



Australian Government



Services
Australia

Services Australia 2030 Strategy

September 2026



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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.

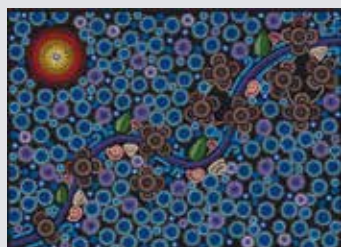
We pay our respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations.

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.

Artificial Intelligence (AI) use

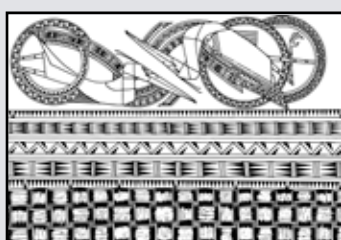
This document was edited with the assistance of generative AI technology. All outputs have been reviewed and validated by a human in accordance with Services Australia policy.

Featured artwork



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

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



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

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

Message from the Chief Executive Officer



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

At Services Australia, our purpose is clear: to support Australians by delivering essential government services with care, reliability and respect. As the needs of our customers evolve, so too must the way we serve them.

This update to our 2030 Strategy sets out how we will continue to meet that challenge and supports our 2030 Vision. It translates our vision – making government services simple so people can get on with their lives – into clear priorities and practical action.

We're operating in a period of significant change. Population growth and ageing, rising expectations for digital and personalised services and an increasingly complex social and economic environment all shape how we deliver for the community. Emerging technologies and cyber threats also require us to continually strengthen our capability and resilience.

Our strategy positions us to respond with confidence. It brings together 6 strategic themes:

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

These strategic themes guide how we work and where we invest. Together, these priorities will help us deliver more connected, accessible and trusted services for Australians.

This strategy, together with our corporate plan, sets out our key deliverables for the next 12 months. We've set ambitious goals, and some outcomes will take a number of years to fully achieve.

For our people, this strategy provides clear priorities, improved tools and greater support to deliver for Australians. It reinforces our ongoing investment in capability, leadership, safety and wellbeing, while embracing technologies and ways of working that reduce complexity and create more time to focus on customers. Together, these efforts will strengthen our ability to deliver high-quality services and outcomes for the community.

Importantly, this strategy builds on a strong foundation. Since the strategy was launched in June 2025, we have continued to deliver tangible outcomes. Already, we're giving customers more choice through flexible appointments and callback options, using automation and AI to free up staff capacity to support people who need it most, and working with policy agencies to ensure services remain lawful, fair and equitable.

Across the agency, our people have demonstrated resilience, professionalism and a deep commitment to the community. This gives us confidence in our ability to go further, becoming more agile, more innovative and more responsive to the diverse needs of those we serve.

Delivering on this strategy will require collaboration; across government, with our partners and within the agency. By working together, we will continue to improve outcomes for our customers and strengthen trust in the services Australians rely on every day.

David Hazlehurst
Chief Executive Officer
Services Australia

Strategic operating context

Our operating environment is shaped by societal, technological, demographic and global trends.

These factors require us to operate with flexibility and connectivity across government and with our partners. We need to anticipate, adapt and respond to evolving expectations, changing demand and emergencies while delivering on our service commitments. As our environment continues to evolve, effectively managing risks such as cyber security, service continuity, workforce capability, data stewardship, privacy, integrity and fraud remain critical to our success.

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

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

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

We're transparent and accountable to the public and responsive to the needs of the community.

Our 2030 Strategy provides the foundation for decision making, priority setting and aligning efforts across the agency to be well placed for the future.

We have a clear vision and goal for the future



Our vision statement

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



Our goal

To be a world leader in government service delivery

These are underpinned by our 4 principles



Simple



Helpful



Respectful



Transparent

Strategic layer

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

Portfolio Budget Statements

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

Corporate plan

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

Annual report

- Informs Parliament and the public of our financial and non-financial performance for the year

2030 Strategy

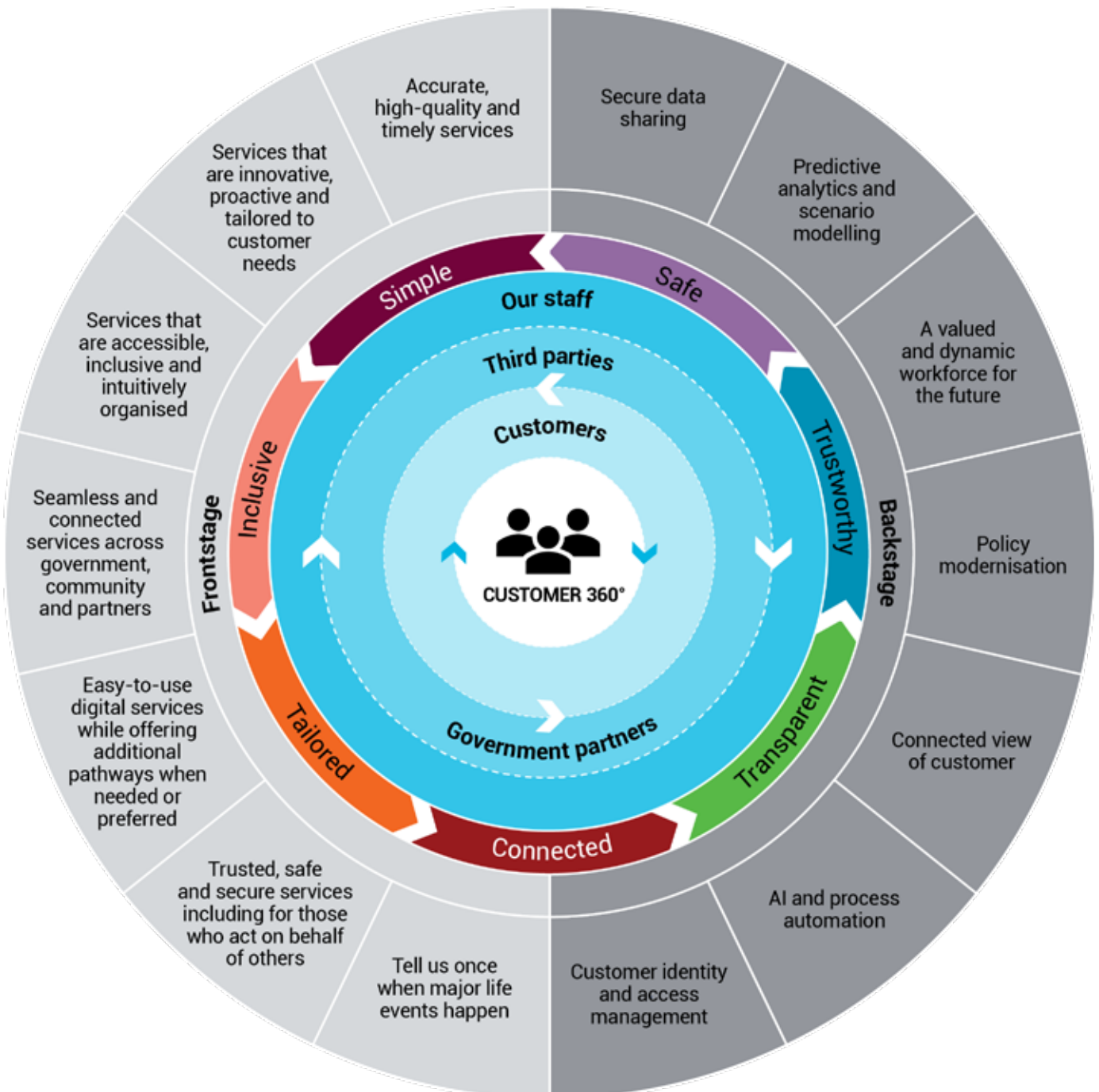
- Provides clear direction on what the agency wants to achieve
- Outlines agency priority areas for uplift and future focus
- Informs our corporate plan and how we measure and report on priorities

2030 Vision

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

Customer experience

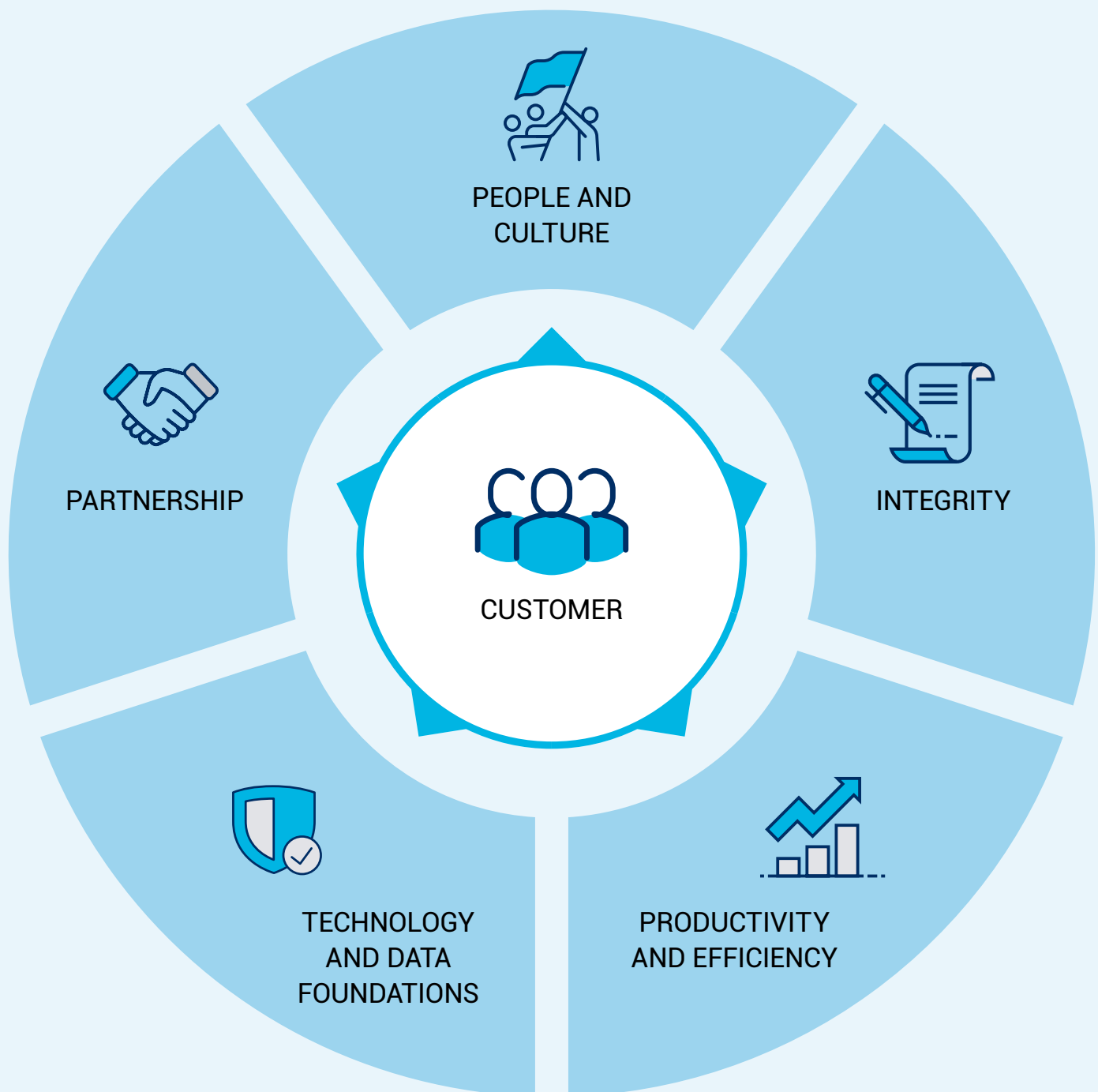
We are committed to putting customers at the centre of everything we do. Our Customer 360° Strategy sets out how we embed customer and staff experience into the way we operate, helping us deliver better, more connected services to achieve our vision.



Strategic themes

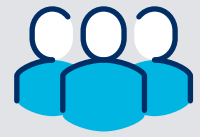
These themes set out the agency's strategic direction and long-term areas of focus. We use them to drive and inform our strategic planning.

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



Customer

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



What success looks like

Customer-centric services

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

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

We embed the Aboriginal and Torres Strait Islander voice into every decision that impacts on the lives of Aboriginal and Torres Strait Islander peoples.

We support the National Agreement on Closing the Gap priority reforms by co-designing our products and services in partnership with Aboriginal and Torres Strait Islander peoples.

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

We get things done, and get them right, the first time, improving customer experience and building trust and confidence.

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

What's next

- ✓ We're streamlining and modernising our services so customers receive a more connected, efficient and tailored experience.
- ✓ We're improving how we communicate so that customers receive clear and timely information.
- ✓ We're using customer insights and data to ensure the customer voice is incorporated into design, innovation and implementation of services.
- ✓ We're implementing the safe and responsible use of automation and AI to improve services and support staff.

See page 13 for more information.



People and culture

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



What success looks like

People, skills and culture

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

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

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

Our workforce has the confidence and capability to safely and effectively use automation, AI and data to reduce administrative effort, and provide staff with faster access to trusted information to improve customer and staff outcomes.

We foster a culture of inclusion and belonging where diverse perspectives are valued, barriers to participation are addressed and all people can thrive.

Working collaboratively

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

Staff safety

We have safe and inclusive workplaces and work practices that support both physical and psychological safety.

What's next

- ✓ We're continuing to improve the safety of our customers and staff through the transformation of our service centres and workplaces.
- ✓ We're strengthening leadership at all levels to build a more consistent, connected and empowered leadership culture across the agency.
- ✓ We're designing and embedding new ways of working that strengthen collaboration and improve how we design, deliver and continuously improve services across the agency.
- ✓ We're building workforce capability to support the development of our staff through a profession-led approach to learning.

See page 14 for more information.

Productivity and efficiency

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



What success looks like

Continuous improvement

We are proactive in our approach to continuous improvement through strategic prioritisation, performance review and evaluation and ongoing improvement in everyday work.

We drive improvement through innovation, prioritising key activities and supporting policy partners to progress legislative reform.

Technology, automation and AI support more effective service delivery, helping us reduce manual effort, improve consistency and create capacity for staff to focus on more complex work.

Ways of working

We streamline and focus back-office functions supporting service delivery.

Our forecasting and modelling capability enables the optimisation of service delivery, creating capacity for staff to provide support to those who need it most.

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

People, skills and capability

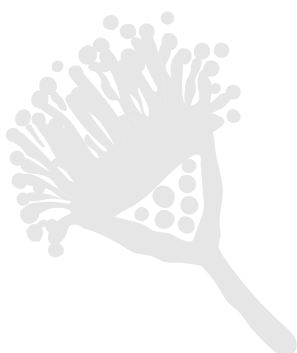
We have the skills and capability required to lead effectively and balance competing priorities. We clarify roles and accountabilities and remove duplication of effort.

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

What's next

- ✓ We're optimising and streamlining staff processes and systems to create capacity so that we can provide more support to people who need it most.
- ✓ We're working with partner agencies to progress legislative reform to simplify the system and facilitate adoption of technology to improve our services.
- ✓ We're embedding a 'safe to try' culture of continuous improvement and innovation to deliver practical, sustainable outcomes for staff and customers.
- ✓ We're strengthening how we manage data to support better decisions and more targeted use of resources.

See page 15 for more information.



Integrity

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



What success looks like

Integrity of government outlays

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

Risk management

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

Safety and trust

We foster a safe environment for everyone, including cultural and psychological safety, and ensure staff are 'safe to speak up' and supported to raise issues and concerns safely.

Identity and fraud

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

What's next

- ✓ We're working to ensure our decision making is lawful, fair and transparent so people have confidence in our agency.
- ✓ We're modernising our debt management systems and implementing process changes to improve customer and staff experience.
- ✓ We're strengthening our identity, authentication and fraud controls to protect customers.
- ✓ We're actively fighting scams to protect our customers and staff from harm.

See page 16 for more information.



Technology and data foundations

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



What success looks like

Technology foundations and infrastructure

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

We engage responsibly, ethically and safely with emerging technologies to innovate and continually modernise our services while maintaining customer trust and confidence.

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

Cyber security

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

Data

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

What's next

- ✓ We're modernising our ICT capability over the long term to support sustainable, scalable service delivery.
- ✓ We're uplifting cyber security across our systems and enhancing the protection of data.
- ✓ We're protecting customer and agency data online by strengthening digital identity, account security and customer access in myGov.
- ✓ We're improving data foundations to enable trusted, secure and ethical use of data.

See page 17 for more information.

Partnership

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



What success looks like

Collaboration and engagement

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

Service design

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

First Nations partnerships

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

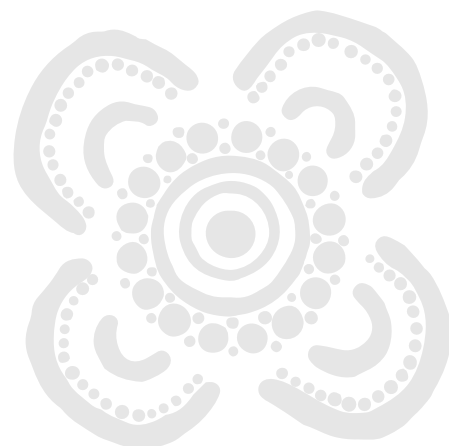
Shared services

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

What's next

- ✓ We're improving the way we partner with policy agencies to influence policy design and improve customer outcomes.
- ✓ We're working across government to address financial and other abuse in Commonwealth systems through stronger protections and reforms.
- ✓ We're partnering with Aboriginal and Torres Strait Islander peoples to deliver meaningful contributions to Closing the Gap.
- ✓ We're partnering with local communities and engaging independent advocacy groups to co-design services and improve outcomes for customers.

See page 18 for more information.



Appendix A: What we'll do in 2026–27

This section sets out some of the work we are doing over the next 12 months that will support our vision and deliver better outcomes for customers, staff and stakeholders.

Customer

✓ We're streamlining and modernising our services so customers receive a more connected, efficient and tailored experience.

Expanding flexible appointments and callback options	• Expand bookings for phone appointments – giving customers more choice in how they engage with us. • Increase access to video chats and specialist support – so customers get the support they need more quickly.
Simplifying our services	• Expand information-sharing capability and progress tell-us-once style improvements – to reduce the number of times customers have to provide the same information when accessing our services.
Improving service access in remote locations	• Enhance communications capability through the Multi-Orbit Satellite initiative across remote offices and access points – to provide more reliable high-speed internet access and support more consistent and equitable access to services.

✓ We're improving how we communicate so that customers receive clear and timely information.

Enhancing myGov notifications and security	• Expand the notifications capability in myGov – to enable timely, secure and centralised communications across government, helping customers receive messages from services linked to their account in one place while combating scams and improving communication security.
Improving customer correspondence	• Modernise customer correspondence – to provide consistency across programs, channels and products, including using plain English language and clearer calls to action. This includes accessible alternatives and improved use of digital messages and notifications, making communications easier for people to read and understand.

✓ We're using customer insights and data to ensure the customer voice is incorporated into design, innovation and implementation of services.

Acting on customer insights	• Continue our Lived Experience Reference Group – to hear firsthand from our customers and the communities that represent them. • Embed the Customer 360° Strategy, CX Standard and APS Experience Design Principles across planning, design and delivery – to help teams consistently design services around customer and staff needs.
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✓ We're implementing the safe and responsible use of automation and AI to improve services and support staff.

Implementing safe and ethical automation and artificial intelligence	• Expand the use of AI-enabled tools – to reduce administrative effort, provide staff with faster access to trusted information and enable more consistent, timely and personalised support for customers. • Develop an AI capability framework – to identify knowledge gaps, assess workforce skills and deliver scalable, phased training to help enable a consistent uplift in AI capability across the agency. • Continue to strengthen automation and AI assurance – to strengthen assurance processes that support the safe, ethical and responsible implementation of automation and AI initiatives in line with the Digital Transformation Agency Policy for the Responsible Use of AI in Government.
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People and culture



We're continuing to improve the safety of our customers and staff through the transformation of our service centres and workplaces.

Improving staff and customer safety

- Build on the recommendations of the Security Risk Management Review, including through increased security guard presence, staff security contact officers and expanding staff training – to continue to make our service centres safer.

Improving cultural, psychological and psychosocial safety

- Build a culture of psychological and psychosocial safety through leadership development, improved communication, diversity networks, improved support and strengthened reporting mechanisms – so staff feel safe to speak up and are safe at work.
- Work towards our guiding star objectives of being a culturally safe organisation – by building cultural capability, embedding strengths-based cultural principles, supporting culturally safe recruitment and developing culturally informed, co-designed resources to recognise and apply Aboriginal and Torres Strait Islander strengths in everything we do.



We're strengthening leadership at all levels to build a more consistent, connected and empowered leadership culture across the agency.

Embedding empowered leadership

- Embed empowered leadership and strengthen leadership capability at all levels – to support evidence-informed decision making and improve outcomes for customers, staff and the agency.
- Embed our IMPACT Leadership approach across our senior leaders – to create conditions for people to do their best work.



We're designing and embedding new ways of working that strengthen collaboration and improve how we design, deliver and continuously improve services across the agency.

Establishing new ways of working

- Establish new ways of working to drive ownership, build capability and enable agile, user-centred service delivery – to improve how we design, deliver and adapt services to meet evolving needs.



We're building workforce capability to support the development of our staff through a profession-led approach to learning.

Improving support for new service delivery staff

- Embed a more consistent, connected, end-to-end approach to support new service delivery staff – to build staff capability and confidence and deliver better customer outcomes.

Improving staff capability

- Expand our Tiered Servicing Framework to our specialist officers – to build staff expertise and sustain a highly skilled, flexible workforce with a focus on improving the customer experience.

Implementing our Strategic Workforce Plan

- Introduce a skills framework – to build capability, support career development and provide a consistent approach across the agency.
- Embed our employee value proposition in recruitment – to positively influence people's decision to join the agency.

Productivity and efficiency



We're optimising and streamlining staff processes and systems to create capacity so that we can provide more support to people who need it most.

Streamlining staff processes and systems

- Streamline staff processes and systems – to enable our people to spend less time navigating systems and more time supporting customers, particularly those with complex needs.
- Deliver simpler workflows, safely use automation and AI and improve workload management through improved forecasting and modelling – to enable services to be delivered more efficiently.
- Expand Everyday AI to more staff – to reduce manual effort, improve access to trusted information and support more efficient day-to-day work.



We're working with partner agencies to progress legislative reform to simplify the system and facilitate adoption of technology to improve our services.

Support policy agencies to progress legislative reform

- Support the development of a framework for automated decision making that enables use of automation with appropriate safeguards – to support efficiency and improved government services.
- Support legislative reform – to enable a more connected service delivery experience where customers don't need to repeat information.
- Use data to inform decisions – to identify ways we can improve customer outcomes and inform better service design across our program.



We're embedding a 'safe to try' culture of continuous improvement and innovation to deliver practical, sustainable outcomes for staff and customers.

Making continuous improvement part of everyday business

- Embed our Continuous Improvement and Efficiency Strategy across the agency – to build capability and support teams and leaders to identify, prioritise and progress improvement opportunities as part of everyday business.

Sharing innovation ideas

- Make a centralised platform available to staff – to make it easier for staff to share innovative ideas, which we'll refine and action in line with agency priorities over time to transform the way we operate.



We're strengthening how we manage data to support better decisions and more targeted use of resources.

Implementing a data operating model

- Implement a new data operating model – to mature our capabilities by clearly defining roles and responsibilities and making the most of our professional resources. This will support a sustainable uplift in data maturity and help ensure data continues to inform decisions and deliver value for the agency.

Integrity



We're working to ensure our decision making is lawful, fair and transparent so people have confidence in our agency.

Resolving legal compliance issues

- Investigate and resolve legal compliance issues through our Legal Compliance and Remediation Program – to ensure we resolve outstanding matters and effectively manage and strengthen the alignment between legislation, policy and delivery of our payments and services.
- Develop an assurance strategy – to strengthen processes to identify issues early, take action to resolve them sooner and prevent future issues.



We're modernising our debt management systems and implementing process changes to improve customer and staff experience.

Modernising debt management

- Transition debt processes into one system – to provide staff with clearer, more complete information, and to simplify processes to improve accuracy, efficiency and payment outcomes.
- Incrementally modernise debt management systems – to improve debt management efficiency while delivering more timely and effective debt outcomes.



We're strengthening our identity, authentication and fraud controls to protect customers.

Improving account recovery

- Expand our Identity Theft Resolution Service – to provide a single point of contact and coordinated case management for customers who've been affected by identity crime and account compromise, improving consistency and timeliness of resolution.

Protecting customer information

- Implement the Enterprise Customer Authentication Tool (ECAT) into our call and service centres – to strengthen how we authenticate customers through consistent, customer-focused processes, including the availability of multifactor authentication across all agency programs.



We're actively fighting scams to protect our customers and staff from harm.

Implementing our Counter-scams Strategy

- Implement key actions from our Counter-scams Strategy – to align our activities with international best practice and collaborate with government and industry partners to protect customers and make Australia a harder target for scams.
- Strengthening scams response – to support National Anti-Scams Centre initiatives, make scams information simple and visible across myGov and our programs and provide guidance and training to help staff manage identity security risks and support customers.

Technology and data foundations



We're modernising our ICT capability over the long term to support sustainable, scalable service delivery.

Modernising and enhancing our systems

- Embed our 2, 4 and 10-year ICT architecture roadmaps – to inform prioritised investment decisions to modernise our systems and processes. Over time, these will enable us to implement sustainable AI and machine learning platforms to improve our efficiency and productivity.
- Roll out a new customer contact management system – to lay the foundation for future technology enhancements, ensuring we can continue to improve the way we support customers.
- Continue delivering a modernised network connection – to provide scalable data communication capabilities in a secure, safe and consistent environment for all users regardless of their location.



We're uplifting cyber security across our systems and enhancing the protection of data.

Uplifting our cyber security

- Uplift the security of our critical systems and data services – to mitigate the impact from cyber-attacks and threats.



We're protecting customer and agency data online by strengthening digital identity, account security and customer access in myGov.

Improving account creation in myGov

- Deliver an improved myGov account creation process and continue to drive the adoption of improved security settings in myGov – to encourage customers to move to stronger settings to protect their information.
- Develop an improved account recovery process – to enable customers to quickly regain access, minimising disruption to crucial services.

Improving myGov security

- Introduce mandatory multifactor authentication and further controls such as the ability to use Digital ID when linking services – to protect customer and agency data online in myGov.



We're improving data foundations to enable trusted, secure and ethical use of data.

Uplifting our data

- Modernise our data foundations through our Data Uplift Program – to reduce duplication and risk, and further enable trusted, secure and ethical data use to improve decision making, service delivery and compliance.

Partnership



We're improving the way we partner with policy agencies to influence policy design and improve customer outcomes.

Strengthening how we work with partner agencies

- Review and refresh the Bilateral Agreement Framework, which provides guidance on how we partner with Commonwealth, state and territory entities – to support and strengthen how we work with our partners.
- Collaborate across government and community – including to inform policy reform to help people with disability, illness or injury to access government services more easily.



We're working across government to address financial and other abuse in Commonwealth systems through stronger protections and reforms.

Addressing financial and other abuse in Commonwealth systems

- Reform Child Support to enhance customer protections, strengthen processes and enable more accurate and timely collection of child support – to help ensure we have a safer and fairer child support program for parents and children, reducing the risks of financial abuse.
- Implement reforms to the Centrepay program, including removing high-risk service reasons and increasing customer protections – to provide important safeguards that balance the individual needs of customers and businesses using Centrepay.



We're partnering with Aboriginal and Torres Strait Islander peoples to deliver meaningful contributions to Closing the Gap.

Contributing to Closing the Gap

- Implement our Closing the Gap Action Plan guided by our strengths-based cultural principles – that affirms our agency contribution to the National Agreement on Closing the Gap Priority Reforms reinforcing our commitment to improving life outcomes with Aboriginal and Torres Strait Islander Australians.
- Measure our progress through the Closing the Gap Action Plan – to support continuous improvement and incremental transformation against all 4 Priority Reforms of the National Agreement.



We're partnering with local community and engaging independent advocacy groups to co-design services and improve outcomes for customers.

Engaging with legal advocates

- Work with our current registered legal advocates – to continue engaging with the shared goal of obtaining timely and beneficial outcomes for vulnerable customers.

Seeking expert advice

- Partner with the Independent Advisory Board – to inform strategic decision making on future service delivery, including opportunities to better join up government services, improve customer experiences and safely and ethically adopt emerging automation and AI capabilities.

Improving community services

- Expand the Community Servicing Model pilot to 6 more locations – to support more joined-up support, delivered earlier through trusted community connections.

Improving services in regional and remote areas

- Implement more joined-up servicing between service centres, specialists and remote servicing teams – to continue to improve the experience of customers and staff in regional and remote locations.
- Implement tailored, location-specific recruitment – to improve attraction and retention of staff in remote locations.

Appendix B: Progress we made in 2025–26

Since launching the 2030 Strategy in June 2025, we have delivered tangible improvements and outcomes while continuing to progress our 2030 Vision. In 2025–26, we strengthened service design, improved safety and support for customers and staff, lifted performance, reinforced integrity, modernised technology and deepened partnerships.

Customer

- ✓ Embedded the Customer 360° Strategy and Service Model to strengthen customer-centred service design.
- ✓ Used customer insights to improve services, including through the introduction of Auslan On-Demand for customers who are deaf or hard of hearing.
- ✓ Established the Lived Experience Reference Group, engaging more than 200 customers and 13 advocacy groups to help shape service improvements.
- ✓ Expanded myGov so customers can connect to 19 government services through their myGov account.
- ✓ Improved support for customers and staff in regional and remote locations, through proactive, holistic and joined-up servicing across our service centres, specialists and remote servicing teams.
- ✓ Expanded online booking, callback and video chat across a range of services, making it easier for customers to contact us, reducing wait times and improving access, particularly for people in regional and remote communities and people who are deaf or hard of hearing.
- ✓ Enhanced the Electronic Benefit Transfer card, giving people more flexibility to access payments without needing to attend an office.
- ✓ Delivered the first phase of new customer contact management capabilities through a modern, cloud-based platform with a refreshed interface and a new look and feel to support everything from call handling and workforce planning to reporting, analytics and customer messaging.

Same-day access to government services with Auslan On-Demand

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

To make it easier for customers to do their business with us, we've introduced Auslan On-Demand nationally across our service centres.

This is a new service that connects customers to an Auslan interpreter via video chat within 30 minutes.

Auslan On-Demand makes it easier for customers who are deaf or hard of hearing to have equitable access to many of our services on a day that is convenient to them, without the need for an appointment.

The service is an expansion of our Auslan interpreting service. Auslan interpreters are still available for appointments.

Better access to Auslan interpreters is something our customers and community partners have been asking for, and feedback so far has been overwhelmingly positive.

People and culture

- ✓ Embedded our 2030 Vision to help drive agency priorities over the next few years. 94% of staff said they understand the principles of Services Australia's 2030 Vision (simple, helpful, respectful and transparent) in the 2026 APS Employee Census.
- ✓ Strengthened the capability and expertise of our staff and formalised a pathway to improve the customer experience, with a focus on resolving more customer enquiries at first contact with staff.
- ✓ Invested in leadership development and workforce capability, supporting an inclusive, engaged, high-performing and future ready workforce.
- ✓ Introduced empowered leadership at all levels, to guide how our leaders lead, make decisions and improve.
- ✓ Expanded our Service Delivery Immersion Program for senior executives within the agency and external policy partners, helping to develop a deeper understanding of frontline service delivery and how the work we do impacts Australians.
- ✓ Improved staff and customer safety by implementing the Security Risk Management Review recommendations and transforming our service centres.
- ✓ Embedded the learnings and improvements from the Security Risk Management Review into our policies, so they become continued practice for us.

Making our service centres safer for staff and customers

The 2023 Services Australia Security Risk Management Review assessed risks to the agency's staff and customers in service centres and identified priority recommendations to strengthen safety and security.

Implementing the recommendations of the Review has strengthened security presence and controls across our service centres, including additional security guards, improved incident response capability and enhanced training and resources for frontline staff to prevent and effectively respond to customer aggression.

We have transformed over 200 of our 318 service centres with contemporary designs, creating safer environments for staff and an improved experience for customers, particularly those who require additional support. As a result, we've seen fewer serious aggression incidents and a 12% increase in staff reporting they feel physically safe at work.

We are embedding the learnings and improvements from the Review into our agency's policies, so they become continued practice for us moving forward.

Productivity and efficiency

- ✓ Enhanced our forecasting and modelling capability to help us better balance workforce supply with demand, creating capacity for staff to focus on priority and complex work to support customers.
- ✓ Introduced a new strategic performance measure for the agency – cost per dollar administered – which has strengthened transparency on effort, cost and outcomes.
- ✓ Implemented targeted learning pathways, which have lifted staff capability to help resolve more customer enquiries at first contact, improve the customer experience, and contribute to fewer repeat contacts.
- ✓ Engaged responsibly, ethically and safely with emerging technologies such as AI and automated simple, high-volume tasks to improve efficiency and help reduce manual effort over time so staff can spend more time supporting customers with complex needs.
- ✓ Trialled Everyday AI, a staff productivity tool, to help staff find information faster and analysed customer feedback for vulnerability and risk indicators, helping triage officers to identify customers who may need more help.
- ✓ Published our Automation and Artificial Intelligence Strategy 2025–27, governed by strict assurance and ethical frameworks, setting clear expectations for safe and ethical use.
- ✓ Established a consistent, agency-wide approach to continuous improvement that supports enhanced productivity, efficiency and customer outcomes.

Helping customers to access services in a way that best meets their needs

We're giving customers more choice in how they engage with us through flexible appointments and callback options. Customers can book some phone or face to face appointments online, use video chats where in person services aren't practical, or request a callback instead of waiting on hold.

Since the service was introduced in June 2024, customers have booked more than 1.1 million appointments online, making it easier to self-manage appointments rather than waiting on hold or visiting a service centre.

Since July 2025, we have offered more than 3.9 million callbacks across 39 phone queues, with almost 57% of eligible callers choosing this option.

We're also delivering more than a thousand video chats each week, connecting customers to services they might otherwise be unable to access due to location or circumstances.

Together, these options meet modern expectations, reduce waiting times and allow staff to focus on helping customers who need more support.

Integrity

- ✓ Strengthened integrity across the agency through our Legal Compliance and Remediation Program, resolving issues to ensure legislation, policy and service delivery align so people have trust and confidence in us.
- ✓ Embedded lessons from the Robodebt Royal Commission through consultation, co-design and strong governance to build greater trust in our systems and decisions.
- ✓ Improved our debt management practices to ensure interactions with customers are accurate, timely and respectful.
- ✓ Introduced proactive conversations where staff prompt customers at the end of a call or visit to consider whether any of their circumstances have changed. Making sure we have up-to-date details helps people receive the right payment at the right time, while reducing the likelihood of underpayments, debts and the need for customers to keep contacting us.
- ✓ Implemented reforms to Centrepay to strengthen protections, tighten oversight and reduce the risk of financial harm to customers, reinforcing Centrepay as a trusted budgeting tool.
- ✓ Strengthened and embedded independent internal reviews as a core integrity mechanism to ensure our decisions are fair and consistent, support continuous system improvement and reinforce trust.
- ✓ Embedded the APS 'speak up' culture, supporting staff to raise issues and concerns safely. Our 'speak up' culture is foundational to maintaining integrity, fostering ethical behaviour and driving high performance across the agency.

Improving integrity and performance in child support

The Child Support program plays a critical role in supporting separated parents to provide financial support for their children. This is often during periods of vulnerability, including for many women and single mothers.

In June 2025, the Commonwealth Ombudsman's report *Weaponising Child Support: When the System Fails Families* found that child support arrangements can be used to perpetrate financial abuse. The agency agreed to all 8 recommendations, and addressing these findings has been a priority for us and policy partners.

In 2025–26, we strengthened integrity and reduced the risk of financial and systems abuse by updating staff guidance and customer information, building staff capability, improving assessment and collection processes and testing targeted communications to support fairer outcomes, stronger compliance and better support for parents.

Technology and data foundations

- ✔ Committed to long-term modernisation through our information and communication technology (ICT) Architecture Review roadmap and investment to leverage secure, scalable technology, interoperability and emerging technologies.
- ✔ Embedded agile delivery models, enabling faster and more responsive technology and security enhancements.
- ✔ Improved our cyber maturity through our ongoing cyber security uplift program in line with the Essential Eight, strengthening our cyber security to respond to changing threats and ensure the protection of our data.
- ✔ Strengthened myGov as a secure and trusted front door for government services, making it easier for people to access essential services in one place.
- ✔ Partnered with the Australian Bureau of Statistics so that people were able to access the 2026 Census through myGov for the first time and complete it using their myGov account.
- ✔ Enhanced the security of myGov and our digital services through improved fraud detection, stronger user security reviews, passkeys, mandatory multifactor authentication, removal of old inactive accounts and the option to use Digital ID to link Medicare and Child Support services in addition to Centrelink.

We've expanded myGov as the trusted front door for government services

We've strengthened myGov as a secure and trusted front door for government services, making it easier for people to access essential services in one place.

In August 2026, Australians were able to access the Census through myGov for the first time, following a partnership with the Australian Bureau of Statistics. People were able to subscribe for Census updates and reminders and complete the Census online using their myGov account.

The agency is also enhancing the security of myGov and our digital services through improved fraud detection, stronger user security reviews, passkeys, mandatory multi-factor authentication, and the option to use Digital ID to link Medicare and Child Support services, in addition to Centrelink.

These improvements help ensure myGov remains a safe, trusted and easy way for people to interact with government.

Partnership

- ✓ Deepened our engagement across government, the community sector and advisory bodies to co-design services that are effective and responsive to the needs and expectations of government and the community.
- ✓ Collaborated with partner agencies to co-design policy and drive legislative change to enhance services, share expertise and drive innovation.
- ✓ Engaged with secretaries, bilateral partners and the Independent Advisory Board to support shared understanding and accountability.
- ✓ Worked in genuine partnership, making meaningful contributions to Closing the Gap by implementing our Closing the Gap Action Plan and through our strengths-based cultural principles of listen, share, value and learn.
- ✓ Co-located agency staff full-time with selected NGOs through our Community Partnership Program to deliver more connected services for people experiencing significant vulnerability. Feedback from partner NGOs and customers consistently shows this model has improved the customer experience and supports stronger social, health and economic outcomes for communities.
- ✓ Commenced a pilot of a new community servicing model to deliver a consistent, agency-wide approach across community-facing roles and programs, with a strong focus on local collaboration to better support vulnerable customers.

We're improving services in partnership with Aboriginal and Torres Strait Islander peoples

We're strengthening how we work in genuine partnership with Aboriginal and Torres Strait Islander peoples by embedding shared decision making into service design and delivery.

In June 2025 we launched our agency's first Closing the Gap Action Plan, aligned with the Priority Reforms of the National Agreement on Closing the Gap. We co-designed the action plan with our National Indigenous Coalition (NIC), the agency's internal Aboriginal and Torres Strait Islander voice.

Through the action plan, we've established a dedicated Aboriginal and Torres Strait Islander voice on our key leadership committee to embed Aboriginal and Torres Strait Islander perspectives into enterprise decision making. The NIC also hosts yarning circles with senior executives from across the agency to strengthen shared decision making.

Through the Indigenous Service Officer program, culturally skilled staff work directly with communities to support vulnerable customers and provide culturally appropriate services.

We're also delivering bespoke service centre transformations designed with local communities. Bespoke centres have been completed in Fitzroy Crossing, Yarrabah, South Hedland and Western Cape, with further centres underway.

