an additional 727,986 processed this financial year. In 2024–25, 198,345 provider locations claimed digitally for these services. In partnership with the DVA, the agency promoted the benefits of provider electronic claims resulting in an increase in electronic claiming. This means providers are paid quicker and staff can process claims more efficiently.

In 2024–25:

- electronic claiming increased to 98.8%
- electronic claiming for allied health services increased to 98.3%
- electronic claiming for medical services increased to 99.3%
- electronic claiming for hospitals increased to 95.2%
- manual claiming for DVA decreased to 1.2%.

Table 14 shows the number of cards produced, and services processed, on behalf of the DVA from 2022–23 to 2024–25.

Table 14: DVA processing

	2022–23	2023–24	2024–25
Cards produced	33,439	45,039	54,247
Services processed	15.2 million	15.8 million	16.5 million
Total benefits paid	$1.8 billion	$2.1 billion	$2.3 billion

Australian Government Rebate on Private Health Insurance

The Australian Government Rebate on Private Health Insurance reimburses or discounts the cost of private health insurance cover. It is available to all people who are eligible for Medicare and have a complying health insurance policy.

The income tested rebate can be claimed in one of 2 ways:

- as an upfront reduction in the cost of premiums through the Premium Reduction Scheme (administered by the agency)
- as a tax offset in annual income tax returns (administered by the ATO).

Table 15 shows memberships registered and the amount reimbursed to private health funds from 2022–23 to 2024–25.

Table 15: Private Health Insurance Rebate memberships and reimbursements

	2022–23	2023–24	2024–25
Memberships registered	7.5 million	7.5 million	7.7 million
Total paid to private health funds	$6.7 billion	$7.1 billion	$7.3 billion

External Breast Prostheses Reimbursement Program

The External Breast Prostheses Reimbursement Program reimburses up to $400 for a new or replacement external breast prosthesis or up to $800 for double prostheses following a double mastectomy. The reimbursement is for individuals who have had breast surgery due to cancer. Claimants must be eligible for Medicare and must not have claimed under the program in the previous 2 years unless there is a medical reason.

Table 16 shows claims and reimbursements made under the program from 2022–23 to 2024–25.

Table 16: External breast prostheses reimbursements

	2022–23	2023–24	2024–25
Number of claims processed	13,686	13,450	13,489
Amount paid	$6 million	$6 million[(a)]	$6.1 million

(a) The amount paid has been updated to $6 million (from $5.9 million in the 2023–24 annual report) to ensure consistent rounding is applied.

Continence Aids Payment Scheme

The Continence Aids Payment Scheme gives eligible people with severe and permanent incontinence yearly or twice-yearly payments to help cover the cost of products to help manage incontinence.

Table 17 shows applications processed and reimbursements made under the scheme from 2022–23 to 2024–25.

Table 17: Continence aids applications and payments

	2022–23	2023–24	2024–25
Number of applications processed	43,021	41,037	53,845
Amount paid	$103.3 million	$114.5 million	$125.4 million

Assisted Reproductive Technology Storage Funding Program

The Assisted Reproductive Technology Storage Funding Program supports patients who face extra costs to preserve their fertility, for future treatment such as in-vitro fertilisation, because they have cancer or are at risk of passing on a genetic condition. The program gives funding to help with the cost of freezing eggs, sperm or embryos (cryostorage).

Table 18 shows the total participating organisation sites, valid claims and funds paid from 2023–24 to 2024–25.

Table 18: Assisted Reproductive Technology Storage Funding Program participation and payments

	2023–24	2024–25
Participating organisation sites	26	35
Valid claims	190	1,917
Funds paid	$34,400	$471,600

Health care provider incentives

MyMedicare practice incentives

MyMedicare is a voluntary patient registration program that strengthens the relationship between patients and their general practitioner (GP). Formalising these relationships supports improved health outcomes through establishing continuity of care in general practice and delivering incentives to achieve these outcomes.

The General Practice in Aged Care Incentive (GPACI) commenced on 1 July 2024. Eligible GPs and practices registered with both MyMedicare and GPACI can receive incentive payments for providing regular visits and care planning to older people living in aged care. As at 30 June 2025, 1,744 eligible practices have registered to deliver the GPACI with a total value of $23.7 million paid to practices and providers.

Table 19 shows the number of participating MyMedicare practices, patients and providers from 2023–24 to 2024–25.

Table 19: MyMedicare registrations

	2023–24	2024–25
Number of patients registered	1.3 million	3.2 million
Number of practices registered	5,863	6,654
Number of linked providers	36,892	53,489

Practice Incentives Program

The Practice Incentives Program encourages general practices to continue providing quality care, enhance capacity and improve access and health outcomes for patients. Payments are made through the program to eligible general practices and individual providers.

Table 20 shows numbers of participating practices and the amount paid from 2022–23 to 2024–25.

Table 20: Practice Incentives Program participation and payments

	2022–23	2023–24	2024–25
Number of practices participating	6,422	6,495	6,593
Amount paid to practices	$449.9 million	$433.8 million	$421.7 million

Workforce Incentive Program – Practice Stream

The Workforce Incentive Program – Practice Stream gives financial incentives to support the growth of team-based multidisciplinary care models for eligible general practices. Payments are made to general practices that employ nurses, midwives, Aboriginal and Torres Strait Islander health workers and health practitioners, and other specified health professionals in multidisciplinary and team-based primary health care across Australia.

Table 21 shows numbers of participating practices and the amount paid from 2022–23 to 2024–25.

Table 21: Workforce Incentive Program – Practice Stream participation and payments

	2022–23	2023–24	2024–25
Number of practices participating	5,849	5,900	5,986
Amount paid to practices[(a)]	$395.3 million	$491.4 million	$520.4 million

(a) Amount paid to practices includes DVA loading paid to eligible practices.

Workforce Incentive Program – Doctor Stream

The Workforce Incentive Program – Doctor Stream encourages medical practitioners to practise in rural and remote communities and to promote careers in rural medicine.

Table 22 shows numbers of participating practitioners, payments and amount paid from 2022–23 to 2024–25.

Table 22: Workforce Incentive Program – Doctor Stream participation and payments

	2022–23	2023–24	2024–25
Medical practitioners paid (GPs and specialists)	8,339	8,478	8,673
Payments made	8,526	8,761	8,902
Amount paid	$124.6 million	$126.0 million	$129.4 million

Workforce Incentive Program – Rural Advanced Skills

The Workforce Incentive Program – Rural Advanced Skills Stream rewards investment in specialist qualifications and advanced skills and encourages more doctors to work in a variety of settings using these skills in regional, rural and remote areas.

Table 23 shows numbers of participating practitioners, payments and amount paid from 2023–24 to 2024–25.

Table 23: Workforce Incentive Program – Rural Advanced Skills participation and payments

	2023–24	2024–25
Medical practitioners paid (GPs and specialists)	871	1,098
Payments made	1,114	1,661
Amount paid	$10 million	$14.7 million

Child Dental Benefits Schedule

The Child Dental Benefits Schedule gives families, teenagers and approved care organisations financial support for basic dental services for eligible children. Dental services include examinations, X rays, cleaning, fissure sealing, fillings, root canals and extractions.

Benefits for basic dental services are capped at $1,132 per child over 2 consecutive calendar years.

Table 24 shows services processed and amounts paid under the Child Dental Benefits Schedule from 2022–23 to 2024–25.

Table 24: Child Dental Benefits Schedule

	2022–23	2023–24	2024–25
Services processed	5.2 million	5.2 million	5.3 million
Amount paid	$316 million	$325.9 million	$345.4 million

Australian Immunisation Register

The Australian Immunisation Register (AIR) is a national register that records vaccines given to people of all ages in Australia. The AIR is used to determine an individual's vaccination status, give proof of vaccination, and monitor and measure immunisation coverage.

Legislative changes from 1 March 2025 made it mandatory for vaccination providers to report pregnancy status to the AIR for eligible vaccines.

Table 25 shows numbers of vaccines administered, and the amount paid to providers from 2022–23 to 2024–25.

Table 25: Vaccine episodes recorded in the AIR and amount paid to providers

	2022–23	2023–24	2024–25
Vaccine episodes[(a)]	27.6 million	24.7 million	25.2 million
Amount paid to vaccination providers[(b)]	$7.8 million	$7.2 million	$6.6 million

(a) The number of vaccines administered by vaccination providers and recorded in the AIR. A vaccine can consist of multiple antigens. For example, the measles, mumps, rubella vaccine has 3 antigens.

(b) Payments are made to eligible vaccination providers on completion of the childhood National Immunisation Program schedule for a child aged under 7, or for vaccinating a child aged under 7 who is more than 2 months overdue for their childhood National Immunisation Program scheduled vaccines.

Australian Organ Donor Register

The Australian Organ Donor Register is a national register that records people's preferences about becoming organ and/or tissue donors for transplantation after death.

The register allows authorised medical personnel to verify a person's preferences about donating their organs and/or tissue for transplantation. People can register their donation decision online using their Medicare online account through myGov or myGov apps.

There are 2 types of organ donor registrations:

- Consent registration is available to people aged 18 and older. Consent to donate is given through a signed registration form or a Medicare online account through myGov or myGov mobile apps.
- Intent registration is available to people aged 16 and older. Intent to donate is registered through a channel that does not require a signature or electronic authentication, such as phone or email.

Whether registration is by intent or consent, approval is always sought from the person's family before proceeding with the donation process.

Table 26 shows the number of registrations as at 30 June 2022–23 to 2024–25.

Table 26: Organ donor registrations

	2022–23	2023–24	2024–25
Consent registrations[(a)]	3.3 million	3.5 million	3.6 million
Intent registrations[(b)]	4.3 million	4.3 million	4.3 million
Total registrations	**7.6 million**	**7.8 million**	**7.9 million**

(a) Registration that requires a signature, such as forms and brochures, or electronic authentication via myGov or the myGov app.

(b) Registration that does not require a signature or electronic authentication, via phone, DonateLife webform, or South Australian driver licences.

Australian Thalidomide Survivors Support Program

The Australian Thalidomide Survivors Support Program gives a lifetime support package for all recognised Australian thalidomide survivors. The agency administers 2 components of the program:

- the Extraordinary Assistance Fund – for home and vehicle modifications
- the Health Care Assistance Fund – for all out-of-pocket health care expenses.

Table 27 shows numbers of claims and amounts paid under the program from 2022–23 to 2024–25.

Table 27: Extraordinary Assistance Fund and Health Care Assistance Fund payments and claims

	2022–23	2023–24	2024–25[(a)]
Extraordinary Assistance Fund	$123,649	$526,599	$565,667
Health Care Assistance Fund	$331,525	$394,256	$419,955
Total claims	**960**	**1,788**	**2,502**
Amount paid	**$455,174**	**$920,855**	**$985,622**

(a) 2024-25 payments data is drawn from financial reporting systems.

COVID-19 Vaccine Claims Scheme

The COVID-19 Vaccine Claims Scheme is intended to give a simple, streamlined process to compensate people who have experienced harm because of a Therapeutic Goods Administration (TGA) approved COVID-19 vaccine or its administration. To be eligible for compensation, the claimant must have:

- developed a claimable medical condition or an injury during the administration of a TGA approved COVID-19 vaccine
- been admitted to hospital as an inpatient (or sought a waiver) because of the harm suffered
- had losses or expenses of $1,000 or more, excluding pain and suffering.

The agency administers the COVID-19 Vaccine Claims Scheme on behalf of the DHDA. The scheme closed to new applications on 30 September 2024.

In 2024–25 the agency received 615 claims, with a total of $23.9 million paid to eligible claimants.

Medical and Midwife Professional Indemnity Insurance Schemes

The *Medical Indemnity Act 2002* gives financial assistance to help keep medical indemnity insurance premiums affordable for medical practitioners.

The below schemes help indemnity insurers, doctors, allied health professionals and midwives with the cost of indemnity cover and claims:

- High Cost Claims Scheme
- Allied Health High Cost Claims Scheme
- Incurred-But-Not-Reported Indemnity Scheme
- Exceptional Claims Scheme
- Allied Health Exceptional Claims Scheme
- Run-Off Cover Scheme
- Premium Support Scheme
- Midwife Professional Indemnity Scheme
- Midwife Professional Indemnity Run-Off Cover Scheme.

High Cost Claims Scheme

Under the High Cost Claims Scheme, the government funds 50% of the cost of medical indemnity insurance payouts that are greater than the threshold amount, up to the limit of the medical practitioner's insurance cover.

Table 28 shows the claims received and benefits paid under the scheme from 2022–23 to 2024–25.

Table 28: High Cost Claims Scheme claims and benefits paid

	2022–23	2023–24	2024–25
Claims received	485	495	480
Benefits paid	$63.3 million	$62.7 million	$72.8 million

Allied Health High Cost Claims Scheme

Under the Allied Health High Cost Claims Scheme, the government funds 50% of the cost of medical indemnity insurance payouts that are greater than the threshold amount, up to the limit of the allied health practitioner's insurance cover.

Incurred-But-Not-Reported Indemnity Scheme

Under the Incurred-But-Not-Reported Indemnity Scheme, the government covers the costs of claims from medical defence organisations that do not have adequate reserves to cover their liabilities. United Medical Protection Limited is the only medical defence organisation actively participating in the scheme.

Table 29 shows the claims received and benefits paid under the scheme from 2022–23 to 2024–25.

Table 29: Incurred-But-Not-Reported Indemnity Scheme claims and benefits paid

	2022–23	2023–24	2024–25
Claims received	13	11	9
Benefits paid	$0.3 million	$2.4 million	$1.2 million

Exceptional Claims Scheme

The Exceptional Claims Scheme protects medical practitioners against personal liability for eligible claims that exceed the level of their insurance. The government funds 100% of the cost of eligible claims above their insurance limit that equal or exceed the relevant threshold of $20 million. No claims were received and no benefits paid in 2024–25.

Allied Health Exceptional Claims Scheme

The Allied Health Exceptional Claims Scheme protects allied health practitioners against personal liability for eligible claims that exceed the level of their insurance. The government funds 100% of the cost of eligible claims above their insurance limit that equal or exceed the relevant threshold of $20 million. No claims were received and no benefits paid in 2024–25.

Run-off Cover Scheme

Under the Run-Off Cover Scheme, the government covers the cost of claims for eligible medical practitioners who have left the private medical workforce. To pay for the scheme, the government uses funds received through the Run-Off Cover Support Payment, which is a tax paid by medical indemnity insurers each year.

Table 30 shows the number of claims received and benefits paid under the scheme from 2022–23 to 2024–25.

Table 30: Run-Off Cover Scheme claims and benefits paid

	2022–23	2023–24	2024–25
Claims received	310	204	195
Benefits paid	$27.9 million	$18.9 million	$20.3 million

Premium Support Scheme

Under the Premium Support Scheme, eligible medical practitioners receive a subsidised reduction in their insurance premiums. Insurers are then reimbursed the subsidised amount.

Table 31 shows the number of participating practitioners and amounts paid under the scheme from 2022–23 to 2024–25.

Table 31: Premium Support Scheme participating practitioners and amounts paid

	2022–23	2023–24	2024–25
Eligible practitioners	533	557	324
Amount paid	$8 million	$8.1 million	$9.1 million

Midwife Professional Indemnity Scheme

The Midwife Professional Indemnity Scheme (MPIS) gives financial assistance to eligible insurers who give indemnity to eligible midwives. The scheme includes a government contribution to assist with claims against eligible midwives, and benefits private independent midwives by providing indemnity insurance policies.

The MPIS includes 2 levels of cover:

- Level 1 Commonwealth contributions where the insurer pays the first $100,000 for each Level 1 claim and the government reimburses 80% of the cost that exceeds $100,000, up to a ceiling of $2 million.
- Level 2 Commonwealth contributions where the government reimburses the Level 1 payment plus 100% of the cost that exceeds $2 million.

Table 32 shows the number of participating practitioners and amount paid under the scheme from 2022–23 to 2024–25.

Table 32: Midwife Professional Indemnity Scheme participating practitioners and amounts paid

	2022–23	2023–24	2024–25
Eligible practitioners	549	653	746
Amount paid	$0	$0	$0.6 million

Midwife Professional Indemnity Run-Off Cover Scheme

The Midwife Professional Indemnity Run-Off Cover Scheme gives run-off cover to eligible midwives who have stopped private practice. No claims were received and no benefits paid in 2024–25.

Digital health

The agency delivers 4 core services that support the digital health ecosystem, as well as telephony services on behalf of the Australian Digital Health Agency (ADHA):

- the Healthcare Identifiers Service
- the National Authentication Service for Health
- components of the My Health Record digital health record platform
- My Health Record consumer and provider telephony services.

In partnership with DHDA and ADHA, we worked on a range of short and long-term digital health activities to support the development of a digitally connected health care ecosystem in 2024–25. We progressed activities under the ADHA-owned National Healthcare Identifiers Roadmap, including:

- preparing for amendments to the *Healthcare Identifiers Act 2010* that will enable healthcare identifiers to be used more broadly across health, aged care and disability sectors
- streamlining the Individual Healthcare Provider Identifier registration process for health professionals who are not registered with the Australian Health Practitioner Regulation Agency
- supporting DHDA to deliver the My Aged Care and My Health Record integration.

We implemented a software developer compliance framework to strengthen our relationship with industry and support integration and development of software products used across the health care sector.

Authentication, authorisation and access was a key focus, with activities focused on:

- working with our partner agencies to simplify and improve authentication for the health and aged care sectors
- improving authentication and authorisation capabilities of the Provider Digital Access (PRODA) platform by:
  - modernising the PRODA ICT application infrastructure
  - further integrating with the Australian Government Digital ID system to enable individuals to register for PRODA using their strong Digital ID
  - further integrating with the ATO Relationship Authorisation Manager to make it easier to register an organisation in PRODA.

4.3 Child Support

The agency delivers the Child Support Program, which aims to ensure that children receive an appropriate level of financial support from parents who are separated.

We administer the program and are responsible for the registration, assessment, collection and disbursement of child support to parents and non-parent carers such as grandparents, legal guardians and other family members.

The person entitled to receive child support can either elect to have child support payments transferred to them privately (Private Collect) or ask us to collect on their behalf (Child Support Collect). The agency has compliance and enforcement programs to maximise the timely collection and transfer of payments.

We work with parents to review and update child support assessments as circumstances change to ensure the right levels of child support are paid.

Child support transfers

The amount of child support collected represents cash payments collected and transferred by the agency and other allowable payments (such as direct payment of school fees) that are credited as payments but are not collected and transferred by the agency. It does not include Private Collect transfers when the agency assesses the amount payable but does not arrange for collection.

Table 33 shows the proportion of Child Support Collect and Private Collect cases arrangements from 2022–23 to 2024–25.

Table 33: Child Support Collect and Private Collect cases arrangements in place as at 30 June

	2022–23	2023–24	2024–25
Child Support Collect cases	48.7%	49%	49.2%
Private Collect cases	51.3%	51%	50.8%

Private Collect

When appropriate, separated parents can choose to manage their child support responsibilities through Private Collect arrangements. In Private Collect cases, we assess the rate of child support payable, and the paying parent pays child support directly to the other parent or non-parent carer.

Table 34 shows total assessed amounts under Private Collect arrangements from 2022–23 to 2024–25.

Table 34: Private Collect arrangements

	2022–23	2023–24	2024–25
Total assessed amount	$2.1 billion	$2.2 billion	$2.3 billion

Child Support Collect

If parents do not choose to make and receive child support payments directly between themselves, they can ask the agency to collect and transfer payments on their behalf.

Table 35 shows the amount of child support collected and transferred between parents by the agency from 2022–23 to 2024–25.

Table 35: Child support collected and transferred between parents

	2022–23	2023–24	2024–25
Child Support Collect[(a)]	$1.8 billion	$1.9 billion	$2 billion

(a) Data for 2022–23, 2023–24 and 2024–25 is drawn from financial reporting systems, whereas previous annual reports have drawn Child Support Collect data from customer systems, and should not be compared.

Change of assessment in special circumstances

The child support formula accommodates most parents' circumstances and gives flexibility for most changes that affect the assessment. A parent can apply to have their child support assessment reviewed if there are certain special circumstances that the formula cannot accommodate and that significantly affect either parent's capacity to financially support the child or maintain themselves or a dependant.

In 2024–25 we received 14,611 change of assessment in special circumstances applications. There were 15,538 finalised applications, with 43% resulting in a change to the rate of child support to better reflect the special circumstances of parents and their children. Of the applications to change the assessment in special circumstances, 70% related to a parent's income, property, financial resources or earning capacity.

Compliance and enforcement

The agency focuses on reducing child support debt through its compliance and enforcement programs. This includes setting up payment arrangements to repay child support debt in the shortest possible time based on a parent's capacity to pay.

Table 36 shows the percentage of active paying parents who do not have a child support debt. It also shows the percentage of active paying parents with a child support debt who have a payment arrangement in place to repay the debt. An active paying parent is responsible for paying child support in at least one active child support case – that is, a case where there is a current or future liability.

Table 36: Active paying parents without debt and with debt under a payment arrangement

	2022–23	2023–24	2024–25
Active paying parents without debt	75.7%	75.7%	75.9%
Active paying parents with a debt that is under a payment arrangement	50.9%	55.9%	57.6%

Whenever possible, child support is collected from employer withholding and income support payments to ensure timely and sustainable payments are made (see Table 38: Employer withholding from wages and salaries on page 86).

Employers report child support deductions through Single Touch Payroll, reducing their administrative burden (see Single Touch Payroll on page 50).

When voluntary compliance is not possible, the agency pursues collection. This could include seeking a Departure Prohibition Order (DPO) or pursuing collection from a paying parent through the courts. DPOs stop child support debtors from leaving Australia without paying or arranging to pay their child support.

In 2024–25, 968 DPOs were issued, resulting in $32.2 million being collected, compared to 716 DPOs issued and $27.4 million collected in 2023–24.

Table 37 shows the number of child support compliance and enforcement actions from 2022–23 to 2024–25.

Table 37: Child support compliance and enforcement actions

	Number of actions			Child support collected/corrected[a]		
	2022–23	2023–24	2024–25	2022–23	2023–24	2024–25
Lodgement of finalisations[b]	73,426	77,269	63,247	$10.4 million	$10.4 million	$8.3 million
Tax refund intercept payment[c]	119,105	106,751	105,431	$168.3 million	$138.6 million	$141 million
DPOs[d]	872	716	968	$29.9 million	$27.4 million	$32.2 million
Litigation[e]	37	39	43	$11.8 million	$9.5 million	$9 million

(a) The child support amounts collected/corrected should not be summed as they are not mutually exclusive.

(b) To ensure assessments for child support are accurate, the ATO takes lodgement enforcement action for mutual customers. A finalisation is defined as a tax return lodgement, an ATO determination that a return is not necessary, a further return is not necessary, or an ATO determined income. This definition has been updated to include all actions undertaken by the ATO, therefore this table will differ from previously published annual reports.

(c) Tax refund intercepts resulting from actions taken to enforce ATO taxable incomes (lodgement enforcement) are included in this figure.

(d) DPOs preventing overseas travel are issued to people who have not made satisfactory arrangements to clear substantial debts.

(e) When other enforcement options have been unsuccessful and an assets or income stream is identified, the agency takes litigation action against parents who repeatedly avoid paying their child support.

Table 38 details employer withholdings from wages and salaries from 2022–23 to 2024–25.

Table 38: Employer withholding from wages and salaries

	2022–23	2023–24	2024–25
Active paying parents with employer withholding payments set up[(a)]	88,976	92,783	90,541

(a) The agency may initiate employer withholding for both current liability and child support debt.

Table 39 details deductions from Centrelink and DVA payments from 2022–23 to 2024–25.

Table 39: Deductions from Centrelink and DVA payments

	2022–23	2023–24	2024–25
Amounts collected from Centrelink and DVA payments[(a)(b)]	$73.9 million	$77.8 million	$87.4 million

(a) Represents the total amount of deductions from both Centrelink and DVA payments.
(b) These deductions may be made for both current liability and child support debt.

4.4 Disasters and emergency events in 2024–25

In 2024–25 we responded quickly to provide government assistance, including payments to support Australians impacted by declared natural disasters. We provided an online claims process for disaster payments, with claiming available through myGov in addition to phone and paper claiming options.

We administered the following disaster recovery payments on behalf of the National Emergency Management Agency:

- Australian Government Disaster Recovery Payment (AGDRP)
- Disaster Recovery Allowance (DRA)
- New Zealand Disaster Recovery Payment (NZDRP)
- New Zealand Disaster Recovery Allowance (NZDRA).

We also administered the Australian Victims of Terrorism Overseas Payment (AVTOP) on behalf of the Department of Home Affairs (Home Affairs).

Support in disaster affected communities

In 2024–25 we provided financial assistance to individuals and communities in the following events:

- Far West New South Wales storms and power outages – October 2024
- Western Victoria bushfires – December 2024
- North Queensland floods – January-February 2025
- Queensland Ex-Tropical Cyclone Alfred – March 2025
- New South Wales Ex-Tropical Cyclone Alfred – March 2025
- Western Queensland heavy rain and flooding – March 2025
- New South Wales East Coast severe weather and flooding – May 2025.

We deployed Service Officers and specialist staff to recovery centres in 129 locations, providing support to over 25,000 people. Our mobile service centres visited 14 communities and supported over 8,000 people to claim disaster assistance and connect with social work services, counselling and other government and community services.

We delivered:

- $566.7 million in AGDRP
- $197.7 million in DRA
- $8.9 million in NZDRP
- $1.2 million in NZDRA.

National Emergency Call Centre Surge Capacity

The agency hosts critical, rapid response infrastructure through its National Emergency Call Centre Surge Capability (NECCSC). This capability can be activated during emergency or disaster events, to give surge support to other federal, state and territory government call centres.

In 2024–25 the NECCSC was activated 2 times to support the Department of Foreign Affairs and Trade (DFAT). Our support included registering the details of Australians in impacted regions and providing them with key information. If required, we also connected Australians to social workers. More than 3,000 calls were answered in response to the following events:

- Lebanon crisis, October 2024
- Iran, Israel and the Occupied Palestinian Territories conflict, June 2025.

Emergency Reserve

Services Australia maintains a register of Emergency Reserve staff prepared to help in response and recovery efforts. Over 1,000 staff are registered to rapidly deploy, to help with functions including:

- face to face service delivery – working in recovery centres, backfilling in impacted service centres, working on mobile service centres or as part of mobile service teams
- emergency payment processing – surge support for claim processing.

Payments and support following other emergency events

Disaster Health Care Assistance Scheme

The Disaster Health Care Assistance Scheme helps with reasonable health-related out-of-pocket costs for people who have suffered an injury as a direct result of specific international acts of terrorism and natural disaster events. In 2024–25 there were no new disaster events. The declared events under the scheme are listed on the Services Australia website.

Australian Victims of Terrorism Overseas Payment

The AVTOP is a one-off payment to Australians who were harmed (primary victim) or had a close family member who died (secondary victim) as a direct result of a declared overseas terrorist attack. The agency delivers AVTOP on behalf of Home Affairs.

During the year, the AVTOP hotline answered over 800 calls and 19 new claims were received.

National Security Hotline

In 2024–25 surge assistance for the National Security Hotline (NSH) was not required. The agency provides surge assistance when requested and this capability can be enabled as the single point of contact for members of the public to report any concerns relating to national security. This could be in relation to terrorism, but also a range of other threats to national security. Information collected by NSH operators is referred to federal and state law enforcement agencies and intelligence agencies for further investigation.

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Easy and efficient payments for disaster victims

Changes in the climate are resulting in more frequent and more severe natural disasters across our country.

When Australians are impacted by the devastation of storms, floods, cyclones or bushfires, Services Australia is on hand to provide support.

Services Australia administers the AGDRP on behalf of the Australian Government.

It's a one-off payment to support those who have been adversely impacted by a disaster.

People may be eligible if their principal place of residence or their major assets – like a vehicle, caravan, water tank or machinery – have been destroyed or sustained major damage.

Eligibility may also apply if they or a child they care for have been seriously injured, or if a family member has died or is missing.

Eligible customers can get $1,000 per adult, and $400 for each eligible child under the age of 16. These payments help customers to recover in the immediate aftermath of a disaster.

Services Australia granted over 500,000 claims for AGDRP relating to 4 natural disasters across the country in 2024–25.

This included customers like John, in Queensland, who was impacted by a large storm and subsequent flooding.

The floodwaters entered John's home and damaged carpets and floorboards, as well as some furniture and electrical goods.

John accessed myGov and navigated to his Centrelink online account, where he lodged an online claim for AGDRP.

The claim took John about 10 minutes to complete and submit.

Our Service Officers assessed the claim and finalised it that day, with payment made to John's nominated bank account.

Customers can make a claim and receive payment quickly and efficiently, helping prevent any extra stress or anxiety for people who find themselves adversely affected by a disaster.

4.5 Tailored support services

Our customers have varied needs, experiences and abilities that may influence how and when they interact with us. The agency provides several services tailored to our customers' unique circumstances.

Vulnerability strategy

The agency is committed to providing timely connections to services and support for individuals facing vulnerability. Our enterprise-wide vulnerability strategy focuses on establishing a consistent and coordinated approach in helping customers at risk of or experiencing vulnerable circumstances.

The strategy acknowledges the complex and transient nature of vulnerability and empowers staff to address individual needs whilst ensuring a safe and respectful environment. It integrates the requirements of vulnerable individuals into our policy and process design.

Advocates Channel

The Advocates Channel enables legal advocates from community legal centres to email enquiries directly to Services Australia about Centrelink, Child Support and Medicare on behalf of clients who are vulnerable, at risk of serious harm, or in need of urgent help to address their circumstances. Enquiries are triaged by a team of specialist staff who ensure a timely response is given to the advocate. Since 1 July 2024 the Advocates Channel has resolved over 1,700 enquiries.

For more information about the Advocates Channel see Streamlined service improves outcomes for vulnerable customers on page 138.

People affected by family and domestic violence

Our priority is to help people who are affected by family and domestic violence to access payments, services and support. The agency's family and domestic violence support model helps staff identify these customers and offer them support. We acknowledge that anyone, of any gender, in any relationship, including those involving carers, relatives or guardians, kinship groups, and other family groups recognised by various cultures and communities, can experience family and domestic violence.

In 2024–25:

- we granted 38,700 crisis payments to support these customers affected by family and domestic violence
- our family and domestic violence webpages were viewed 264,926 times across 227,440 unique sessions
- our staff completed 49,651 training sessions targeting how to help customers and agency staff affected by family and domestic violence.

Our Family and Domestic Violence Strategic Commitment was released in December 2024 and sets the direction on how we support customers experiencing family and domestic violence. It is aligned to the National Plan to End Violence against Women and Children 2022–32 and guides how we uphold and define our role in supporting Australians and ending family and domestic violence.

Commonwealth Child Safe Framework

The Commonwealth Child Safe Framework aims to protect children from risk of harm or abuse. The agency is committed to the safety of children and vulnerable people. We have zero tolerance for child abuse and take any allegation of reportable conduct and safety concerns seriously. We interact with children directly and indirectly via the delivery of our payments and services and we undertake an annual child safety risk assessment with the aim of identifying and mitigating risks to children through the interactions they may have with us. Our most recent annual child safety risk assessment indicates a low-risk rating. The agency is compliant with the framework. This is embedded in our policy, business resources, and training, which are regularly reviewed and updated as part of our child safety initiatives to support our commitment to being a child safe organisation.

Aboriginal and Torres Strait Islander Australians

The agency has a long-standing commitment to improve outcomes with and for Aboriginal and Torres Strait Islander Australians living in urban, regional, rural and remote communities, through providing payments, programs and services. We acknowledge that Aboriginal and Torres Strait Islander Australians can often face challenges in accessing services, especially if they live in remote areas.

We are committed to prioritising Aboriginal and Torres Strait Islander cultures and embracing the new approach outlined in the National Agreement on Closing the Gap (National Agreement). The National Agreement is a call to action for governments and their agencies to transform their approach to design and deliver programs and services in full and genuine partnership with Aboriginal and Torres Strait Islander Australians.

Our commitment to the new approach of the National Agreement guides our actions. The agency's strengths-based cultural principles of listen, share, value and learn and the Aboriginal and Torres Strait Islander ways of thinking, knowing, being and doing, reflect our commitment.

Indigenous Service Officers celebrate deadly milestone

For half a century, ISOs have been at the heart of connecting Aboriginal and Torres Strait Islander communities with government services.

This year marks 50 years of the program, a milestone that signifies not just longevity but also a legacy of resilience, empowerment and advocacy.

After the devastation of Cyclone Tracy in December 1974, Aunty Euna Watson Coolwell helped displaced Aboriginal people relocate from Darwin to Brisbane to rebuild their lives.

As the first Aboriginal Liaison Officer, as they were called then, she would never have imagined the foundations she was laying. Aunty Euna set in motion what would become a long-standing commitment to culturally appropriate service delivery and genuine partnership with Aboriginal and Torres Strait Islander communities.

Five decades on, Aunty Euna's legacy is as strong as ever, with a network of about 72 committed and passionate ISOs supporting Aboriginal and Torres Strait Islander communities across the country.

ISOs are not only Aboriginal and Torres Strait Islander staff members, they are also proud members of the communities they live in, with deep and enduring connections that span families, cultures and Country.

This connection allows them to walk alongside communities with understanding, respect and care, helping people engage with Services Australia in ways that are culturally safe, supportive and empowering.

ISOs work with schools to improve attendance and educational outcomes, participate in projects that support children and families, and attend workshops to educate people on our services.

Beyond that, they lead our commitment to identify service delivery gaps, explore ways to work in genuine partnership with communities to find local solutions, and ensure people have a voice in shaping the services and policies that impact them.

Their work complements the initiatives and advocacy priorities in the action plan.

In this milestone year, we celebrate all ISOs, past and present, who've shown passion and dedication to enhancing the quality of life for Aboriginal and Torres Strait Islander Australians. None more so than Aunty Euna Watson Coolwell 50 years ago.

Progress

In 2024–25 we:

- launched our Closing the Gap Action Plan (the action plan) and Aboriginal and Torres Strait Islander Community Engagement Principles
- marked 50 years of the Indigenous Service Officer (ISO) program, which builds connections and partnerships with the community in step with our commitment to the National Agreement
- continued to provide Indigenous on-demand telephone interpreting service in 16 languages
- opened 1 additional bespoke service centre at Western Cape (Weipa), Queensland, and co-designed 5 service centres, designed to meet the cultural needs of the local Aboriginal and Torres Strait Islander communities.

Closing the Gap

Services Australia has made significant improvements in implementing the National Agreement through the launch of the action plan in June 2025. The action plan reinforces our commitment to improving life outcomes with Aboriginal and Torres Strait Islander Australians.

The action plan continues our journey of transformation with long-term objectives aligned to the priority reforms and socio-economic targets of the National Agreement. The plan also supports the agency's own Statement of Commitment to the National Agreement by turning our commitments into actions.

Indigenous Servicing Pathway Plan

The Indigenous Servicing Pathway Plan 2024–28 (ISPP) outlines our commitment to improving outcomes with Aboriginal and Torres Strait Islander people and communities.

The ISPP is a future focused, action-oriented blueprint that:

- supports our commitment to the National Agreement
- outlines areas of action across all agency programs
- gives guidance and direction for all agency staff designing and delivering services for Aboriginal and Torres Strait Islander people and communities.

Areas of action have been identified across our programs. From July to December 2024 business and program teams established baseline data to inform and support the development of action strategies over the lifetime of the ISPP.

Indigenous Service Officers

The ISO program is a customer and community focused role that establishes genuine partnerships with Aboriginal and Torres Strait Islander customers and communities to understand and access the agency's payments, services and programs. In 2024–25 there were approximately 72 ISOs nationally, who applied cultural insights, working in collaboration with their established stakeholder and community relationships to help improve service delivery outcomes.

Indigenous interpreting services

The agency gives free access to interpreters for Aboriginal and Torres Strait Islander customers. Indigenous language interpreters are sourced from several language service providers including the Northern Territory Government's Aboriginal Interpreter Service, Government of South Australia's Aboriginal Language Interpreting Services, Aboriginal Interpreting Western Australia, and ABC Multilingual Pty Ltd.

The Indigenous on-demand telephone interpreting service offers immediate access to an Indigenous language interpreter. This service is available in 16 languages. Indigenous language interpreters can also be booked for future phone or face to face appointments in various languages.

In 2024–25 we received 3,812 requests for Indigenous telephone interpreting and delivered over 600 hours of face to face Indigenous interpreting services in service centres. In communities with limited interpreting services, Indigenous Language Officers have been employed to deliver face to face and telephone interpreting support.

National Indigenous Coalition

The National Indigenous Coalition (NIC) is the agency's peak Aboriginal and Torres Strait Islander voice and supports the development of key strategies and plans. The NIC gives advice on how we design and deliver payments, programs and services to ensure Aboriginal and Torres Strait Islander people and their communities are put at the centre of decisions that impact them. The NIC is an integral agency forum in the agency's commitment to Priority Reform One of the National Agreement, formal partnerships and shared decision-making.

Farm Household Allowance

Farm Household Allowance is a payment for farming families experiencing financial hardship. It is a time-limited payment that customers can receive for up to 4 years in a 10-year period. The current 10-year period began on 1 July 2024.

In 2024–25 the agency introduced video chat functionality to better support farming families. The technology enables Australian farmers and their families, particularly those in regional and remote areas, to access support without the need for long travel. We streamlined the booking process to further enhance the accessibility of video chat. This supported Farm Household Case Officers to manage their workload independently without relying on additional staff.

Funding is available for farmers and their partners to improve their financial self-reliance by accessing training, developing skills and accessing professional advice.

In 2024–25 the agency finalised 2,900 Farm Household Allowance claims. As at 30 June 2025, 3,443 customers were receiving the payment.

Multicultural services

We are committed to ensuring our services are responsive, culturally sensitive and tailored to the needs of CALD customers.

Multicultural Servicing Strategy

The Multicultural Servicing Strategy 2023 to 2025 aligns with the agency's principles of simple, helpful, respectful and transparent, and the Australian Government Multicultural Access and Equity Policy commitments of leadership, engagement, responsiveness, performance, capability and openness. It reinforces our commitment of delivering and modernising our programs and services for CALD customers and communities.

The strategy has 4 key themes:

- strong engagement with CALD customers and communities when designing, delivering and evaluating our payments and services
- modernising our approach by leveraging data, technology and digitalisation, making our services simple and more accessible for CALD customers and communities
- building and using the unique cultural knowledge, skills and perspectives of our staff to optimise our performance
- working in partnership across government and with community to improve outcomes for CALD customers and communities.

Multicultural Service Officers

Multicultural Service Officers (MSOs) connect people with CALD backgrounds, including migrants and refugees to our information, payments and services. As at 30 June 2025 there were approximately 70 MSOs nationally who engage with community organisations to understand local issues and give support and services to urban and regional CALD communities.

In 2024–25 MSOs conducted 35,951 outreach activities with 2,649 community organisations including:

- delivering tailored information sessions to address local issues impacting CALD communities including scam awareness, debt prevention and access to Medicare
- collaborating with other government agencies and community services to help refugees settle in Australia
- educating CALD communities about the support available for people experiencing family and domestic violence.

Multicultural community engagement

The Multicultural Community Engagement Group is a forum of government agencies that meets quarterly to engage with multicultural communities. In 2024–25 the group focused on:

- scam awareness and prevention
- language translation technology
- cultural capability development
- collaboration opportunities across government.

Multicultural Advisory Forums are held twice a year in all states and territories. The agency uses these forums to update participants on major changes to services and payments. The forums enable collaboration across government and with community organisations at state/territory and local levels to identify and address service delivery issues affecting people from CALD backgrounds.

In 2024–25 the forums focused on refugees, older Australians and health in CALD communities.

Access to government services with Auslan On-Demand

We're making it easier for customers who are deaf or hard of hearing to connect with us.

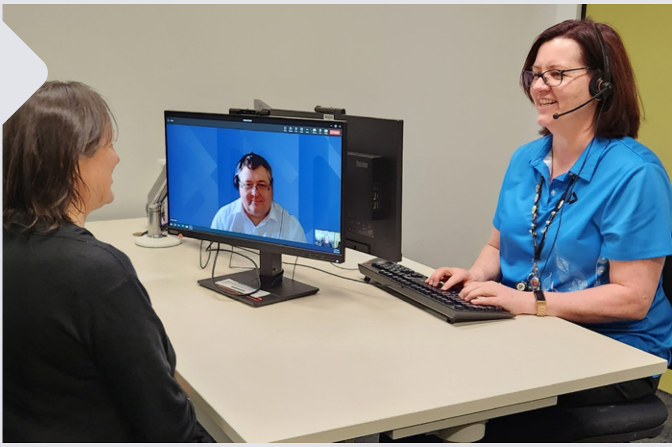
For many people who are deaf or hard of hearing, accessing government services can be challenging, especially when interpreter availability is limited.

So, to make it easier for customers to do their business with us, we've introduced Auslan On-Demand. It's a new service that connects them with an Auslan interpreter via video conference.

Auslan is the Australian Sign Language. It's the primary signing language used by Australia's deaf and hard of hearing communities. The 2021 Census showed more than 16,000 people in Australia use Auslan to communicate.

Auslan On-Demand means customers who are deaf or hard of hearing now have access to timely and equitable support.

Before the introduction of Auslan On-Demand, Auslan interpreter services were only available for pre-booked appointments and most sites required an interpreter to be physically present at a service centre.



Auslan On-Demand is being offered in addition to in-person interpreter services, offering customers choice in how they access our services. It's being gradually rolled out across our service centres nationally in 2025.

The new service ensures greater accessibility to Auslan interpreters and more positive outcomes for customers.

It's another way we're working with our customers to improve accessibility and inclusiveness in the services we provide.

Language services

Customers who have limited or no English can access free interpreter and translation services in over 190 languages. This includes Indigenous language interpreters and Auslan interpreters for customers who are deaf or hard of hearing. Interpreters can help with phone and face to face customer contacts.

In 2024–25 more than 1,400 contracted interpreters and translators delivered these services on behalf of the agency, including over:

- 320,000 on-demand telephone interpreter interactions
- 26,000 booked telephone interpreter interactions
- 190,000 hours of face to face interpreting services in international languages in service centres
- 7,000 translator interactions, involving more than 11,000 translated documents.

Approved bilingual staff give direct customer service in languages other than English including Indigenous languages and Auslan. The Services Australia website has translated information, such as fact sheets and audio files about our payments and services.

Regional, rural and remote servicing

The agency delivers face to face access to government services in regional, rural and remote areas, including many remote Aboriginal and Torres Strait Islander communities. We do this through a combination of service centres, agents and access points, as well as visits by remote servicing teams and mobile service centres.

Service centres

The agency has 37 service centres in remote and very remote communities across the Northern Territory (13), South Australia (3), Queensland (7), New South Wales (2) and Western Australia (12). This is higher than in 2023–24 due to a change in how we define service centres in remote and very remote locations. The service centres offer a range of face to face services and supported digital services from a single location. Where possible, service centre staff in remote locations are recruited from the local community. This helps ensure customers have access to high quality, culturally appropriate services in their own language.

Agents and access points

Our agents and access points help people in rural, regional, and remote communities to access Medicare, Centrelink, Child Support and other Australian Government services.

Agent and access points give self service facilities such as internet-enabled computers, printers and free wi-fi, allowing customers to manage their business online at a time that suits them.

Agent sites deliver a face to face information service. Agent staff can help customers to use self service options, confirm identity documents, and give information about payments and services. Agents perform a crucial frontline role in response to emergencies, helping people in local communities to access payments and services at times when they need them the most.

As at 30 June 2025 we had 377 agents and 191 access points throughout regional, rural and remote Australia.

Remote servicing teams

The agency has 27 remote servicing teams that deliver face to face and virtual support to 335 remote communities across Australia. These teams operate across the agency's remote footprint in the Northern Territory, South Australia, Queensland, New South Wales, Western Australia and Tasmania.

As at 30 June 2025, these teams have completed 1,003 visits across 286 remote communities.

Remote servicing staff:

- support people who are vulnerable or have complex needs to access services and payments
- give tailored digital support for customers who can access online services
- work closely with specialist and community-based service providers to connect people with the help they need.

Remote servicing teams supported the 2025 federal election by helping the AEC to deliver mobile polling services in more than 467 remote polling locations. We deployed 64 trip leaders to lead remote service delivery teams, contributed 30 staff to a joint remote operations centre with the AEC, and managed travel logistics through a dedicated team of remote travel specialists.

Mobile service centres

The agency has 4 mobile service centres: Golden Wattle, Desert Rose, Blue Gum and Kangaroo Paw II. Our mobile service centres travel to rural and regional communities to ensure they have access to the same range of services available at any other service centre in Australia.

In 2024–25 the mobile service centres:

- visited 615 towns, 346 of which were more than 50 km from a service centre
- helped 19,966 people by bringing government services into rural and regional communities that would not usually have access to those services.

The mobile service centres are equipped with:

- a private interview room
- service or help desks
- a waiting area
- self service computers
- accessible access
- wireless information technology connectivity for greater servicing flexibility
- customer access to wi-fi.

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Social work services

Social workers are available through a national network of service centres, telephony services, online channels and outreach supports such as mobile service centres. This ensures the social work service is accessible and responsive for all Australians, regardless of their geographical location. As at 30 June 2025 there were 730 social workers employed in 233 locations.

Social workers provide professional support, short-term counselling and interventions to people in crisis and with complex needs, people affected by family and domestic violence, young people without adequate support, and people impacted by disasters and emergencies. Social workers also give training, professional advice and consultations to agency staff to equip them to identify, support, or refer customers experiencing vulnerability.

In 2024–25 social workers responded to 230,643 referrals for support, including:

- 110,755 referrals to help people affected by family and domestic violence
- 4,969 people at risk of suicide and self-harm
- 46,177 referrals to help young people aged under 25
- 1,217 referrals to help people affected by disasters and emergencies including the North Queensland floods, Cyclone Zelia impacting Western Australia, Ex-Tropical Cyclone Alfred, Western Queensland heavy rain and flooding event, New South Wales East Coast severe weather and flooding, and Tasmanian bushfires.

Community Engagement Officers

As at 30 June 2025 the agency had approximately 95 Community Engagement Officers who collaborated with over 3,500 community and third-party organisations throughout 2024–25.

Community Engagement Officers work in collaboration with community organisations to identify, support and connect customers experiencing significant vulnerabilities to agency and community services, programs and services.

Their core functions are to:

- use the agency's community reach and access to deliver integrated services that meet customer needs
- support and educate customers to self-manage their own affairs
- work in partnership with stakeholders to support the delivery of quality programs and services
- give tailored information to customers.

Community Engagement Officers continue to support individuals and communities experiencing natural disasters and emergencies, providing vital support to ensure impacted Australians receive the entitlements they are eligible for and the services they need.

Status Resolution Support Services Payment

The Status Resolution Support Services Payment, administered on behalf of Home Affairs, gives temporary, needs-based support to asylum seekers who are unable to support themselves while resolving their immigration status. As at 30 June 2025, 927 customers were getting the payment.

Citizenship testing

The agency delivers Australian citizenship testing services on behalf of Home Affairs in 44 service centres. We are working closely with Home Affairs to continue expanding these services into more locations. In 2024–25 the agency conducted 35,745 citizenship tests.

Support for refugees and humanitarian entrants

The agency helps refugees and humanitarian entrants on arrival to Australia by offering streamlined services. These services include payments, information and referrals, Medicare enrolment, language services, information seminars and support for finding work.

We work closely with Humanitarian Settlement Program providers and community groups to ensure that refugees receive appropriate services and support on arrival. Together we identify the challenges and explore improvements in the refugee service offer. A network of specialist teams and subject matter experts deliver these services at locations with high settlement populations, including in regional areas.

Special Benefit

Special Benefit payment gives financial assistance to people who are unable to support themselves or their dependants and are not eligible for an income support payment. It is a taxable payment which is income and assets tested.

Assurance of Support

The Assurance of Support (AoS) scheme supports migrants entering Australia, while protecting Australian Government social security outlays. Migrants can enter Australia on specific visa types with a legally binding commitment by an Australian resident (assurer) who will support the migrant and repay certain social security payments they receive during an AoS period – 12 months, 2, 4 or 10 years depending on the visa type.

The Community Support Program is a subset of the AoS scheme. It gives humanitarian entrants sponsorship by either an individual, community organisation or business with a 12-month AoS period.

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Bereavement payments

Bereavement payments help customers adjust to changed financial circumstances following the death of their partner, child or care receiver. The type of bereavement payment a customer receives and the amount they can get depends on their individual circumstances and when the agency is notified of the death. Bereavement payments are usually paid as a lump sum.

Payments while outside Australia

Some customers may continue receiving social security payments when they are outside Australia. A datalink between the agency and Home Affairs identifies social security customers who depart from or return to Australia, and provides information used to review payments for people who have departed from Australia.

Tasmanian Transport Schemes

The agency administers 2 Tasmanian transport equalisation schemes:

- the Tasmanian Freight Equalisation Scheme, which helps to alleviate the sea freight cost disadvantage for shippers of eligible non-bulk goods that are moved by sea between mainland Australia and Tasmania
- the Bass Strait Passenger Vehicle Equalisation Scheme, which helps to alleviate the cost of sea travel across Bass Strait between Tasmania and mainland Australia.

In 2024–25 we processed 17,186 payments for assistance to the value of $237.9 million through these schemes. This compares to 16,860 payments and $239.9 million in 2023–24.

Services to incarcerated customers

The agency delivers services to incarcerated customers in approximately 150 correctional facilities (including youth justice centres, prison work camps and mental health units) across Australia.

We deliver these services in consultation with state and territory correctional authorities. Our services align with 3 stages of incarceration:

- entry into custody – where we suspend or cancel payments to prevent debt and check that child support assessments are correct
- during custody – where we help customers who remain eligible for payments, assess and process their correspondence, conduct child support reassessments and help with access to highly specialised drugs under the PBS
- release from custody – where we help customers to claim or reconnect to appropriate payments and services.

4.6 Supporting people to manage their money

Financial Information Service

The agency's Financial Information Service (FIS) offers free, independent and confidential information, tools and resources to help customers make informed decisions about their current and future financial needs. It helps financially vulnerable people to improve their financial capability and builds self-sufficiency by looking at financial options beyond the payments we offer.

FIS is available by phone, face to face or video appointment. Financial information and education is delivered through online public webinars, targeted community events and outreach. Our free FIS webinars give access to financial education for members of the community. They are live and interactive, and recordings are available to be viewed on the agency website.

In 2024–25 FIS officers:

- answered nearly 78,000 phone calls
- conducted more than 24,000 face to face and phone interviews and around 1,700 video chat interviews
- delivered around 1,200 hours of outreach services at more than 1,100 events
- conducted interactive public webinars which have been viewed, either live or via a recording, 116,000 times.

Centrepay

Centrepay is a voluntary and free bill-paying service. Our customers can authorise deductions from their Centrelink payments. This happens before their payment is deposited into their bank account and this helps customers to budget and pay for the cost of regular bills and expenses, such as accommodation and utilities.

As at 30 June 2025:

- 612,769 customers were using Centrepay
- 9,416 businesses received a Centrepay deduction.

In 2024–25 we made 23 million Centrepay deductions to the value of $3 billion.

In early 2024 the agency started work to reform the Centrepay program. We have undertaken extensive engagement and consultation, including targeted engagement with First Nations customers, peak advocacy groups, businesses and across government, to listen and to understand the problems customers face using Centrepay. The reforms focus on reducing the potential risk of financial harm to our customers while also embedding a suite of enhanced customer protections and safeguards.

Centrelink Confirmation eServices

Centrelink Confirmation eServices (CCeS) is a secure online service that gives real-time customer information and allows approved businesses to confirm Centrelink or DVA customer entitlements for a concession, rebate or service. Businesses can use CCeS to confirm that:

- a customer is eligible to receive a concession, rebate or service (customer confirmation)
- the customer's income, asset and payment details are correct (income confirmation)
- the customer meets the income support eligibility requirements for superannuation to be released early due to financial hardship (superannuation confirmation).

Businesses must obtain customer consent before accessing any customer information via CCeS.

Rent Deduction Scheme

The Rent Deduction Scheme is a voluntary service that enables our customers to pay their government rent and other government housing expenses to their state or territory housing authority through regular deductions from their Centrelink payments.

As at 30 June 2025, 307,924 customers were using the scheme. In 2024–25, 8.6 million rent deductions were made using the scheme.

Tax Deduction Service

The Tax Deduction Service allows customers who get taxable Centrelink income support payments to choose to have tax withheld from their payments. The service is an easy and free way for customers to meet their tax obligations. In 2024–25, almost $20.5 million was withheld from customers who chose to use this service.

Income Management

Income Management helps people in specific locations who receive income support to manage their money to meet essential household expenses. We work with people on Income Management to identify how their income support can be used to pay organisations for items they and their families need.

Income Management customers have access to a BasicsCard, which is a reusable Personal Identification Number card that can be used to purchase goods and services.

Income Management operates in the following locations:

- Northern Territory
- Greater Shepparton, Victoria
- Bankstown, New South Wales
- Greater Adelaide, Playford, and Anangu Pitjantjatjara Yankunytjatjara Lands, South Australia
- Metropolitan Perth, the Peel district, the Kimberley region (excluding Wyndham and Kununurra) and Ngaanyatjarra Lands, Western Australia
- Logan, Rockhampton and Livingstone, Queensland.

Table 40 shows the numbers of customers on Income Management under different measures from 2022–23 to 2024–25.

Table 40: Numbers of Income Management customers[(a)]

Measure	2022–23	2023–24	2024–25
Child Protection Income Management	41	9	<5
Disengaged Youth	5,012	2,959	1,573
Long Term Welfare Payment Recipient	16,107	10,673	7,269
Supporting People at Risk	<5	0	0
Voluntary Income Management	2,590	1,925	1,488
Vulnerable Welfare Payment Recipient	1,247	268	81

(a) The numbers are as at 30 June 2025 and do not represent recipient movements between measures, and on and off Income Management.

Enhanced Income Management

Enhanced Income Management is a tool to help customers budget their income support payment. The program involves setting aside a percentage of a customer's payment into their enhanced Income Management account to ensure they can pay for essentials such as food, housing, electricity and education.

Since 4 September 2023 customers who were on Income Management can choose to move to enhanced Income Management. From 4 September 2023 all customers who become eligible are placed on enhanced Income Management. These customers have access to enhanced card technology via a SmartCard and account. Customers can use their card to shop at over one million stores.

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Enhanced Income Management operates in the following locations:

- Northern Territory
- Bankstown, New South Wales
- Cape York and Doomadgee Region, Bundaberg and Hervey Bay, Logan, Rockhampton and Livingston, Queensland
- Ceduna, Playford, Anangu Pitjantjatjara Yankunytjatjara (APY Lands) and Greater Adelaide, South Australia
- Ngaanyatjarra (NG Lands), Kiwirrkurra Community, Goldfields, Kimberley Region including Kununurra and Wyndham, Perth Metropolitan and Peel District, Western Australia
- Greater Shepparton, Victoria.

Table 41 shows the numbers of customers on enhanced Income Management under different measures.

Table 41: Number of enhanced Income Management customers[(a)]

Measure	2023–24	2024–25
Child Protection enhanced Income Management	13	40
Disengaged Youth	3,322	4,804
Long Term Welfare Payment Recipient	10,063	14,095
Supporting People at Risk	0	0
Voluntary enhanced Income Management	591	744
Vulnerable Welfare Payment Recipient	1,332	1,497
Cape York	76	72
Nominee[(b)]	134	412

(a) The numbers are as at 30 June 2025 and do not represent recipient movements between measures, and on and off enhanced Income Management.

(b) Customers who do not qualify for enhanced Income Management but have a payment nominee who is on Income Management or enhanced Income Management are counted under the ‘Nominee’ measure.

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Shared services and partnerships

5

5.1 Shared services

During 2024–25 we assisted over 60 Australian Government entities by providing ICT and corporate support for a range of shared services.

The Department of Social Services (DSS), National Disability Insurance Scheme Quality and Safeguards Commission, National Disability Insurance Agency (NDIA) and the DVA were the main entities to consume these services.

The services included:

- people services – payroll, travel, onboarding and the Australian Government Indigenous Apprenticeships Program
- financial services – accounts payable, accounts receivable and credit card management
- ICT services – cybersecurity, gateway, standard operating environments, desktop software and telecommunications
- corporate services – records management, procurement, fleet and property services.

The agency has an account management function to provide a strategic and tactical link between the agency and Australian Government entities to ensure effective management and operations of the shared services provided.

5.2 Partnerships

Partnerships with Australian Government agencies

We work in partnership with Australian Government entities to deliver payments and services on behalf of government. This cross-government collaboration focuses on providing seamless customer experiences and ensuring the customer voice is considered throughout the policy design process. Our partnerships operate under bilateral management arrangements, and we maintain bilateral forums with Australian Government entities on policy, program and service delivery.

During 2024–25 the bilateral management arrangements enabled collaboration to:

- co-design and deliver services to the Australian public
- share customer insights and experience
- exchange data securely and appropriately
- deliver myGov and ICT infrastructure, capability and support
- provide call centre capability, including to support the AEC during the 2025 federal election
- deliver the NECCSC.

Australia's payments system reforms program

In 2024–25 we worked in partnership with Australian Government entities, state and territory governments, the financial industry, foreign governments and financial services providers to meet the objectives of the Australian Government's strategic plan for the future of Australia's payments system. The agency delivered its first payment reform initiative, ceasing the use and acceptance of foreign cheques as a payment method and implementing alternate electronic payment methods for customers.

Partnerships with state and territory governments and other organisations

We have bilateral arrangements with state and territory government entities and agreements with other third-party organisations to deliver government services to support customers, share data and effectively manage shared premises. These diverse services include helping customers in prison, supporting the registration of birth information, and helping customers experiencing family and domestic violence to access support.

Our shared premises arrangements successfully deliver integrated services to customers. Our arrangements with not-for-profit organisations help us to connect with and understand the needs of the broader community. Through our mobile service centres, we collaborate with Australian Government and state and territory entities to provide coordinated services for communities across Australia.

These services include:

- providing information to veterans and their families about DVA programs and support services
- delivering side-by-side mobile servicing with the NDIA
- delivering side-by-side mobile servicing with various other federal, state and territory entities and community-based organisations in some locations.

We work proactively with state and territory governments, such as through the National Life Events Program, to share insights on improved service design and explore opportunities for government to connect services and provide enhanced identification and shared data services.

During 2024–25 the agency continued to work with the Australian Capital Territory (ACT) and Queensland governments to deliver the newborn enrolment trial, under the Birth of a Child Life Event Redesign. This service is available in 4 hospital pilot sites, simplifying access to government payments and services for consenting birth mothers by digitally sharing birth information. An evaluation of the pilot phase of the trial was ongoing during 2024–25.

Engagement with community peak bodies

We have well-established and enduring partnerships with community peak body organisations. Through regular and bespoke engagements, we seek specialist and advocate viewpoints on issues impacting our customers, including Indigenous people, people with disability, carers, the LGBTQIA+ community, and CALD communities.

In 2024–25 the Civil Society Advisory Group (CSAG) continued to serve as the agency's primary engagement forum across the social security sector. Comprising 18 national peak body organisations, the CSAG provided critical insights into customer experience, policy impacts, and service delivery improvements. CSAG members collaborated with agency teams to identify and address service pain points, particularly for customers facing complex barriers. Our collaboration with CSAG members helped inform the design of initiatives such as the Customer 360 Service Model and enhancements to privacy and authentication features in digital channels.

CSAG's biannual forums enabled transparent dialogue on key initiatives, such as the implementation of the Digital ID framework, the safe and responsible use of AI and automation, and the agency's commitment to creating more equitable access to agency payments and services for customers experiencing family and domestic violence.

We work jointly with DSS and the Disability Peak Bodies Forum on the DSP and other matters relevant to the disability community. In 2024, this forum, which includes 11 peak disability organisations, engaged with the agency on a range of topics including accessibility of services, Auslan interpreters, employment reporting for people with disability, providing medical evidence for DSP and Disability Employment Services reform.

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We work closely with the National Multicultural Advisory Group (NMAG) on multicultural matters. The NMAG comprises 16 multicultural peak bodies and grassroots multicultural community organisations, ensuring broad and inclusive representation. The NMAG provides insight, advice and feedback on all aspects of service delivery to CALD customers and communities, allowing us to remain responsive to their diverse and evolving needs. In 2024–25 we consulted with the NMAG to obtain input and feedback on key projects and initiatives including our Customer 360 Service Model and Strategy, Centrepay reform, community engagement and servicing reviews, ways of working reviews, staff cultural capability, the Robodebt Royal Commission response, and resources for CALD communities.

We collaborate with the Stakeholder Consultative Group (SCG) on health-related matters. The SCG has 20 peak bodies represented from across the health care sector and is a forum where health peak industry groups and the agency can discuss health initiatives and emerging operational priorities.

Community Partnership Program

Community partnerships are an intensive form of community engagement where our experienced staff – known as community partnership specialist officers (CPSOs) – are co-located with selected non-government organisations (NGOs) on a full-time basis. The program is a formal approach to partnering with the non-government sector to deliver services to people with barriers to accessing the agency through the usual channels.

There were 27 partnerships in 2024–25, across all capital cities and several regional centres. Through these partnerships, the agency gets direct feedback from the community so we can continue our work to reduce service barriers for people with complex needs.

CPSOs collaborate with partner NGOs to deliver wrap-around, in-person support for people experiencing vulnerability, with a particular focus on homelessness. CPSOs worked closely with their Services Australia colleagues, resulting in 8,169 customer interactions being referred to specialist teams.

In 2024–25 CPSOs had more than 36,000 customer interactions, with 81% of customers having complex barriers to service access, including homelessness, physical and/or mental health issues or experience of family and domestic violence. Together, CPSOs and partner NGOs address these complex barriers to support people to access our payments and services as well as other housing, health and social support.

International partnerships

The agency maintains close working relationships with a range of international entities, including foreign government bodies and overseas pension authorities. We administer formal social security agreements with 32 countries. These agreements outline the shared responsibility for social security coverage and entitlements when people move between the agreement countries.

As at 30 June 2025, approximately 75,550 people received an Australian pension under an international agreement.

One-stop-shop for government services opens in Sorell

We've made it easier for the people of one of Tasmania's fastest-growing towns to access government services all under one roof.

The doors of the new Sorell Service Centre opened in November 2024 offering customers face to face services from Services Australia as well as from Service Tasmania.

That means people can get face to face help with their Medicare or Centrelink payments and services, and renew their driver licence or register their vehicle, all in the same building.

We know how important it is to make face to face government services available to Australians, particularly those who live in regional and rural areas.

Sorell is one of 3 co-located service centres with Service Tasmania and it's one of more than 100 co-location sites the agency has with key Commonwealth and state partners and not-for-profit organisations across Australia.

For the more than 20,000 residents of Sorell and the Tasman Peninsula, it means they only need to visit one location to carry out a number of different tasks.

Previously, Sorell residents needed to travel more than 20 km to Rosny to access a Services Australia service centre.

The new service centre also brings full face to face Australian Government services much closer to residents of the Tasman Peninsula.

The contemporary setting is welcoming and offers customers an integrated service environment by providing a single check-in process and waiting area and shared self-service facilities.

Digital coaching is available for customers looking for help accessing their myGov and online accounts.

We continue to modernise and improve face to face services to ensure they meet customer needs and expectations. Providing greater access to all government services benefits the local community.

The Sorell and Tasman Peninsula community is growing, so it's vital that this service centre continues to service the needs of the community today and into the future.

Compliance and business integrity

6

6.1 Fraud control and compliance

Services Australia implements measures to prevent, detect and respond to fraud and corruption. We manage fraud and corruption in accordance with the PGPA Rule and the Commonwealth Fraud and Corruption Control Framework, and our obligations under the *National Anti-Corruption Commission Act 2022*.

We are dedicated to creating a culture that values integrity. We actively promote, recognise and uphold honesty in our people, processes, procedures and systems. This effort ensures we meet the expectations and support the priorities of the APS.

Our Fraud and Corruption Control Plan 2025–2026, published in January 2025, outlines how we combat fraud and corruption risks and instil a pro-integrity culture across our agency. This is the first time we have published an external version of the plan, contributing to our commitment to building public trust through transparency.

We continue to regularly review our enterprise fraud and corruption risks, helping risk owners to integrate upfront controls and enhance mechanisms, when necessary, as an important part of our prevention approach.

Our governance framework and reporting systems give oversight and facilitate the management of fraud and corruption risks.

6.2 Fraud and corruption prevention, detection and response

In 2024–25 we delivered tailored, targeted messaging and training to maintain a culture of integrity and to ensure staff understand the important role they have in fraud and corruption control and in protecting our customers from fraud. Our activities in 2024–25 included:

- a range of staff integrity awareness initiatives informed by research and staff insights that focused on behaviour and doing the right thing
- an agency-wide integrity survey to measure the agency's integrity culture and inform future initiatives
- a Fraud Awareness Week program, including roadshow engagement with over 3,000 staff to reinforce staff responsibility to prevent fraud, empower action and build confidence in our fraud prevention capabilities
- tailored support to specialist and outreach staff working with Indigenous and CALD communities to raise awareness and educate customers at risk of scams and fraud
- support for frontline staff processing emergency payment claims through fraud awareness communication and training
- facilitating fraud and corruption induction training to 5,455 new staff and awareness training to an additional 5,143 staff in collaboration with specialist fraud subject matter experts
- continuing collaboration across government to achieve whole-of-government fraud and corruption control outcomes, including joint investigations with law enforcement agencies to disrupt serious, organised and complex fraud activities and related crimes. This may result in disciplinary, administrative, and civil or criminal prosecutions when appropriate.

In 2024–25 our effort to combat fraud and corruption led to:

- 95,300 pre-payment fraud assessments
- 459 criminal or administrative investigations completed
- 504 internal investigations completed
- 113 referrals to the Commonwealth Director of Public Prosecutions (CDPP), of which 106 were external and 7 internal.

6.3 Collaboration across government

In 2024–25 we worked with government partners to share information and intelligence, support investigations and operations, and identify and respond to priority and emerging risks. Our collaboration included:

- joint leadership with the NDIA of the Fraud Fusion Taskforce (FFT) – a multi-agency partnership working to disrupt fraud and criminal activity, including serious and organised crime and the use of digital technology and scams to compromise customer identities and personal information.
  - Participation in the FFT has advanced our expertise and capability to respond to threats and minimise harm to vulnerable customers falling victim to identity crime.
  - In 2024–25 this resulted in the completion of 58 agency-led criminal investigations and 12 referrals to the CDPP (the number of criminal investigations and matters referred to the CDPP as part of the FFT are included in the figures under Fraud and corruption prevention, detection and response on page 115).
- partnering with the Australian Federal Police Centre to Counter Child Exploitation and the Family Violence Command Taskforce
- sharing intelligence and insights with the Joint Policing Cybercrime Coordination Centre
- working with the Commonwealth Fraud Prevention Centre of the Attorney General's Department to enhance cross-government fraud and corruption capability
- participating in interdepartmental committees and meetings to strengthen coordinated responses and resilience to fraud and support interagency activity, to make government service delivery easier and more secure
- membership of National Taskforce Morpheus, the Serious Financial Crime Taskforce led by the ATO, Six Countries' Working Group on Benefit Fraud, the Australian Transaction Reports and Analysis Centre's Fintel Alliance, and the Shadow Economy Standing Taskforce.

We contributed to the whole-of-government approach to fight fraud by sharing incident information with myGov member services and key intelligence partners and strengthening myGov capabilities. In 2024–25 we built phase one of the myGov Incident Response System to centralise myGov fraud data and improved the sharing of analysis to prevent and respond to fraud.

6.4 Identity management

Identity management and the security of personal information is critical to protecting customers from harm and combatting fraud. The foundation of our controls is confirming that a person is who they say they are. We employ a range of strategies to check, confirm and protect the identity of customers who interact with us. We continued to strengthen identity management by ensuring a comprehensive approach to customer identity management that enhances security, accuracy and inclusivity.

In 2024–25 we:

- confirmed the identities of around 487,000 customers
- successfully matched over 4.4 million identity documents from customers.

Around 166,000 customers shared their digital identity with the agency; other organisations used the document verification service to verify over 22.9 million Medicare cards and over 259,000 concession cards.

Keeping identity safe

Office of the System Administrator for the Australian Government Digital ID System

In 2024–25 the *Digital ID Act 2024* (the Digital ID Act) came into effect, aiming to provide individuals with secure, convenient, voluntary and inclusive ways to verify their identity for use in online transactions with government and businesses.

The Digital ID Act established the Chief Executive Centrelink, within the meaning of the *Human Services (Centrelink) Act 1977*, as the System Administrator for the Australian Government Digital ID System (AGDIS). The System Administrator has delegated their powers to officers within the Office of the System Administrator (the OSA) in Services Australia, to carry out functions listed under section 95 of the Digital ID Act.

The OSA played a significant role in overseeing the day-to-day management of the AGDIS, ensuring that it operated in a safe and connected manner across 34 participating relying parties and 2 accredited entities, delivering multiple accredited roles. This included the ability, through purpose-built technology, for the OSA to effectively manage identified instances of potentially fraudulent activity or cybersecurity threats, resulting in 646 cross-system investigations.

Operation of the Digital ID Exchange

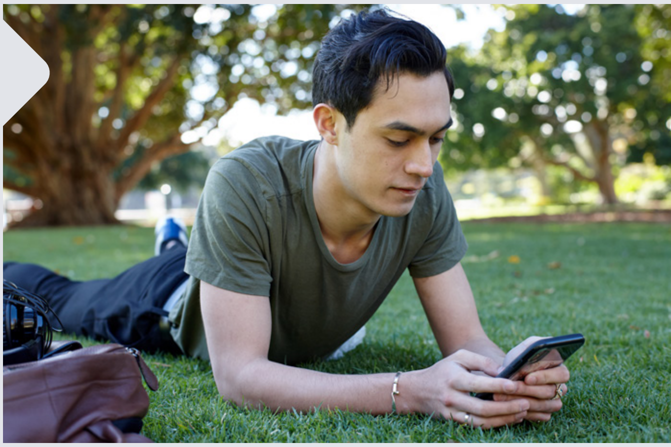
The Digital ID Exchange is a core component of the AGDIS. The Digital ID Exchange facilitates the sharing of Digital ID information between identity provider services and participating relying parties. Services Australia administers the Digital ID Exchange.

In 2024–25 the Digital ID Exchange supported 50 million transactions. The Digital ID Exchange has a service availability target of 99.5% and achieved an actual availability of 99.8%.

There are 34 participating relying parties across federal, state and territory governments.

Testing a safer, easier way to share credentials with myGov

Services Australia is exploring ways to streamline identity verification and information sharing across government services and the private sector through the myGov app.



Over the past year, Services Australia has carried out several tests as part of the Trust Exchange proof of concept.

The aim was to test how the myGov app could be used to securely store and share users' information from government-issued identity documents with businesses and private sector services.

This would remove the need to share physical forms of identification, like licences, or Medicare cards.

Instead, users scan a QR code or similar with their mobile device, securely transmitting their verified personal information from their Digital ID and myGov app wallet.

Testing with simulated data was carried out with new patients booking appointments at a Brisbane medical centre and new customers opening accounts at a Canberra branch of the Commonwealth Bank of Australia.

Patrons at a licensed venue in Canberra were also part of a test, using their verifiable credentials to prove they were aged over 18, without revealing their exact age, address or other personal details that would be listed on their physical driver's licence.

The concept aims to give users more control over how their personal data is shared and with whom.

Through the tests, we learnt there is a high level of trust in myGov to securely store and manage information, and transparency around use of information being shared and third-party responsibilities is key.

Data minimisation is a core principle of the Trust Exchange initiative, meaning third parties can only collect or store the minimum amount of personal information about their customers they need to provide their service.

This reduces their attractiveness to cyber threats and the harm that can occur in the event of a breach.

The outcomes from the proof of concept tests show Commonwealth Verifiable Credentials can offer significant time, convenience, and security benefits to users.

These outcomes will be considered by the Australian Government to determine the next steps.

Table 42 details the number of services connected to the Digital ID Exchange.

Table 42: Number of services connected to the Digital ID Exchange as at 30 June 2025

	Number of services connected to the Digital ID Exchange	Number of services connected with the Digital ID Exchange via a broker
Australian Government relying parties	26	136
State and territory relying parties	9	94

In partnership with the ATO, the agency supported the ATO's Relationship Access Management (RAM) system to connect to the Digital ID Exchange in March 2025, making it formally part of the AGDIS and aligning the RAM service to the government's Digital ID Strategy. Accredited systems (such as myID, myGov and the Digital ID Exchange) are required to achieve and maintain compliance with the Digital ID Act and the supporting Accreditation Rules and Data Standards. The Digital ID Exchange will have compliance assessed annually from April 2026.

Trust Exchange proof of concept

The agency worked with the Department of Finance (DoF) and the ATO to deliver a proof of concept to demonstrate how the Australian Government Digital ID Exchange could support verifiable credentials. This work showed how a government-issued credential could be:

- bound to a myID digital ID
- issued to a digital wallet
- verified through a trusted service.

We tested use cases of end-to-end experiences for:

- registering a new patient at a medical practice by sharing a verifiable credential of a user's Medicare card, concession card and veteran card
- proof of age, to verify the user is over 18 to enter a licenced venue using a verifiable credential (derived from the date of birth on an Immicard, a document Home Affairs issues to certain visa holders)
- registering as a new customer at a bank by sharing a verifiable credential of the Medicare card.

We engaged with stakeholders including:

- Commonwealth agencies, through the Digital Leadership Group and Verifiable Credentials Working Group
- the Commonwealth Bank of Australia, which is supporting one of the Trust Exchange proof of concept tests in understanding how verifiable credentials could be used to set up a new bank account
- civil society groups, through workshops with the Services Australia CSAG, NMAG, SCG, Disability Peak Bodies Forum and the NIC.

We worked closely with the DoF, as the policy lead for the Digital ID, and the ATO, as the operator of the myID identity provider.

Third party compromise events

The agency has established procedures to respond to third party compromise events. We support the Home Affairs' National Office of Cyber Security for events of national significance. Where appropriate, we apply security measures to our affected customer records to increase security and reduce the risk of future misuse.

We give information to customers about steps they can take to protect their personal information. This service is publicly available on our website or by calling our Scams and Identity Theft Helpdesk on **1800 941 126**.

Scams and identity theft

The agency operates a proactive scams response model, which includes prevention through public education and scam awareness, detecting, analysing and responding to scams, and supporting victims of scams.

We contribute to a whole-of-government effort to fight scams through our individual activities, and collaboration with the National Anti-Scam Centre and government and law enforcement partners.

By providing scams awareness communication and information, we support customers to protect their identity. We deliver scams awareness information through social media, online resources and organisations and at community events, including the New South Wales Seniors Festival Expo in Sydney in March 2025.

Our Scams and Identity Theft Helpdesk supports customers who are potential victims of scams or identity theft and assesses the risk of compromise to their identity. The helpdesk secures agency records and refers customers to other services such as IDCARE, Australia's national identity support service, for further support as necessary.

In 2024–25 we:

- observed, analysed and responded to 15,149 unique agency impersonation scams, with 76.7% of scams referencing myGov in some way
- responded to over 30,300 calls to the Scams and Identity Theft Helpdesk.

6.5 Tip-offs

Tip-offs about suspected public health, social security and child support fraud are an essential part of maintaining the integrity of our systems of social support. Specialist staff assess tip-offs and refer them for treatment action where required.

People can share tip-off information with us by:

- going to the reporting fraud page on the Services Australia website and filling out the online form
- phoning the Australian Government Services Fraud Tip-off Line on **131 524**.

In 2024–25 we received more than 48,930 tip-offs from members of the public and more than 57,960 tip-offs from other sources, including online forms and agency staff.

6.6 Payment accuracy and correctness

The agency aims to make the right payment at the right rate, to the right customer, from the right date. We focus on helping customers through upfront and ongoing payment in accuracy prevention, education, and early intervention activities. Staff engage proactive conversations that are designed to prompt updates from the customer based on key drivers of payment inaccuracy relevant to their payment type. In 2024–25 more of our customers used STP data to prefill reportable income information (see Single Touch Payroll on page 50).

The agency sends a range of proactive 'nudge messages' via SMS, myGov and letters, to prompt customers to update changes in their circumstances. In 2024–25 we introduced sending messages to customers to remind them to update their bank account balances if they have not done so in the last 12 months. We also send nudge letters to self-employed customers who have not updated their self-employment information in the last 3 years and are on a part-payment rate.

These strategies help customers and their nominees to understand their notification obligations and educate them on the impacts on their payments of not reporting changes when they happen. This helps to ensure the customer will continue to get the correct rate of payment.

6.7 Payment accuracy reviews

A payment accuracy review is a point-in-time assessment of a customer's circumstances. The results are used to identify both administrative and customer errors, assess our ability to deliver correct payment outcomes (administrative correctness) and support the DSS in measuring the integrity of government outlays (payment accuracy).

In 2024–25 the agency achieved 99.00% administrative correctness, derived from payment accuracy reviews, against a target of ≥95%.

6.8 Payment assurance program

For the accuracy of social security and other payments, we address inconsistencies in information that customers have provided, including sourcing information from other government agencies and third parties as needed.

In 2024–25 we delivered priority payment assurance activities to help customers receiving social security payments to meet their obligations and prevent overpayment. This included proactive approaches to prevent debt and improve earned income reporting, contacting customers regarding the use of STP data where it is determined a customer may not understand or use the data correctly. We continue to identify risk and implement new messages to remind customers of their obligations.

Table 43 shows the social security payment assurance activities from 2022–23 to 2024–25.

Table 43: Social security payment assurance activity

	2022–23	2023–24	2024–25
Payment assurance interventions	198,765	164,955	174,123
Reductions in fortnightly payments	39,172	37,129	38,108
Value of fortnightly reductions	$22.8 million	$22.7 million	$24.4 million
Debts raised	31,736	25,796	20,753
Total debt value	**$82.2 million[(a)]**	**$66 million**	**$57.7 million**

(a) The increase in total debt value in 2022–23 compared to other financial years reflects the targeted focus on customers at high risk of payment inaccuracy.

6.9 Income Compliance Program

The agency remains committed to refunding repayments on debts raised between July 2015 and November 2019 under the Income Compliance Program (the Robodebt Scheme).

As at 30 June 2025 over $750.4 million had been refunded with approximately $3.4 million remaining for 2,477 former customers. These refund amounts will remain on customer records until contact is made and a refund is issued.

The agency will continue to correct and refund any previously unidentified debts affected by averaged ATO income information as they are identified.

6.10 Debt management

The agency works with customers to help them understand their obligations to minimise the chances of incurring a debt. In circumstances where customers are overpaid, we will consider their individual circumstances when working with them to arrange repayments.

When a customer finds it difficult to repay a debt, we can offer a range of flexible repayment options and services to help. Flexible repayment options can include pausing recovery of a debt for a specified period, when experiencing hardship or vulnerability. Services that are available to customers can include, but are not limited to, being connected to a social worker.

In 2024–25 the agency made improvements to services for customers who were overpaid. This included:

- promoting the option for customers to self-manage their debt repayments through the Money you Owe service on their Centrelink online account
- introducing targeted messaging to educate customers on payment-affecting changes to their circumstances
- improving staff resources to help identify customers who may be experiencing vulnerability and support customers to safely disclose their circumstances
- implementing a debt management program that manages prioritising debt recovery activity in a fair and equitable manner.

Table 44 shows the number of debts and amounts raised from customers who received social security payments from 2022–23 to 2024–25.

Table 44: Debts and amounts raised from customers who received social security payments 2022–23 to 2024–25

	2022–23	2023–24	2024–25
Number of debts raised	1,729,773	1,542,377	1,400,365
Amount raised	$2.5 billion	$2.5 billion	$2.4 billion

Table 45 shows the total debts and amounts recovered by contracted agents from 2022–23 to 2024–25.

Table 45: Debts and amounts recovered by contracted agents from 2022–23 to 2024–25*

	2022–23	2023–24	2024–25
Total debts recovered(a)	$1.9 billion	$1.9 billion	$1.6 billion
Amount recovered by contracted agents	$35 million	N/A(b)	N/A(b)
Total recovered by contracted agents	1.9%	N/A(b)	N/A(b)

(a) Rounding has been applied.

(b) The amount and total percentage recovered by contracted agents is no longer applicable as this method of recovery has ceased.

* As this method of recovery has ceased, we will not include this table from next year.

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Management and accountability

7

7.1 Royal Commission into Robodebt Scheme

Through our implementation of 26 recommendations of the Royal Commission into the Robodebt Scheme, we are rebuilding trust with customers and staff and ensuring our services are delivered with integrity.

Of the 26 recommendations we lead, 21 were fully implemented, 2 were partially implemented, and 3 were undergoing an external independent assurance process as at 30 June 2025.

We've been working with customers, staff, and advocacy organisations to better understand and improve how people access services. The Advocates Channel has given legal advocates a streamlined channel to use when supporting their most vulnerable clients and we have started a proof of concept for a Lived Experience Reference Group to improve how we gather customer insights and use these to improve our customer experiences.

The Royal Commission recommended the development of a policy for debt recovery, in line with guidelines from regulatory bodies. In response we developed our new debt management program in 2024–25, which we will review annually.

We will continue to build and maintain trusted partnerships across government, industry and advocacy organisations to inform the design of high-quality government services and changes to our culture and practices, informed by lessons from the Robodebt Scheme.

7.2 Government's response to the myGov User Audit

The agency continued to deliver improvements to myGov including supporting the government's response to the myGov User Audit, building on early achievements to create a more secure, simple, and connected experience.

In 2024–25 we continued enhancements for customers to improve security and usability, while ensuring the platform grows to meet future needs. Changes included introducing a new security dashboard, a redesigned sign in screen, and additional security for high-risk transactions and SMS notifications.

Users now:

- get prompts to switch to more secure settings such as multi-factor authentication and switching off secret questions and answers as a sign in option
- get notifications when sign ins happen from an unrecognised device, including advice on how to take steps to secure their account or seek help
- have the option to sign into myGov with a passkey, which is more secure than a username and password.

We enhanced tools for staff to help customers with myGov enquiries, by offering more responsive assistance through guided help. We delivered the myGov Incident Response System to help member services prevent and respond to fraud. Work started on initiatives to improve platform accessibility, expand the use of Digital ID and ensure secure integration with other government services. We published the myGov roadmap on the Services Australia website and updated it 6 times, outlining key priorities for the agency to deliver through myGov.

Independent Advisory Board

The Minister for Government Services Independent Advisory Board (the board) was established in response to the myGov User Audit recommendations. The board comprises non-government members appointed by government with expertise across industry, academia and peak bodies. Drawing on their diverse experience and knowledge, members provide guidance and advice on the design, delivery and implementation of government services to ensure they meet the needs of people and the Australian economy.

The board was established in its interim form in December 2023 consisting of 9 members. In the 2024–25 Budget, the government agreed to continue the board to June 2028, expanding its membership to 12 members.

In 2024–25 the board gave advice to the Minister for Government Services on various initiatives considering ethical and human rights impacts and benefits for people and the economy. Topics considered included the agency's work to improve the digital experience for customers, safe and ethical use of automation and AI, actions towards implementation of the National Agreement on Closing the Gap Action Plan, targeted and tailored support for vulnerable customers, and progress in implementing the government's response to the Robodebt Royal Commission.

You can read more about the Independent Advisory Board on the Minister for Government Services' website.

7.3 Judicial decisions

In 2024–25 there was one judicial decision involving Services Australia's operations.

In *Warren vs Chief Executive Officer, Services Australia* [2024] FCAFC 73, the Full Federal Court set aside a decision of the Administrative Appeals Tribunal (AAT) that certain Cabinet documents were exempt under section 34 of the *Freedom of Information Act 1982* (FOI Act). As a result of this decision, the agency's freedom of information (FOI) decision was remitted to the newly established Administrative Review Tribunal (ART) for reconsideration. The FOI applicant accepted the agency's offer to resolve the ART proceedings by release of the documents in issue. On 24 October 2024 the documents were released to the FOI applicant.

7.4 Administrative Review Tribunal

On 14 October 2024, the AAT ceased operations, with all matters transferred to the ART.

If a person disagrees with a decision by the agency on social security payments, they may, after a formal internal review by an Authorised Review Officer, apply to the ART for a review of that decision (ART first review). If they are dissatisfied with the outcome of the ART first review, they may apply to the ART to review it again (ART second review).

Some matters that raise issues of significance to administrative decision making may also be referred to the Guidance and Appeal Panel of the ART. Social security decisions can only be referred to the Guidance and Appeals panel by referral from the President of the ART.

Table 46 shows the number of social security payment ART applications received and decisions changed or unchanged for 2024–25.

Table 46: Social security payments merits review applications and outcomes 2024–25[(a)]

	Applications received	Unchanged decisions[(b)]	Changed decisions
AAT first review	4,071	2,606	1,424
AAT second review — customer initiated	497	431	163
AAT second review — Secretary applications[(c)]	41	29	37

(a) All references to ART applications and decisions include AAT applications and decisions prior to 14 October 2024.

(b) Unchanged decisions include applications for review that were affirmed by the ART, withdrawn or dismissed.

(c) Refers to the secretary of any department where the relevant minister is responsible, under the Administrative Arrangements Order, for that part of the social security law that allows for appeal of a decision of the ART.

The ART is also responsible for independently reviewing objections to child support decisions. The child support decisions challenged in the ART in 2024–25 mostly concerned changes of assessment and disputed care arrangements for children.

Table 47 shows the number of child support ART applications received and decisions changed or unchanged.

Table 47: Child support assessment merits review applications and outcomes 2024–25[(a)]

	Applications received	Unchanged decisions	Changed decisions
ART first review	1,666	357	548
	Applications received	**Referrals accepted**	**Referrals refused[(b)]**
Guidance and Appeals Panel referrals	26	4	14

(a) All references to ART applications and decisions include AAT applications and decisions prior to 14 October 2024.

(b) Includes refusals of extensions of time.

7.5 Freedom of information

Under the FOI Act, the agency needs to have an Information Publication Scheme (IPS).

Our IPS includes a range of information about our agency and our programs. Published information on our IPS includes:

- information about the organisation and structure of the agency, the location of offices, governance arrangements, senior management team and statutory appointments
- descriptions of the functions and powers of the agency and the rules, guidelines, practices and precedents relating to those functions and powers that is, operational information
- annual reports before parliament, and other information routinely provided to parliament
- information that the agency routinely gives access to, in response to FOI requests and the disclosure log of information that has been released under the FOI Act. Information that can be published resulting from FOI requests and any routinely released information from these requests is found in our FOI Disclosure Log.
- information about consultation arrangements that enable members of the public to comment on specific policy proposals that we are responsible.

For more information about the agency's IPS, go to the Services Australia website.

7.6 Auditor-General reports

The Australian National Audit Office (ANAO) tabled 3 performance audits relating to the agency in 2024–25:

- Administration of the Pharmaceutical Benefits Scheme assessed the effectiveness of the administration of the PBS by the DHDA and the agency. The audit report was published on 17 December 2024 and made 7 recommendations – 2 recommendations were directed to the DHDA, 2 recommendations were directed to the agency and 3 shared recommendations were jointly directed to the DHDA and the agency.
- Ministerial Statements of Expectations and responding Statements of Intent was a cross-entity performance audit that assessed whether entities are providing effective support to ministers to ensure Statements of Expectations and responding Regulator Statements of Intent are in place. The audit report was published on 28 May 2025 and made no recommendations directed to the agency.
- Management and Oversight of Compliance Activities within the Child Care Subsidy Program assessed the effectiveness of the management and oversight of compliance activities within the Child Care Subsidy program by the Department of Education (DoE) and the agency. The audit report was published on 16 June 2025 and made 7 recommendations – 4 recommendations were directed to the DoE and 3 shared recommendations were jointly directed to the DoE and the agency.

The agency's results from ANAO financial statements audits were reported in the following ANAO reports:

- Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2024, published on 6 February 2025
- Interim Report on Key Financial Controls of Major Entities, published on 29 May 2025.

The agency's results from the 2023–24 Annual Performance Statements Audit were reported in the ANAO report:

- Performance Statements Auditing in the Commonwealth – Outcomes from the 2023–24 Audit Program, published on 19 February 2025.

For more information about these and other ANAO audit reports, go to the ANAO website.

7.7 Commonwealth Ombudsman

In 2024–25 the agency responded to one public statement and 4 reports published by the Commonwealth Ombudsman about agency activities, following the Ombudsman's investigations into:

- the Targeted Compliance Framework
- the agency's response to myGov fraud
- engagement with merits review
- the Child Support program, following a complaint received by a member of the public
- the weaponisation of Child Support.

The agency has worked closely with the relevant policy departments, the Ombudsman's Office and other key Commonwealth stakeholders to respond to the Ombudsman's findings and recommendations about these matters.

7.8 Australian Information Commissioner

In 2024–25 the Privacy Commissioner made one determination against the agency in 'ATQ' and CEO of Services Australia (Privacy) [2025] AICmr 19 (23 January 2025). The agency has complied with the Privacy Commissioner's declarations.

In 2024–25, 17 historical FOI decisions made by the agency were set aside by the Freedom of Information Commissioner or delegates in the Office of the Australian Information Commissioner. Recommendations from 10 of these determinations have been implemented and 7 are under review before the ART.

7.9 Agency capability review

Services Australia participated in the Australian Public Service Commission's (APSC) pilot Capability Review Program (the review) in 2024, with the final report published by the APSC on 28 January 2025 on its website.

The review assessed the agency's current and future capability and considered our ability to meet future objectives and challenges. It identified areas of strength and opportunity to ensure we are positioned to achieve outcomes and deliver critical capabilities over the long term.

The review found our ability to respond when and where it's needed is one of our greatest strengths. It also highlighted the dedication of staff to the agency's purpose and genuine passion for serving customers.

In response to the review, the agency developed the Services Australia 2030 Strategy which aims to drive focus and prioritisation across the agency to lift capability across 6 strategic themes:

1. Customer
2. People and culture
3. Productivity and efficiency
4. Integrity
5. Technology and data foundations
6. Partnership.

The 2030 Strategy will help to ensure we continue to deliver high quality, accessible services and payments, while keeping pace with the expectations and needs of government, our customers and the broader community into the future.

The 2030 Strategy is published on the Services Australia website.

7.10 Parliamentary committee reports

In 2024–25 the agency supported a range of parliamentary inquiries, which involved giving written submissions, attending public hearings and private briefings, submitting answers to questions on notice and supporting policy entities in responding to parliamentary inquiries. These inquiries are detailed below.

Inquiry into procurement at Services Australia and the National Disability Insurance Agency

On 26 June 2024 the Joint Committee of Public Accounts and Audit (JCPAA) tabled its final report into procurement at Services Australia and the NDIA, with a particular focus on the matters contained in or related to the Independent Review of Services Australia and NDIA Procurement and Contracting (the Watt review). The committee made 5 recommendations in the final report. No recommendations were for the agency.

On 11 February 2025 the committee requested a general update on the implementation of the recommendations from the Watt review. On 28 February 2025 the agency provided the committee with the requested update. On 1 April 2025 the committee requested clarification and more information on gifts and hospitality provided by Salesforce. On 17 June 2025 the agency gave its response to the committee.

Inquiry into Commonwealth Financial Statements 2022–23

On 5 November 2024 the JCPAA tabled its final report on its inquiry into Auditor-General Report No. 9 of 2023–24: Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2023. The committee made 5 recommendations in the final report – one recommendation was for the agency, being recommendation 5. On 29 April 2025 the agency provided its response to recommendation 5 in the form of an executive minute to the committee.

Inquiry into public sector information technology procurement and projects

On 18 February 2025 the JCPAA tabled the final report of its inquiry into information technology procurement processes across the public sector. On 10 April 2024 the agency provided its submission to the inquiry. The committee made 3 recommendations in the final report. No recommendations were for the agency.

Inquiry into Financial Services Regulatory Framework in Relation to Financial Abuse

On 6 December 2024 the Parliamentary Joint Committee on Corporations and Financial Services tabled the final report of its inquiry into the financial services regulatory framework in relation to financial abuse. During the inquiry, the agency provided input into a draft submission led by the DSS, attended 2 hearings and responded to questions on notice. The committee made 61 recommendations in the final report, with 2 recommendations naming the agency: recommendations 49 and 58. These recommendations relate to legislative and regulatory changes and as such, the agency will provide input if requested into the Australian Government response.

Select Committee on the Tasmanian Freight Equalisation Scheme

On 20 August 2024 the Senate established a select committee relating to the Tasmanian Freight Equalisation Scheme. On 13 September 2024 the agency gave input into a submission led by the then Department of Infrastructure, Transport, Regional Development, Communications and the Arts (DITRDCA). On 18 September 2024 the agency was invited to make a submission. On 23 September 2024 the agency declined to make a submission. On 25 October 2024 the agency received an invitation to appear at a public hearing. On 13 November 2024 the agency attended a public hearing alongside DITRDCA where one question on notice was taken. The response was tabled on 22 November 2024. On 19 December 2024 the committee tabled its final report. The committee made 5 recommendations in the final report. 2 recommendations were for agency: recommendations 3 and 4. Responses to these recommendations were provided to DITRDCA, for inclusion in the Australian Government response.

Inquiry into the use and governance of artificial intelligence systems by public sector entities – 'Proceed with Caution'

On 12 September 2024 the JCPAA adopted an inquiry into the use and governance of artificial intelligence systems by public sector entities. On 30 September 2024 the agency was invited to make a submission. On 18 October 2024 the agency provided its submission to the committee. On 3 March 2025 the committee tabled its final report. The committee made 4 recommendations in the final report. No recommendations were for the agency.

Services Australia – Proposed Fit-out of Existing Leased Premises at Caroline Chisholm Centre 57 Athllon Drive, Greenway, Australian Capital Territory

On 16 December 2024 the Parliamentary Standing Committee on Public Works invited the agency to appear at a hearing which the agency accepted. On 18 February 2025 the agency appeared at the public hearing and took 3 questions on notice. Responses were tabled on 4 March 2025. On 25 March 2025 the committee tabled its final report. The committee listed 3 recommendations; all aimed at the House of Representatives resolving the proposed works. On 27 March 2025, the House of Representatives moved that, in accordance with the provisions of the *Public Works Committee Act 1969*, it is expedient to carry out the following proposed work that was referred to the Parliamentary Standing Committee on Public Works and on which the committee has duly reported to Parliament: Services Australia – Proposed fit-out of existing leased premises at Caroline Chisholm Centre, 57 Athllon Drive, Greenway, Australian Capital Territory. The question was put forward and passed. The agency will notify the committee of any changes to the project scope, time, cost, function or design and provide a post-implementation report within 3 months of project completion.

Services Australia – Proposed Fit-out of New Leased Premises at 158–186 Walker Street, Townsville, Queensland

On 16 December 2024 the Parliamentary Standing Committee on Public Works invited the agency to a public hearing which the agency accepted. On 18 February 2025 the agency appeared at the hearing and took 3 questions on notice. Responses were tabled on 4 March 2025. On 25 March 2025 the committee tabled its final report. The committee listed 3 recommendations, all aimed at the House of Representatives resolving the proposed works. On 27 March 2025, the House of Representatives moved that, in accordance with the provisions of the *Public Works Committee Act 1969*, it is expedient to carry out the following proposed work that was referred to the Parliamentary Standing Committee on Public Works and on which the committee has duly reported to Parliament: Services Australia – Proposed Fit-out of New Leased Premises at 158–186 Walker Street, Townsville, Queensland. The question was put forward and passed. The agency will notify the committee of any changes to the project scope, time, cost, function or design and provide a post-implementation report within 3 months of project completion.

Inquiry into Early Childhood Education and Care (Three Day Guarantee) Bill 2025 [Provisions]

On 6 February 2025 the Senate referred the provisions of the Early Childhood Education and Care (Three Day Guarantee) Bill 2025 to the Senate Standing Committee for Education and Employment for inquiry and report by 21 March 2025. On 6 February 2025 the agency was invited to make a submission. On 12 February 2025 the agency declined to make a submission. On 14 March 2025 the committee tabled its final report. The committee made no recommendations.

Inquiry into Commonwealth Workplace Protection Orders Bill 2024 [Provisions]

On 6 February 2025 the Senate referred the provisions of the Commonwealth Workplace Protection Orders Bill 2024 to the Senate Legal and Constitutional Affairs Legislation Committee for inquiry and report. On 10 February 2025 the agency was invited to make a submission. On 21 February 2025 the agency provided its submission to the committee. On 14 March 2025 the committee tabled its final report. The committee made no recommendations.

7.11 Strategic Commissioning Framework

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

We achieved an expenditure reduction of $2.6 million against a target of $9.3 million in 2024–25. Within the targeted areas, supplier expenditure reduced in the job families of Accounting and Finance, Communications and Marketing, Portfolio/Program/Project Management and Human Resources. Many factors were considered as the agency implemented actions towards achieving targets including delivery of agency priorities.

The agency's target, and actions towards achieving the target, were set in the context of significant reductions in the use of external workforces achieved in recent years. At the end of the 2023–24 financial year, the APS workforce constituted 85% of total workforce expenditure, this was an increase from 69% in 2019–20. There was a corresponding decrease in non-APS workforce expenditure of $733 million over the same period.

We also embedded the APS Strategic Commissioning Framework's principles into agency policies, procedures and processes.

Services Australia will continue to implement the APS Strategic Commissioning Framework, building on the work undertaken in 2024–25. We will continue to 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.

Streamlined service improves outcomes for vulnerable customers

A streamlined channel into Services Australia is resolving complex customer cases for community legal advocates more efficiently.

The Advocates Channel enables legal advocates to contact an appropriately trained Services Australia staff member to directly resolve Medicare, Centrelink, or Child Support claims for their most vulnerable customers. This includes clients at high risk, in crisis, experiencing immediate vulnerability or with limited support and connections.

The Advocates Channel has not only improved positive outcomes but significantly increased the speed with which complex cases can be resolved.

Following the success of a 6-month pilot with Economic Justice Australia, the Advocates Channel is now an ongoing service and has expanded to serve more legal peak bodies.

So far, 19 community legal services have connected with the channel, increasing the speed at which they can support their clients.

There are 121 registered users who can now directly connect with knowledgeable staff to resolve complex issues more quickly.

Since 1 July 2024 the Advocates Channel has resolved over 1,700 enquiries, improving the outcome for customers in crisis or experiencing vulnerability.

The Advocates Channel is an important step towards better engagement between Services Australia and advocacy groups, which was a key recommendation from the Royal Commission into the Robodebt Scheme.

Thanks to this support service, informed and compassionate staff on both ends can collaborate to resolve complex issues, often in a matter of days. It's a simple, more personalised service, with staff able to provide clarity around reasons behind decisions.

This means people experiencing vulnerability can get the support they need more quickly, allowing them to get on with their lives.

Our people

8

Our people are critical to us being a world leader in government service delivery. With a focus on continuous learning, wellbeing and inclusion, our staff are empowered to deliver the best customer service possible.

In March 2025 we released our Strategic workforce plan 2025 to 2027, setting our priorities to build a sustainable, productive and future-ready workforce.

As at 30 June 2025 the agency employed 35,203 APS staff (see Table 70 on page 232) across 360 sites.

8.1 Workforce strategies and planning

Our Strategic workforce plan 2025 to 2027 (workforce plan) supports the overarching goals of our People strategy: Our vision for 2025, to help staff adapt to the changing nature of work. It is guided by our 2030 Vision, Corporate plan 2024–25 and 2024 Census Action Plan, positioning the agency to respond to a changing operating environment and shifts in our ways of working and type of skills required, to harness the benefits of digital technology.

We worked with our staff to develop the workforce plan which focuses on 3 priority areas:

- attraction and retention
- workforce capability
- staff experience.

The workforce plan guides initiatives to support the agency to become an employer of choice, enhance the staff experience, expand professional development opportunities and give staff practical support to develop skills and manage their own career growth.

8.2 Our culture

We continue to listen to our staff and take action to enhance their experience at work.

The annual APS employee census collects information on staff sentiment and their experience of our culture. Through the 2024 census we identified 4 priority areas of focus that were included in our 2024 Census Action Plan. The targeted improvements were in:

- health and wellbeing
- innovation and change
- leadership
- culture and values.

To improve health and wellbeing, in 2024–25 we created a mental health first aid officer network and delivered new health and safety learning pathways. These and other actions strengthened our focus on building psychologically safe environments that allow for open discussion and testing ideas. We supported leadership, innovation and change by expanding leadership training programs, providing new tools and training for leaders, and growing our network of change champions. More than 5,000 staff provided input to inform the design of a new inclusion and diversity strategy.

8.3 Work health and safety

The agency complies with its obligations under the *Work Health and Safety Act 2011*. Our Work health and safety strategy 2021 to 2026 (the strategy) guides continuous improvement in safety and gives staff a framework to build and sustain a positive safety culture. We prioritise the safety of our staff and support them in looking after their health and wellbeing.

The strategy outlines initiatives in:

- people – work health and safety consultation, safety leadership and capability
- workplaces – safe service design, mentally safe workplaces and wellbeing
- systems – work health and safety tools and resources, critical risk identification and controls.

We implement initiatives to ensure psychosocial safety at work and reduce the risk of psychological injury. Our Health and wellbeing framework 2021–26 complements the strategy by providing resources and initiatives that support a safe and respectful work environment.

Security Risk Management Review

The agency is continuing to implement recommendations from the Security Risk Management Review (the review) to improve security and safety for our staff and customers following an incident where a customer seriously injured a staff member.

As at 30 June 2025, 20 of the 44 review recommendations were complete, and the agency was on track to implement all remaining recommendations by July 2026.

We worked with the Attorney-General's Department to legislate better protections for Commonwealth workers, including:

- the *Criminal Code Amendment (Protecting Commonwealth Frontline Workers) Act 2024*, which was enacted on 9 July 2024 to strengthen criminal penalties relating to acts of violence and aggression against Commonwealth frontline workers
- the Commonwealth Workplace Protection Orders Bill 2025, which will establish a Commonwealth Workplace Protection Orders scheme to provide legal protections for Commonwealth workplaces and workers and deter acts of violence and other harmful behaviours by members of the public.

Our actions to enhance security and improve the safety of our staff and customers in service centres include:

- increasing security guards deployed, including 2 guards at 258 service centres
- upgrading the design of 57 service centres at risk of high levels of customer aggression in conjunction with our service centre modernisation program to strengthen security features while maintaining a customer-centric service experience
- rolling out customer self-check-in kiosks in 83 service centres to reduce stand-up queuing and provide real-time information to service centre leaders about any known risks
- upgrading the agency's appointment system to allow more face to face and phone appointments to be booked by customers online
- expanding the roll out of advanced customer aggression training to approximately 3,500 frontline staff, skilling them to respond to and de-escalate customer aggression
- updating agency systems from 7 February 2025 to store images taken from closed-circuit television of customers who are known to pose a risk to staff and customer safety, and to share these between our service centres
- introducing new security investigator and security intelligence roles focused on proactive engagement and liaison with law enforcement agencies to investigate opportunities to improve intelligence about safety and security risks to staff and customers
- configuring our new Protective Security Operations Centre to begin a full range of operations from July 2026 to monitor incidents immediately and in real time.

Work Health and Safety Act 2011 reporting

In 2024–25 Comcare did not conduct any reactive workplace inspections or proactive engagements in the agency.

In March 2025 Comcare initiated a monitoring compliance activity for a report of a psychosocial hazard in a work group in Victoria that as of 30 June 2025 was ongoing. Comcare closed a monitoring compliance activity that began in 2023 related to a concern about refurbishments of the agency's service centres and issued a final report on 2 June 2025 with no further remediation actions assigned to the agency.

Following an investigation by Comcare, a single criminal charge was laid against Services Australia (as the responsible Australian Government agency) relating to a violent incident that happened at the Airport West Service Centre in May 2023. The charge alleges the agency contravened the *Work Health Safety Act 2011*.

See 'Security Risk Management Review' on page 142 for more information about work undertaken to improve the safety of our staff and customers in services centres.

In 2024–25 the agency notified Comcare of 63 incidents, compared with 58 in 2023–24.

Table 48 shows the number of incidents recorded over the last 2 years.

Table 48: Incidents notified to Comcare

Type of incident	2023–24	2024–25
Death	0	0
Serious injury or illness	8	13
Dangerous incidents	50	50
Total	**58**	**63**

Mental health and wellbeing

Our Health and Wellbeing Framework 2021 to 2026 has embedded new ways of thinking and working around mental health and wellbeing. Psychological wellbeing resources, psychosocial safety assessments and trauma informed practices are promoted and applied to continuously improve staff experiences and outcomes.

The agency introduced a mental health first aid officer network in February 2025 to help build a psychologically safe workplace and give more support to staff who are experiencing distress or displaying possible signs and symptoms of mental ill-health. In 2024–25 we developed the first phase of an employee wellbeing network to engage staff and drive health and wellbeing at work for themselves and others.

Our staff support plan on the Royal Commission into the Robodebt Scheme continued to provide access for staff to attend Listen to Learn restorative sessions. Participants meet with a member of the SES and an independent support to share their experiences and views on service system improvements.

The APS Mental Health Capability Framework continues to be embedded in the agency. The framework is a tailored, systems-based approach to building mental health and suicide prevention capability within the APS. Our employee assistance program offers immediate or short-term support to our staff, with additional services such as communities of support and wellbeing checks being implemented in several high-risk teams.

In 2024–25 the agency established its positive duty prevention and response plan for the prevention of workplace sexual harassment, sex discrimination and other relevant unlawful conduct in the workplace, or in connection to work, to ensure safe, respectful and inclusive workplaces. Support and advice are provided through a dedicated telephone line and mailbox. Trained contact officers are available to support staff who may have experienced family and domestic violence.

Harassment contact officers provide a confidential peer support service to staff who may have experienced or witnessed unreasonable behaviours at work. Where bullying and harassment is identified, it is appropriately addressed, being mindful of trauma informed practices and 'do no further harm' principles.

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8.4 Recruitment

National Graduate Program

Our National Graduate Program offers placements across 9 streams:

- data
- digital
- finance and accounting
- generalist
- human resources
- legal
- service delivery
- service design
- social work.

The 2025 intake comprised 120 graduates.

Data and digital entry programs

The APS Data and Digital Cadet Program offers university students the opportunity to complete their degree while working part-time.

The Australian Government Digital Traineeship Program provides modern, flexible and ongoing training and employment for people wanting to build a digital career in the APS.

The APS Academy Campus initiative provides opportunities in digital and data cadetships in regional areas.

As at 30 June 2025, there were 48 participants across the 3 programs.

APS Academy Campuses

APS Academy Campuses give opportunities in digital and data apprenticeships and cadetships in regional areas. As at 30 June 2025:

- one agency data cadet is participating at the Townsville, Queensland campus
- 2 agency data cadets and one agency digital apprentice are participating at the Newcastle, New South Wales campus.

8.5 Inclusion and diversity

We are committed to creating workplaces that are accessible and inclusive for all staff. By enhancing workforce representation and ensuring positive employment experiences for all staff, we are positioning ourselves as a workforce representative of the community we serve and to be ready to support our customers with an understanding of their unique backgrounds and identities.

Cultural and linguistic diversity

The agency values the unique perspectives and lived experience of staff with CALD backgrounds. As at 30 June 2025, 27% of our APS workforce identified as CALD.

In 2024–25 feedback from staff with CALD backgrounds contributed to the design of commitments in response to the APS CALD Employment Strategy and Action Plan. Our commitments will aim to uplift cultural understanding and inclusion and will include a target to increase CALD representation at the SES level. In 2024–25 CALD SES representation increased from 12.3% to 22%.

We continue to build cultural capability in staff to enhance service delivery and foster inclusive and respectful workplaces. In 2024–25, 12,189 staff completed self-paced multicultural awareness training and 112 staff attended a facilitated multicultural awareness session.

We also recognised days and events of significance including Harmony Week, the International Day for the Elimination of Racial Discrimination and Refugee Week, as well as inviting staff to share their own stories about culturally significant events.

Employment of people with disability

The agency is committed to providing an inclusive and accessible environment for everyone. As at 30 June 2025, 9% of our staff self-identified as having disability. Additionally, the 2024 APS Census highlighted that 8% of staff self-identified as neurodivergent.

In 2024–25 the agency continued to deliver on outcomes and initiatives outlined in the workplace inclusion and diversity strategy and action plan. We offered employment pathways for people with disability including through the National Graduate Program and the award-winning Aurora Neuroinclusion Program. Our disability inclusion agents and disability inclusion alliance enabled the agency to focus on reducing barriers and improving the workplace experience for staff with disability in 2024–25.

During 2025 the agency renewed its long-term partnership with Koomarri JobMatch supporting the employment of people with intellectual disability who work in administrative and office support services.

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National Autism Strategy 2025–2031

The National Autism Strategy 2025–2031 sets out a framework to improve life outcomes for all autistic people. The 22 commitments in the strategy address needs identified by the community in 4 key outcome areas:

- social inclusion
- economic inclusion
- diagnosis, services and supports
- health and mental health.

Our contribution to this national effort is through initiatives like the Aurora Neuroinclusion Program and our renewed partnerships supporting neurodivergent employment, which directly advance the strategy's goals of social and economic inclusion.
For more information on the strategy and updates on progress, go to the DSS website.

Australia's Disability Strategy 2021–2031

The agency is committed to supporting the successful implementation of Australia's Disability Strategy 2021–2031. The strategy was developed by all levels of government, people with disability, their families, carers and representatives. It recognises the responsibility of all levels of government in supporting people with disability to reach their full potential as equal members of the community, and drives change to uphold the rights, inclusion and participation of people with disability in all areas of Australian life. For more information on the strategy and updates on progress made on the actions and key outcome areas, go to Australia's Disability Strategy Hub on the Disability Gateway website. Disability reporting is included in the APSC's State of the Service reports and the APS Statistical Bulletin. These reports are available on the APSC's website.

Employment of people who are neurodivergent

The agency partners with Employ for Ability to deliver the Aurora Neuroinclusion Program. This partnership gives neurodivergent individuals with autism or attention deficit hyperactivity disorder (ADHD) a career pathway into Services Australia.
The program is an entry-level employment pathway with an inclusive recruitment and onboarding process, professional career support and development and ongoing employment. It uses the 'affirmative measures – specific type of disability (autism or ADHD)' provisions of the APS Commissioner's Directions 2022. In 2024–25 the program engaged 54 neurodivergent people with autism and ADHD into ongoing specialist roles.

Other diversity initiatives

We promote workplace diversity in ways including:

- the 2025 Australian Workplace Equality Index Survey, a national benchmark on LGBTQIA+ workplace inclusion, in which we achieved Platinum tier employer in recognition of our sustained effort over time in LGBTQIA+ inclusion
- diversity networks to share information and support Aboriginal and Torres Strait Islander staff, staff with disability, mature age staff, staff with CALD backgrounds and LGBTQIA+ staff
- continued membership with Diversity Council Australia, Pride in Diversity, and the Australian Disability Network
- participation in and compliance with the Commonwealth Public Sector Gender Equality Reporting program
- celebration of diversity events of significance such as Refugee Week, Wear it Purple Day, International Women's Day and International Day of People with Disability
- participation in the 2025 Sydney Gay and Lesbian Mardi Gras Parade
- through SES diversity champions, who advocate and promote diversity initiatives, drive workplace inclusion and foster cultural change, ensuring that diversity and inclusion are at the forefront of our agency efforts
- providing a breastfeeding friendly workplace, awarded Best Practice with the Australian Breastfeeding Association.

Workplace accessibility

In 2024–25 the agency provided support, training and advice to approximately 2,000 staff who had an accessibility requirement, including those who:

- use assistive technology software
- need accessible telecommunication equipment
- use hearing aids or implanted hearing devices.

We continue to offer a dedicated service desk to support staff with accessibility needs to ensure workplace inclusion, and deliver accessibility support shared services to DVA.

Carer Recognition Act 2010 report

The agency fulfils its responsibilities under the *Carer Recognition Act 2010* and follows the principles outlined in the Statement for Australia's Carers. Our internal policies consider the statement in contexts that may significantly impact an employee's caregiving role. We provide support to staff with caring responsibilities through:

- flexible working arrangements
- part-time work
- home-based work
- an elder care advisory service
- our employee assistance program.

Employment of Aboriginal and Torres Strait Islander staff

As at 30 June 2025, 1,898 agency staff self-identified as Aboriginal and/or Torres Strait Islander. This equates to 5% representation across the agency.

Indigenous Apprenticeships programs

The Australian Government Indigenous Apprenticeships Program is designed to attract Aboriginal and Torres Strait Islander peoples into entry-level positions in the APS. The program simplifies and improves the process for both candidates and partnering agencies and represents an opportunity for agencies to work together to increase the representation of Aboriginal and Torres Strait Islander peoples across the APS. It also builds cultural capability and strengthens the delivery of programs and services to Aboriginal and Torres Strait Islander peoples and communities.

Under this program in 2024–25:

- 137 apprentices were placed within the agency
- we partnered with 37 agencies, placing 109 apprentices.

Supporting Aboriginal and Torres Strait Islander staff

The Indigenous Employment Action Plan 2023–24 outlines the agency's commitment to achieving sustainable employment outcomes for Aboriginal and Torres Strait Islander peoples. In 2024–25 an updated action plan was co-designed with the NIC, the agency's peak Aboriginal and Torres Strait Islander voice. Activities under the plan included:

- participating in National Indigenous Employee Network meetings and the Indigenous Mentoring Program with 208 registered mentors
- 10,135 staff completing Indigenous Cultural Awareness eLearning training, taking the total number of staff completing training to 34,624
- 1,155 staff participating in facilitated and virtual Indigenous Cultural Awareness training, taking the total participation to 9,970 staff
- 9 staff participating in the Jawun APS Secondment Program, gaining a unique experience working with Indigenous organisations
- providing Aboriginal and Torres Strait Islander employment performance measures in business plans
- delivering the Aspiring Program – a targeted leadership training program for APS5 to executive level (EL1) Aboriginal and Torres Strait Islander staff
- 5 staff graduating from the Australian Graduate School of Management Executive Indigenous Leaders Program
- partnering with the Department of Defence to source graduates through its affirmative measure, Indigenous provisions. We recruited one Indigenous candidate into the National Graduate Program through this partnership (see National Graduate Program on page 145).

The Sir Roland Wilson Foundation Pat Turner Scholarship supported 3 students to complete their postgraduate studies.

We continued to support the Australian Government SES100 initiative, actively reviewing the established merit pool when filling SES vacancies and promoting a second round of SES100 recruitment to our staff. SES100 is a recruitment strategy to increase representation of First Nations people at senior leadership levels across the APS.

8.6 Reconciliation

The agency is committed to working towards reconciliation. This is reflected in our reconciliation vision 'Coming together with understanding, respect and trust to move forward in unity with Australia's First Nations peoples and communities'. Our goal of working towards reconciliation is supported by the Reconciliation Action Plan 2024 to 2026.

Throughout 2024–25 we made progress towards our reconciliation goals, including by:

- developing the Workplace belonging strategy 2025 to 2028, in consultation with our agency's National Indigenous Employees Network, reflecting our vision to foster a workplace culture where all our people feel respected, included, supported, valued and empowered
- co-chairing the cross-APS Reconciliation Sharing Network forum with the ATO, exchanging ideas to implement reconciliation practices, with the number of participating APS agencies increasing to 46
- developing an Aboriginal and Torres Strait Islander Cultural Safety Toolkit to support cultural safety in the workplace
- launching the Aboriginal and Torres Strait Islander Community Engagement Principles and opening an additional bespoke service centre (see Aboriginal and Torres Strait Islander Australians on page 91 for further information).

8.7 Learning and development

Services Australia offers a range of learning and development opportunities to support staff to achieve their personal and professional career goals through our Learning Academy. The academy consists of learning faculties, enterprise learning teams and a central enabling team, who work in partnership to drive connected and consistent learning practice across the agency. Our priorities are guided by the 4 pillars of the APS Learning and Development Action Plan:

- culture
- governance
- capabilities
- technology.

We inspire a culture of continuous learning, with the objective of developing a highly capable and future-ready APS workforce.

Leadership programs and talent management

Leadership Unlimited is a talent and leadership development program for high-performing and high-potential EL2 and SES Band 1 staff. As at 30 June 2025, 153 staff had completed the program across 8 cohorts. The 2025 Leadership Unlimited cohort included 21 participants.

The Aspiring Program is a talent and leadership development program for high-performing and high-potential Aboriginal and Torres Strait Islander staff at the APS5 to EL1 levels. As at 30 June 2025, 109 participants had completed the program.

The Exceed Program is the agency's leadership development program for substantive EL2s. Leaders build on their leadership capabilities, develop connections and share experiences in a 3-day face to face workshop. As at 30 June 2025, 131 participants had completed the program across 8 cohorts.

Enterprise Leadership programs aim to strengthen the resilience and leadership qualities of managers and supervisors across the agency. Learn2Lead builds capability of APS5 and APS6 staff, and Lead2Inspire our EL1 staff. The programs deliver individualised learning experiences in a group setting with peers and SES. As at 30 June 2025, 1,694 staff had participated in Learn2Lead or Lead2Inspire, compared with 1,537 staff in 2023–24. Additional placements were offered to support a growing service delivery workforce.

The Service Delivery Immersion Program gives SES a deeper understanding of service delivery within the agency. Over the two-day program, SES have the opportunity to observe and hear from a variety of frontline staff and community partnerships, gaining firsthand knowledge about the important role they have in delivering our services to the Australian public. Uptake of the program is positive. As at 30 June 2025, 106 Services Australia SES have participated since starting in May 2024. We also have SES from key policy partner agencies across the APS now attending each program.

Digital learning

The agency continues to embrace and uplift the digital learning experience for its staff, who are increasingly expecting and engaging with learning opportunities that leverage technology. During 2024–25 we provided access to a new online platform for on-demand learning to complement the mandatory and core training provided by our learning teams.

8.8 Performance management

The agency's performance management process is designed and embedded to foster a culture of high performance by giving staff a clear link between their work effort and agency priorities. In 2024–25, 96.8% of staff negotiated individual performance agreements with their managers. Most of the staff who did not do this were on long-term leave or had not yet completed more than 8 weeks of duties during the performance cycle.

Staff engagement and recognition

The agency's peak staff consultative forum, the National Consultative Committee, met 4 times during 2024–25 to discuss matters of strategic significance, including on topics such as the APS Capability Review, the 2030 Vision, workplace health and safety, and implementation of the Services Australia Enterprise Agreement 2024–2027. Consultation with staff also happens regularly within business areas and locally across the agency. Staff engagement scores in the annual APS employee census have remained consistently high.

Internal awards

The agency's awards and honours programs recognise excellent performance and identify individuals and teams achieving exceptional service delivery, successful innovation, inspiring leadership and business excellence.

In 2024–25:

- 5 individuals and 7 teams won Pinnacle Achievement Awards for their exceptional contribution and performance
- 49 staff were recognised in the Australia Day Achievement Awards for their commitment and dedication to their work
- 3 individuals and 5 teams won achievement awards for Indigenous servicing.

External awards

In 2024–25 several public and private sector industry association awards programs recognised individuals and teams from the agency:

- 2024 Australian HR Institute Awards: Winner – Best Diversity, Equity, and Inclusion Strategy – Multiculturalism: Our Stories
- 2024 Institute of Public Administration Australia ACT Spirit of Service Awards: Winner – Collaboration Award – Bringing Statutory Declarations into the 21st Century
- 2024 Australian Business Awards: ABA100 Winner – Change Management Award
- 2024 Australian Institute of Project Management Achievement Awards: Chapter Winner – Government Project – Enhanced myGov Program
- 2025 Customer Experience Awards: Winner – Best Inclusive Customer Experience – Services Australia's Customer Experience Standard
- 2025 Australian LGBTQ+ Inclusion Awards – Platinum employer.

Performance pay

The agency made no performance or bonus payments in 2024–25 as these payments are not part of the remuneration framework for staff or executives in the agency. Eligible staff who met or exceeded agreed performance goals were advanced through the salary range for their classification in accordance with their enterprise agreements.

8.9 Employment arrangements

Workplace agreements

All staff other than SES and medical officers are employed under the Services Australia Enterprise Agreement 2024–2027, which sets out their terms and conditions of employment. A separate agreement applies to medical officers.

Individual flexibility arrangements

In exceptional circumstances, the agency makes individual flexibility arrangements with staff. For example, we use these arrangements to attract and retain staff in remote and isolated work locations, or those with specialised skills in critical roles.

As at 30 June 2025, the agency had 140 individual flexibility arrangements in operation.

Agency takes pride in being inclusive

For Kristy-Lee Cook, joining her Services Australia colleagues in the 2025 Sydney Gay and Lesbian Mardi Gras Parade was a career highlight.

The proud Wiradjuri woman, who is part of the Indigenous Employment Strategies Team, was one of 60 staff from across the country who represented the agency in the parade.

It was the first time Services Australia has participated in the event.

As an ally of the LGBTQIA+ community, Kristy-Lee said being part of the parade was a personal honour.

'It was also a significant step in promoting the values and diversity that our agency stands for,' Kristy-Lee said.

'Being part of something so meaningful and inspiring was truly a highlight of my career. Witnessing the pride in everyone's eyes was a joy I will always cherish.'

Services Australia aspires to be a workplace where diversity is celebrated and all people are valued and respected, and feel they belong.

As one of the largest employers in the APS, we believe diversity is our greatest strength. The more diverse our workforce is, the more reflective we are of the community we serve, and the more empathetic, responsive and effective we are in delivering services to meet their unique needs.

Representation also builds trust. It shows our customers we see them, we value them, and we're committed to meeting the needs of the LGBTQIA+ community with dignity and respect. Participating in events like Mardi Gras is one way we demonstrate that commitment publicly.

Services Australia has also been recognised by the Australian Workplace Equality Index as a Platinum Tier employer at the 2025 LGBTQ+ Inclusion Awards. The awards measure the overall impact of inclusion initiatives on workplace culture. The Platinum Tier is the highest recognition an organisation can receive in Australia, and it's something we're incredibly proud of.

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Financial reporting

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9.1 Report on financial performance

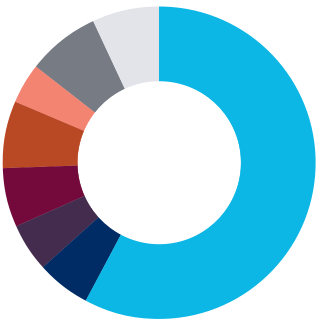
In 2024–25 Services Australia made social services and health payments totalling $261.0 billion.

The government supplemented the agency's budget with around $5.8 billion in operating and capital funding so that we could make these payments and provide other customer services. We also received around $0.3 billion in own-source revenue for the provision of shared services and delivery of ICT projects.

The agency acts as the intermediary in the transfer of child support payments by collecting from the paying parent and paying to the receiving parent. During 2024–25 the child support revenue and expenses totalled $2.0 billion.

The agency's total funding of $6.1 billion was used as detailed in Figure 2.

Figure 2: Agency funding 2024–25



Staff	58.4%
Software capital	5.5%
Property and equipment capital	5.0%
Other	6.1%
Property and leases	6.9%
Communications	4.1%
IT maintenance	7.2%
Consultants and contractors	6.8%

The agency's financial result was an operating surplus of $134.6 million. This result includes principal lease payments under the Australian Accounting Standards Board (AASB) accounting standard 16 and excludes non-cash items relating to depreciation and amortisation.

Our 2024–25 financial statements, starting on page 164, include details of the significant drivers of change from budget and the previous year actuals.

For more information about the agency's resourcing and expenses by outcomes, see Entity resource statement and expenses by outcome on page 208.

Significant non-compliance

The agency has reported 3 matters of significant non-compliance with the finance law to the responsible Minister under section 19(1)(e) of the PGPA Act. This includes 1 new matter identified in 2024–25 relating to child support pre-payments and the 2 non-compliance matters reported in 2023–24 relating to Medicare Compensation Recovery and Child Support programs.

The agency has identified significant non-compliance in relation to crediting of the child support special account (special account) when a pre-payment for a future child support liability has been received. In practice, all child support receipts are credited to the special account consistent with the policy intent that customers can make pre-payments and that the government acts as an intermediary in facilitating child support payments. The agency is working with the DSS to resolve this issue.

In 2023–24 the agency reported significant non-compliance in relation to debiting and crediting of the special account where overpayments were funded by and subsequently repaid to a third party before being repaid by a child support customer. The agency continues to work with the DSS to resolve this issue.

The agency also reported significant non-compliance relating to Medicare Compensation Recovery cases being closed with a nil notice of charge, where a potential debt to the Commonwealth still exists at law. In 2024–25 the agency has improved recovery practices, achieving a significant increase in claims processed and continues to work with the DHDA to consider legislative amendments and system changes.

Asset management

The agency manages its assets according to relevant accounting standards and DoF requirements. This is complemented by policies and procedures covering whole-of-life asset management. Our asset base comprises of software, data centre and ICT equipment, leasehold improvements, and right-of-use assets associated with accounting standard AASB 16, relating mainly to property leases.

We manage investment in the agency's property portfolio through our property facilities maintenance and upgrade capital plan to ensure our workplaces, service centres and customer engagement areas are maintained at a suitable standard.

We manage investment in ICT software and hardware according to our ICT technology plan and roadmap, which ensures our ICT is sustained and capable of delivering for the agency and our customer.

9.2 Independent auditor's report

Australian National
Audit Office

INDEPENDENT AUDITOR'S REPORT

To the Minister for Government Services

Opinion

In my opinion, the financial statements of Services Australia (the Entity) for the year ended 30 June 2025:

(a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and

(b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

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

Key audit matters

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

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Key audit matter	How the audit addressed the matter
Valuation of Software *Refer to Note B2.1 'Property, plant and equipment and software'* The Entity has various information technology systems to manage its operations and the payments made on behalf of other entities. These systems are recognised as software assets in the Entity's financial statements. I considered this area a key audit matter due to the: • judgements involved in determining whether the cost of internally developed software assets have been appropriately capitalised; • significant assumptions and judgements involved in considering whether the value of a software asset may be impaired, such as whether current or expected changes in the Entity's operating environment may reduce the usefulness of the software asset and whether software under development will achieve expected benefits; and • judgements in determining the appropriate useful lives for software assets. As at 30 June 2025, the carrying value of software assets was $1,028.4 million.	To address this key audit matter, I have: • assessed the design, implementation and operating effectiveness of key controls related to capturing the costs of internally generated software assets; • evaluated the application of the Entity's policies on capitalisation and impairment of software assets are consistent with Australian Accounting Standards and undertaken testing, on a sample basis, to assess the application of those policies; • assessed the appropriateness of management's judgements about the current and future usefulness of software assets against project owners' assessments and internal reporting on the operating environment and the expected benefits from software under development; and • evaluated the reasonableness of management's judgements in assigning useful lives of software assets against project owners' assessments.

Key audit matter	How the audit addressed the matter
Valuation of receivables related to the Child Support Scheme *Refer to Note B7.3 'Child support receivables'* I considered this area a key audit matter as the valuation of child support receivables involve significant judgements about the rates of collection. The valuation is based on historically collected rates and these may not be consistent with future rates due to changes in government policy or economic conditions. The judgements relate to the amount and timing of future cash flows, including estimating the period over which payments are expected to be received by the Entity and use of an appropriate discount rate. These judgements rely on the completeness and accuracy of the underlying data used in the estimation process. As at 30 June 2025, the net carrying value of receivables relating to the child support scheme were $1,088.5 million. This carrying value was net of an allowance for unrecoverable receivables of $888.5 million.	To address this key audit matter, I have: • assessed the design, implementation and operating effectiveness of information technology application controls designed to prevent and detect the inaccurate recording of information in the systems from which data is extracted; • assessed the competence, capability and objectivity of the actuary engaged by the Entity to assist in making the estimation; • evaluated the design, implementation and operating effectiveness of the Entity's review and approval process to assess the reasonableness of actuarial assumptions used in the estimation of receivables; • assessed the reasonableness of the discount rate applied in the estimation against the risk faced by the Commonwealth and market evidence of the time value of money; • assessed the reasonableness of the assumed rate of collection against historical actual repayment of the Child Support Scheme; and • assessed the data used in the estimation process for accuracy and completeness, by reviewing the

	data extraction process, mapping the data back to the system and testing any manual adjustments made to the data.

Accountable Authority's responsibility for the financial statements

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters.

I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office

Rona Mellor

Rona Mellor
Deputy Auditor-General

Delegate of the Auditor-General

Canberra

5 September 2025

9.3 Financial statements

SERVICES AUSTRALIA

Financial Statements
for the year ended 30 June 2025

SERVICES AUSTRALIA
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Financial Statements for the year ended 30 June 2025

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

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

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

Charles McHardie
Acting Chief Executive Officer

5 September 2025

Angela Diamond
Chief Financial Officer

5 September 2025

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SERVICES AUSTRALIA
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget[1] 2025 $'000
NET COST OF SERVICES				
Expenses				
Employee benefits	A1.1	**3,593,092**	3,176,953	3,357,802
Supplier expenses	A1.2	**1,463,823**	1,189,964	1,687,462
Depreciation and amortisation	B2.1	**769,732**	770,814	654,333
Finance costs	A1.3	**65,220**	58,513	18,338
Write-down and impairment of other assets	B2.1	**39,617**	34,377	-
Other expenses	A1.4	**3,170**	4,053	3,412
Total expenses		**5,934,654**	5,234,674	5,721,347
Own-source income	A2			
Own-source revenue				
Revenue from contracts with customers	A2.1	**228,817**	239,078	158,539
Rental income		**19,096**	15,114	16,051
Resources received free of charge	A2.2	**9,996**	4,786	2,170
Other revenue		**1,368**	1,487	-
Total own-source revenue		**259,277**	260,465	176,760
Gains				
Reversal of write-downs and impairment		**-**	10,379	-
Other gains		**10,940**	5,033	-
Total gains		**10,940**	15,412	-
Total own-source income		**270,217**	275,877	176,760
Net cost of services		**(5,664,437)**	(4,958,797)	(5,544,587)
Revenue from Government		**5,379,049**	4,823,214	5,312,263
Deficit after income tax on continuing operations		**(285,388)**	(135,583)	(232,324)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve[2]	B2.1, B6.1	**12,719**	10,468	-
Total comprehensive deficit		**(272,669)**	(125,115)	(232,324)

[1]Budget reported in the 2024-25 Portfolio Budget Statements published in May 2024.
[2]Changes in asset revaluation reserve includes revaluations recognised in note B2.1 ($13.4 million) offset by make good provision adjustments in note B6.1 ($0.6 million).

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

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SERVICES AUSTRALIA
STATEMENT OF FINANCIAL POSITION
for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget[1] 2025 $'000
ASSETS				
Financial assets				
Cash		**22,910**	21,304	20,267
Trade and other receivables	B1.1	**1,254,388**	1,207,530	1,178,889
Total financial assets		**1,277,298**	1,228,834	1,199,156
Non-financial assets				
Prepayments		**178,919**	142,262	96,179
Plant and equipment (including right-of-use)	B2.1	**411,682**	454,223	456,302
Land and buildings (including right-of-use)	B2.1	**2,935,271**	2,424,219	2,350,544
Software	B2.1	**1,028,367**	919,296	919,730
Total non-financial assets		**4,554,239**	3,940,000	3,822,755
Total assets		**5,831,537**	5,168,834	5,021,911
LIABILITIES				
Payables				
Employee benefits		**111,528**	89,104	84,550
Trade creditors and accruals		**259,351**	146,775	173,685
Other payables	B4.1	**1,160**	10,470	27,957
Total payables		**372,039**	246,349	286,192
Interest bearing liabilities				
Leases	B5.1	**2,447,343**	2,083,727	1,991,047
Total interest bearing liabilities		**2,447,343**	2,083,727	1,991,047
Provisions				
Other provisions	B6.1	**51,486**	59,677	62,028
Employee provisions	B6.2	**875,774**	811,850	823,984
Total provisions		**927,260**	871,527	886,012
Total liabilities		**3,746,642**	3,201,603	3,163,251
Net assets		**2,084,895**	1,967,231	1,858,660
EQUITY				
Contributed equity		**4,823,663**	4,433,330	4,816,893
Reserves		**473,185**	460,466	307,519
Accumulated deficit		**(3,211,953)**	(2,926,565)	(3,265,752)
Total equity		**2,084,895**	1,967,231	1,858,660

[1]Budget reported in the 2024-25 Portfolio Budget Statements published in May 2024.

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

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SERVICES AUSTRALIA
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget[1] 2025 $'000
CONTRIBUTED EQUITY				
Balance carried forward from previous year		**4,433,330**	4,158,852	4,433,330
Transactions with owners				
Contributions by owners				
Equity injection - appropriations	C1.1	**231,056**	89,722	224,286
Departmental capital budget	C1.1	**159,277**	184,756	159,277
Total transactions with owners		**390,333**	274,478	383,563
Closing balance as at 30 June		**4,823,663**	4,433,330	4,816,893
RESERVES				
Balance carried forward from previous year		**460,466**	449,998	307,519
Changes in asset revaluation reserve				
Revaluations of property, plant and equipment	B2.1	**13,383**	11,976	-
Revaluations of property make good provision	B6.1	**(664)**	(1,508)	-
Closing balance as at 30 June		**473,185**	460,466	307,519
ACCUMULATED DEFICIT				
Balance carried forward from previous year		**(2,926,565)**	(2,790,982)	(3,033,428)
Deficit for the year		**(285,388)**	(135,583)	(232,324)
Closing balance as at 30 June		**(3,211,953)**	(2,926,565)	(3,265,752)
Total equity closing balance as at 30 June		**2,084,895**	1,967,231	1,858,660

Accounting Policy

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

[1]Budget reported in the 2024-25 Portfolio Budget Statements published in May 2024.

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

SERVICES AUSTRALIA
CASH FLOW STATEMENT
for the period ended 30 June 2025

	2025 $'000	2024 $'000	Original Budget[1] 2025 $'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	**5,866,704**	5,328,102	5,742,314
Rendering of goods and services	**206,978**	275,239	174,590
GST received	**250,204**	160,108	223,352
Other	**66,664**	80,523	-
Total cash received	**6,390,550**	5,843,972	6,140,256
Cash used			
Employees	**3,518,495**	3,177,682	3,339,312
Suppliers	**1,685,004**	1,519,714	1,926,518
Section 74 receipts transferred to the Official Public Account	**524,510**	516,191	431,104
Borrowing and other financing costs	**63,348**	56,444	17,639
Other	**6,431**	6,982	3,674
Competitive neutrality	**928**	-	-
Total cash used	**5,798,716**	5,277,013	5,718,247
Net cash from operating activities	**591,834**	566,959	422,009
INVESTING ACTIVITIES			
Cash received			
Proceeds from sale of plant and equipment	**664**	321	-
Total cash received	**664**	321	-
Cash used			
Purchase of property, plant and equipment	**301,307**	306,095	229,556
Purchase of software	**330,195**	249,415	180,434
Total cash used	**631,502**	555,510	409,990
Net cash used by investing activities	**(630,838)**	(555,189)	(409,990)
FINANCING ACTIVITIES			
Cash received			
Contributed equity - departmental capital budget	**159,277**	184,756	159,277
Contributed equity - equity injection	**231,056**	149,722	224,286
Total cash received	**390,333**	334,478	383,563
Cash used			
Principal payments of lease liabilities	**349,723**	345,211	395,582
Total cash used	**349,723**	345,211	395,582
Net cash from financing activities	**40,610**	(10,733)	(12,019)
Net increase/(decrease) in cash held	**1,606**	1,037	-
Cash at the beginning of the year	**21,304**	20,267	20,267
Cash at the end of the year	**22,910**	21,304	20,267

[1]Budget reported in the 2024-25 Portfolio Budget Statements published in May 2024.

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

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SERVICES AUSTRALIA
BUDGET VARIANCE REPORTING
for the year ended 30 June 2025

Departmental budget variations

The table below provides explanations for major variances between Services Australia's (the agency) original budget estimates, as published in the 2024-25 Portfolio Budget Statements (PBS), and the actual financial performance and position for the year ended 30 June 2025. The budget is not audited.

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

- The variance between budget and actual is greater than +/- 10% and $50 million of the original budget for a line item.
- An item is below this threshold but is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the agency's performance.

Variances relating to cash flows are a result of the factors explained for net cost of services, assets or liabilities variations. Unless otherwise individually significant, no additional commentary has been included.

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

Budget variance explanation	Affected statements and line items
Consistent with Government expectations to build APS capability, the agency engaged a higher level of APS employees, which was largely offset by lower supplier expenditure primarily relating to contractors. In addition, the agency has experienced higher capitalisation of employee and contractor effort than estimated in the Budget, which led to an increase in capital expenditure and corresponding decrease in operating expenditure, in accordance with Australian Accounting Standards. The agency closely monitors and reprioritises deliverables within its total appropriation provided by Government, including making appropriate investments to support longer-term requirements for the agency to meet its outcomes.	Statement of Comprehensive Income: • Employee benefits • Suppliers Statement of Financial Position: • Software Cash Flow Statement: • Employees (operating activities) • Suppliers (operating activities) • Purchase of property, plant and equipment (investing activities) • Purchase of software (investing activities)
The agency maintains a number of service agreements with other Commonwealth entities, which are recorded in the Budget estimates once the agreement has been finalised with the relevant entity. The agency entered into additional service agreements following the 2024-25 Budget, which resulted in higher revenue from the Department of Veterans' Affairs, Australian Electoral Commission and National Disability Insurance Agency, along with a corresponding increase in expenditure against Budget.	Statement of Comprehensive Income: • Revenue from contracts with customers
The agency holds a substantial building lease portfolio across the country, which primarily consists of commercial office spaces and service centres. Given the commercial sensitivities of these contracts, specific details of new agreements or renewals are not known at the time of Budget preparation. Significant recent additions include the new lease for the Brisbane precinct and the lease renewal for the Canberra Data Centre.	Statement of Financial Position: • Land and buildings (including right-of-use) • Leases
The increase in prepayments at 30 June 2025 primarily relates to contracts for ICT services and software, which have been partially amortised in the 2024-25 financial year and have a remaining contract period spanning over future financial years.	Statement of Financial Position: • Prepayments

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SERVICES AUSTRALIA
BUDGET VARIANCE REPORTING
for the year ended 30 June 2025

Departmental budget variations (continued)

Budget variance explanation	Affected statements and line items
The agency develops its budget for trade creditors and accruals based on historical and prior year expectations. The higher-than-expected actual balance as at 30 June 2025 is primarily driven by an increase in pending payments for services and capital acquisitions delivered to the agency, which are due and payable in 2025-26.	Statement of Financial Position: • Trade creditors and accruals
From a budget reporting perspective, the receipt of section 74 revenue and the repatriation of these cash flows are shown as a net amount. However, from a financial reporting perspective these are shown on a gross basis.	Cash Flow Statement • Other cash received (operating activities) • Suppliers (operating activities) • Section 74 receipts transferred to the Official Public Account (operating activities) • Appropriations (operating activities)

SERVICES AUSTRALIA
ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME
for the period ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget[1] 2025 $'000
NET COST OF SERVICES				
Expenses	A3			
Child support maintenance expenses		**2,044,545**	1,963,884	1,922,667
Write-down and impairment of assets	A3.1	**185,617**	88,894	99,527
Total expenses		**2,230,162**	2,052,778	2,022,194
Income	A4			
Non-taxation revenue				
Child support maintenance revenue		**2,150,406**	2,043,178	2,009,915
Compensation recoveries	A4.1	**70,987**	57,473	51,587
Fees and fines		**13,848**	11,224	19,750
Other revenue		**263**	234	330
Total non-taxation revenue		**2,235,504**	2,112,109	2,081,582
Gains				
Reversal of write-downs and impairment	A4.2	**6,234**	9,269	10,000
Total gains		**6,234**	9,269	10,000
Total income		**2,241,738**	2,121,378	2,091,582
Net contribution by services		**11,576**	68,600	69,388
Total comprehensive income		**11,576**	68,600	69,388

[1]Budget reported in the 2024-25 Portfolio Budget Statements published in May 2024.

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

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SERVICES AUSTRALIA
ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES
as at 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget[1] 2025 $'000
ASSETS				
Financial assets				
Cash	B7.1	**212,876**	280,668	211,460
Other receivables	B7.2	**27,561**	83,074	20,727
Child support receivables	B7.3	**1,088,464**	1,056,001	1,118,172
Total assets administered on behalf of Government		**1,328,901**	1,419,743	1,350,359
LIABILITIES				
Payables				
Child support payments received in advance		**34,052**	31,060	30,032
Child support and other payables	B8.1	**78,809**	74,091	42,166
Recovery of compensation payable		**10,789**	10,646	9,775
Total payables		**123,650**	115,797	81,973
Provisions				
Child support maintenance provision	B9.1	**1,084,752**	1,052,470	1,110,672
Recovery of compensation provision	B9.1	**82,423**	160,641	128,647
Total provisions		**1,167,175**	1,213,111	1,239,319
Total liabilities administered on behalf of Government		**1,290,825**	1,328,908	1,321,292
Net assets		**38,076**	90,835	29,067

[1]Budget reported in the 2024-25 Portfolio Budget Statements published in May 2024.

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

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SERVICES AUSTRALIA
ADMINISTERED RECONCILIATION SCHEDULE
for the period ended 30 June 2025

	Notes	2025 $'000	2024 $'000
Opening assets less liabilities as at 1 July		**90,835**	59,096
Net contribution by services			
Income		**2,241,738**	2,121,378
Expenses		**(2,230,162)**	(2,052,778)
Transfers (to)/from the Australian Government			
Cash transfers from Official Public Account			
Annual appropriations		**949**	1,253
Special appropriations (unlimited)	C1.2	**871**	207
Special accounts[1]	C2	**39,023**	41,768
Cash transfers to Official Public Account			
Appropriations		**(1,619)**	(1,187)
Special accounts		**(89,620)**	(67,518)
Other		**(13,939)**	(11,384)
Closing assets less liabilities as at 30 June		**38,076**	90,835

Accounting Policy

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

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

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

SERVICES AUSTRALIA
ADMINISTERED CASH FLOW STATEMENT
for the year ended 30 June 2025

	Notes	2025 $'000	2024 $'000	Original Budget[1] 2025 $'000
OPERATING ACTIVITIES				
Cash received				
Child support		**2,011,860**	1,896,467	1,878,168
Health compensation receipts		**547,820**	580,346	593,324
Fees and fines		**13,788**	11,181	-
Other		**690**	852	-
Total cash received		**2,574,158**	2,488,846	2,471,492
Cash used				
Child support		**2,004,614**	1,863,837	1,862,640
Health compensation payments		**572,524**	518,273	541,587
Other		**477**	667	-
Total cash used		**2,577,615**	2,382,777	2,404,227
Net cash from operating activities		**(3,457)**	106,069	67,265
Cash from Official Public Account				
Appropriations		**1,820**	1,460	43,488
Special accounts		**39,023**	41,768	-
Total cash from Official Public Account		**40,843**	43,228	43,488
Cash to Official Public Account				
Appropriations		**1,619**	1,187	43,488
Special accounts		**89,620**	67,518	32,167
Other		**13,939**	11,384	35,098
Total cash to Official Public Account		**105,178**	80,089	110,753
Net cash to Official Public Account		**(64,335)**	(36,861)	(67,265)
Net increase/(decrease) in cash held		**(67,792)**	69,208	-
Cash at the beginning of the year		**280,668**	211,460	211,460
Cash at the end of the year	B7.1	**212,876**	280,668	211,460

[1]Budget reported in the 2024-25 Portfolio Budget Statements published in May 2024.

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

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SERVICES AUSTRALIA
BUDGET VARIANCE REPORTING
for the year ended 30 June 2025

Administered budget variations

The table below provides explanations for major variances between the agency's original administered budget estimates, as published in the 2024-25 Portfolio Budget Statements (PBS), and the actual financial performance and position for the year ended 30 June 2025. The budget is not audited.

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

- The variance between budget and actual is greater than +/- 10% and $50 million of the original budget for a line item.
- An item is below the threshold but is considered important for a reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the agency's performance.

Variances relating to cash flows are a result of the factors explained for net contribution by services, assets or liabilities variations. Unless otherwise individually significant, no additional commentary has been included.

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

Budget variance explanation	Affected statements and line items
Child support revenue and expenses are primarily driven by the number of active child support cases and average revenue assessed per case. There is no net financial impact to the Commonwealth, as the agency acts as the intermediary in the transfer of child support payments, which are collected from the paying parent and then paid to the receiving parent. In addition, the variance is partially driven by actuarial adjustments to the impairment provision for the Child Support program and the impacts of changes in Australian Government bond rates. The impacts of the actuarial assessment and the Australian Government bond rates could not reasonably have been known at the time of the Budget preparation.	Administered Schedule of Comprehensive Income • Child support maintenance revenue • Child support maintenance expenses • Write-down and impairment of assets
During 2024-25, the agency assessed the recoverability of receivables in relation to compensation recovery claims closed with a nil notice of charge where a potential debt still exists at law. An estimate for these debts was not available at the time of Budget preparation (refer Note B7.2: Other receivables).	Administered Schedule of Comprehensive Income • Write-down and impairment of assets

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SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2025

Overview

Objectives of Services Australia

Services Australia (the agency) is an Australian Government controlled not-for-profit entity that delivers Social Security and Welfare, Health and Child Support programs on behalf of the Australian Government. The objectives of the agency are to deliver high-quality, accessible services and payments to individuals, families, businesses, and partner agencies on behalf of Government, with a focus on contemporary service delivery and customer experience.

The agency continues to support Australians by efficiently delivering high-quality, accessible services and payments on behalf of Government. In 2024-25, the agency continues to modernise services across all channels, aiming to deliver simple, helpful, respectful, and transparent services for all Australians.

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

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

Basis of preparation of the financial statements

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

They have been prepared in accordance with the:

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

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

The financial statements are presented in Australian dollars. Amounts in the financial statements are generally recognised net of Goods and Services Tax (GST) except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office;
- for receivables and payables; and
- cash flow information, which is reported on a gross basis (ie. inclusive of GST).

New accounting standards

There are no new financial reporting and accounting standards that have been adopted by the agency in the 2024-25 financial year.

Taxation

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

SERVICES AUSTRALIA
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for the year ended 30 June 2025

Material estimates and judgments

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

Material accounting estimate/ judgement	Note
Reasonable certainty of option exercise in relation to right-of-use assets and lease liabilities	B2.1
Revaluation of assets	B2.1
Impairment of software assets	B2.1
Employee provisions	B6.2
Impairment of child support receivables	B7.3
Child support maintenance provision	B9.1
Compensation recoveries revenue	A4.1
Impairment of compensation recoveries receivables	B7.2

A new accounting estimate has been made in 2024-25 for Impairment of compensation recoveries receivables. Refer to note B7.2: Other receivables.

Events after the reporting period

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

Breach of section 83 of the Constitution

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

In 2024-25, the agency identified 117 cases totalling $66,400 (2023-24: 45 cases totalling $66,824) from the Child Support Special Account that may not be consistent with section 83 of the Constitution. The agency undertook recovery action or offsets the amount against future payments to the customer. As at 30 June 2025, $17,623 (as at 30 June 2024: $22,702) of this amount had been recovered or offset.

In 2024-25, the agency identified 5 cases totalling $102,781 (2023-24: 138 payments totalling $760,739) from the Recovery of Compensation for Health Care and Other Services Special Account that may not be consistent with section 83 of the Constitution. The agency undertook recovery action and as at 30 June 2025 $88,899 (as at 30 June 2024: $6,919) of this amount had been recovered. In addition, the agency has identified scenarios which may lead to section 83 breaches where an advance payment claim is refunded within statutory timeframes and revenue was not recovered. These possible breaches are unable to be quantified without manual investigation of records for each individual case.

Recovery action continues for all outstanding debts.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2025

A: Financial Performance

A1: Expenses

	2025 $'000	2024 $'000
A1.1: Employee benefits		
Wages and salaries	**2,520,036**	2,231,596
Superannuation		
Defined contribution plans	**319,405**	271,809
Defined benefit plans	**166,974**	188,858
Leave and other entitlements	**580,803**	475,355
Separations and redundancies	**2,467**	5,630
Other employee expenses	**3,407**	3,705
Total employee benefits	**3,593,092**	3,176,953

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

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

	2025 $'000	2024 $'000
A1.2: Supplier expenses		
Goods and services supplied or rendered		
IT maintenance	**432,037**	338,014
Consultants and contractors	**406,707**	287,601
Communications	**249,465**	226,367
Property operating	**165,201**	157,819
Customer related	**53,601**	52,358
Legal expenses	**35,827**	28,550
Staff related	**34,489**	26,810
Travel	**30,449**	21,706
Fees and charges	**17,871**	18,601
Other	**17,553**	11,227
Total goods and services supplied or rendered[1]	**1,443,200**	1,169,053
Services rendered	**1,216,766**	1,022,795
Goods supplied	**226,434**	146,258
Total goods and services supplied or rendered	**1,443,200**	1,169,053
Other supplier expenses		
Workers compensation premium	**22,270**	14,302
Short-term leases[2,3]	**(1,777)**	3,825
Low value leases[2]	**130**	2,784
Total other suppliers	**20,623**	20,911
Total supplier expenses	**1,463,823**	1,189,964

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

[1]Includes $196.6 million (2024: $165.1 million) in related entity transactions.
[2]The agency has elected not to recognise right-of-use assets and lease liabilities for leases of low value assets or for leases with a lease term of 12 months or less. The agency recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term. The agency has short-term lease commitments of $0.20 million (2024: $0.04 million) as at 30 June 2025.
[3]The negative amount in 2024-25 is due to the reversal of a 2023-24 accrual estimate which was larger than the actual expenses in 2024-25.

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SERVICES AUSTRALIA
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for the year ended 30 June 2025

	2025	2024
	$'000	$'000
A1.3: Finance costs		
Interest on lease liabilities	**63,344**	56,637
Other finance costs	**1,876**	1,876
Total finance costs	**65,220**	58,513

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

	2025	2024
A1.4: Other expenses		
Resolution of claims	**1,882**	2,369
Competitive neutrality - state tax equivalent[1]	**683**	928
Legal settlements	**605**	379
Foreign exchange losses	**-**	377
Total other expenses	**3,170**	4,053

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

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SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
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A2: Income

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

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

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

	2025	2024
	$'000	$'000
A2.1: Revenue from contracts with customers		
Rendering of services		
Australian Government entities (related parties)	**208,473**	217,987
External parties	**20,344**	21,091
Total revenue from contracts with customers	**228,817**	239,078
A2.2: Resources received free of charge		
Digital Transformation Agency ICT innovation fund	**5,200**	-
Comcover Premium Offset	**2,401**	-
Australian Taxation Office processing fees	**1,395**	3,636
Australian National Audit Office financial statement audit fee	**1,000**	1,150
Total resources received free of charge	**9,996**	4,786

Accounting Policy

Revenue from contracts with customers

Revenue is recognised when the agency has satisfied performance obligations contained within customer contracts, either at a point in time at which the customer obtains control of a promised asset and the agency satisfies performance obligation, or over time where the services are provided and consumed simultaneously.

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

Resources received free of charge

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

Revenue from Government

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

SERVICES AUSTRALIA
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A3: Administered - Expenses

	2025	2024
	$'000	$'000
A3.1: Write-down and impairment of assets		
Compensation recoveries write-down and impairment	**73,211**	-
Child support write-down and impairment	**70,653**	44,953
Child support maintenance discharge	**41,539**	43,737
Child support waivers	**123**	145
Child support cost recovery write-down and impairment	**44**	16
Other - fees and fines	**47**	43
Total write-down and impairment of assets	**185,617**	88,894

Accounting Policy

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

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2025

A4: Administered - Income

	2025	2024
	$'000	$'000
A4.1: Compensation recoveries		
Recovery of compensation for health care and other services	**70,987**	57,473
Total compensation recoveries	**70,987**	57,473

A4.2: Reversal of write-downs and impairments		
Reversal of impairment losses - child support	**6,234**	9,269
Total reversal of write-downs and impairment	**6,234**	9,269

Accounting Policy

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

Child support maintenance revenue

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

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

Fees and fines

Calculation of the penalty amount is determined by the relevant section(s) of the *Child Support (Registration and Collection) Act 1988* and *Child Support (Assessment) Act 1989*. Penalties are recognised as revenue at the time the cash is received. The majority of the $13.8 million (2024: $11.2 million) of fees and fines revenue in administered income, relates to penalty revenue receipts in the Child Support program.

Material Judgement

Compensation recoveries revenue

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

Compensation recovery amounts are recognised as revenue when a notice of charge or notice of past benefits is issued and the recoverable benefits owed to the Government have been determined. An estimate is made for claims which were closed with a nil notice of charge, where a potential debt to the Commonwealth still exists at law. These potential debts are fully impaired based on the likelihood of recovery (refer Note B7.2). Estimation techniques used have relied on assumptions such as historic assessments and declarations made by compensation recipients and other events. The revenue estimate includes cases where the benefits have not been confirmed by the injured person.

SERVICES AUSTRALIA
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for the year ended 30 June 2025

B: Financial Position
B1: Financial Assets

	2025 $'000	2024 $'000
B1.1: Trade and other receivables		
Trade receivables in connection with		
Goods and services[1]	**98,714**	58,650
Total trade receivables	**98,714**	58,650
Appropriations receivable		
Operating	**1,055,571**	1,055,571
Accrued appropriation revenue - operating	**48,158**	11,303
Total appropriations receivable[2]	**1,103,729**	1,066,874
Other receivables		
Goods and service tax	**52,027**	82,122
Total other receivables	**52,027**	82,122
Total trade and other receivables (gross)	**1,254,470**	1,207,646
Less expected credit loss allowance		
Trade receivables	**(82)**	(116)
Total expected credit loss allowance	**(82)**	(116)
Total trade and other receivables (net)	**1,254,388**	1,207,530

[1]Receivables related to contracts with customers is $92.5 million (2024: $54.9 million).
[2]Departmental Capital Budget and Equity appropriation receivable balance is nil (2024: nil)

Accounting Policy

Cash

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

Trade and other receivables

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

Trade receivables are recognised when the agency becomes party to an agreement and has the right to receive cash. Trade receivables have a maximum 30-day term (2024: 30 days) and are recognised at the nominal amount due, less any impairment loss allowance. The collectability of debts are reviewed at the end of the reporting period and an impairment loss allowance is recognised.

SERVICES AUSTRALIA
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B2: Non-Financial Assets

B2.1 Property, plant and equipment and software

The asset capitalisation thresholds and useful lives for all asset classes remain unchanged from 2024.

Departmental assets	2025 Useful life	2025 Threshold
Land	Unlimited	nil
Buildings	50 years	nil
Leasehold improvements	Shorter of unexpired lease term[1] or useful life	$20,000
General plant and equipment	3 to 10 years	$3,000
ICT desktop equipment	2 to 4 years	$1,000[2]
ICT data centre equipment	5 years	$10,000
Purchased software	2 to 10 years	$100,000
Internally developed software	2 to 5 years[3]	$1,000,000
Right-of-use assets	Lease term[1]	$10,000[4]

[1]The term of the lease includes any lease options where there is a reasonable expectation that the lease option may be exercised.
[2]ICT desktop equipment acquired with a value of less than $1,000 are treated as low value pooled assets with a useful life of 2 years.
[3]In limited circumstances, a longer useful life has been applied to more appropriately reflect the use of the software asset.
[4]Refers to the underlying asset value, not the calculated right-of-use asset.

Material Judgement

Revaluation of owned assets

All owned property, plant and equipment is measured at the estimated fair value in the Statement of Financial Position. Leasehold improvements are assessed annually, and ICT equipment is assessed regularly in line with the agency's Asset Management Guidance. The agency engages an independent valuer to assess the fair value of all property, plant and equipment. This assessment is based on data provided by the agency.

The valuation of the agency's property, plant and equipment requires significant management judgment and assumptions. These judgements include the asset's estimated useful life, capitalisation rates, benefit to the agency, condition of the assets, and indicators of impairment.

Impairment of software assets

All software assets are assessed annually for indicators of impairment, which involves the application of professional judgement in considering a range of internal and external sources of information. The factors considered by the agency include whether the software asset is working as intended and meeting the agency's requirements, any recent legislative changes, technology obsolescence, and the availability of future funding to enhance the system's functionality. Where required, professional judgment is applied to assess the usability and useful life of current software assets.

Where impairment indicators exist for an asset, an assessment is conducted to determine whether the asset's carrying amount exceeds its recoverable amount for the purposes of determining whether an impairment loss is recognised. This process may involve judgements in the calculation of expected costs of disposal or the asset's depreciated replacement cost.

Reasonable certainty of option exercise in relation to right-of-use (ROU) assets

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

SERVICES AUSTRALIA
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for the year ended 30 June 2025

Accounting Policy

Property, Plant and Equipment

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

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

Intangibles

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

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

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

Leased ROU assets

Leased ROU assets are measured at cost at the commencement date of the lease and are comprised of the initial lease liability amount including option terms which are reasonably expected to be exercised, initial direct costs incurred when entering into the lease, and impacts of any lease incentives.

The carrying value may be adjusted where there are subsequent modifications to the lease contract.

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

	Plant and equipment			Land and buildings			Software	
	Owned $'000	Right-of-use $'000	Total $'000	Owned $'000	Right-of-use $'000	Total $'000	Total $'000	Total $'000
Total as at 30 June 2024	355,690	98,533	454,223	571,069	1,853,150	2,424,219	919,296	3,797,738
Gross book value	475,882	248,974	724,856	595,178	3,451,891	4,047,069	2,213,789	6,985,714
Accumulated depreciation and amortisation	(120,192)	(150,441)	(270,633)	(24,109)	(1,598,741)	(1,622,850)	(1,294,493)	(3,187,976)
Total as at 1 July 2024	**355,690**	**98,533**	**454,223**	**571,069**	**1,853,150**	**2,424,219**	**919,296**	**3,797,738**
Additions								
Purchase or internally developed	**88,984**	**-**	**88,984**	**236,003**	**-**	**236,003**	**334,450**	**659,437**
Right-of-use assets	**-**	**27,410**	**27,410**	**-**	**578,871**	**578,871**	**-**	**606,281**
Revaluations recognised in other comprehensive income	**-**	**-**	**-**	**13,383**	**-**	**13,383**	**-**	**13,383**
Write-down and impairment recognised in net cost of services	**(5,518)**	**-**	**(5,518)**	**(254)**	**-**	**(254)**	**(33,845)**	**(39,617)**
Depreciation and amortisation expense	**(104,053)**	**(33,496)**	**(137,549)**	**(104,090)**	**(336,558)**	**(440,648)**	**(191,535)**	**(769,732)**
Other movements[1]	**2**	**(15,860)**	**(15,858)**	**34**	**123,663**	**123,697**	**1**	**107,840**
Disposals	**(9)**	**(1)**	**(10)**	**-**	**-**	**-**	**-**	**(10)**
Total as at 30 June 2025	**335,096**	**76,586**	**411,682**	**716,145**	**2,219,126**	**2,935,271**	**1,028,367**	**4,375,320**
Gross book value[2]	**548,622**	**144,625**	**693,247**	**770,715**	**3,833,480**	**4,604,195**	**2,433,158**	**7,730,600**
Accumulated depreciation and amortisation	**(213,526)**	**(68,039)**	**(281,565)**	**(54,570)**	**(1,614,354)**	**(1,668,924)**	**(1,404,791)**	**(3,355,280)**
Total as at 30 June 2025	**335,096**	**76,586**	**411,682**	**716,145**	**2,219,126**	**2,935,271**	**1,028,367**	**4,375,320**

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

[2] Includes asset under construction amounts for land and buildings of $224.7 million (2024: $157.8 million), plant and equipment of $76.6 million (2024: $108.4 million), and software of $400.3 million (2024: $275.4 million).

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B2.2 Capital commitments payable (GST inclusive)

	<1 year 2025 $'000	**Between 1-5 years 2025 $'000**	**Total 2025 $'000**	<1 year 2024 $'000	Between 1-5 years 2024 $'000	Total 2024 $'000
Land and buildings	**51,239**	**2,316**	**53,555**	69,454	14,052	83,506
Plant and equipment	**7,406**	**1,705**	**9,111**	2,856	1,890	4,746
Intangibles	**441**	**-**	**441**	290	-	290
Total[1]	**59,086**	**4,021**	**63,107**	72,600	15,942	88,542

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

B3: Fair Value Measurement

In 2025, Jones Lang LaSalle Advisory Services Pty Ltd conducted a revaluation of all leasehold improvement assets (and associated make-good), land & buildings, PCs and mobile computing devices, and ICT monitors (2024: all leasehold improvements and data centre equipment). Results of the revaluation are disclosed in note B2.1.

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

Fair value measurements	**Level[1]**	**2025 $'000**	2024 $'000
Non-financial assets			
Leasehold improvements	**3**	**688,451**	545,872
Plant and equipment	**2**	**227,696**	177,743
Plant and equipment	**3**	**107,400**	177,947
Freehold land and buildings	**2**	**9,423**	10,062
Freehold land and buildings	**3**	**18,271**	15,135
Total non-financial assets		**1,051,241**	926,759

[1]In 2025, $1.3 million (2024: $104.6 million) assets were transferred from level 2 to level 3 and $0.6 million (2024: nil) were transferred from level 3 to level 2, due to a change in observable inputs.

Accounting Policy

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

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

The different levels of the fair value hierarchy are:
Level 1: Quoted prices (unadjusted) in active markets for identical assets.
Level 2: Observable inputs (other than Level 1 inputs) for the asset, either directly or indirectly. For example, quoted prices for similar assets or quoted prices for identical assets in inactive markets.
Level 3: Unobservable inputs for the asset which rely on professional judgement as opposed to observable evidence from market related data. For example, entity-specific assumptions, modelling, and/or use of limited market data.

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B4: Payables

	2025 $'000	2024 $'000
B4.1: Other payables		
Competitive neutrality	**683**	928
Unearned income[1]	**414**	8,578
Fringe benefits tax	**63**	964
Total other payables	**1,160**	10,470

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

B5: Interest Bearing Liabilities

	2025 $'000	2024 $'000
B5.1: Leases		
Lease liabilities		
Buildings	**2,376,546**	1,983,157
Plant and equipment	**69,773**	99,544
Land	**1,024**	1,026
Total leases[1]	**2,447,343**	2,083,727
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	**379,203**	368,464
Between 1 to 5 years	**1,132,012**	988,986
More than 5 years	**1,471,915**	1,102,055
Total leases[2]	**2,983,130**	2,459,505

[1]Total cash outflow for leases for the year ended 30 June 2025 was $413.1 million (2024: $401.6 million).
[2]Services Australia in its capacity as lessee holds significant leases in Canberra, Adelaide and Brisbane that make up $1,732.4 million (2024: $1,163.5 million) of the above costs.

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

Accounting Policy

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

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

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

SERVICES AUSTRALIA
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B6: Provisions

	2025 $'000	2024 $'000
B6.1: Other provisions		
Property make good	**50,705**	58,822
Resolution of claims	**781**	855
Total other provisions	**51,486**	59,677

Movements in other provisions

	Property make good[1] $'000	Resolution of claims $'000	Total $'000
As at 1 July 2024	**58,822**	**855**	**59,677**
Additional provisions made[2]	**640**	**2,434**	**3,074**
Amounts used	**(3,213)**	**(2,489)**	**(5,702)**
Amounts reversed	**(7,418)**	**(19)**	**(7,437)**
Unwinding of discount or change in discount rate	**1,874**	**-**	**1,874**
Total as at 30 June 2025	**50,705**	**781**	**51,486**

[1]There are 357 (2024: 379) agreements for the leasing of premises which have provisions requiring the agency to restore the premises to their original condition at the cessation of the lease.
[2]The total additional provision includes property make good revaluations for existing arrangements. The revaluation conducted by Jones Lang LaSalle Advisory Services Pty Ltd increased the provision by $0.6 million resulting in a corresponding decrease to the asset revaluation reserve.

	2025 $'000	2024 $'000
B6.2: Employee provisions		
Leave	**875,774**	811,850
Total employee provisions	**875,774**	811,850

Accounting Policy

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

Liabilities for short-term employee benefits and termination benefits expected to be settled wholly within twelve months of the end of reporting period are measured at their nominal amounts. In accordance with AASB 119 *Employee Benefits*, annual leave and long service leave liabilities are measured at the present value of the estimated future cash outflows.

Material Judgement

The liability for long service leave has been determined by reference to the actuarial review. In 2025, the agency engaged the Australian Government Actuary (AGA) to undertake a triennial actuarial assessment of the leave provisions. The estimate of future cash outflows requires management and independent actuarial assessment of assumed salary growth rates, future on-cost rates, the likely tenure of existing staff, and patterns of leave claims and payouts. The future cash outflows are then discounted to present value using market yields on government bonds which have a comparable term to the leave obligations, in accordance with AASB 119 *Employee Benefits*.

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B7: Administered - Financial Assets

	2025	2024
	$'000	$'000
B7.1: Cash		
Special account cash - held by the agency	**109,436**	181,251
Special account cash - held in the OPA	**103,440**	99,417
Total cash	**212,876**	280,668

	2025	2024
B7.2: Other receivables		
Fees and fines	**2,953**	2,893
Less: impairment loss	**(2,810)**	(2,763)
Net fees and fines receivables	**143**	130
Cost recovery	**1,935**	1,821
Less: impairment loss	**(1,014)**	(969)
Net cost recovery receivables	**921**	852
Debt repayment	**172**	172
Less: impairment loss	**(172)**	(172)
Net debt repayment receivables	**-**	-
Compensation recoveries	**97,956**	82,092
Less: impairment loss	**(71,459)**	-
Total compensation recoveries	**26,497**	82,092
Total net other receivables	**27,561**	83,074

All significant receivables are expected to be collected within 12 months.

Accounting Policy

Cash is a financial instrument (refer note D2) and is recognised at its nominal amount. Cash includes cash in special accounts (refer note C2).

Material Judgement

Impairment of compensation recoveries receivables

Compensation recovery receivables include an estimate for claims which were closed with a nil notice of charge, where a potential debt to the Commonwealth still exists at law. Estimation techniques used have relied on assumptions such as historic assessments and declarations made by compensation recipients and other events. The receivables estimate includes cases where the benefits have not been confirmed by the injured person. The valuation of the impairment provision is based on historical repayment data to determine projected future repayment expectations. The agency has assessed that there is no probability of collection of these potential debts, based on debt recovery activity to date.

SERVICES AUSTRALIA
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	2025 $'000	2024 $'000
B7.3: Child support receivables		
Maintenance receivables[1]	**1,970,761**	1,868,013
Less: impairment loss	**(886,009)**	(815,543)
Net maintenance receivables	**1,084,752**	1,052,470
Customer miscellaneous receivables	**4,103**	3,929
Less: impairment loss	**(1,663)**	(1,552)
Net customer miscellaneous receivables	**2,440**	2,377
Client top up receivables	**2,154**	2,005
Less: impairment loss	**(882)**	(851)
Net client top up receivables	**1,272**	1,154
Total net child support receivables[2]	**1,088,464**	1,056,001

[1]As at 30 June 2025, the child support receivables total included $13.1 million in overpayments (2024: $12.4 million) which were not included in the impairment loss calculation.
[2]Child support receivables are in connection with external parties.

Accounting Policy

Child support maintenance receivables and impairment loss

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

Child support penalty receivables

Child support penalty revenue is recognised at the time cash is received, not when the debt is raised (refer note A4). As at 30 June 2025, amounts not recorded in the financial statements included total outstanding penalty debt of $1.3 billion (2024: $1.2 billion), penalty debts raised during 2025 of $882.2 million (2024: $189.5 million), and total penalty debts remitted, written off, waived or discharged of $70.1 million (2024: $68.6 million).

Material Judgement

Impairment of child support receivables

The impairment of child support receivables involves assumptions about uncertain future outcomes and the behaviour of paying parents. The agency actively manages the collection of child support debt on a continual basis and engages an independent actuary annually to perform a review of the impairment provision for child support maintenance debt. During 2025, a review of the impairment rate assessment was undertaken by an actuary. The valuation of the impairment provision involves modelling historical repayment data against the current child support maintenance debt and is projected against future repayment expectations. Key assumptions have been made regarding expected future repayment patterns and the mean term for debt repayment, which are used to determine the present value of future cash flows.

The result of the March 2025 review is an impairment rate of 44.66%, which is 1.90% higher than the impairment rate of 42.76% in March 2024. The impact on the impairment provision is an increase of $37.7 million as at 30 June 2025.

AASB 136 *Impairment of Assets* requires that payments are discounted at a rate reflecting the estimated timing of the payments. As at 31 March 2025, the actuary's assessment of the mean term for child support receivables was 3.41 years (3.57 years in 2024), and therefore the same duration Australian government bond yield of 3.68% p.a. was adopted as the interest rate.

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B8: Administered - Payables

	2025 $'000	2024 $'000
B8.1: Child support and other payables		
Child support maintenance	**78,515**	73,858
Other	**294**	233
Total child support and other payables	**78,809**	74,091

Accounting Policy

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

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

B9: Administered - Provisions

B9.1 Movements in provisions

	Child support maintenance $'000	Recovery of compensation $'000
As at 1 July 2024	**1,052,470**	**160,641**
Additional provisions made	**2,150,406**	**547,820**
Amounts used	**(2,012,263)**	**(626,038)**
Amounts reversed	**(105,861)**	**-**
Total as at 30 June 2025	**1,084,752**	**82,423**

Accounting Policy

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

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

Material Judgement

Child support maintenance provision

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

SERVICES AUSTRALIA
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C: Funding

C1: Appropriations

C1.1: Annual appropriations (recoverable GST exclusive)

		Amount appropriated in 2024-25			Appropriation applied in 2024-25		
	Total unspent 30 June 2024 $'000	Current year Appropriation $'000	Section 74 Receipts and others $'000	Total appropriation $'000	Current and prior years $'000	Repealed appropriation $'000	Total unspent 30 June 2025 $'000
Departmental - Ordinary Annual Services							
Appropriation Act (No. 1) 2021-2022[1]	34,152	-	-	-	-	(34,152)	-
Supply Act (No. 1) 2022-2023 - DCB[2,3,4]	17,301	-	-	-	-	-	17,301
Supply Act (No. 3) 2022-2023 - DCB[2,3,4]	13	-	-	-	-	-	13
Appropriation Act (No. 1) 2023-2024[3]	623,361	-	-	-	(618,139)	-	5,222
Appropriation Act (No. 3) 2023-2024	343,836	-	-	-	(343,836)	-	-
Appropriation Act (No. 5) 2023-2024	93,596	-	-	-	(93,596)	-	-
Appropriation Act (No. 1) 2024-2025[5,6]	-	5,312,263	115,444	5,427,707	(4,351,278)	-	1,076,429
Appropriation Act (No. 1) 2024-2025 - DCB[4]	-	159,277	-	159,277	(159,277)	-	-
Appropriation Act (No. 3) 2024-2025[3,6]	-	76,321	155,265	231,586	(206,054)	-	25,532
Appropriation Act (No. 3) 2024-2025 - DCB[3,4]	-	4,894	-	4,894	-	-	4,894
Cash	21,304	-	-	-	1,606	-	22,910
Total ordinary annual services	1,133,563	5,552,755	270,709	5,823,464	(5,770,574)	(34,152)	1,152,301
Departmental - Other Services							
Appropriation Act (No. 2) 2023-2024[3]	1,032	-	-	-	-	-	1,032
Appropriation Act (No. 4) 2023-2024[3]	9,787	-	-	-	-	-	9,787
Appropriation Act (No. 2) 2024-2025[3]	-	224,286	-	224,286	(199,303)	-	24,983
Appropriation Act (No. 4) 2024-2025[3]	-	59,946	-	59,946	(31,753)	-	28,193
Total other services	10,819	284,232	-	284,232	(231,056)	-	63,995
Total Departmental	1,144,382	5,836,987	270,709	6,107,696	(6,001,630)	(34,152)	1,216,296

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SERVICES AUSTRALIA
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C1.1: Annual appropriations (recoverable GST exclusive) continued

		Amount appropriated in 2024-25			Appropriation applied in 2024-25		
	Total unspent 30 June 2024 $'000	Current year Appropriation $'000	Section 74 Receipts and others $'000	Total appropriation $'000	Current and prior years $'000	Repealed appropriation $'000	Total unspent 30 June 2025 $'000
Administered							
Appropriation Act (No. 1) 2021-2022[1]	1,688	-	-	-	-	(1,688)	-
Appropriation Act (No. 3) 2021-2022[1]	7	-	-	-	-	(7)	-
Supply Act (No. 1) 2022-2023[2,7]	1,353	-	-	-	-	-	1,353
Appropriation Act (No. 1) 2023-2024	957	-	-	-	-	-	957
Appropriation Act (No. 3) 2023-2024	17	-	-	-	-	-	17
Appropriation Act (No. 1) 2024-2025[8]	-	976	748	1,724	(948)	-	776
Appropriation Act (No. 3) 2024-2025	-	308	-	308	-	-	308
Total Administered	4,022	1,284	748	2,032	(948)	(1,695)	3,411

[1]2021-22 Appropriation Acts automatically repealed on 1 July 2024 under section 39 of FRR.
[2]2022-23 Supply and Appropriation Acts will be automatically repealed on 1 July 2025 under section 39 of FRR.
[3]The total unspent 30 June 2025 balance for this appropriation has been withheld by a direction issued under section 51 of the PGPA Act. Whilst the funding is legally available, it cannot be used by the agency unless the section 51 direction is modified or reversed.
[4]Departmental capital budgets are appropriated through Appropriation Acts (No. 1 & 3) and Supply Acts (No. 1 & 3). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.
[5] The Balance includes $20.9 million departmental appropriations withheld under section 51 of the PGPA Act.
[6]In 2025, the revenue from Government reported in the Statement of Comprehensive Income is $5,379.0 million, $9.6 million lower than the ordinary annual services appropriation of $5,388.6 million. This is due to adjustments that met the recognition criteria of a formal amendment to revenue.
[7]The Balance includes $87,000 administered appropriations withheld under section 51 of the PGPA Act.
[8]The Balance includes $6,000 administered appropriations withheld under section 51 of the PGPA Act.

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C1.1: Annual appropriations (recoverable GST exclusive) continued

		Amount appropriated in 2023-24			Appropriation applied in 2023-24		
Annual appropriations for 2024	Total unspent 30 June 2023 $'000	Current year Appropriation $'000	Section 74 Receipts and others $'000	Total appropriation $'000	Current and prior years $'000	Repealed appropriation $'000	Total unspent 30 June 2024 $'000
Departmental - Ordinary Annual Services							
Appropriation Act (No. 1) 2020-2021[1]	26,179	-	-	-	-	(26,179)	-
Appropriation Act (No. 1) 2021-2022[2,3]	34,152	-	-	-	-	-	34,152
Supply Act (No. 1) 2022-2023	42,998	-	-	-	(42,998)	-	-
Supply Act (No. 1) 2022-2023 - DCB[3,4]	17,301	-	-	-	-	-	17,301
Supply Act (No. 3) 2022-2023	911,223	-	-	-	(911,223)	-	-
Supply Act (No. 3) 2022-2023 - DCB[3,4]	13	-	-	-	-	-	13
Appropriation Act (No. 1) 2022-2023	96,167	-	-	-	(96,167)	-	-
Appropriation Act (No. 3) 2022-2023	10,405	-	-	-	(10,405)	-	-
Appropriation Act (No. 1) 2023-2024[5]	-	4,374,479	184,970	4,559,449	(3,936,088)	-	623,361
Appropriation Act (No. 1) 2023-2024-DCB[4]	-	184,756	-	184,756	(184,756)	-	-
Appropriation Act (No. 3) 2023-2024[5]	-	343,836	134,634	478,470	(134,634)	-	343,836
Appropriation Act (No. 5) 2023-2024[5]	-	93,596	32,643	126,239	(32,643)	-	93,596
Cash	20,267	-	-	-	1,037	-	21,304
Total ordinary annual services	1,158,705	4,996,667	352,247	5,348,914	(5,347,877)	(26,179)	1,133,563
Departmental - Other Services							
Appropriation Act (No. 2) 2020-2021[1]	591	-	-	-	-	(591)	-
Supply Act (No. 2) 2022-2023	60,000	-	-	-	(60,000)	-	-
Appropriation Act (No. 2) 2023-2024[3]	-	54,916	-	54,916	(53,884)	-	1,032
Appropriation Act (No. 4) 2023-2024[3]	-	45,625	-	45,625	(35,838)	-	9,787
Total other services	60,591	100,541	-	100,541	(149,722)	(591)	10,819
Total Departmental	1,219,296	5,097,208	352,247	5,449,455	(5,497,599)	(26,770)	1,144,382

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for the year ended 30 June 2025

C1.1: Annual appropriations (recoverable GST exclusive) continued

Annual appropriations for 2024	Total unspent 30 June 2023 $'000	Amount appropriated in 2023-24: Current year Appropriation $'000	Section 74 Receipts and others $'000	Total appropriation $'000	Appropriation applied in 2023-24: Current and prior years $'000	Repealed appropriation $'000	Total unspent 30 June 2024 $'000
Administered							
Supply Act (No. 1) 2020-2021[1]	1,686	-	-	-	-	(1,686)	-
Appropriation Act (No. 3) 2020-2021[1]	5	-	-	-	-	(5)	-
Appropriation Act (No. 1) 2021-2022[2]	1,688	-	-	-	-	-	1,688
Appropriation Act (No. 3) 2021-2022[2]	7	-	-	-	-	-	7
Supply Act (No. 1) 2022-2023[6]	1,353	-	-	-	-	-	1,353
Appropriation Act (No. 1) 2023-2024	-	1,230	980	2,210	(1,253)	-	957
Appropriation Act (No. 3) 2023-2024	-	17	-	17	-	-	17
Total Administered	4,739	1,247	980	2,227	(1,253)	(1,691)	4,022

[1]2020-21 Supply and Appropriation Acts automatically repealed on 1 July 2023 under section 39 of FRR.
[2]2021-22 Supply and Appropriation Acts will be automatically repealed on 1 July 2024 under section 39 of FRR.
[3]The total unspent 30 June 2024 balance for this appropriation has been withheld by a direction issued under section 51 of the PGPA Act. Whilst the funding is legally available, it cannot be used by the agency unless the section 51 direction is modified or reversed.
[4]Departmental capital budgets are appropriated through Appropriation Acts (No. 1, 3, & 5) and Supply Acts (No. 1 & 3). They form part of ordinary annual services and are not separately identified in the Appropriation Acts.
[5]In 2024, the revenue from Government reported in the Statement of Comprehensive Income is $4,823.2 million, $11.3 million higher than the ordinary annual services appropriation of $4,811.9 million. This is due to adjustments that met the recognition criteria of a formal amendment to revenue.
[6]The Balance includes $87,000 administered appropriations withheld under section 51 of the PGPA Act.

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C1.2: Special appropriations applied (recoverable GST exclusive)

	2025	2024
	$'000	$'000
Authority		
Public Governance, Performance and Accountability Act 2013, Section 77[1]	**871**	207
Total special appropriations applied	**871**	207

[1]Refund appropriation to enable repayment of funds to third parties for incorrect or unidentified payments that were previously received and sent to the OPA as an administered receipt.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2025

C1.3: Disclosure by agent in relation to annual and special appropriations (recoverable GST exclusive)

Payments are made from appropriations administered by other agencies. The related revenue, expense, assets, liabilities and cash flows are disclosed in the financial statements of the relevant government agency which is responsible for the outcomes to which the items relate.

Department	Total receipts 2025 $'000	Total payments 2025 $'000	Total receipts 2024 $'000	Total payments 2024 $'000	Purpose of payment
Department of Agriculture, Fisheries and Forestry	**61,618**	**61,618**	57,668	57,668	Farm Household Allowance
Department of Education	**15,606,268**	**15,606,268**	14,013,022	14,013,022	Child Care Subsidies and Tertiary Access payments
Department of Employment and Workplace Relations	**695**	**695**	1	1	PaTH Internship Incentive payment and Compensation for Detriment caused by Deficient Administration - Jobseeker Compliance Remediation
Department of Foreign Affairs and Trade	**2**	**2**	65	65	MH17 Family Support Package
Department of Health, Disability and Ageing[1]	**93,700,158**	**93,732,934**	84,656,026	84,621,223	Aged care, medical and pharmaceutical benefits
Department of Home Affairs	**21,063**	**21,063**	15,900	15,900	Asylum seeker support and payments for victims of terrorism
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts[2]	**237,854**	**237,854**	239,948	239,948	Tasmania Freight Equalisation Scheme and Bass Strait Passenger Vehicle Equalisation Scheme
Department of Social Services	**147,069,313**	**147,069,313**	136,903,144	136,903,144	Age Pension, Disability Support Pension, Carer Payment, Family Tax Benefit, Austudy, ABSTUDY, Youth Allowance and JobSeeker Payments
Department of Veterans' Affairs	**3,469,386**	**3,436,610**	3,112,065	3,146,868	Aged care, medical and pharmaceutical benefits
National Emergency Management Agency	**774,841**	**774,841**	80,867	80,867	Disaster recovery relief
National Indigenous Australians Agency	**46,561**	**46,561**	-	-	Youpla Restitution Payments
Total	**260,987,759**	**260,987,759**	239,078,706	239,078,706	

[1] Under the Administrative Arrangements Order (AAO) effective from 13 May 2025, the Department of Health and Aged Care was renamed to the Department of Health, Disability and Ageing.
[2] Under the AAO effective from 13 May 2025, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts was renamed to the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts.

SERVICES AUSTRALIA
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS
for the year ended 30 June 2025

C2: Special Accounts

Child Support Special Account

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

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

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

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

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

(Recoverable GST Exclusive)	Child Support		RCHCOS		SOETM	
	2025	2024	**2025**	2024	**2025**	2024
	$'000	$'000	**$'000**	$'000	**$'000**	$'000
Balance brought forward from previous period	**104,918**	98,702	**175,517**	139,251	**233**	251
Increases						
Child Support (Registration & Collection) Act 1988, sections 77 and 78 crediting clause[1]	**39,023**	41,768	**-**	-	**-**	-
Appropriations credited	**949**	1,253	**-**	-	**-**	-
Other receipts	**1,998,993**	1,870,365	**547,820**	580,346	**538**	649
Total increases	**2,038,965**	1,913,386	**547,820**	580,346	**538**	649
Available for payments	**2,143,883**	2,012,088	**723,337**	719,597	**771**	900
Decreases						
Payments made	**(2,031,316)**	(1,907,170)	**(623,322)**	(544,080)	**(477)**	(667)
Total decreases	**(2,031,316)**	(1,907,170)	**(623,322)**	(544,080)	**(477)**	(667)
Total balance carried to the next period	**112,567**	104,918	**100,015**	175,517	**294**	233
Represented by:						
Cash held in entity bank accounts	**9,421**	5,734	**100,015**	175,517	**-**	-
Cash held in the Official Public Account	**103,146**	99,184	**-**	-	**294**	233
Balance carried forward	**112,567**	104,918	**100,015**	175,517	**294**	233

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

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C3: Net Cash Appropriation Arrangements

	2025 $'000	2024 $'000
Total comprehensive surplus/(deficit) - as per the Statement of Comprehensive Income	**(272,669)**	(125,115)
Plus: depreciation/amortisation of assets funded through appropriations	**399,678**	394,914
Plus: depreciation of right-of-use assets	**370,054**	375,900
Less: lease principal repayments	**(349,723)**	(345,211)
Total comprehensive surplus/(deficit) less expenses previously funded through revenue appropriations	**147,340**	300,488
Changes in asset revaluation reserve	**(12,719)**	(10,468)
Net cash operating surplus	**134,621**	290,020

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

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

D: Other Items

D1: Contingent Assets and Liabilities

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

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

	2025 $'000	2024 $'000
Contingent assets		
As at 1 July	**1,050**	1,791
New contingent assets recognised	**426**	237
Re-measurement	**243**	(712)
Assets realised	**(347)**	(220)
Rights expired	**(15)**	(46)
Total contingent assets as at 30 June	**1,357**	1,050
Contingent liabilities		
As at 1 July	**1,539**	1,336
New contingent liabilities recognised	**1,167**	1,225
Re-measurement	**77**	222
Liabilities realised	**(575)**	(618)
Obligations expired	**(626)**	(626)
Total contingent liabilities as at 30 June[1]	**1,582**	1,539
Net contingent assets/(liabilities) as at 30 June	**(225)**	(489)

[1]Contingent liabilities include compensation claims.

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Unquantifiable Contingencies

Child Support Program

The *Child Support (Assessment) Act 1989* and *Child Support (Registration and Collection) Act 1988* contain provisions which enable parents to object or seek a review of certain decisions made by the Registrar. A variety of reasons exist for seeking a review, including where the agency has not considered all the facts, has applied the law incorrectly, or where an assessment was made on the basis of wrong or old information.

The effect of objections or reviews are not recognised in the administered financial statements until the review is complete and the assessment has been amended. An amended assessment could result in overpayments or underpayments to either parent, which is not possible to estimate until the review is completed.

The Australian Government does not have any financial exposure for the Child Support program, as the agency acts as an intermediary only in the transfer of child support payments. Any potential amended assessments would result in no net impact on the assets and liabilities reported in the administered financial statements.

The agency uses taxable income information from the ATO in the calculation of Child Support assessments. If a parent's tax assessment for the previous financial year is not available, a provisional income can be determined by the Agency for use in Child Support assessments. The Child Support case management system has been programmed to automate these determinations, rather than a process of reasoning being applied to determine an appropriate provisional income on a case-by-case basis. This may create potentially incorrect provisional incomes, however the financial impacts are unable to be quantified unless an objection is lodged and the assessment is amended.

The agency has processes in place to notify customers where issues are identified and provide an opportunity for customers to have their assessments corrected.

Other Matters

Prygodicz v Commonwealth (Robodebt Class Action)

In 2024, Gordon Legal filed an application to appeal settlement orders granted in the *Prygodicz v Commonwealth* class action on behalf of representative applicants impacted by the Robodebt scheme. Any associated costs and future litigation outcomes are to be reported by the Department of Finance through Comcover.

Accounting Policy

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

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D2: Financial Instruments

	2025 $'000	2024 $'000
D2.1: Categories of financial instruments		
Financial assets at amortised cost		
Cash	**22,910**	21,304
Trade and other receivables	**98,632**	58,534
Total financial assets[1]	**121,542**	79,838
Financial liabilities		
Financial liabilities measured at amortised cost		
Trade creditors and accruals	**259,351**	146,775
Total financial liabilities	**259,351**	146,775

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

Administered financial instruments exclude statutory receivables and payables, which are not within the scope of AASB 9 *Financial Instruments*. Cash is the only administered financial instrument and is held at its nominal amount (refer Note B7.1).

Accounting Policy

Financial assets

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

Financial liabilities

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

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

	2025 $'000	2024 $'000
D3.1: Departmental		
Assets expected to be recovered in		
No more than 12 months		
Cash	**22,910**	21,304
Trade and other receivables	**1,254,388**	1,207,530
Prepayments	**151,061**	123,925
Total no more than 12 months	**1,428,359**	1,352,759
More than 12 months		
Prepayments	**27,858**	18,337
Plant and equipment (including right-of-use)	**411,682**	454,223
Land and buildings (including right-of-use)	**2,935,271**	2,424,219
Software	**1,028,367**	919,296
Total more than 12 months	**4,403,178**	3,816,075
Total assets	**5,831,537**	5,168,834
Liabilities expected to be settled in		
No more than 12 months		
Employee benefits	**110,860**	88,292
Trade creditors and accruals	**259,351**	146,775
Other payables	**1,160**	10,470
Leases	**301,180**	313,170
Other provisions	**10,044**	10,985
Employee provisions	**270,151**	254,151
Total no more than 12 months	**952,746**	823,843
More than 12 months		
Employee benefits	**668**	812
Leases	**2,146,163**	1,770,557
Other provisions	**41,442**	48,692
Employee provisions	**605,623**	557,699
Total more than 12 months	**2,793,896**	2,377,760
Total liabilities	**3,746,642**	3,201,603

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	2025	2024
	$'000	$'000
D3.2: Administered		
Assets expected to be recovered in		
No more than 12 months		
Cash	**212,876**	280,668
Other receivables	**11,761**	68,256
Child support receivables	**355,443**	348,221
Total no more than 12 months	**580,080**	697,145
More than 12 months		
Other receivables	**15,800**	14,818
Child support receivables	**733,021**	707,780
Total more than 12 months	**748,821**	722,598
Total assets	**1,328,901**	1,419,743
Liabilities expected to be settled in		
No more than 12 months		
Child support payments received in advance	**34,052**	31,060
Child support and other payables	**78,809**	74,091
Recovery of compensation payable	**10,789**	10,646
Child support maintenance provisions	**353,868**	346,707
Recovery of compensation provisions	**76,324**	150,066
Total no more than 12 months	**553,842**	612,570
More than 12 months		
Child support maintenance provisions	**730,884**	705,763
Recovery of compensation provisions	**6,099**	10,575
Total more than 12 months	**736,983**	716,338
Total liabilities	**1,290,825**	1,328,908

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D4: Key Management Personnel Remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly, including any director (whether executive or otherwise) of the agency. The agency has determined the KMP to be the Chief Executive Officer and Deputy Chief Executive Officers. For 2024-25, the total number of KMP is 10 (2024: 13), and includes acting arrangements (12 weeks or more), where it is determined the individual meets the definition of a KMP. The Portfolio Minister's remuneration and other benefits are excluded as it is set by the Remuneration Tribunal and are not paid by the agency. KMP remuneration is reported in the table below.

	2025	2024
	$'000	$'000
Key management personnel remuneration expenses		
Short-term employee benefits	**4,206**	3,715
Post-employment benefits	**701**	598
Other long-term employee benefits	**204**	232
Termination benefits	**-**	636
Total key management personnel remuneration expenses	**5,111**	5,181

D5: Related Party Disclosures

Related party relationships

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

Transactions with related parties

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

Significant transactions with related parties can include:

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

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

Entity resource statement and expenses by outcome

Resource statement

Table 49 is the agency's resource statement providing information about the funding sources available to the agency for its operations and for delivering programs and services on behalf of the government.

Table 49: Agency resource statement 2024–25

	Actual available appropriation (x) $'000	Payments made (y) $'000	Balance remaining (x)–(y) $'000
Departmental			
Annual appropriations – ordinary annual services			
Current year[(a)]	5,612,903	4,557,332	1,055,571
Prior year[(b)]	1,055,571	1,055,571	–
Annual appropriations – capital budget[(c)]			
Current year[(d)]	159,277	159,277	–
Prior year	–	–	–
Total annual appropriations – ordinary annual services	**6,827,751**	**5,772,180**	**1,055,571**
Annual appropriations – other services – non-operating			
Current year[(e)]	231,056	231,056	–
Prior year[(f)]	–	–	–
Total departmental resourcing[(g)]	**7,058,807**	**6,003,236**	**1,055,571**
Administered			
Annual appropriations – ordinary annual services			
Current year[(a)]	2,026	948	1,078
Prior year[(b)]	2,240	–	2,240
Total administered annual appropriations	**4,266**	**948**	**3,318**
Total administered special appropriations	**unlimited**	**871**	

	Actual available appropriation (x) $'000	Payments made (y) $'000	Balance remaining (x)–(y) $'000
Special accounts – administered			
Opening balance	280,668		
Special account receipts	2,587,323		
Special account payments		2,655,115	
Total special accounts	**2,867,991**	**2,655,115**	**212,876**
Total administered resourcing	**2,872,257**	**2,656,934**	**216,194**
Total resourcing and payments for Services Australia	**9,931,064**	**8,660,170**	**1,271,765**

(a) *Appropriation Act (No.1)* 2024–25 and *Appropriation Act (No.3)* 2024–25. This may also include external revenue under section 74 of the PGPA Act.

(b) *Appropriation Act (No.1)* 2023–24, *Appropriation Act (No.3)* 2023–24, *Appropriation Act (No.5)* 2023–24, *Supply Act (No.1)* 2022–23 and *Supply Act (No.2)* 2022–23.

(c) Departmental capital budgets are not separately identified in the Appropriation Act (No 1, 3, 5) and form part of ordinary annual services items. For accounting purposes, this amount has been designated as a 'contribution by owner'.

(d) *Appropriation Act (No.1)* 2024–25 and *Appropriation Act (No.3)* 2024–25.

(e) *Appropriation Act (No.2)* 2024–25 and *Appropriation Act (No.4)* 2024–25.

(f) *Appropriation Act (No.2)* 2023–24 and *Appropriation Act (No.4)* 2023–24.

(g) Reported consistent with Note B1.1 of the 2024–25 financial statements.

Expenses by outcome

Government outcomes are the intended results, impacts or consequences of government actions on the Australian community. Commonwealth programs are the main ways in which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs that contribute to government outcomes.

Table 50 provides information on the agency's expenditure in achieving its outcome. Results are reported by program for administered and departmental funding sources.

Table 50: Agency expenses by outcome 2024–25

	Budget[a] 2024–25 (x) $'000	Actual[b] expenses 2024–25 (y) $'000	Variation 2024–25 (x)–(y) $'000
Program 1.1: Strategy and Corporate Enabling			
Departmental expenses			
Departmental appropriation	741,686	769,013	(27,327)
s74 External Revenue[c]	22,774	36,147	(13,373)
Expenses not requiring appropriation in the Budget year[d]	398,429	485,824	(87,395)
Departmental total	**1,162,889**	**1,290,984**	**(128,095)**
Total expenses for Program 1.1	**1,162,889**	**1,290,984**	**(128,095)**
Program 1.2: Customer Service Delivery			
Administered expenses			
Ordinary annual services *(Appropriation Act No. 1 & 3)*	976	949	27
Special accounts	1,921,691	2,043,596	(121,905)
Expenses not requiring appropriation in the Budget year	99,527	185,617	(86,090)
Administered total	**2,022,194**	**2,230,162**	**(207,968)**
Departmental expenses			
Departmental appropriation	3,049,312	3,043,961	5,351
s74 External Revenue[c]	71,610	66,231	5,379
Expenses not requiring appropriation in the Budget year[d]	2,268	9,715	(7,447)
Departmental total	**3,123,190**	**3,119,907**	**3,283**
Total expenses for Program 1.2	**5,145,384**	**5,350,069**	**(204,685)**

	Budget[a] 2024–25 (x) $'000	Actual[b] expenses 2024–25 (y) $'000	Variation 2024–25 (x)–(y) $'000
Program 1.3: Technology and Transformation			
Departmental expenses			
Departmental appropriation	1,125,683	1,052,548	73,135
s74 External Revenue[c]	53,779	145,535	(91,756)
Expenses not requiring appropriation in the Budget year[d]	255,806	325,680	(69,874)
Departmental total	**1,435,268**	**1,523,763**	**(88,495)**
Total expenses for Program 1.3	**1,435,268**	**1,523,763**	**(88,495)**
Outcome 1 Totals by appropriation type			
Administered expenses			
Ordinary annual services *(Appropriation Act No. 1 & 3)*	976	949	27
Special accounts	1,921,691	2,043,596	(121,905)
Expenses not requiring appropriation in the Budget year	99,527	185,617	(86,090)
Administered total	**2,022,194**	**2,230,162**	**(207,968)**
Departmental expenses			
Departmental appropriation	4,916,681	4,865,522	51,159
s74 External Revenue[c]	148,163	247,913	(99,750)
Expenses not requiring appropriation in the Budget year[d]	656,503	821,219	(164,716)
Departmental total	**5,721,347**	**5,934,654**	**(213,307)**
Total expenses for Outcome 1	**7,743,541**	**8,164,816**	**(421,275)**
	Budget[a]	**Actual**	**Variation**
Average Staffing Level (number)	**30,236**	**31,442**	**(1,206)**

(a) Budget reported in the 2024–25 Portfolio Budget Statements published in May 2024.
(b) Actual expenses reported consistent with the 2024–25 Financial Statements.
(c) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.
(d) Expenses not requiring appropriation are made up of depreciation/amortisation, resources received free of charge, write-down and impairment of assets and non-cash adjustments to make-good provisions.

9.4 Procurement and consultancy

The agency's Accountable Authority Instructions are an important element of our control framework. They give practical effect to matters in the PGPA Act framework, including procurement and other key requirements for agency officials. We periodically review our instructions to ensure they remain aligned with the PGPA Act and other requirements and that they reflect best practice.

Consultancy contracts

We engage consultants to provide specialist professional services, independent research or assessment, and necessary skills that are otherwise unavailable in the agency. Our need for consultants is determined by requirements at a point in time and can vary significantly from year to year.

We categorise consultancy contracts in accordance with the PGPA Rule for annual reports and guidance from the DoF on reporting consultancies. In addition to the requirements of the agency's procurement guidelines and policies, all consultancy service proposals undergo a compliance assessment by at least 2 procurement specialists and are approved by a delegate.

During 2024–25, 18 new consultancy contracts were entered into, involving total actual expenditure of $2,048,518 (including GST). In addition, 5 active ongoing consultancy contracts were in place during the period, involving total actual expenditure of $6,841,704 (including GST), bringing total expenditure on consultancy services for the year to $8,890,222 (including GST).

Table 51 shows agency expenditure on consultancy contracts for 2024–25.

Table 51: Expenditure on reportable consultancy contracts 2024–25

	Number	Expenditure $ (including GST)
New contracts entered into during the reporting period	18	2,048,518
Ongoing contracts entered into during a previous reporting period	5	6,841,704
Total	**23**	**8,890,222**

Table 52 show organisations receiving the greatest share of reportable consultancy contract expenditure for 2024–25.

Table 52: Organisations receiving a share of reportable consultancy contract expenditure 2024–25

Name of organisation and organisation ABN	Expenditure $ (including GST)
Sententia Consulting Pty Ltd (85 639 580 662)	3,012,226
KPMG (51 194 660 183)	2,885,617
Protiviti Pty Ltd (27 108 473 909)	1,251,755
KordaMentha (36 220 576 038)	565,579
ConceptSix Pty Ltd (54 641 263 238)	286,542

The annual report contains information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 53 shows total expenditure (including GST) on consultancy contracts from 2022–23 to 2024–25.

Table 53: Expenditure on consultancy services

	2022–23 $ (including GST)	2023–24 $ (including GST)	2024–25 $ (including GST)
New consultancy services	186,399	4,680,411	2,048,518
Ongoing consultancy services	8,964,621	1,449,135	6,841,704
Total consultancy services	**9,151,020**	**6,129,546**	**8,890,222**

Table 54 shows the total reportable non-consultancy contracts for 2024–25.

Table 54: Expenditure on reportable non-consultancy contracts 2024–25

	Number	Expenditure $ (including GST)
New contracts entered into during the reporting period	1,295	676,405,038
Ongoing contracts entered into during a previous reporting period	1,639	1,669,124,342
Total	**2,934**	**2,345,529,380**

Table 55 shows organisations receiving the greatest share of reportable non-consultancy contract expenditure for 2024–25.

Table 55: Organisations receiving a share of reportable non-consultancy contract expenditure 2024–25

Name of organisation and organisation ABN	Expenditure $ (including GST)
Jones Lang LaSalle (ACT) Pty Ltd (69 008 585 260)	758,923,578
Telstra Limited (64 086 174 781)	134,404,495
Data # 3 Limited (31 010 545 267)	59,095,254
Rocket Software Incorporated (N/A)	55,095,478
Australian Postal Corporation (28 864 970 579)	52,124,268

The annual report contains information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

Small business

We recognise the importance of ensuring that small businesses are paid on time.

For results of the Survey of Australian Government Payments to Small Business, see the information on Treasury's website.

We support small to medium enterprises (SMEs) through a range of procurement measures, including:

- using the Commonwealth Contracting Suite for low-risk procurements valued under $1 million
- implementing the Supplier Diversity Strategy to increase the level of activity between the agency and supplier groups such as Australian Disability Enterprises and Indigenous SMEs
- being a member of Supply Nation – a non-profit organisation that supports growth in the Aboriginal and Torres Strait Islander business sector by promoting supplier diversity
- reporting the agency's results against our Reconciliation Action Plan 2024 – 2026, on expenditure with Aboriginal and Torres Strait Islander businesses. In 2024–25 we spent $42,405,322 (including GST) with Aboriginal and Torres Strait Islander businesses
- reporting the agency's results against the Australian Government's Indigenous Procurement Policy, on the number of contracts and total contract value with Indigenous SMEs. In 2024–25 we committed 838 contracts with a total contract value of $65,240,437 (including GST) with Indigenous SMEs

- using Australian industry participation plans in whole-of-government procurement where applicable
- encouraging credit card use to expedite payments
- supporting the Supplier Pay-On-Time or Pay Interest Policy, implementing a standard payment term of 20 business days and a 5-day payment term for compliant e-invoicing capable suppliers.

Commonwealth SME and small enterprise participation statistics are available on the Department of Finance's website.

Exempt contracts

In 2024–25 the agency had no exempt contracts.

Communication and advertising campaigns

The agency did not undertake any communication or advertising campaigns in 2024–25.

Advertising costs

In 2024–25 the agency's advertising payments totalled $1,757,200. This included expenditure on print and online advertising in areas such as recruitment, public notices and procurement.

Table 56 lists the payees and total payments associated with advertising for 2024–25.

Table 56: Payments associated with advertising for 2024–25

Payee	Purpose	Cost $ (including GST)
Thryv Australia Pty Ltd	White Pages	925,100
Universal McCann (Mediabrands Australia Pty Ltd)	Advertising	832,100
Total		**1,757,200**

Market research payments

Table 57 lists vendors the agency commissioned, the type of research they undertook and the cost for each service.

Table 57: Payments associated with market research organisations for 2024–25

Vendor	Research type	Cost $ (including GST)
Verian Group Australia Pty Ltd	Customer Satisfaction Research Program	151,998.00
Instinct and Reason Pty Ltd	Customer Satisfaction Research Program	1,591,915.00
Instinct and Reason Pty Ltd	Audience message and content testing	393,352.00
Instinct and Reason Pty Ltd	Centrepay Reform Business Market Research	38,500.00
McNair yellowSquares Pty Ltd	User recruitment for the Agency's-led user research	22,044.00
Lonergan Research Pty Ltd	User recruitment for the Agency's-led user research	18,678.50
Whereto Research-Based Consulting Pty Ltd	Audience communication research	385,679.60
Askable Pty Ltd	Comprehensive user research and testing services, including recruitment, reporting and recommendations	120,236.20
ETM Perspectives Pty Ltd	Centrepay Reform Regional/Remote Engagement	228,950.26
Digital Discovery Pty Ltd	Digital Discovery	37,290.00
Farron Research Group Pty Ltd	User recruitment for the Agency's-led user research	21,533.00
Total		**3,010,176.56**

ANAO access clauses

All the agency's contract templates include a standard clause giving the Auditor-General appropriate access to a contractor's premises and records.

Appendices

10

Appendix A — Staffing statistics

PGPA Rule section 17AD(da) executive remuneration

Table 58: Information about remuneration for key management personnel 2024–25

Name	Position title	Short-term benefits[a]			Post-employment benefits[b]	Other long-term benefits		Termination benefits	Total remuneration[d]
		Base salary $	Bonuses $	Other benefits and allowances[c] $	Superannuation contributions $	Long service leave $	Other long-term benefits $	Termination benefits $	Total remuneration $
David Hazlehurst	Chief Executive Officer	741,922	0	1,477	108,945	27,224	0	0	**879,568**
Chris Birrer	Deputy CEO Payments and Integrity	455,014	0	1,477	81,277	26,556	0	0	**564,324**
Charles McHardie	CIDO Technology and Digital Programs	551,814	0	1,477	82,881	17,157	0	0	**653,329**
Kirsty Faichney	Deputy CEO Program Design	444,621	0	1,477	82,731	17,463	0	0	**546,292**
Jonathon Thorpe	Deputy CEO Service Delivery Excellence	459,923	0	1,477	73,435	35,667	0	0	**570,501**
Susie Smith	Deputy CEO Strategy and Performance	436,860	0	1,477	82,406	25,260	0	0	**546,004**

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Name	Position title	Short-term benefits[a]			Post-employment benefits[b]	Other long-term benefits		Termination benefits	Total remuneration[d]
		Base salary $	Bonuses $	Other benefits and allowances[c] $	Superannuation contributions $	Long service leave $	Other long-term benefits $	Termination benefits $	Total remuneration $
Randall Brugeaud	Chief Operating Officer	503,528	0	1,477	95,135	20,991	0	0	**621,131**
Jarrod Howard	Deputy CEO Customer Service Delivery	364,350	0	1,217	56,666	27,335	0	0	**449,568**
Bo Robertson	Acting Deputy CEO Customer Service Delivery	140,725	0	10,549	22,166	3,871	0	0	**177,311**
Lisa Keeling	Acting Deputy CEO Service Delivery Excellence	85,414	0	368	15,001	2,175	0	0	**102,958**
Total	**10**	**4,184,171**	**0**	**22,475**	**700,642**	**203,699**	**0**	**0**	**5,110,987**

(a) Includes base salary, annual leave benefit, bonuses, allowances and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. Where an employee is in a defined contribution scheme, such as Public Sector Superannuation accumulation plan (PSSap), this will be the superannuation amount on the individual's pay slip. Where an employee is in a defined benefits scheme, such as Public Sector Superannuation Scheme (PSS) and Commonwealth Superannuation Scheme (CSS), this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes motor vehicle allowance and other benefits such as the provision of a car park.

(d) Figures are reported on an accrual basis and reference employee expenses incurred by the agency over the financial year.

Table 59: Information about remuneration for senior executives 2024–25

Remuneration band	Number of Senior Executive Staff	Short-term benefits[a]			Post-employment benefits[b]	Other long-term benefits		Termination benefits	Total remuneration[d]
		Average base salary $	Average bonuses $	Average other benefits and allowances[c] $	Average superannuation contributions $	Average long service leave $	Average other long-term benefits $	Average termination benefits $	Average total remuneration $
$0 – $220,000	30	73,000	0	1,246	15,493	6,578	0	0	**$96,317**
$220,001 – $245,000	3	191,132	0	1,507	27,431	20,544	0	0	**$240,614**
$245,001 – $270,000	12	213,111	0	2,475	33,593	13,188	0	0	**$262,367**
$270,001 – $295,000	29	231,178	0	1,730	38,844	13,693	0	0	**$285,445**
$295,001 – $320,000	33	248,096	0	2,768	43,663	13,373	0	0	**$307,900**
$320,001 – $345,000	36	264,310	0	4,395	44,720	18,632	0	0	**$332,057**
$345,001 – $370,000	19	$281,556	0	7,718	48,254	15,768	0	0	**$353,296**
$370,001 – $395,000	6	313,171	0	6,023	52,993	15,038	0	0	**387,225**

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Remuneration band	Number of Senior Executive Staff	Short-term benefits[a]			Post-employment benefits[b]	Other long-term benefits		Termination benefits	Total remuneration[d]
		Average base salary $	Average bonuses $	Average other benefits and allowances[c] $	Average superannuation contributions $	Average long service leave $	Average other long-term benefits $	Average termination benefits $	Average total remuneration $
$395,001 – $420,000	7	317,917	0	5,733	58,127	22,346	0	0	**404,123**
$420,001 – $445,000	7	348,481	0	4,293	59,611	19,843	0	0	**432,228**
$445,001 – $470,000	1	365,708	0	1,415	61,978	21,009	0	0	**450,110**
$470,001 – $495,000	1	379,592	0	20,415	67,631	21,092	0	0	**488,730**

(a) Includes base salary, annual leave benefit, bonuses, allowances, and other benefits.

(b) Includes contributed superannuation depending on the employee's scheme. When an employee is in a defined contribution scheme, such as PSSap, this will be the superannuation amount on the individual's pay slip. When an employee is in a defined benefits scheme, such as PSS and CSS, this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes motor vehicle allowance and other benefits such as the provision of a car park, where applicable.

(d) Figures are reported on an accrual basis and reference employee expenses incurred by the agency over the financial year.

Table 60: Information about remuneration for other highly paid staff 2024–25

Remuneration band	Number other highly paid staff	Short-term benefits[(a)]			Post-employment benefits[(b)]	Other long-term benefits		Termination benefits	Total remuneration[(d)]
		Average base salary $	Average bonuses $	Average other benefits and allowances[(c)] $	Average superannuation contributions $	Average long service leave $	Average other long-term benefits $	Average termination benefits $	Average total remuneration $
$260,000 – $270,000	8	210,807	0	772	29,197	23,984	0	0	**264,760**
$270,001 – $295,000	3	226,566	0	1,442	33,030	16,362	0	0	**277,400**
$295,001 – $320,000	1	88,423	0	193,581	13,844	345	0	0	**296,193**

(a) Includes base salary, annual leave benefit, bonuses, allowances, and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. When an employee is in a defined contribution scheme, such as PSSap, this will be the superannuation amount on the individual's pay slip. When an employee is in a defined benefits scheme, such as PSS and CSS, this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes motor vehicle allowance and other benefits such as the provision of a car park, where applicable.

(d) Figures are reported on an accrual basis and reference employee expenses incurred by the agency over the financial year.

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PGPA Rule section 17AE(1)(aa)(i)-(iii) accountable authority

Table 61: Details of accountable authority during 2024–25

Name	Position title/ position held	Date of commencement	Date of cessation
David Hazlehurst	Chief Executive Officer	1 July 2024	30 June 2025

PGPA Rule section 17AG(4)(aa) management of human resources

Table 62: Australian Public Service Act ongoing employees 2024–25 (as at 30 June 2025)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	1,928	156	2,084	4,554	1,658	6,212	42	6	48	0	0	0	0	0	0	**8,344**
Qld	2,004	194	2,198	4,059	1,458	5,517	58	21	79	0	0	0	0	0	0	**7,794**
SA	1,122	82	1,204	1,452	462	1,914	28	8	36	0	0	0	0	0	0	**3,154**
Tas	439	62	501	628	397	1,025	16	5	21	0	0	0	0	0	0	**1,547**
Vic	1,914	191	2,105	3,118	1,280	4,398	62	6	68	0	0	0	0	0	0	**6,571**
WA	581	56	637	1,265	496	1,761	20	8	28	0	0	0	0	0	0	**2,426**
ACT	1,830	107	1,937	2,137	389	2,526	47	10	57	0	0	0	0	0	0	**4,520**
NT	85	7	92	262	53	315	3	0	3	0	0	0	0	0	0	**410**
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total	**9,903**	**855**	**10,758**	**17,475**	**6,193**	**23,668**	**276**	**64**	**340**	**0**	**0**	**0**	**0**	**0**	**0**	**34,766**

Table 63: Australian Public Service Act ongoing employees 2023–24 (as at 30 June 2024)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	1,720	161	1,881	4,182	1,599	5,781	45	7	52	0	0	0	0	0	0	**7,714**
Qld	1,898	177	2,075	3,840	1,342	5,182	63	16	79	0	0	0	0	0	0	**7,336**
SA	1,026	69	1,095	1,375	426	1,801	25	5	30	0	0	0	0	0	0	**2,926**
Tas	421	53	474	600	411	1,011	14	4	18	0	0	0	0	0	0	**1,503**
Vic	1,794	145	1,939	2,968	1,207	4,175	53	6	59	0	0	0	0	0	0	**6,173**
WA	579	48	627	1,232	444	1,676	28	2	30	0	0	0	0	0	0	**2,333**
ACT	1,786	88	1,874	2,064	352	2,416	57	5	62	0	0	0	0	0	0	**4,352**
NT	76	8	84	264	48	312	3	1	4	0	0	0	0	0	0	**400**
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total	**9,300**	**749**	**10,049**	**16,525**	**5,829**	**22,354**	**288**	**46**	**334**	**0**	**0**	**0**	**0**	**0**	**0**	**32,737**

Table 64: Australian Public Service Act non-ongoing employees 2024–25[a] (as at 30 June 2025)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	2	13	15	7	47	54	0	1	1	0	0	0	0	0	0	**70**
Qld	5	10	15	13	32	45	0	0	0	0	0	0	0	0	0	**60**
SA	2	11	13	4	16	20	0	0	0	0	0	0	0	0	0	**33**
Tas	4	3	7	3	3	6	0	0	0	0	0	0	0	0	0	**13**
Vic	5	38	43	10	80	90	1	0	1	0	0	0	0	0	0	**134**
WA	1	11	12	6	44	50	0	0	0	0	0	0	0	0	0	**62**
ACT	18	6	24	12	14	26	2	0	2	0	0	0	0	0	0	**52**
NT	2	0	2	5	6	11	0	0	0	0	0	0	0	0	0	**13**
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total	**39**	**92**	**131**	**60**	**242**	**302**	**3**	**1**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**437**

(a) Non-ongoing employees include irregular/intermittent staff.

Table 65: Australian Public Service Act non-ongoing employees 2023–24[(a)] (as at 30 June 2024)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
NSW	7	22	29	3	112	115	0	1	1	0	0	0	0	0	0	**145**
Qld	9	45	54	21	74	95	0	5	5	0	0	0	0	0	0	**154**
SA	7	18	25	3	26	29	0	1	1	0	0	0	0	0	0	**55**
Tas	3	6	9	5	4	9	1	0	1	0	0	0	0	0	0	**19**
Vic	7	67	74	6	163	169	0	2	2	0	0	0	0	0	0	**245**
WA	2	14	16	1	94	95	0	0	0	0	0	0	0	0	0	**111**
ACT	24	13	37	13	20	33	3	1	4	0	0	0	0	0	0	**74**
NT	3	4	7	3	4	7	0	0	0	0	0	0	0	0	0	**14**
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total	**62**	**189**	**251**	**55**	**497**	**552**	**4**	**10**	**14**	**0**	**0**	**0**	**0**	**0**	**0**	**817**

(a) Non-ongoing employees include irregular/intermittent staff.

PGPA Rule section 17AG(4)(b)(i)-(iv) Australian Public Sector (APS) classification and gender

Table 66: Australian Public Service Act ongoing employees 2024–25 (as at 30 June 2025)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
Substantive classification	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES3	4	0	4	2	0	2	0	0	0	0	0	0	0	0	0	**6**
SES2	12	1	13	19	0	19	0	0	0	0	0	0	0	0	0	**32**
SES1	46	0	46	78	2	80	1	0	1	0	0	0	0	0	0	**127**
EL2	496	13	509	464	50	514	0	0	0	0	0	0	0	0	0	**1,023**
EL1	1,098	43	1,141	1,424	282	1,706	7	1	8	0	0	0	0	0	0	**2,855**
APS6	1,858	114	1,972	2,996	1,054	4,050	15	7	22	0	0	0	0	0	0	**6,044**
APS5	1,047	58	1,105	1,644	513	2,157	24	5	29	0	0	0	0	0	0	**3,291**
APS4	3,946	475	4,421	8,080	3,563	11,643	164	32	196	0	0	0	0	0	0	**16,260**
APS3	1,275	132	1,407	2,629	698	3,327	60	18	78	0	0	0	0	0	0	**4,812**
APS2	13	1	14	14	8	22	0	1	1	0	0	0	0	0	0	**37**
APS1	13	5	18	10	7	17	0	0	0	0	0	0	0	0	0	**35**
Other	95	13	108	115	16	131	5	0	5	0	0	0	0	0	0	**244**
Total	**9,903**	**855**	**10,758**	**17,475**	**6,193**	**23,668**	**276**	**64**	**340**	**0**	**0**	**0**	**0**	**0**	**0**	**34,766**

Table 67: Australian Public Service Act ongoing employees 2023–24 (as at 30 June 2024)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
Substantive classification	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES3	4	0	4	2	0	2	0	0	0	0	0	0	0	0	0	**6**
SES2	13	1	14	20	0	20	0	0	0	0	0	0	0	0	0	**34**
SES1	48	0	48	73	1	74	1	0	1	0	0	0	0	0	0	**123**
EL2	449	9	458	417	36	453	0	0	0	0	0	0	0	0	0	**911**
EL1	1,026	45	1,071	1,295	270	1,565	3	0	3	0	0	0	0	0	0	**2,639**
APS6	1,719	117	1,836	2,775	1,063	3,838	16	5	21	0	0	0	0	0	0	**5,695**
APS5	992	58	1,050	1,638	520	2,158	12	6	18	0	0	0	0	0	0	**3,226**
APS4	3,524	401	3,925	7,263	3,242	10,505	153	22	175	0	0	0	0	0	0	**14,605**
APS3	1,416	104	1,520	2,895	656	3,551	97	13	110	0	0	0	0	0	0	**5,181**
APS2	16	0	16	12	10	22	0	0	0	0	0	0	0	0	0	**38**
APS1	15	5	20	13	7	20	0	0	0	0	0	0	0	0	0	**40**
Other	78	9	87	122	24	146	6	0	6	0	0	0	0	0	0	**239**
Total	**9,300**	**749**	**10,049**	**16,525**	**5,829**	**22,354**	**288**	**46**	**334**	**0**	**0**	**0**	**0**	**0**	**0**	**32,737**

Table 68: Australian Public Service Act non-ongoing employees 2024–25[(a)] (as at 30 June 2025)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
Substantive classification	**Full-time**	**Part-time**	**Total**	**Full-time**	**Part-time**	**Total**	**Full-time**	**Part-time**	**Total**	**Full-time**	**Part-time**	**Total**	**Full-time**	**Part-time**	**Total**	
SES3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
SES2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
SES1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
EL2	1	0	1	2	2	4	0	0	0	0	0	0	0	0	0	**5**
EL1	6	1	7	4	4	8	2	0	2	0	0	0	0	0	0	**17**
APS6	6	2	8	7	3	10	0	0	0	0	0	0	0	0	0	**18**
APS5	7	0	7	1	4	5	0	0	0	0	0	0	0	0	0	**12**
APS4	13	4	17	31	11	42	1	0	1	0	0	0	0	0	0	**60**
APS3	6	85	91	13	218	231	0	1	1	0	0	0	0	0	0	**323**
APS2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
APS1	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	**2**
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total	**39**	**92**	**131**	**60**	**242**	**302**	**3**	**1**	**4**	**0**	**0**	**0**	**0**	**0**	**0**	**437**

(a) Non-ongoing employees include irregular/intermittent staff.

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Table 69: Australian Public Service Act non-ongoing employees 2023–24[a] (as at 30 June 2024)

	Man/male			Woman/female			Non-binary			Prefers not to answer			Uses a different term			Total
Substantive classification	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	Full-time	Part-time	Total	
SES3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
SES2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
SES1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
EL2	2	0	2	0	1	1	0	0	0	0	0	0	0	0	0	**3**
EL1	11	0	11	1	4	5	1	0	1	0	0	0	0	0	0	**17**
APS6	6	2	8	9	1	10	0	0	0	0	0	0	0	0	0	**18**
APS5	10	1	11	9	2	11	0	0	0	0	0	0	0	0	0	**22**
APS4	15	14	29	16	20	36	2	0	2	0	0	0	0	0	0	**67**
APS3	17	172	189	20	469	489	1	10	11	0	0	0	0	0	0	**689**
APS2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
APS1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	**1**
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	**0**
Total	**62**	**189**	**251**	**55**	**497**	**552**	**4**	**10**	**14**	**0**	**0**	**0**	**0**	**0**	**0**	**817**

(a) Non-ongoing employees include irregular/intermittent staff.

PGPA Rule section 17AG(4)(b)(i)-(iii) employment type by full-time and part-time status

Table 70: Australian Public Service Act employees by full-time and part-time status 2024–25[a] (as at 30 June 2025)

	Ongoing			Non-ongoing[a]			
Substantive classification	**Full-time**	**Part-time**	**Total Ongoing**	**Full-time**	**Part-time**	**Total Non-ongoing**	**Total**
SES3	6	0	6	0	0	0	**6**
SES2	31	1	32	0	0	0	**32**
SES1	125	2	127	0	0	0	**127**
EL2	960	63	1,023	3	2	5	**1,028**
EL1	2,529	326	2,855	12	5	17	**2,872**
APS6	4,869	1,175	6,044	13	5	18	**6,062**
APS5	2,715	576	3,291	8	4	12	**3,303**
APS4	12,190	4,070	16,260	45	15	60	**16,320**
APS3	3,964	848	4,812	19	304	323	**5,135**
APS2	27	10	37	0	0	0	**37**
APS1	23	12	35	2	0	2	**37**
Other	215	29	244	0	0	0	**244**
Total	**27,654**	**7,112**	**34,766**	**102**	**335**	**437**	**35,203**

(a) Non-ongoing employees include irregular/intermittent staff.

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Table 71: Australian Public Service Act employees by full-time and part-time status 2023–24[a] (as at 30 June 2024)

	Ongoing			Non-ongoing[a]			
Substantive classification	**Full-time**	**Part-time**	**Total Ongoing**	**Full-time**	**Part-time**	**Total Non-ongoing**	**Total**
SES3	6	0	6	0	0	0	**6**
SES2	33	1	34	0	0	0	**34**
SES1	122	1	123	0	0	0	**123**
EL2	866	45	911	2	1	3	**914**
EL1	2,324	315	2,639	13	4	17	**2,656**
APS6	4,510	1,185	5,695	15	3	18	**5,713**
APS5	2,642	584	3,226	19	3	22	**3,248**
APS4	10,940	3,665	14,605	33	34	67	**14,672**
APS3	4,408	773	5,181	38	651	689	**5,870**
APS2	28	10	38	0	0	0	**38**
APS1	28	12	40	1	0	1	**41**
Other	206	33	239	0	0	0	**239**
Total	**26,113**	**6,624**	**32,737**	**121**	**696**	**817**	**33,554**

(a) Non-ongoing employees include irregular/intermittent staff.

PGPA Rule section 17AG(4)(b)(v) Australian Public Service Act

Table 72: Australian Public Service Act employees by employment type by location 2024–25 (as at 30 June 2025)

	Ongoing	Non-ongoing[(a)]	Total
NSW	8,344	70	**8,414**
Qld	7,794	60	**7,854**
SA	3,154	33	**3,187**
Tas	1,547	13	**1,560**
Vic	6,571	134	**6,705**
WA	2,426	62	**2,488**
ACT	4,520	52	**4,572**
NT	410	13	**423**
External territories	0	0	**0**
Overseas	0	0	**0**
Total	**34,766**	**437**	**35,203**

(a) Non-ongoing employees includes irregular/intermittent staff.

Table 73: Australian Public Service Act employees by employment type by location 2023–24 (as at 30 June 2024)

	Ongoing	Non-ongoing[(a)]	Total
NSW	7,714	145	**7,859**
Qld	7,336	154	**7,490**
SA	2,926	55	**2,981**
Tas	1,503	19	**1,522**
Vic	6,173	245	**6,418**
WA	2,333	111	**2,444**
ACT	4,352	74	**4,426**
NT	400	14	**414**
External territories	0	0	**0**
Overseas	0	0	**0**
Total	**32,737**	**817**	**33,554**

(a) Non-ongoing employees includes irregular/intermittent staff.

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PGPA Rule section 17AG(4)(b)(vi) Indigenous employment

Table 74: Australian Public Service Act employees by Indigenous employment 2024–25 (as at 30 June 2025)

	2024–25
Ongoing	1,878
Non-ongoing[(a)]	20
Total	**1,898**

(a) Non-ongoing employees includes irregular/intermittent staff.

Table 75: Australian Public Service Act employees by Indigenous employment 2023–24 (as at 30 June 2024)

	2023–24
Ongoing	1,823
Non-ongoing[(a)]	19
Total	**1,842**

(a) Non-ongoing employees includes irregular/intermittent staff.

PGPA Rule section 17AG(4)(c)(i) employment arrangements of SES and non-SES employees

Table 76: Australian Public Service Act employees by employment arrangements 2024–25 (as at 30 June 2025)

	SES	Non-SES	Total
Section 24(1) of the *Public Service Act 1999*	167[(a)]	0	**167**
Individual flexibility agreements	0	155[(b)]	**155**
Enterprise agreement	0	35,029[(c)]	**35,029**
Common law contract	0	0	**0**
Total	**167**	**35,184**[(c)]	**35,351**[(c)]

(a) Numbers include staff that are not included in the total nominal SES headcount. These additional SES have been included as they still have an active employment arrangement but are currently on a secondment.

(b) Individual Flexibility Agreements (IFAs) data includes IFAs that are temporarily ceased due to temporary higher duties allowance at another classification level.

(c) Numbers exclude nominal SES and Medical Officers but include employees on IFAs..

Table 77: Australian Public Service Act employees by employment arrangements 2023–24 (as at 30 June 2024)

	SES	Non-SES	Total
Section 24(1) of the *Public Service Act 1999*	166[(a)]	0	**166**
Individual flexibility agreements	0	104[(b)]	**104**
Enterprise agreement	0	33,382[(c)]	**33,382**
Common law contract	0	0	**0**
Total	**166**	**33,486**[(c)]	**33,652**[(c)]

(a) Numbers include staff that are not included in the total nominal SES headcount. These additional SES have been included as they still have an active employment arrangement but are currently on a secondment.

(b) IFAs data includes IFAs that are temporarily ceased due to temporary higher duties allowance at another classification level.

(c) Numbers exclude nominal SES and Medical Officers but include employees on IFAs.

PGPA Rule section 17AG(4)(c)(ii) salary ranges by classification level

Table 78: Australian Public Service Act employment salary ranges by classification level (minimum/maximum) 2024–25 (as at 30 June 2025)

	Minimum salary[a] $	Maximum salary[b] $
SES3	390,081	451,219
SES2	284,205	343,059
SES1	218,499	273,202
EL2	137,090	163,028
EL1	118,465	131,268
APS6	94,711	109,518
APS5	85,559	92,324
APS4	76,714	84,996
APS3	68,830	76,712
APS2	62,091	67,010
APS1	55,564	59,577
Medical Officer Class 4	196,595	209,495
Medical Officer Class 3	180,905	189,045
Medical Officer Class 2	142,853	169,861
Deputy General Counsel — EL2 (Legal Job Stream)	173,132	N/A
Senior Rehabilitation Consultant — APS6 (Professional Job Stream)	115,410	N/A
Rehabilitation Consultant 2+ — APS6 (Professional Job Stream)	109,880	N/A
Graduate APS	68,830	84,996
Digital Trainee	55,564	66,182
Digital and Data Cadet	62,091	76,714
APS Trainee (Apprentice)	62,091	84,996
Cadet APS	31,674	68,830
Minimum/maximum range	31,674	451,219

(a) The salary ranges in this table cover base salary rates only. They do not include reportable fringe benefits, allowances, and salary sacrifice arrangements.

(b) The salary ranges in this table are as at 30 June 2025.

Appendix B — Satisfaction Research Program

The agency's Satisfaction Research Program includes several survey modules that measure satisfaction with, and trust in, the services we deliver:

- The satisfaction and experience survey measures customer and health provider perceptions of the quality of service they received in their most recent interaction with the agency. Results are reported in Strategic Performance Measure (SPM) 1 on page 17.
- The trust survey measures customer and health provider trust in the agency's ability to deliver services impartially and consistently, including confidence in how we manage personal data. Results are reported in SPM 2 on page 23.
- The health provider survey is conducted quarterly and includes health provider satisfaction, usage of digital services, and preferred communication channels. The results are used to inform future program and service delivery improvements. Results are reported in SPM 1 and SPM 2 on pages 17 and 23.
- The customer perception survey (formerly known as the strategic survey) is conducted bi-annually and measures the proportion of customers who report being satisfied with the services they received over a 3-month period.

Table 79: Proportion of customers satisfied with the agency's services over the preceding 3-month period by financial year

Survey title	Target audience, timing and sample size	Results 2023–24	Results 2024–25
Customer perception survey	Random selection of users who have had one or more interaction with the agency in the previous 3 months. Conducted every 6 months. 3,610 surveys completed across the 2024–25 financial year.	Satisfied with: • Medicare: 73.1% • Centrelink: 50.7% • Child support: 33%	Satisfied with: • Medicare: 67.7% • Centrelink: 68.5% • Child Support: 38.6%

Feedback on services

We are committed to delivering high-quality services to the Australian people. We value the feedback we receive as it helps us improve our business processes and deliver better services.

We are committed to ensuring that people are aware of their right to submit complaints and provide feedback. Customers can contact the agency:

- by calling the complaints and feedback line on **1800 132 468**
- online via their myGov account, Services Australia website, or by calling one of our international numbers from overseas. This information can be found at **servicesaustralia.gov.au**
- by mail (no postage stamp required)
- by calling the National Relay Service for people who are deaf, have hearing loss or have speech disability
- by speaking to a Service Officer at any service centre or on the phone.

In 2024–25 we received 8,387 compliments. Of these, 77.8% were about the service provided by staff, 16.7% were about programs and 5.5% were about products.

We actively encourage feedback and suggestions about programs, services and new initiatives. In 2024–25 we received 8,516 suggestions.

Medicare feedback

In 2024–25 we recorded 9,421 feedback contacts about Medicare services. Of these, 7,746 were complaints. The top 3 complaint reasons, by volume, were:

- dissatisfaction with a claim, application or assessment process including waiting too long, incorrect information and reviews (33.8%)
- dissatisfaction with a decision, outcome or payment including not receiving a payment or service, rejection of an application or claim and waiting too long (20.4%)
- dissatisfaction with a digital service including unable to access a digital service, information being incorrect, not available or unclear and being unable to update details (14.3%).

We resolved 70% of Medicare complaints within 10 working days.

Centrelink feedback

In 2024–25 we recorded 138,354 feedback contacts about Centrelink services. Of these, 123,341 were complaints. The top 3 complaint reasons, by volume, were:

- dissatisfaction with a decision, outcome or payment including cancellation or suspension of a payment or service, the amount of a payment and not receiving a payment or service (35.7%)
- dissatisfaction with a claim, application or assessment process including waiting too long, not being updated on claim progress and appeals or objections (31.5%)
- dissatisfaction with a debt, deduction or collection including the amount of a debt, the repayment options and notification of a debt (7.3%).

We resolved 92% of Centrelink complaints within 10 working days.

Child Support feedback

In 2024–25 we recorded 22,634 feedback contacts about Child Support services. Of these, 22,419 were complaints. The top 3 types of complaints, by volume, were:

- collection, including lack of collection, issues with account balance and issues with employer withholdings (31.9%)
- quality of service, including processing delays, poor advice and lack of courtesy (30.7%)
- assessment, including income used, care level used and change of assessment (23.6%).

We resolved 83% of Child Support complaints within 10 working days.

Appendix C — Other legislative requirements

Data matching program

The Data-matching Program (the program) is governed by the *Data-matching Program (Assistance and Tax) Act 1990* (DMP Act). Under section 12(4) of the DMP Act, participating agencies are required to table reports in both houses of parliament. This appendix has been prepared in accordance with section 21 of the Data matching (Assistance and Tax) Rules 2021.

The agency performed program activities in 2024–25 solely on behalf of the DVA.

For results of program activities required under section 12(4) of the DMP Act, go to the DVA annual report for 2024–25 on DVA's website.

The program was paused in 2023–24 following the publication of the Royal Commission into the Robodebt Scheme report, pending a review of the data exchange. As a result, no cycles were run in 2024–25.

Table 80 shows the number of residual debts raised under the DMP Act in previous financial years that were paid in full or for which a repayment arrangement started in 2024–25.

Table 80: Results for matters relating to DMP Act activity in 2024–25

Cases	Number
Number of matches produced	0
Number and proportion of matches that resulted in discrepancies	0
Number and proportion of discrepancies that resulted in the agency giving notice under section 11 of the DMP Act	0
Number and proportion of discrepancies that resulted in action being taken	0
Number of cases in which an overpayment was identified	0
Number of cases in which action proceeded despite a challenge to accuracy of the data	0
Number of cases not proceeded with after contacting the individual who is the subject of the match	0
Cases where recovery action was initiated[(a)]	18
Cases where the debt was fully recovered[(b)]	68

(a) The number of cases where recovery action commenced on a debt. The agency recovers debts through withholding part of a customer's payment or through cash repayments.

(b) Recovery of a debt can take place over a number of years, so the number and value of debts raised in a year does not necessarily correspond to the number and value of recoveries.

Program savings and costs

The program has 3 direct savings components:

- downward variations in rate or stopping payments
- raised debts of social security payments
- ceasing payments to new recipients for failure to comply with tax file number requirements.

As we do not use the program for compliance review activity, savings from the program are solely generated from new recipients failing to comply with tax file number requirements.

- In 2024–25 the program achieved $8 million in savings.

Administrative costs: The equipment used to run the program cycles has some ongoing administrative costs associated with computer hardware and software maintenance.

Salary costs: The program's main salary costs were associated with:

- managing and supporting the program within the agency
- the agency's operational network activity including its management and coordination.

Direct cost–benefit summary: The net benefit of the program was $7.9 million in 2024–25.

Table 81 shows a summary of direct cost benefit during 2024–25.

Table 81: Direct cost–benefit summary

	2024–25 actual
Benefits[(a)]	$8,045,000
Costs	$103,000
Net benefits[(b)]	$7,972,000
Cost–benefit ratio[(c)]	1:77

(a) Net savings, including the effect of upward variations.
(b) Calculated by subtracting costs from benefits.
(c) Calculated by dividing benefits by costs.

Chronology

No data-matching cycles were run with the Office of the Australian Information Commissioner in accordance with the DMP Act during 2024–25.

Notices under section 42 *Human Services (Medicare) Act 1973*

Part IID of the *Human Services (Medicare) Act 1973* provides the agency with investigative powers relevant to offences against the Medicare programs we deliver.

The CEO, as the Chief Executive Medicare, may authorise the exercise of these powers in connection with an investigation. There was one authorised officer appointed under section 8M, and 139 section 8P notices issued in 2024–25.

Environmental management

The agency's environmental sustainability policy helps us to manage and report on greenhouse gas emissions, energy use, resource use and waste arising from building operations, motor vehicle and air travel, information, ICT and stationery supplies.

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) requires Australian Government agencies to report annually on their contribution to ecologically sustainable development (ESD) principles and the measures taken to minimise their effect on the environment.

The ESD principles are set out in section 3A of the EPBC Act.

How administered programs accord with ESD principles – section 516A(6)(A)

In 2024–25 the agency delivered the Medicare, Centrelink and Child Support programs, and myGov, according to ESD principles.

Fundamental considerations in administering these programs are the economic, environmental, equity and social consequences of short-term and long-term decision-making.

How Outcome 1 contributed to ESD principles – section 516A(6)(B)

In 2024–25 agency activities that made a direct contribution to ESD included:

- increasing the use of online self-service by customers
- exploring new ways of providing digital services through our technology innovation centre and digital innovation service hub
- reducing staff travel through the increased use of video-conferencing and modern document collaboration workflows
- enhancing myGov and the myGov app to make it easier for people to connect with different government services in a way that is convenient for them, in an intuitive and personalised way
- using the digital Commonwealth statutory declaration capability through myGov, which means Australians use myGov and their connected Digital ID to create, sign and download a Commonwealth statutory declaration.

Effect of activities on the environment – section 516A(6)(c)

The agency's environmental sustainability policy guides our efforts to minimise the effect of our activities on the environment and to drive better practice, performance and accountability. The activities that generally most affect the environment are those that consume considerable resources and generate significant waste. They include:

- energy use
- building operations and refurbishments
- ICT
- fleet
- management and communication
- procurement
- travel
- waste.

How we minimise the effect of activities on the environment – section 516A(6)(d)

In January 2025 the agency updated its environmental sustainability policy to align with the Australian Government's APS Net Zero 2030 policy and Net Zero in Government Operations Strategy. The agency policy guides our efforts to minimise the effect of our activities on the environment and to drive better practice, performance and accountability.

Table 82 shows the measures taken in 2024–25 to minimise the agency's effect on the environment.

Table 82: Measures taken to minimise effect on the environment

Activity	Measure
Energy use	To reduce emissions from electricity usage, the agency introduced 50% green power into electricity contracts for agency sites located in NSW, Vic, Tas, Qld and SA.
Building operations	Agency leases for offices are guided by the green lease schedule for landlords and tenants. We conduct National Australian Built Environment Rating System energy assessments at offices over 2,000m^2 with green lease schedules. All leases incorporate environmental sustainability initiatives where possible. This includes upgrading to LED lighting and installing photovoltaic solar systems and electric vehicle chargers to support fleet transition to electric vehicles. We use reputable eco-labels, certifications and other environmental standards to improve environmental performance, such as Green Star for selected building designs and fit out, and the Energy Rating Label for electrical appliances.

Activity	Measure
ICT	Our data centres are in highly energy-efficient premises and our contract renewal processes review energy consumption performance. We continue to virtualise server applications, which reduces the need to purchase extra servers. The agency's architecture review is actively identifying rationalisation opportunities to ensure our ecosystem is as efficient possible in terms of hardware consumption. We continue to roll out docked laptops to enable better workforce mobility as these have lower electricity consumption than desktop PCs. Our desktop computers and televisions automatically shut down after 3 hours of inactivity. Our printers and multifunction devices are allocated to maximise resource efficiency. As part of natural ICT refresh cycles, energy efficient hardware standards are stipulated in the requirements.
Fleet	The government has set a target of 75% of new passenger vehicle orders to be low emission vehicles by 2025. We procure energy-efficient vehicles in line with the Australian Government Fleet Vehicle Selection Policy. The agency uses an electronic log-book system to accurately monitor and manage vehicle use and to improve reporting quality.
Management and communication	The agency supports and implements emissions reduction initiatives set by the Australian Government through the DoF Net Zero in Government Operations (NZGO) Strategy. Our environmental sustainability policy and net zero emissions action plan support NZGO targets and measures. We use an online sustainability reporting system to improve reporting and performance capability. We promote and communicate environmental initiatives within our offices. We are committed to enhancing digital correspondence, where appropriate, to provide customers with a choice of communication channels. To support this commitment, we review all correspondence as it is developed and apply principles that align with the Services Australia 2030 Vision.

Activity	Measure
Sustainable procurement and stationery (including paper)	The agency uses reputable eco-labels and environmental standards in making relevant procurement decisions to improve environmental performance at product and supplier levels. In 2024–25 the paper we purchased for internal use (printers, photocopiers and multifunction devices) was: • 99.4% Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certified • 90.7% carbon neutral paper • 1.8% recycled content (100% recycled). In 2024–25 the paper procured by the agency for letters to customers was 83.3% carbon neutral paper and 16.7% was recycled carbon neutral paper. • 75% of the paper purchased for PBS prescription forms was FSC or PEFC certified. The agency's environmental sustainability policy incorporates the environmentally sustainable procurement policy set by the Department of Climate Change, Energy, the Environment and Water.
Corporate wardrobe	The agency supports the use of recycled polyester REPREVE® in several of our corporate wardrobe styles, which has saved 15,500 plastic bottles from landfill. Swing tags are made using 100% recycled paper with soy ink printing and garment labels are made from 100% recycled polyester.
Travel	The agency encourages staff to use online conferencing rather than air travel to attend meetings.
Waste	Our agency supports transforming the components from mobile phone waste into valuable materials for reuse. In 2024–25 we collected 1,219 devices of which 100% had their data securely erased. The devices are being reused or donated with 505 (41%) devices repurposed and resold and 714 (59%) devices recycled. 235 kg of e-waste was diverted from landfill. The agency supports the FluoroCycle scheme to ensure that hazardous fluorescent lamps are recycled on disposal at 56 sites. The agency supports battery recycling to recover and recycle non-renewable resources from all battery types. This keeps toxic substances out of landfill. The agency supports organic waste collection, and this initiative diverted 760 kg of waste from landfill in 2024–25.

Table 83 outlines the resource use from 2022–23 to 2024–25.

Table 83: Resource use

	Units	2022–23	2023–24	2024–25
Internal paper use	tonnes	254	248	230
Letters to customers[(a)]	tonnes	330	299	281
Property use[(b)]	square metres	734,206	672,349	623,451

(a) This figure includes paper procured by the agency and letters printed by an external print provider.
(b) Figures are for the commercial lease portfolio only and exclude car parking licences and staff housing.

Table 84 outlines annual waste, resource recovery and pollution from 2022–23 to 2024–25.

Table 84: Waste, resource recovery and pollution

	Measure	2022–23	2023–24	2024–25
Net greenhouse gas emissions – energy use[(a)]	tonnes of carbon dioxide equivalents	69,063	66,724	59,527
Office copy paper recycling	% coverage (square metres)	98	98	98
Mobile phone reuse and recycling	kilograms	832	824	235
Fluorescent and other lamps recycled	units	1,931	1,504	1,222

(a) The net greenhouse gas emissions for energy use for 2024–25 excludes accrued data. Previous year 2022–23 and 2023–24 now include accrued data for missing invoices and retrospective changes to emissions calculation methodology.

Mechanisms to review and increase the effectiveness of these measures – section 516A(6)(e)

In 2024–25 we continued to review and report on our environmental performance while seeking ways to achieve further improvements.

As part of the reporting requirements under section 516A of the EPBC Act and in line with the government's Net Zero in Government Operations Strategy, the agency will publicly report on the emissions from our operations.

Table 85 shows our greenhouse gas emissions inventory in 2024–25.

Table 85: Greenhouse gas emissions inventory 2024–25 (location-based method)[(a)]

Emission source	Scope 1 t CO2-e	Scope 2 t CO2-e	Scope 3 t CO2-e	Total t CO2-e
Electricity (location-based approach)	N/A	48,458	4,161	52,619
Natural gas	156	N/A	35	191
Solid waste[(d)]	N/A	N/A	440	440
Refrigerants[(b)]	N/A	N/A	N/A	N/A
Fleet vehicles	716	N/A	178	894
Domestic commercial flights[(c)]	N/A	N/A	3,474	3,474
Domestic hire car[(c)(d)]	N/A	N/A	51	51
Domestic travel accommodation[(c)]	N/A	N/A	1,858	1,858
Other energy	–	N/A	–	–
Total t CO2-e	**872**	**48,458**	**10,197**	**59,527**

(a) The table above presents emissions related to electricity usage using the location-based accounting method. CO2-e = Carbon Dioxide Equivalent.

(b) Reporting on refrigerants is being phased in over time as emissions reporting matures.

(c) Domestic travel emissions may contain reservations for non-Services Australia employees. Whilst attempts have been made to separate and remove associated flight, accommodation and hire car bookings, this report may contain some emissions from non-employee travel.

(d) Not all solid waste and hire car data was available at the time of the report and amendments to data may be required in future reports. The quality of data is expected to improve over time as emissions reporting matures.

Table 86 shows the agency's electricity greenhouse gas emissions in 2024–25.

Table 86: Electricity greenhouse gas emissions 2024–25[(a)]

Emission source	Scope 2 t CO2-e	Scope 3 t CO2-e	Total t CO2-e	Electricity kWh
Location-based electricity emissions	48,458	4,161	52,619	74,614,982
Market-based electricity emissions	26,990	3,665	30,656	33,321,425
Total renewable electricity consumed	**N/A**	**N/A**	**N/A**	**41,427,928**
Renewable power percentage[(b)]	N/A	N/A	N/A	13,576,196
Jurisdictional renewable power percentage[(c)(d)]	N/A	N/A	N/A	27,327,176
GreenPower[(c)]	N/A	N/A	N/A	390,184
Large-scale generations certificate[(c)]	N/A	N/A	N/A	–
Behind the meter solar[(e)]	N/A	N/A	N/A	134,371
Total renewable electricity produced	**N/A**	**N/A**	**N/A**	**134,371**
Large-scale generation certificates[(c)]	N/A	N/A	N/A	–
Behind the meter solar[(e)]	N/A	N/A	N/A	134,371

(a) The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO2-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

(b) Listed as Mandatory renewables in Annual report 2023–24. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET). The RPP calculates the large-scale generation certificates surrendered by an entity and shown in kWh.

(c) Listed as Voluntary renewables in Annual report 2023–24. The ACT is currently the only state with a jurisdictional renewable power percentage (JRPP). The JRPP calculates the large-scale generation certificates surrendered by an entity and shown in kWh.

(d) Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

(e) Emissions from electricity consumed by electric and plug-in hybrid vehicles has only been reported for electricity directly purchased. Emissions associated with electricity consumption from public charging stations has not been reported for 2024–25.

Table 87 shows agency's progress towards the APS Net Zero 2030 target during 2024–25.

Table 87: Progress towards the APS Net Zero target[(a)]

APS Net Zero 2030 target emission sources	2022–23[(b)] t CO2-e	2023–24[(b)] t CO2-e	Percentage change since 2022–23
Total Scope 1	**799**	**940**	**18%**
Natural gas	116	215	86%
Fleet and other vehicles	683	725	6%
Refrigerants	N/A	–	N/A
Other energy	–	–	N/A
Total Scope 2	**35,752**	**32,577**	**-9%**
Electricity (market based)	35,752	32,577	-9%
Total Scope 1 and Scope 2	**36,552**	**33,517**	**-8%**

(a) The table above presents emissions related to electricity usage using the market-based accounting method. CO2-e = Carbon Dioxide Equivalent.

(b) Emissions reported may differ from previously published emissions due to reconciliation of natural gas and electricity data or updates to emission factors and calculation methods.

Climate disclosure

The Commonwealth Climate Disclosure (CCD) is the government's policy for Australian Government entities to publicly disclose their exposure to climate risks and opportunities, and actions to manage them. This is the agency's first climate-related disclosure. Our approach to CCD in 2024–25 is outlined below.

Governance, strategy and risk management

The agency acknowledges that our climate governance, strategy and risk management arrangements are in development. Due to the complexity of the agency's structure, a partial disclosure is reported for 2024–25. The agency's future focus will be on building a capability uplift among key stakeholders to allow for a more mature disclosure for the future.

During 2024–25 the agency appointed a Chief Sustainability Officer (CSO). The CSO's role is to lead the agency's sustainability efforts through the agency's net zero emissions action plan.

The agency's strategy to manage climate-related risks and opportunities is developing and will mature as our understanding of how climate risks and opportunities impact at an enterprise level improves.

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In 2024–25 the agency performed a climate risk and opportunity assessment, focusing on emergency payment activation, emissions reduction, and Government Energy Action Response activation due to extreme weather events. The assessment was conducted using the Climate Risk Management Guide, leading to following actions:

- capability uplifts
- process reviews and creating actionable deliverables to improve risk assessments
- uptake of technology, such as AI
- incorporation of renewable energy into electricity contracts.

Metrics and targets

The agency's climate-related target is net zero emissions by 2030, as detailed within the Net Zero in Government Operations Strategy.

The agency's 2024–25 climate-related target disclosures align with Australian Government criteria, as set out in the APS Net Zero 2030 Target Factsheet, with the following additions and variations:

- The agency's objective of achieving the target is to reduce greenhouse gas emissions to mitigate impacts associated with climate change.
- The timeframe for achieving the target is from to 16 June 2022 to 30 June 2030.
- Over 90% of agency emissions are from purchased electricity, and this is where the greatest focus is. The agency is also transitioning its fleet to low emission vehicles.
- The agency currently incorporates 50% green power in its small and large market electricity contracts for sites in NSW, Vic, SA, Tas and Qld.
- Interim targets include transitioning the agency's electricity contracts to whole of Australian Government fully renewable electricity contracts in the following order:
    - Tas, due quarter 1 2025–26
    - WA, due 1 January 2026
    - SA, due quarter 1 2025–26
    - ACT (small market), due quarter 2 2025–26
    - ACT (large market), due quarter 2 2025–26
    - Vic, due quarter 3 2025–26
    - NSW, due quarter 3 2025–26
    - Qld, due 1 January 2029.
- The agency intends to purchase 100% renewable electricity in all electricity contracts by 30 June 2029.
- The target for electricity transition will be reviewed before to each contract expiry to inform next steps and requirements of new contractual arrangements.
- The agency has developed an internal electricity transition plan and progress will be reported annually to stakeholders through our annual report.
- The target applies to scope 2 emissions from purchased electricity, as this represents over 90% of emissions in the agency.
- The target is an absolute greenhouse gas emissions target.
- The steps the agency will take to achieve Net Zero in the APS by 2030 are set out in our net zero action plan.

The APS Net Zero 2030 Target Factsheet and Year 1 CCD Reporting Requirements are available at **finance.gov.au/government/climate-action-government-operations**

Corporate record keeping

The Australian Government's policy, Building trust in the public record: managing information and data for government and community, identifies key requirements for managing government information assets (records, information and data). For more information on the policy, go to the National Archives of Australia website.

The agency promotes, creates and maintains administrative records digitally, thus reducing paper records. This is in line with our goal to transition to a digital record keeping model, including converting incoming paper to digital records whenever possible. Our focus on online and self-service capabilities for customers has further reduced the volume of paper received and stored in 2024–25.

Appendix D — List of requirements

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AD(g)	**Letter of transmittal**		
17AI	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	vi
17AD(h)	**Aids to access**		
17AJ(a)	Table of contents (print only).	Mandatory	iv
17AJ(b)	Alphabetical index (print only).	Mandatory	266
17AJ(c)	Glossary of abbreviations and acronyms.	Mandatory	263
17AJ(d)	List of requirements.	Mandatory	253
17AJ(e)	Details of contact officer.	Mandatory	ii
17AJ(f)	Entity's website address.	Mandatory	ii
17AJ(g)	Electronic address of report.	Mandatory	ii
17AD(a)	**Review by accountable authority**		
17AD(a)	A review by the accountable authority of the entity.	Mandatory	ix
17AD(b)	**Overview of the entity**		
17AE(1)(a)(i)	A description of the role and functions of the entity.	Mandatory	2
17AE(1)(a)(ii)	A description of the organisational structure of the entity.	Mandatory	4–5
17AE(1)(a)(iii)	A description of the outcomes and programmes administered by the entity.	Mandatory	12–43 164–207 208–211
17AE(1)(a)(iv)	A description of the purposes of the entity as included in corporate plan.	Mandatory	2

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AE(1)(aa)(i)	Name of the accountable authority or each member of the accountable authority.	Mandatory	223
17AE(1)(aa)(ii)	Position title of the accountable authority or each member of the accountable authority.	Mandatory	223
17AE(1)(aa)(iii)	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	223
17AE(1)(b)	An outline of the structure of the portfolio of the entity.	Portfolio departments — mandatory	Not applicable
17AE(2)	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, mandatory	Not applicable
17AD(c)	**Report on the Performance of the entity**		
	Annual Performance Statements		
17AD(c)(i); 16F	Annual Performance Statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	12–43
17AD(c)(ii)	**Report on Financial Performance**		
17AF(1)(a)	A discussion and analysis of the entity's financial performance.	Mandatory	164–207
17AF(1)(b)	A table summarising the total resources and total payments of the entity.	Mandatory	208–211

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: • the cause of any operating loss of the entity • how the entity has responded to the loss and the actions that have been taken in relation to the loss • any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, mandatory.	Not applicable
17AD(d)	**Management and Accountability**		
	Corporate Governance		
17AG(2)(a)	Information on compliance with section 10 (fraud and corruption systems).	Mandatory	114–122
17AG(2)(b)(i)	A certification by accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared.	Mandatory	vi
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory	vi
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory	vi
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	3–10

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AG(2)(d) – (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non compliance with Finance law and action taken to remedy non compliance.	If applicable, mandatory	159
	Audit Committee		
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	7
17AG(2A)(b)	The name of each member of the entity's audit committee.	Mandatory	8–10
17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	8–10
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	8–10
17AG(2A)(e)	The remuneration of each member of the entity's audit committee.	Mandatory	8–10
	External Scrutiny		
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	126–136
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, mandatory	128–129
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, mandatory	131
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period.	If applicable, mandatory	133

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
	Management of Human Resources		
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	140–155
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non ongoing basis, including the following: (a) statistics on full time employees (b) statistics on part time employees (c) statistics on gender (d) statistics on staff location.	Mandatory	224–227
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non ongoing basis; including the following: • Statistics on staffing classification level • Statistics on full time employees • Statistics on part time employees • Statistics on gender • Statistics on staff location • Statistics on employees who identify as Indigenous.	Mandatory	228–235
17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the *Public Service Act 1999*.	Mandatory	155
17AG(4)(c)(i)	Information on the number of SES and non SES employees covered by agreements identified in paragraph 17AG(4)(c).	Mandatory	235–236
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level.	Mandatory	237
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees.	Mandatory	218–222

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay.	If applicable, mandatory	155
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level.	If applicable, mandatory	155
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, mandatory	155
17AG(4)(d)(iv)	Information on aggregate amount of performance payments.	If applicable, mandatory	155
	Assets Management		
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory	159
	Purchasing		
17AG(6)	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	212–214
	Reportable consultancy contracts		
17AG(7)(a)	A summary statement detailing the number of new reportable consultancy contracts entered into during the period, the total actual expenditure on all such contracts (inclusive of GST), the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period, and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	212

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AG(7)(b)	A statement that '*During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of $[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of $[specified million]*'.	Mandatory	212
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	212
17AG(7)(d)	A statement that '*Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.*'	Mandatory	213
	Reportable non-consultancy contracts		
17AG(7A)(a)	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period, the total actual expenditure on such contracts (inclusive of GST), the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period, and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	213–214
17AG(7A)(b)	A statement that '*Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.*'	Mandatory	214

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AD(daa)	**Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts**		
17AGA	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	212–214
	Australian National Audit Office access clauses		
17AG(8)	If an entity entered into a contract with a value of more than $100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory	216
	Exempt contracts		
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than $10,000 (inclusive of GST), which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory	215

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
	Small business		
17AG(10)(a)	A statement that *'[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.'*	Mandatory	214
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	214
17AG(10)(c)	If the entity is considered by the department administered by the Finance Minister as material in nature—a statement that *'[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.'*	If applicable, mandatory	214
	Financial Statements		
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	164–207
	Executive Remuneration		
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2 3 of the Rule.	Mandatory	218–221

PGPA Rule Reference	Description	Requirement	Location in the report (# number)
17AD(f)	**Other Mandatory Information**		
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that *'During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website.'*	If applicable, mandatory	Not applicable
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, mandatory	215
17AH(1)(b)	A statement that *'Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website].;*	If applicable, mandatory	Not applicable
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	147
17AH(1)(d)	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	130
17AH(1)(e)	Correction of material errors in previous annual report.	If applicable, mandatory	277
17AH(2)	Information required by other legislation.	Mandatory	241–252

Appendix E — Glossary of abbreviations and acronyms

AASB	Australian Accounting Standards Board
AAT	Administrative Appeals Tribunal
ACT	Australian Capital Territory
ADHA	Australia Digital Health Agency
ADHD	attention deficit/hyperactivity disorder
AEC	Australian Electoral Commission
AGDIS	Australian Government Digital Identity System
AGDRP	Australian Government Disaster Recovery Payment
AHRI	Australian HR Institute
AI	artificial intelligence
AIPM	Australian Institute of Project Management
AIR	Australian Immunisation Register
ANAO	Australian National Audit Office
AoS	Assurance of Support
APS	Australian Public Service
APSC	Australian Public Service Commission's
ARC	Audit and Risk Committee
ART	Administrative Review Tribunal
ATO	Australian Taxation Office
AVTOP	Australian Victims of Terrorism Overseas Payment
AWEI	Australian Workplace Equality Index
CALD	culturally and linguistically diverse
CCD	Commonwealth Climate Disclosure
CCeS	Centrelink Confirmation eServices
CCO	Chief Customer Officer
CDPP	Commonwealth Director of Public Prosecutions
CEO	Chief Executive Officer
CIDO	Chief Information and Digital Officer
COO	Chief Operating Officer
CPSOs	Community Partnership Specialist Officers
CSAG	Civil Society Advisory Group
CSO	Chief Sustainability Officer
CX	Customer Experience
DCEOs	Deputy Chief Executive Officers
DEWR	Department of Employment and Workplace Relations
DFAT	Department of Foreign Affairs and Trade

Home Affairs	Department of Home Affairs
DHDA	Department of Health, Disability and Ageing
DoE	Department of Education
DoF	Department of Finance
DRA	Disaster Recovery Allowance
DSP	Disability Support Pension
DSS	Department of Social Services
DVA	Department of Veterans' Affairs
EBT	Electronic Benefit Transfer
ECLIPSE	Electronic Claim Lodgement Information Processing Service Environment
EL	Executive Level
EPBC Act	*Environment Protection and Biodiversity Conservation Act 1999*
EMEP	Essential Medical Equipment Payment
ESAts	Employment Services Assessments
ESD	Ecologically Sustainable Development
FCCP	Fraud and Corruption Control Plan
FFT	Fraud Fusion Taskforce
FIS	Financial Information Service
FOI	freedom of information
FSC	Forest Stewardship Council
FTB	Family Tax Benefit
GM	General Managers
GP	general practitioner
GPACI	General Practice in Aged Care Incentive
HPAU	Health Professional Advisory Unit
HPOS	Health Professional Online Services
ICT	information and communications technology
IPAA	Institute of Public Administration Australia
IPS	Information Publication Scheme
ISO	Indigenous Service Officer
ISPP	Indigenous Servicing Pathway Plan
IVR	Interactive Voice Response
JCA	Job Capacity Assessment
JCPAA	Joint Committee of Public Accounts and Audit
JRPP	Jurisdictional Renewable Power Percentage
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and other sexually or gender diverse
MAFs	Multicultural Advisory Forums
MAT	Medical Assessment Team
MBS	Medicare Benefits Schedule

MIRS	myGov Incident Response System
MPIS	Midwife Professional Indemnity Scheme
MSOs	Multicultural Service Officers
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NECCSC	National Emergency Call Centre Surge Capability
NGOs	non-government organisations
NIC	National Indigenous Coalition
NMAG	National Multicultural Advisory Group
NSH	National Security Hotline
NSW	New South Wales
NZDRA	New Zealand Disaster Recovery Allowance
NZDRP	New Zealand Disaster Recovery Payment
NZGO	Net Zero in Government Operations
OSA	Office of the System Administrator
PBS	Pharmaceutical Benefits Scheme
PEFC	Programme for the Endorsement of Forest Certification
PGPA	Public Governance, Performance and Accountability
PGPA Act	*Public Governance, Performance and Accountability Act 2013*
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PRODA	Provider Digital Access
Qld	Queensland
RAM	Relationship Access Management
RET	Renewable Energy Target
RPBS	Repatriation Pharmaceutical Benefits Scheme
RPP	Renewable Power Percentage
RSC	Reporting Sub-Committee
SA	South Australia
SCG	Stakeholder Consultative Group
SES	Senior Executive Service
SMEs	small to medium enterprises
SPM	Strategic Performance Measure
STP	Single Touch Payroll
TAP	Tertiary Access Payment
Tas	Tasmania
TFES	Tasmanian Freight Equalisation Scheme
TGA	Therapeutic Goods Administration
Vic	Victoria
WA	Western Australia
WHS	Work health and safety

Appendix F — Index

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Appendix G — Omissions and errors

The Services Australia Annual Report 2023–24 contained the following omissions/errors:

Page III — Agency snapshot

Incorrect data: total number of websites visited was listed incorrectly as 186M.

The correct total number of websites visited for 2023–24 was 97M.

Page 72 — Table 11: PBS and RPBS expenditure

Incorrect data: the total benefits paid in 2023–24 were listed incorrectly as $17.9 billion.

The correct total benefits paid in 2023–24 was $18.3 billion.

Page 82 — Table 23: Extraordinary Assistance Fund and Health Care Assistance Fund payments and claims

Incorrect data: the amount paid in 2023–24 was added incorrectly as $921,306.

The correct amount paid for 2023–24 was $920,855.

Page 91 — Table 32: Deductions from Centrelink and DVA payments

Incorrect data: the amount collected from Centrelink and DVA payments in 2022–23 was listed incorrectly as $73.6 million.

The correct amount collected from Centrelink and DVA payments for 2022–23 was $73.9 million.

Page 115 — Part 7.2 Fraud and corruption prevention and detection and response

Incorrect data: criminal and administrative investigations completed was listed incorrectly as 741.

The correct criminal and administrative investigations completed for 2023–24 was 751.

Page 244 — Table 75: Waste, resource recovery and pollution

Incorrect data: net greenhouse gas emissions – energy use data for 2022–23 and 2023–24 were listed incorrectly as 68,985 and 64,741 respectively.

The correct net greenhouse gas emissions – energy use data for 2022–23 and 2023–24 were 69,063 and 66,724 respectively.

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