



Australian Government



Services
Australia

Corporate Plan 2026–27





Acknowledgement of Country

Services Australia recognises Aboriginal and Torres Strait Islander peoples as the first peoples of this land and their ongoing connection to the lands, seas, and waterways.

We pay our respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations.

We recognise the enduring strength and resilience of the world's oldest continuous living cultures and value the rich diversity Aboriginal and Torres Strait Islander cultural heritages contributes.

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Chief Executive Officer's foreword



It's important that Australians can rely on government services that are delivered simply, helpfully, respectfully and transparently.

Services Australia is one of the largest agencies in the Australian Public Service (APS), delivering essential services and payments on behalf of the Australian Government to millions of people every day.

This corporate plan sets out our direction and commitment for 2026–27 and beyond. It reflects both the scale of our responsibility and our ambition – to deliver better services to people now, while building the capability, systems and culture needed for long-term transformation.

Australians' expectations of government services are high. People expect services that are simple, connected, accessible and tailored to their circumstances. They expect to receive the right support, at the right time, in a way that suits them.

Our 2030 Strategy sets out how we'll meet these expectations. The strategy informs our corporate plan, which details our purpose, key activities and results we expect to achieve over 4 years. Together, they guide how we strengthen our capability, modernise our services and deliver better outcomes for customers, staff and the community.

At the heart of our work is trust. We're focused on delivering services that are fair, timely and reliable, so Australians can have confidence in the support we provide and how we manage their information.

We'll continue to simplify our services and resolve each customer's needs the first time they contact us wherever possible. This will create capacity for us to provide more support to people with complex needs or who are experiencing vulnerability.

Technology, data and digital capability are central to this shift. We're expanding our use of automation and artificial intelligence (AI) to improve efficiency, strengthen integrity and enhance the customer experience. Used safely and responsibly, these will also help us create capacity within our workforce so we can focus our effort where it can make the biggest difference.

Our people are critical to delivering this transformation. We're continuing to build an empowered, capable and inclusive workforce, supported by strong leadership at all levels. By investing in staff and leadership capability and fostering a culture of continuous improvement, we're equipping our people to make decisions, solve problems and deliver better outcomes for customers.

We'll continue to improve the quality, timeliness and reliability of our services, while we implement strategies to more efficiently deliver support for Australians.

We'll monitor our progress through a clear set of strategic performance measures. Our strategic intent is to hold our improvements to performance and focus our efforts on those things that matter most: customer satisfaction and trust, the quality and timeliness of our services, the integrity and accuracy of payments, and the reliability and uptake of our digital channels.

Statement of preparation

As the accountable authority of Services Australia, I'm pleased to present the Services Australia Corporate Plan 2026–27, which covers the reporting periods of 2026–27 to 2029–30, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

David Hazlehurst
Chief Executive Officer
Services Australia

The Commonwealth Performance Framework

The Commonwealth Performance Framework is established by the PGPA Act, and requires all Commonwealth entities to demonstrate how public resources have been applied to achieve their purpose.

Section 16E of the PGPA Rule outlines the requirements for accountable authorities to prepare corporate plans.

For a comprehensive view of our outcome and planned performance cycle, this information should be read in conjunction with the Portfolio Budget Statements 2026–27 and annual performance statement in our 2026–27 annual report, which will detail the outcomes of our planned performance, including results and achievements.

Portfolio budget (May) – portfolio based



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

Corporate plan (August) – entity based



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

Annual performance statements (October following year) – entity based



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

Our strategic snapshot 2026–27

Our guiding principles			
			
Simple	Helpful	Respectful	Transparent
Our purpose To support Australians by efficiently delivering high-quality, accessible services and payments on behalf of government		Our vision To make government services simple so people can get on with their lives	
Our outcome statement Deliver high-quality, accessible services and payments to individuals, families, businesses and partner agencies on behalf of government, with a focus on contemporary service delivery and customer experience			
Our programs			
1.1 Strategy and corporate enabling Set Services Australia’s strategic direction, deliver corporate functions and build capability	1.2 Customer service delivery Design and deliver government services to Australians through a range of service delivery channels including face to face, telephony and digital, and protect the integrity of government outlays	1.3 Technology and transformation Provide a robust ICT network and delivery of major transformation projects, including ICT shared services	
Our key activities			
Build staff and organisational capability to deliver an enhanced customer experience We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback	Deliver quality government services and payments to Australians We provide customers with easy and efficient access to services, support and payments for a seamless experience	Deliver digital and technological capability We invest in our technology and systems to sustain and strengthen the digital experience for customers	
Our strategic performance measures			
SPM 1: Customer satisfaction SPM 2: Customer trust	SPM 3: Administrative correctness of payments SPM 4: Customers served within 15 minutes SPM 5: Work processed within timeliness standards SPM 8: Cost per payment dollar administered	SPM 6: Availability of digital channels SPM 7: Customer interactions through digital services	
Reporting on our progress in achieving our purpose			
Services Australia Annual report 2026–27 (non-financial performance)			

Our vision and principles

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

Our vision represents who we are, what we do and why we do it. Every day we have an opportunity to make progress in modernising our services. Every time we interact with a customer we have an opportunity to champion our vision through our guiding principles.

Our guiding principles

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



Simple

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



Helpful

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



Respectful

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



Transparent

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

What the future experience will look like

The **future** will feature:

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

Customers will experience:

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

Staff will experience:

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

Government and non-government stakeholders will experience:

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



Our purpose and key activities

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

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

Our functions

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

In addition, we perform regulatory functions under legislation administered by other departments and agencies, and other Commonwealth legislation such as the PGPA Act. This includes recovery of debts, managing fraud and corruption risks, and protecting the integrity of government outlays.

Our key activities

To achieve our purpose, we undertake key activities to support Australians by efficiently delivering high-quality, accessible services and payments on behalf of government. These activities focus our vision of modernising our services to become a world leader in government service delivery.

We collaborate with partners to deliver convenient, accessible and efficient services and payments to individuals, families, and communities.

Program 1.1 – Strategy and Corporate Enabling

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

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

We're a high-performing and capable workforce characterised by:

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

Program 1.2 – Customer Service Delivery

Key activity: deliver quality government services and payments to Australians

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

We'll deliver high quality and efficient services characterised by:

- a digitally enabled, seamless delivery experience of government services and payments that are intuitive, personalised, integrated and responsive across channels
- respectful, targeted and proactive resolution of customer enquiries and issues
- maintaining and building customer trust and satisfaction in the agency by focusing on continuous service delivery improvement and timely decision-making
- robust and trusted systems that prevent customer harm and make sure there's integrity and accuracy of our payments and services
- mature partnerships with government, non-government and private sector stakeholders to improve services and outcomes for vulnerable customers
- optimised resources through streamlined processes and systems, leveraging technology where appropriate.

Program 1.3 – Technology and Transformation

Key activity: deliver digital and technological capability

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

We'll deliver contemporary, secure and scalable platforms, systems and services through technology solutions characterised by:

- customer-centric, reliable, secure and resilient systems and processes
- increased adoption of emerging digital technologies to respond to evolving customer needs
- self-service, automation, AI and data capabilities that improve accessibility and agency efficiency
- resilience and safety supported by cyber security, privacy, consent and data management
- the ongoing sustainment and protection of myGov
- modern, flexible digital communications and customer contact management capabilities
- shared Australian Government digital services, including reusing architecture and business capabilities.

Our operating context

Strategic outlook

In 2026–27, our focus is on responding to evolving expectations and demand while delivering on our service commitments. Building on our vision and principles that continue to guide our work, we're progressing priorities across the agency through strong partnerships, customer-centric service design and innovation. Our outlook is guided by the priorities set out in the 2030 Strategy.

Services Australia 2030 Strategy

Our 2030 Strategy supports us to reach our vision – making government services simple so people can get on with their lives. The strategy's 6 themes set out our long-term areas of focus:

- customer
- partnership
- integrity
- people and culture
- productivity and efficiency
- technology and data foundations.

Since releasing the strategy in June 2025, we've delivered improvements and outcomes while progressing towards our goal to be a world leader in service delivery. We will continue to update the strategy to reflect our progress and priorities, ensuring it aligns with our strategic commitments.

The strategy, together with our corporate plan, publicly sets out our key deliverables for the year ahead.

In 2026–27, we remain focused on delivering a more connected, efficient and tailored service experience. We're enhancing how we communicate with customers, using their insights and a range of data to inform how we design and implement services. We're building leadership and workforce capability, improving customer and staff safety, and embedding continuous improvement initiatives.

We'll continue to strengthen integrity, modernise technology and data foundations, and build partnerships across government and the community.

This makes sure our decision making is lawful, fair and transparent. We're reinforcing identity, authentication and fraud controls to protect customers, uplifting cyber security and improving the way we partner with policy agencies, Aboriginal and Torres Strait Islander peoples, local communities and advocacy groups.

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

Operating environment

Social, technological, demographic and global events and trends are influencing expectations and demand for services. We work across government and with partners to anticipate, adapt and respond to our evolving operating environment, while delivering on our service commitments.

We operate in a complex legislative and regulatory framework. Our delivery must remain compliant with the law while responding to expectations for accessible, secure and integrated services.

Across our operating environment, we continue to address the findings from the 2024 Australian Public Service Commission's capability review of the agency, which considered our ability to meet future objectives and challenges, identifying areas of strength as well as opportunities. The review informed the development of the 2030 Strategy, which continues to provide guidance on how we uplift capability across the agency.

Technologies in service delivery

AI, automation and data are reshaping how government delivers services and how Australians access them. These technologies present opportunities to improve the customer and staff experience, strengthen service integrity and increase efficiency. At the same time, customer expectations continue to evolve towards faster, more connected services. We're working to make sure we design, apply and govern AI so that it remains human-centred, safe, transparent and ethical. Our focus is on enabling staff to access AI-powered tools to support their daily work, guided by strong guardrails and oversight.

Cyber security

Cyber threats are becoming more frequent, complex and sophisticated. Making sure our ICT systems are robust, secure and reliable for protecting Australians' personally identifiable information is our priority. We provide cyber security monitoring, threat intelligence, detection and incident response capabilities. We continue to deliver a program to uplift our cyber security maturity level and reduce risks.

Changing social landscape

Demand for services is expected to increase due to Australia's ageing population and growth in care services. Australians' expectations for accessible and personalised services will continue to drive how we design services so they're more connected and tailored for all stages of life. We'll continue to improve services that support people who have complex circumstances. We work with partners to place people at the centre of policy and service design, balancing usability and security.

Intersecting trends and preparedness

Demand for services can change because of events such as global conflicts and natural disasters. These events and social, economic, health and environmental trends are increasingly interconnected, with impacts that can be felt across our customers, workforce and partners. We work with government and the community to prepare for events that we may need to support.

As services become more digital, connected and integrated, our workforce skills and capabilities will need to change. We're implementing initiatives to make sure we continue to deliver on current and emerging customer needs, described in 'Organisational capability' on pages 12–15.

Organisational capability

Our long term areas of success are guided by priorities set out in our 2030 Strategy

Customer

Customers are at the centre of everything we do. Our Customer 360 Strategy and Service Model guide how we design services that are easy to use, intuitive and tailored to people's needs.

We'll continue to integrate customer insights and lived experiences in the design and delivery of high-quality, inclusive and accessible services, informed by the APS experience design principles. These insights help make sure customers get the right support at the first point of contact and enable better connected services across government.

We're modernising our services to expand customer choice and remove barriers for people experiencing vulnerability or individuals with complex needs. This includes appointment-based services, face to face and phone interviews, callback services, video appointments and referral to specialist or other government services.

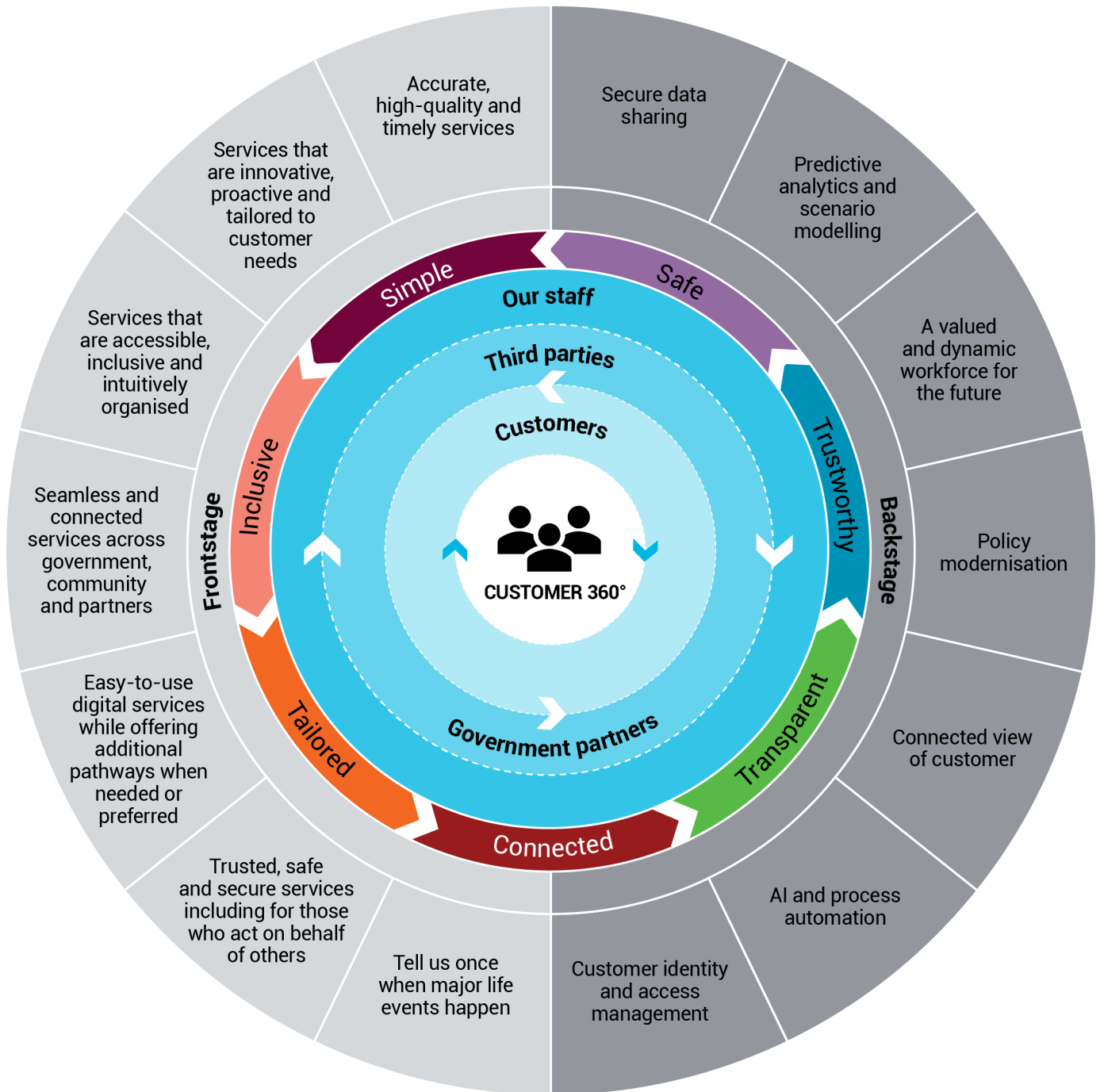
We're exploring AI tools and platforms to improve how staff access and use information, enabling faster, informed decision-making to better support our customers.

We'll continue to enhance our partnerships with professional and community organisations to deliver payments and services. Our specialist and outreach services are tailored, place-based and often delivered alongside non-government organisations.

We use data, feedback and evidence to inform how we work so communities and government can be confident that effort is directed where it's needed the most.

The Customer 360 model

The model highlights priority customer experience goals, the key business enablers needed to support them, and the capabilities we need to uplift across the agency to deliver a more seamless customer experience.



Partnership

We work with government, community organisations, service providers and businesses to co-design and deliver services and improve customer outcomes.

We're strengthening policy co-design with cross-government partners, customers and the community. This means there's a shared understanding of systemic issues and customer perspectives early in policy development. Where appropriate this work also informs legislative changes.

During 2026–27, we'll continue to work in genuine partnership with Aboriginal and Torres Strait Islander peoples to embed shared decision-making in service design and delivery. Aboriginal and Torres Strait Islander ways of thinking, knowing, being and doing will guide how we transform the way we work. This supports progress of our Closing the Gap Action Plan.

We'll maintain partnerships with civil society and community stakeholders through targeted consultation on shared priorities to support inclusive service design and delivery. We achieve this through engaging with the agency's Lived Experience Reference Group, Civil Society Advisory Group, National Multicultural Advisory Group, Stakeholder Consultative Group and Disability Peak Bodies Forum, and through our collaboration with the Minister's Independent Advisory Board. Our mid-year report event will continue to help stakeholders understand how we deliver services and set out upcoming activities aligned with our 2030 Strategy.

Integrity

We deliver accessible services and payments safely and securely, while strengthening our pro-integrity culture.

Through education and data-led prevention and early intervention activities, we aim to make sure customers receive the right payments to avoid preventable debt. We'll continue to improve our systems and the customer experience in managing debt.

We'll collaborate with policy partners to better ensure the alignment of legislation, policy and service delivery. This includes addressing compliance matters, supporting affected customers through remediation and applying lessons learned to prevent further issues.

We'll continue to be accountable for our actions, open to scrutiny and demonstrate ethical decision-making. We expect leaders to model this behaviour, empower teams to manage risks and provide a psychologically safe environment to speak up and report issues.

We're committed to preventing, detecting and responding to fraud and corruption, including scams that target customers and the agency. We'll continue to improve our controls, including authentication policies and systems, so we can better protect customers from harm and provide targeted support to people affected by identity theft and scams. This includes through our role as a system administrator of the Australian Government Digital ID System.

We'll continue to be accountable for our actions, open to scrutiny and demonstrate ethical decision-making.

People and culture

Delivering our agency's purpose depends on a capable workforce and a strong, inclusive culture. We're focused on attracting and retaining the right people, with the right skills, in the right roles. We're building workplaces where staff feel respected, valued, engaged and supported to do their best work.

Our workforce planning priorities are to strengthen talent attraction and retention, develop workforce capability and improve staff experience. This supports a sustainable, productive and future-ready workforce. We're empowering leadership at all levels and giving senior executives a clear approach to develop competencies, lead consistently and strengthen culture. We're developing expertise, supporting career pathways and embedding continuous learning and improvement. This includes investing in digital ways of working, a data-led culture and ensuring staff have the necessary skills to use emerging technologies.

Inclusive workplaces underpin our service culture. Our workplace strategies guide how we create physically, psychologically and culturally safe environments. This includes integrating diversity and belonging into our systems and processes and actively identifying and managing workplace risks. Trauma-informed practice continues to guide how we support each other and engage with our customers.

In line with the sustained shift towards an APS-led workforce, in 2026–27 we'll further embed the APS Strategic Commissioning Framework, strengthen workforce capability and improve reporting integrity to support core service delivery and framework intent. We'll build capability through structured knowledge transfer, targeted development and redesigned delivery models, with a focus on transitioning identified business and organisational management job family roles from an external workforce to APS employees.

Productivity and efficiency

We're implementing more effective and efficient ways of working across the agency. This includes optimising processes, building staff capability, and using technology.

Our Continuous Improvement and Efficiency Strategy focuses on empowering all staff to identify and act on opportunities to work smarter. We're embedding this culture in everyday practices to remove barriers and align effort. This is creating capacity we can redirect to high-priority activities.

Customer needs remain at the centre of identifying opportunities for more effective and efficient services. We're implementing changes to systems and processes to deliver improvements such as simplifying information sharing within Services Australia. This supports our focus on resolving customer needs at first contact where possible, enabling more support for individuals who are experiencing vulnerability. We're working with partner agencies to explore further opportunities to reform legislation to deliver more joined up and digitally enabled services.

A high-performing workforce uses digital technology and is supported to trial and adopt new skills. Technology, including AI, can support staff by reducing repetitive tasks, helping their learning and development, and improving communication and how we work together. We're trialling technology and supporting staff to adopt new skills where appropriate, while balancing safety and security of staff, customer and agency information.

Customer needs remain at the centre of identifying opportunities for more effective and efficient services.

Technology and data foundations

We maintain stable, secure and high-quality technology systems that Australians rely on to access millions of services and payments every day. To meet the evolving needs and expectations of government and the community, we identify opportunities to modernise services and invest in technology and digital infrastructure. This is guided by our 10-year ICT architecture roadmap and our digital investment plan.

We maintain strong ICT governance processes to ensure technology investments, information assets and digital capabilities align to agency priorities and deliver value. Our governance arrangements provide clear accountabilities, risk-informed oversight and transparent decision making across the ICT investments lifecycle, supporting secure, resilient and high-quality service delivery.

We prioritise cyber safety and security to protect customer data and make sure our critical and complex systems are reliable, available and maintain their integrity. Through our cyber uplift program, we're strengthening the agency's cyber security maturity level and reducing risk. We'll continue to deliver myGov security improvements to help users stay safe.

Customers expect government digital services to balance security with usability and deliver seamless, effective interactions. We work with partners to strengthen myGov as the digital front door for Australians by simplifying access and improving the user experience.

We'll continue to explore opportunities to modernise safely through emerging technologies, while improving the efficient management of legacy applications. In 2026–27, we'll also improve our telephony and scheduling systems by introducing a modern cloud-based platform.

Our success depends on the capability of our in-house technology workforce, the largest across government. We remain committed to building capability through targeted recruitment and talent pipelines, succession planning, skills and knowledge transfer and learning and development opportunities.

As a trusted steward of data, we're embedding the safe and effective use of data across our operations to improve productivity and efficiency while ensuring services meet people's needs. We're strengthening our capabilities and systems through improved data governance and management and continuous modernisation of our data assets, enabling a more data-led culture.

Cooperation

Services Australia works collaboratively with government entities at all levels to provide support and services to Australians at every stage of life.

In 2026–27, we'll progress priority reforms through established bilateral arrangements with key Australian Government partners including the Department of Social Services (DSS), Department of Health, Disability and Ageing (DHDA), Department of Education (DoE), Department of Employment and Workplace Relations, Department of Veterans' Affairs (DVA), Department of Home Affairs and the National Emergency Management Agency.

We'll continue to deliver high-quality services to over 60 government agencies, including the Australian Bureau of Statistics, Australian Digital Health Agency, Australian Electoral Commission, Australian Taxation Office, DoE, DHDA, DSS, DVA, National Disability Insurance Agency and the National Disability Insurance Scheme Quality and Safeguards Commission. These services include corporate transactional processing, property, the Australian Government Indigenous Apprenticeships Program, call centre operations, ICT infrastructure and applications, and Australian Government ICT capabilities including myGov and e-invoicing.

Our partnerships with Commonwealth, state and territory agencies support continuous improvement of myGov as the digital front door to government services. As the operator of this critical national infrastructure, we're expanding its capabilities to give Australians secure, timely and supported access to government services in one place. We also work closely with government and industry partners to prevent and disrupt scams and protect Australians from them.

We work with state and territory entities to coordinate service delivery, including co-located services, shared data arrangements and managing shared premises effectively.

Our regulatory commitment

We work with stakeholders to evaluate and minimise unnecessary regulatory burden on customers while maintaining the integrity of the payments and services we deliver. Our Minister's Statement of Expectations in relation to performing our regulatory functions and the corresponding Statement of Intent (Sol) from the CEO are publicly available on our website. The Sol sets out our regulatory functions, including how we align with best practice principles. These functions include:

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

We'll continue to deliver high-quality services to over 60 government agencies.

Risk oversight and management

We deliver government services to every Australian at some point in their lives. Risk management is critical in safeguarding our ability to support customers effectively.

We employ a collaborative approach to managing risks with transparent roles and clear accountabilities. This approach is underpinned by our Risk Management Policy and Framework that articulates the directions for managing risk and the arrangements we have in place.

Our Chief Executive Officer (CEO) is ultimately responsible for establishing and maintaining appropriate systems of risk oversight, management and internal control for the agency. The CEO has appointed a chief risk officer at the deputy CEO level to lead oversight of our holistic risk arrangements to ensure they remain fit-for-purpose and aligned with the Commonwealth Risk Management Policy.

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

All staff are responsible for identifying risks and responding appropriately to them. Our leaders are responsible for reviewing, monitoring and managing risks for the functions and business units they lead.

Our enterprise governance committees oversee the appropriateness of these arrangements.

Our organisational model provides clear accountabilities for our senior leaders, including the functions and key partnerships they lead. This clarity, combined with a commitment to our operating principles, enables and empowers us to proactively manage emerging and shared risks.

Enterprise risks

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

1. **Future readiness:** We fail to position the agency for future success.
2. **Performance:** We fail to deliver services and payments that meet government and public expectations for quality, accuracy and timeliness.
3. **Organisational integrity:** We fail to maintain integrity, ethical conduct and defensible decision-making across our workforce and contracted third parties.
4. **Change management:** We fail to effectively influence, design, plan and implement changes to our payments and services.
5. **Workforce capacity and capability:** We fail to attract, retain and support the capability and capacity of our workforce.
6. **Safe and supportive work environment:** We fail to provide a safe, supportive and respectful work environment that protects the safety and wellbeing of our people and customers.
7. **ICT service continuity:** We fail to develop, deploy and maintain systems that are fit for purpose, resilient and secure.
8. **Data:** We fail to protect, manage, and use data in a way that maintains, privacy, trust and value.
9. **Cyber security:** We fail to detect threats and protect our systems and data holdings from internal or external malicious or unintentional activity.
10. **Legal compliance:** We fail to effectively address non-compliance with legislation or policy to ensure the integrity of government outlays.

Our performance

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

These payments and services include social security, child support, emergency and health programs, in collaboration with other Australian Government agencies. We focus on the customer experience and making it easier for Australians to access services they need. Our agency uses performance information to measure how well we're achieving our purpose of delivering payments and services on behalf of the government.

High-quality performance information helps us to understand how our agency is achieving our objectives and making the best use of resources to successfully deliver on our key activities, programs and outcomes. Our key activities also reflect regulatory functions we perform on behalf of policy entities. Using reliable and verifiable data for Strategic Performance Measures (SPMs) shows us where decisions can be made to improve our overall performance, acknowledging the interconnected nature of these measures and how progress in one can influence outcomes in others. To achieve sustainable success, the agency will maintain focus across all measures rather than prioritising individual metrics in isolation.

As forecast in our corporate plan for 2025–26, targets for SPM 2: Customer trust have been increased. The targets for SPM 7: Customer interactions through digital services have also been increased beyond that contemplated in the Corporate Plan 2025–26 to provide focus for performance uplift.

In 2026–27, we'll continue to strengthen how we efficiently deliver services and payments whilst ensuring customer satisfaction and trust in our services is maintained.

Our outcome statement

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

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

High-quality performance information helps us to understand how the agency is achieving its objectives and making the best use of resources to successfully deliver on our key activities, programs and outcomes.

Program 1.1: Strategy and Corporate Enabling

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

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

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

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

Strategic Performance Measure 1: Customer satisfaction

The agency is focused on providing high quality and timely services that meet the needs of customers. This provides visibility of our customers' level of satisfaction with the services delivered by the agency.

Target	2026–27	2027–28	2028–29	2029–30
	≥85 out of 100	≥85 out of 100	≥85 out of 100	≥85 out of 100

Performance results for this measure will be reported by:

- **program** (weighted¹) – results from each program (social security, health customer, health provider and child support)
- **channel** (weighted within each program²) – results from each channel (face to face, mobile apps, telephony, and online where services are provided)
- **satisfaction drivers** – perceived quality, personalised service, communication, time to receive service, fair treatment and effort.

1 The weighting for calculating agency level results is based on the previous financial year program volumes.

2 The weighting for calculating program level results is based on previous financial year channel volumes.

Explanatory notes and limitations

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

- The performance measure is based on the customers and health providers 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 we deliver. For the agency, the margin of error is less than 5 index points.
- Except for child support online, surveys are only completed by customers with a successful interaction. An interaction occurs when a customer speaks to a service officer (service centre or telephony) or accesses their authenticated digital account (online or mobile apps). Health providers are in scope for surveying if they made a claim or accessed health professional online services (HPOS) in the preceding month.
- Surveying for child support online is offered to customers who access their authenticated account and choose to complete a survey.
- 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 and health providers, 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, 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 DHDA's remit
 - customers who respond to the survey but record responses to less than 3 drivers contribute to driver responses but not the overall measure
 - a small group of customers may be temporarily excluded to limit interview burden, for example customers in crisis or customers claiming emergency payments, or due to technical barriers to collections
 - customers who have not interacted directly with the agency and customers who do not contact the agency but continue to receive services.

- Surveys are undertaken from 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 and align to a 6-driver model. The results are aggregated and weighted by channel for each program to ensure they accurately represent the experiences of all people interacting with the agency.
- All comparisons to previous year's results have a 95% level of statistical confidence.

Data source

- External survey provider.

Strategic Performance Measure 2: Customer trust				
The agency is committed to ensuring our customers trust the information and advice provided and that their data is secure, appropriately managed and used ethically. This provides visibility of our customers' level of trust of the agency.				
Target	2026–27	2027–28	2028–29	2029–30
	≥78 out of 100	≥78 out of 100	≥78 out of 100	≥78 out of 100

Performance results for this measure will be reported by:

- **program** (weighted¹) – results from social security, health customer, health provider and child support
- **channel** (weighted within each program²) – results from each channel (face to face, mobile apps, telephony, and online where services are provided)
- **trust drivers** – integrity, responsiveness, honest and transparent, reliability, fairness and personal data security.

1 The weighting for calculating agency level results is based on the previous financial year program volumes.

2 The weighting for calculating program level results is based on previous financial year channel volumes.

Explanatory notes and limitations

- Limitations and explanatory notes are the same for both SPM 1: Customer satisfaction (p. 19), and SPM 2: Customer trust.

Data source

- External survey provider.

Program 1.2: Customer Service Delivery

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

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

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

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

Strategic Performance Measure 3: Administrative correctness of payments

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

Target	2026–27	2027–28	2028–29	2029–30
	≥98%	≥98%	≥98%	≥98%

Performance results for this measure will be reported by:

- **program** (weighted¹) – social security, health and child support.

¹ The weighting methodology is derived from total finalised new claims available for sampling in a quality checking system for the same reporting period.

Explanatory notes and limitations

- 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. The definition of claim is applied differently across social security, health and child support to capture the most relevant transactions.
- This performance measure illustrates the correct processing of payments, rather than the accuracy of claims, noting:
 - 'correctness' relates to the agency's 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.
- 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 relatively low volume of sampled claims that are not checked, in relation 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.
- Child support is not a government outlay. The agency works with separated parents to facilitate the transfer of child support payments from one parent to the other.

Data sources

- Enterprise Data Warehouse.
- Social security data – Quality Online (QoL) and Quality Management Application (QMA).
- Health data – Medicare Quality Control System (QBBI), Quality Support Tool (QST), and Veterans' Affairs Processing (VAP).
- Child support data – Quality Manager Verint.

Strategic Performance Measure 4: Customers served within 15 minutes

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

Target	2026–27	2027–28	2028–29	2029–30
	≥70%	≥70%	≥70%	≥70%

Performance results for this measure will be reported by:

- **channel** – Face to face and telephony for each program across social security (including emergency management), health customers, health providers, health Pharmaceutical Benefit Scheme authorities, child support and payments and integrity.

Explanatory notes and limitations

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

Data sources

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

Strategic Performance Measure 5: Work processed within timeliness standards

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

Target	2026–27	2027–28	2028–29	2029–30
	≥90%	≥90%	≥90%	≥90%

Performance results for this measure will be reported by:

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

Explanatory notes and limitations

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

Data sources

- Enterprise Data Warehouse.

Strategic Performance Measure 8: Cost per payment dollar administered				
The agency's purpose is to efficiently deliver payments and services to Australians. This assesses the agency's efficiency in the delivery of payments to Australians by comparing the agency's operating costs (total funded expenditure) to the value of payments made to customers.				
Target	2026–27	2027–28	2028–29	2029–30
	Less than or equal to, the prior year three-year rolling average	Less than or equal to, the prior year three-year rolling average	Less than or equal to, the prior year three-year rolling average	Less than or equal to, the prior year three-year rolling average

Note: A change has been made to SPM 8 to clarify the target from 2026–27, which amends details advised in the Portfolio Budget Statements 2026–27. The changed target will provide a clearer picture of Services Australia's performance year on year for this SPM.

Performance results for this measure will be reported at an:

- **entity aggregated level** – 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.

Explanatory notes and limitations

- The measure is based on funding appropriated to the agency by the government through the annual appropriations Acts, as reported in the agency's portfolio budget statements (table 1.1) and the annual financial statements within the agency's annual report.
- Includes the agency's 3 programs: Strategy and Corporate Enabling, Customer Service Delivery and Technology and Transformation.
- This measure excludes:
 - any expenditure incurred in the delivery of services funded through section 74 of the PGPA Act 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. These costs are incurred to implement improvements to systems and processes, linked to specific government decisions, and are excluded on the basis that they do not directly contribute to service delivery through any channel, in the year being measured.
- Registered project expenditure is recorded within the agency's financial systems against separately identifiable cost centres and work breakdown structures.
- 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.

Data sources

- The agency's audited financial statements for end of financial year performance reporting.
- The agency's most recent finance 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.

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 SPMs.

Strategic Performance Measure 6: Availability of digital channels

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

Target	2026–27	2027–28	2028–29	2029–30
	≥99%	≥99%	≥99%	≥99%

Performance results for this measure will be reported by:

- **program** – social security, health and child support.

Explanatory notes and limitations

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

Data source

- Internal data sources including 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.

Strategic Performance Measure 7: Customer interactions through digital services

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

Target	2026–27	2027–28	2028–29	2029–30
	≥94%	≥94%	≥94%	≥94%

Note: A change has been made to SPM 7 to increase the target from 2026–27, which amends details advised in the Portfolio Budget Statements 2026–27. Previously the target started at 91% in 2026–27 and rose incrementally to 94% in 2028–29. The change in the target reflects Services Australia's focus on improving its performance.

Performance results for this measure will be reported by:

- **program** – social security, health and child support. Agency results are calculated based on the volume of interactions completed within each program, as a measure of self-manageable work completed digitally.

Explanatory notes and limitations

- The following categories of interactions are excluded from the calculations:
 - interactions that are inappropriate for customers to self-manage, due to the nature of the interaction
 - interaction elements which would double-count actions
 - some view-only interactions in digital channels
 - in some instances, interactions undertaken within a broader interaction on the same day are only counted once.
- Interaction: an interaction represents a discrete and identifiable process related to a customer and/or their record.
- 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).
- 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 or mobile app platforms and gateway products able to be used by customers and third-party organisations directly or via data transfer.
- Customer: Individuals or third parties interacting with the agency about past, present or future access to payments, services and data/information. 'Customer' types may include:
 - individuals
 - service providers (such as healthcare professionals)
 - organisations
 - nominees.

Data source

- Business activity reporting and analytics data extracted from SAS Grid (Enterprise Data Warehouse).

