



Australian Government



Services  
Australia

# ANNUAL REPORT 2025–26



# 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 culture and value the rich diversity Aboriginal and Torres Strait Islander cultural heritages contribute.

## Copyright statement

Unless otherwise noted, copyright in this annual report is owned by the Commonwealth of Australia, represented by Services Australia.

ISSN: 1832-8792 (Print)

ISSN: 1838-2452 (Online)

## Attribution



Except where otherwise noted, content in this publication is licensed under a Creative Commons Attribution 4.0 International Licence, except for:

- the Commonwealth Coat of Arms
- the Australian Government Services Australia logo
- any protected names and symbols under Commonwealth legislation
- any registered trademarks owned by the Commonwealth of Australia
- images
- content supplied by third parties, as identified.

Full details of the licensed terms are available on the Creative Commons website.

The terms of use for the Coat of Arms are available from the **Department of the Prime Minister and Cabinet website**.

**Material obtained from this annual report is to be attributed to Services Australia as © Commonwealth of Australia 2026.**

Whenever a third party holds copyright in material presented in this publication, the copyright remains with that party.

Their permission may be required to use the material. We have made all reasonable efforts to:

- clearly label and attribute material where the copyright is owned by a third party
- make sure the copyright owner has consented to this material being presented in this publication.

## Contact information

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

### Annual Report Coordinator

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

Email: [annual.report@servicesaustralia.gov.au](mailto:annual.report@servicesaustralia.gov.au)

This annual report is available online at [transparency.gov.au](https://transparency.gov.au) or [servicesaustralia.gov.au](https://servicesaustralia.gov.au)

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

If you're deaf, hard of hearing or have a speech difficulty, please call **1800 810 586** (a TTY phone is required to use this service).

More information about the agency is available at [servicesaustralia.gov.au](https://servicesaustralia.gov.au) and on social media at:

- [facebook.com/ServicesAustralia](https://facebook.com/ServicesAustralia)
- [instagram.com/services.australia](https://instagram.com/services.australia)
- [linkedin.com/company/services-australia](https://linkedin.com/company/services-australia)
- [youtube.com/@ServicesAustraliaGovAU](https://youtube.com/@ServicesAustraliaGovAU)

## 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.

## Application of rounding

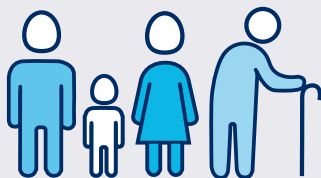
Data in this report may be rounded. As a result, totals may not always equal the sum of component figures.

# Agency snapshot

1 July 2025 to 30 June 2026

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

## Our customers



**27.8M** Medicare (people enrolled)

**8.9M** Centrelink (benefit recipients\*)

**1.0M** Child support (children supported)

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



### Payments

**\$280.0B** Total payments

**\$172.7B** Social security

**\$105.2B** Health

**\$2.1B** Child support facilitated



### Digital

**1.2B** Online transactions

**487.1M** Medicare digital services

**1.1M** myGov sign ins per day<sup>(a)</sup>

**89.2M** Website visits with over  
202.1 million page views



### Emergency payments

**\$74.1M** Emergency payments



### Claims

**731.9M** Total claims

**487.9M** Medicare (services)

**240.5M** Pharmaceutical Benefits  
Scheme<sup>#</sup> (services)

**3.4M** Centrelink

**58,100** Child support  
(new registrations)

**96,100** Emergency



### Telephone

**42.4M** Total calls handled

**29.8M** Centrelink

**10.4M** Medicare

**2.2M** Child support

**87,300** Emergencies



### Face to face

**10.1M** Service centre engagements

**318** Service centres

**561** Agents and access points

**4** Mobile service centres

# Includes Repatriation Pharmaceutical Benefits Scheme.

(a) Daily average.



# Contents

|                                                                  |            |
|------------------------------------------------------------------|------------|
| Letter of transmittal                                            | vi         |
| About this report                                                | vii        |
| Chief Executive Officer's review                                 | ix         |
| <hr/>                                                            |            |
| <b>Part 1: Agency overview: role and functions</b>               | <b>1</b>   |
| 1.1 Purpose and vision                                           | 2          |
| 1.2 Agency executive and management structure                    | 3          |
| <hr/>                                                            |            |
| <b>Part 2: Our performance</b>                                   | <b>9</b>   |
| 2.1 Annual Performance Statements 2025–26                        | 10         |
| <hr/>                                                            |            |
| <b>Part 3: Service delivery overview</b>                         | <b>49</b>  |
| 3.1 Simplifying services                                         | 50         |
| 3.2 Digital services                                             | 51         |
| 3.3 Telephony and processing                                     | 53         |
| 3.4 Service centres                                              | 54         |
| 3.5 Artificial intelligence                                      | 55         |
| <hr/>                                                            |            |
| <b>Part 4: Delivering payments and services to our customers</b> | <b>57</b>  |
| 4.1 Social security                                              | 58         |
| 4.2 Health                                                       | 67         |
| 4.3 Child Support                                                | 90         |
| 4.4 Disasters and emergency events in 2025–26                    | 95         |
| 4.5 Tailored support services                                    | 97         |
| 4.6 Aboriginal and Torres Strait Islander Australians            | 103        |
| 4.7 Supporting people to manage their money                      | 106        |
| <hr/>                                                            |            |
| <b>Part 5: Shared services and partnerships</b>                  | <b>111</b> |
| 5.1 Shared services                                              | 112        |
| 5.2 Partnerships                                                 | 113        |
| <hr/>                                                            |            |
| <b>Part 6: Compliance and business integrity</b>                 | <b>117</b> |
| 6.1 Fraud control and compliance                                 | 118        |
| 6.2 Identity management                                          | 121        |
| 6.3 Payment accuracy and correctness                             | 123        |
| 6.4 Income Compliance Program                                    | 125        |
| 6.5 Debt management                                              | 125        |
| 6.6 Appeals                                                      | 128        |

|                                                                                          |            |
|------------------------------------------------------------------------------------------|------------|
| <b>Part 7: Management and accountability</b>                                             | <b>131</b> |
| 7.1 Corporate governance                                                                 | 132        |
| 7.2 External scrutiny                                                                    | 136        |
| 7.3 Privacy                                                                              | 144        |
| <br>                                                                                     |            |
| <b>Part 8: Our people</b>                                                                | <b>147</b> |
| 8.1 Workforce strategies and planning                                                    | 148        |
| 8.2 Our culture                                                                          | 149        |
| 8.3 Work health and safety                                                               | 150        |
| 8.4 Strengthening safety and security                                                    | 153        |
| 8.5 Recruitment                                                                          | 153        |
| 8.6 Inclusion and diversity                                                              | 154        |
| 8.7 Reconciliation                                                                       | 158        |
| 8.8 Learning and development                                                             | 159        |
| 8.9 Performance management                                                               | 160        |
| 8.10 Employment arrangements                                                             | 161        |
| <br>                                                                                     |            |
| <b>Part 9: Financial reporting</b>                                                       | <b>163</b> |
| 9.1 Report on financial performance                                                      | 164        |
| 9.2 Independent auditor's report                                                         | 167        |
| 9.3 Financial statements                                                                 | 170        |
| 9.4 Procurement and consultancy                                                          | 219        |
| <br>                                                                                     |            |
| <b>Part 10: Appendices</b>                                                               | <b>225</b> |
| Appendix A – Staffing statistics                                                         | 226        |
| Appendix B – Satisfaction Research Program                                               | 246        |
| Appendix C – Scheme for Compensation for Detriment caused by<br>Defective Administration | 249        |
| Appendix D – Other legislative requirements                                              | 250        |
| Appendix E – List of requirements                                                        | 261        |
| Appendix F – Glossary of abbreviations and acronyms                                      | 272        |
| Appendix G – Index                                                                       | 275        |
| Appendix H – Omissions and errors                                                        | 286        |

# Letter of transmittal



David Hazlehurst  
Chief Executive Officer

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

Dear Minister

I am pleased to present Services Australia's annual report for the financial year 2025–26.

The report has been prepared in accordance with all applicable obligations of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), including section 46, which requires you to table the report in parliament. It also meets the reporting requirements under section 42 of the *Human Services (Medicare) Act 1973* and subsection 333–18(7) of the *Private Health Insurance Act 2007*.

This report includes the agency's audited annual financial statements as required by subsection 43(4) of the PGPA Act. It also includes our annual performance statements as required under section 39 of the PGPA Act.

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

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

Yours sincerely

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

David Hazlehurst  
21 September 2026



# About this report

---

The annual report 2025–26 is a transparent account to the Parliament of Australia and the public of our activities throughout the financial year.

---

We report against our planned performance expectations outlined in the Social Services Portfolio Budget Statements 2025–26.<sup>1</sup>

The report provides financial and performance information about the work of our agency from 1 July 2025 to 30 June 2026. It was prepared in accordance with legislative and parliamentary reporting requirements.

## Guide to this report

---

**Part 1** Provides an overview of the agency's role and responsibilities, our minister and management structure.

---

**Part 2** Provides the agency's Annual Performance Statements 2025–26, which report on non-financial performance against planned performance as set out in the Social Services Portfolio Budget Statements 2025–26.

---

**Part 3** Reviews key activities to simplify service delivery and improve the customer experience.

---

**Part 4** Details payments and services delivered to customers, and other targeted services and support we deliver on behalf of government, including during disasters and emergency events.

---

**Part 5** Outlines our collaboration, shared services and partnerships in delivering government services.

---

**Part 6** Details fraud control and compliance, including prevention, detection and response, identity management, payment assurance and debt management.

---

1 Services Australia transitioned to the Finance Portfolio from 1 July 2025.

---

**Part 7** Details our management and accountability processes, including corporate governance and external scrutiny.

---

**Part 8** Provides an overview of our broad workforce strategies, culture and learning and development activities.

---

**Part 9** Sets out information on our financial performance, procurement and consultancies, and communication and advertising, including the agency's Financial Statements 2025–26.

---

**Part 10** Includes appendices and reference information, including staffing statistics, customer feedback and other information required to be reported in the annual report by legislation.

---

## Chief Executive Officer's review

---

Services Australia operates at a scale few public service agencies grapple with, supporting millions of people across the country through a range of life events and circumstances.

---



In 2025–26, we made progress in areas that matter deeply to Australians: improving access, reducing complexity, strengthening safety and integrity, and building greater confidence and trust in the services millions of people rely on every day. We also continued to balance demand for our services with claims processing to maintain performance improvements.

The achievements highlighted in this report reflect our ongoing transformation under the Services Australia 2030 Strategy, and our commitment to deliver simple, helpful, respectful and transparent government services so people can get on with their lives.

This has meant delivering practical improvements while building the capability, systems and partnerships needed for the future – from expanding customer choice and improving service delivery, to modernising technology, strengthening cyber security and community partnerships.

## **Delivering at scale for Australians**

As always, performance remained a priority throughout the year, reflecting both the magnitude of our work and the impact our services have on people's lives.

This included supporting 27.8 million people enrolled in Medicare, 8.9 million Centrelink payment recipients and 1.0 million children through Child Support.

We delivered 487.9 million Medicare services, 240.5 million Pharmaceutical Benefits Scheme (PBS) services and 3.4 million Centrelink claims, paying \$280 billion in benefits to customers.

This included assisting customers through 96,100 emergency claims following declared natural disasters.

We handled a total of 42.4 million telephone calls, and 10.1 million face to face interactions in our service centres.

## **Making it simpler and safer to connect with us**

Australians increasingly access government services online, with 95% of customer interactions taking place through digital channels.

We recorded 1.2 billion online transactions over the past 12 months. This includes 332.3 million self-served customer interactions with Medicare, Centrelink and Child Support online services.

We recorded almost 386.3 million myGov sign ins from 26.3 million active myGov accounts.

These figures highlight the scale of customer engagement and the volume of total activity managed through our digital platforms.

We continued to modernise services through our digital channels, as well as the responsible use of automation and emerging technologies, with a focus on making our services simpler, safer and more responsive.

We gave people more flexible ways to access assistance. The number of customers managing their appointments online grew by almost 20%. We expanded Auslan On-Demand to 316 service centres, held more than 71,000 video appointments, and expanded our place-in-queue call-back service across 25 more phone lines, so more people spend less time waiting on hold.

Customers also used the Medicare claims tracker almost 9 million times, giving them clearer information about the progress of their claims.

Together, these improvements help make services feel more responsive, reduce uncertainty and give customers more choice in how they engage with us.

As digital use grows, trust, safety and cyber security remain fundamental. We strengthened myGov verification, with more than 1.9 million people completing additional checks before updating their settings, and we responded to more than 12,000 impersonation scams.

We also facilitated expanded uptake of Digital ID and passkeys, giving customers more secure ways to access services and helping protect them from fraud and misuse. This work is essential to maintaining confidence and trust in government digital services.

We continued to engage responsibly with AI, including through a trial exploring how AI could help staff find information faster, and a trial to better identify customers in vulnerable circumstances. Guided by our Automation and Artificial Intelligence Strategy 2025–27, we're working to understand how we use new technology safely and ethically to enable better service delivery over time, while keeping people at the centre.

## **Creating capacity to provide more support to those who need it most**

As more people self-manage through digital channels, our staff have greater capacity to provide tailored assistance to people with more complex needs, including those in vulnerable circumstances.

What we call 'first contact resolution' is also central to this work, because resolving a customer's issue the first time is better for customers and more efficient for our agency. This is the real impact of our digital transformation.

We continued to trial our new community outreach servicing model in diverse locations, including Dubbo, Lake Macquarie and Brisbane, with further expansion planned. The model complements established community servicing approaches, including our Community Partnerships Program, which delivers support through trusted community organisations. Specialist officers work alongside local providers to offer more coordinated, personalised assistance. By bringing the right expertise closer to customers, we help reduce the need for people to repeat their story, navigate services alone or move between multiple agencies to get the help they need.

## **Building safer, fairer and more accountable services**

A focus on more tailored, connected services and payments is matched by significant work to strengthen integrity, accountability and confidence across the service system. That includes major work across the Security Risk Management Review, child support reform and the Legal Compliance and Remediation program. Different pieces of work, all aimed at the same thing: stronger systems, better accountability, increased safety, and greater confidence for the people who rely on us.

We've now implemented 42 of the 44 recommendations from the Security Risk Management Review undertaken by former Chief Commissioner of Victoria Police, Graham Ashton AM APM. We've upgraded more than 200 of our service centres, and introduced our customer management system in 119 sites. These changes make service centres more welcoming and accessible and increase safety for our frontline staff.

We made progress through our Legal Compliance and Remediation Program, resolving 60 legal compliance issues. We've collaborated with policy departments and agencies to assist with the passage of 7 pieces of legislation through parliament, clarifying the law in relation to 10 high-risk and complex issues across Medicare, the PBS, aged care, social security, family assistance and child support.

The safety and fairness of child support remain a significant focus. More than 1 million children are financially supported by their parents through child support, and we know the system must work better for families affected by financial abuse.

We agreed to implement all 8 recommendations from the Commonwealth Ombudsman's 2025 report, underpinned by a \$158.4 million Australian Government investment to deliver reforms that make the system safer and fairer.

The foundation of this work has been a stronger commitment to listening and learning. Our Lived Experience Reference Group, established in response to the Royal Commission into the Robodebt Scheme, now meets regularly. Its members remind us that services need to be simpler to navigate, that people should not have to tell their story multiple times, and that systems must respond to people as individuals, not processes. Their insights shape how we design services, support staff and make decisions.

## **Building a capable and inclusive workforce**

These insights help us improve the way we design services, but lasting change also depends on the capability, inclusion and wellbeing of the people who deliver them.

We continued to invest in a capable, inclusive and future-ready workforce, strengthening leadership, building skills, and embedding continuous improvement across our agency.

With more than 33,400 staff across 355 sites, we have one of the largest and most diverse workforces in the Australian Public Service (APS). More than a quarter of staff identify as culturally and linguistically diverse (CALD), almost 1 in 10 identify as with disability, and 5.5% identify as Aboriginal or Torres Strait Islander.

Creating workplaces where staff feel safe, connected and valued empowers them to speak up, innovate and do their best work. These efforts help staff work with confidence, respond to changing customer needs and deliver services with integrity and professionalism.

## **Turning progress into lasting change**

Behind every number in this report are our staff – the people who answer the calls, assist customers face to face, process claims, strengthen systems, manage risk and keep services running every day. Their work is often complex and demanding. I'm grateful for the professionalism, care and commitment they bring to that work.

When you put all this work together, it adds up to something simple: services that work better for people and feel more human, and a system people can have confidence in.

There is still more to do, there always will be. What matters is that we keep listening, keep learning and keep turning that into practical change to position us to be a leader in the future of government service delivery.

The achievements outlined in this report show steady and meaningful progress towards a service system that gives Australians greater confidence, clearer pathways and better support when they need it.

**David Hazlehurst**

Chief Executive Officer

Services Australia



# Agency overview: role and functions

|                                               |   |
|-----------------------------------------------|---|
| 1.1 Purpose and vision                        | 2 |
| 1.2 Agency executive and management structure | 3 |

## 1.1 Purpose and vision

---

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

---

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

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

### Minister

Senator the Hon Katy Gallagher was Minister for Government Services during 2025–26.

### Role and function

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

In addition, we perform 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.

### Portfolio structure

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

The agency is part of the Finance portfolio.

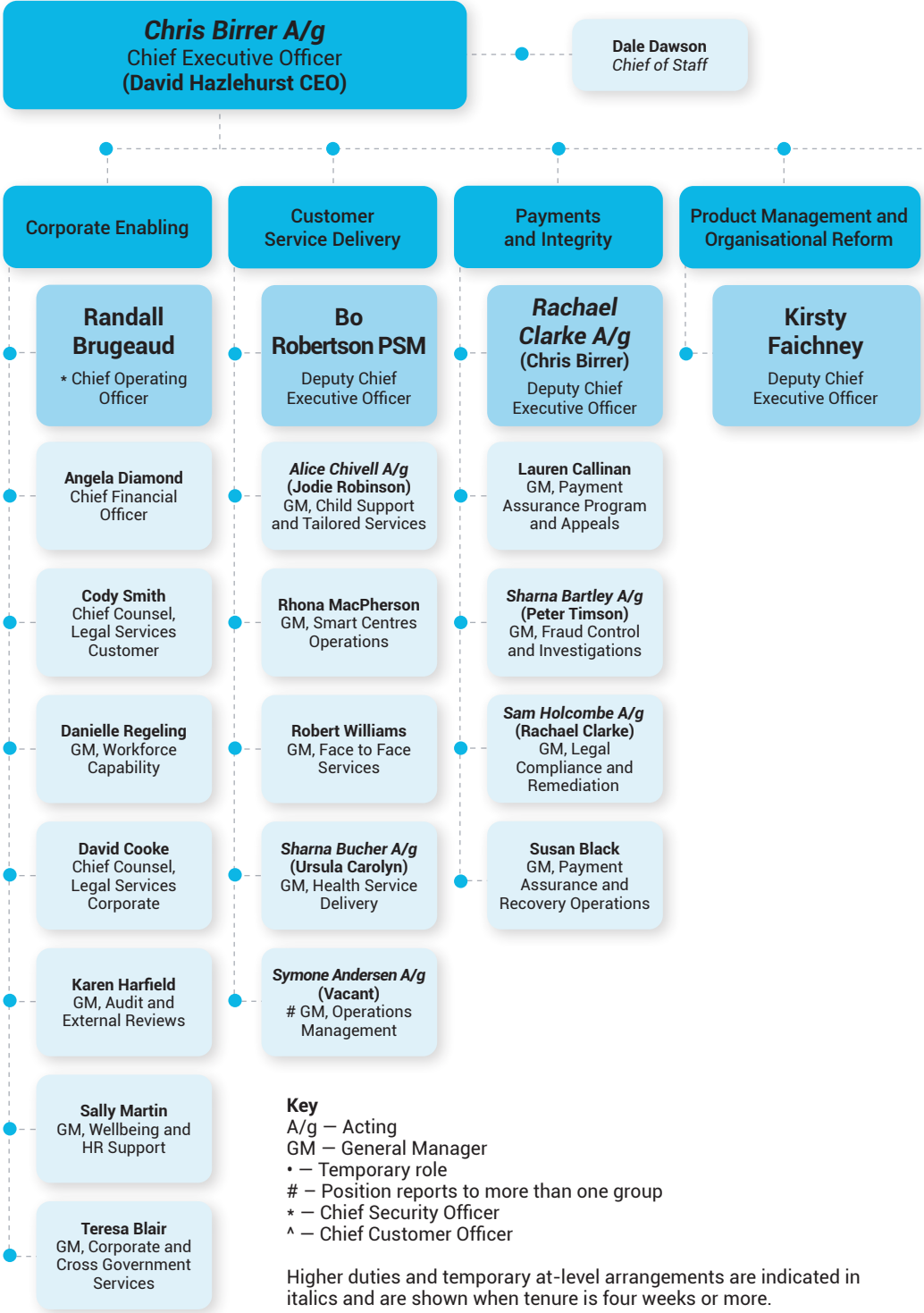


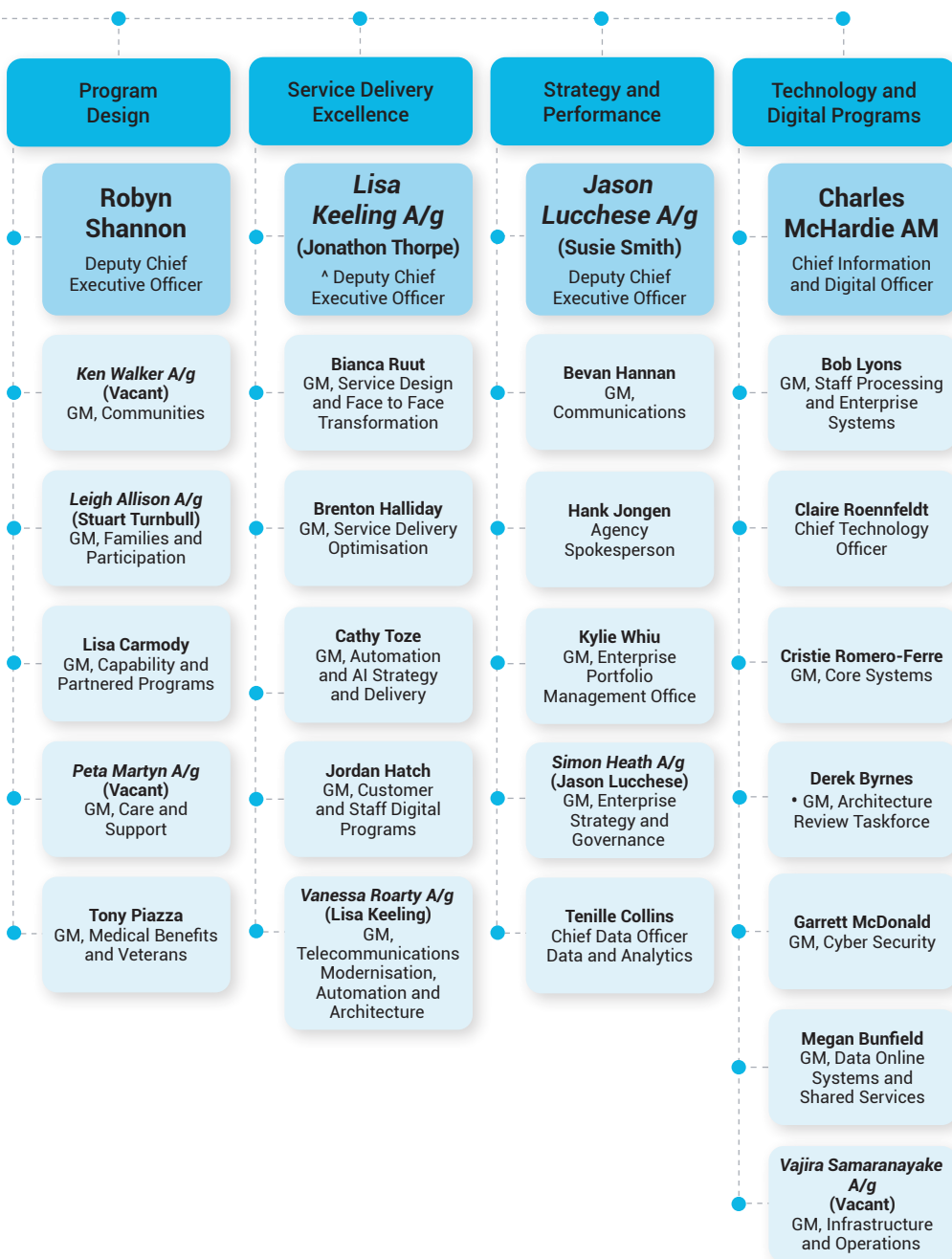
## 1.2 Agency executive and management structure

Figure 1 outlines the agency's organisational structure as at 30 June 2026.

It shows the reporting lines from general managers (GMs) to deputy chief executive officers (DCEOs), and from DCEOs to the Chief Executive Officer (CEO).

Figure 1: Organisational structure at 30 June 2026





## Executive responsibilities as at 30 June 2026

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

**DCEO, Strategy and Performance** – responsible for setting the strategic direction for the agency and monitoring and reporting on performance and risks. The DCEO is also responsible for enterprise portfolio management, leading the vision to become a data-led agency, and communication advice and support.

**Chief Customer Officer (CCO), Service Delivery Excellence** – responsible for service delivery optimisation, modernisation and transformation initiatives. These initiatives include our customer-focused approach to designing end-to-end customer experiences and connecting multiple major projects that affect service delivery.

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

**DCEO, Customer Service Delivery** – responsible for delivering Medicare, Centrelink and Child Support services through the agency's national network of service and smart centres. The group includes a significant social work, health and allied health workforce that provides specialised assessment and support services for customers with diverse and complex needs, and cross-government and surge services on behalf of other government agencies. The DCEO oversees the Services Australia Operations Centre, which provides 24/7 service performance monitoring, manages service disruptions and supports improved business planning through data insights. The DCEO is also responsible for remote service delivery and community-based support services. This includes working alongside local organisations to assist customers in remote and regional communities through a range of specialist roles and tailored support programs.

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

**Chief Operating Officer (COO), Corporate Enabling** – responsible for leadership of enterprise workforce capability, security, legal services, finance, property, procurement and shared services. Through these functions, the group strengthens the foundations that support service delivery and helps enable the agency to deliver its purpose and strategic objectives. The COO leads major reform and transformation activities, workforce capability and wellbeing initiatives, and the ongoing maturation of security, integrity, and assurance arrangements. The group also supports whole-of-APS initiatives and delivers services to partner agencies, contributing to broader Australian Government capability and stewardship outcomes. The COO is also the Chief Security Officer and is accountable to the CEO for overseeing the agency's security arrangements.

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

**DCEO, Product Management and Organisational Reform** – responsible for advancing enterprise agility and strengthening the agency's commitment to a product model with a focus on user-centred, end-to-end outcomes.

This page is left blank intentionally



# Our performance

2.1 Annual Performance Statements 2025–26

10



2

# 2.1 Annual Performance Statements 2025–26

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

## Annual Performance Statements

### Accountable authority statement

As the accountable authority of Services Australia, I present the 2025–26 Annual Performance Statements of Services Australia, as required under paragraph 39(1)(a) and (b) of the *Public Governance, Performance and Accountability Act 2013*.

In my opinion, the 2025–26 Annual Performance Statements are based on properly maintained records, accurately present the performance of Services Australia, and comply with subsection 39(2) of the *Public Governance, Performance and Accountability Act 2013*.



**David Hazlehurst**  
Chief Executive Officer  
Services Australia

21 September 2026

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

## Our purpose, functions, key activities and Strategic Performance Measures

### OUR PURPOSE

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

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

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

### OUR FUNCTIONS

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

In addition, we perform a number of regulatory roles on behalf of policy partners to administer, monitor, enforce and encourage compliance with regulations, administer payments and recover debts<sup>1</sup>. We also protect the integrity of government outlays through fraud prevention, detection, investigation, and reporting mechanisms.

<sup>1</sup> Refer to page 125 in the Annual Report for debt management information, page 93 for child support compliance and Part 6 for all other fraud control and compliance.

OUR KEY ACTIVITIES AND STRATEGIC PERFORMANCE MEASURES

| Key activities and Strategic Performance Measures for 2025–26                                                                                                                                                           |                                                                                                                                                                                                                                                    |                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Our programs                                                                                                                                                                                                            |                                                                                                                                                                                                                                                    |                                                                                                                                                                               |
| <b>Program 1.1: Strategy and corporate enabling</b><br>Set Services Australia's strategic direction, deliver corporate functions and build capability                                                                   | <b>Program 1.2: Customer service delivery</b><br>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 | <b>Program 1.3: Technology and transformation</b><br>Provide a robust ICT network and delivery of major transformation projects, including ICT shared services                |
| Our key activities                                                                                                                                                                                                      |                                                                                                                                                                                                                                                    |                                                                                                                                                                               |
| <b>Key activity 1: Build staff and organisational capability to deliver an enhanced customer experience</b><br>We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback | <b>Key activity 2: Deliver quality government services and payments to Australians</b><br>We provide customers with easy and efficient access to services, support and payments for a seamless experience                                          | <b>Key activity 3: Deliver digital and technological capability</b><br>We invest in our technology and systems to sustain and strengthen the digital experience for customers |
| Our Strategic Performance Measures (SPM)                                                                                                                                                                                |                                                                                                                                                                                                                                                    |                                                                                                                                                                               |
| <b>SPM 1:</b> Customer satisfaction<br><b>SPM 2:</b> Customer trust                                                                                                                                                     | <b>SPM 3:</b> Administrative correctness of payments<br><b>SPM 4:</b> Customers served within 15 minutes<br><b>SPM 5:</b> Work processed within timeliness standards<br><b>SPM 8:</b> Cost per payment dollar administered                         | <b>SPM 6:</b> Availability of digital channels<br><b>SPM 7:</b> Customer interactions through digital services                                                                |

CHANGES TO THE STRATEGIC PERFORMANCE MEASURES FROM THE CORPORATE PLAN 2025–26

We assessed and improved overall performance measurement, building on what we learnt from continued annual audits of our Annual Performance Statements by the Australian National Audit Office (ANAO). We reviewed our Strategic Performance Measures to assess the appropriateness and completeness of the measures, and to identify improvements to strengthen processes. This resulted in changes to the following Strategic Performance Measures from what was reported in our Corporate Plan 2025–26, as noted in Table 1 below.

Table 1: Changes in Strategic Performance Measures

| Strategic Performance Measure (SPM)                 | Description of changes from the Corporate Plan 2025–26                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>SPM 8 – Cost per payment dollar administered</b> | Methodology for the measure and wording for the target changed compared to the 2025–26 Corporate Plan from 'A three-year rolling average less than or equal to the prior year three-year rolling average' to 'Less than, or equal to, the prior year three-year rolling average'. This was done to provide a more meaningful depiction of the agency performance. |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

| Strategic Performance Measure (SPM)                                            | Description of changes from the Corporate Plan 2025–26                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Our Strategic Performance Measures and how we link them to Our programs</b> | Compared to the 2025–26 Corporate Plan, we have removed the note from 'Our Strategic Performance Measures' referring to SPM 1: <i>Customer satisfaction</i> and SPM 2: <i>Customer trust</i> 'Customer satisfaction and Customer trust SPM results also contribute to Key activity 2 – Deliver quality government services and payments to Australians'. |
| <b>SPM 1: Customer satisfaction and SPM 2: Customer trust</b>                  | To provide a greater understanding of how we measure performance and calculate the weightings, wording has been changed from the 2025–26 Corporate Plan to better enhance the explanation of weighting against program and channel levels.                                                                                                               |

## SUBSEQUENT EVENTS

There were no subsequent events after the reporting period.

## How we measure performance

The Annual Performance Statements are prepared for paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013*, any other legislation applicable to the preparation of Annual Performance Statements of the agency, and relevant Department of Finance guidelines.

The Annual Performance Statements provide the results of the agency's performance for the reporting period to illustrate our achievements against our purposes. This completes the cycle of performance reporting that commenced with the 2025–26 Portfolio Budget Statements and the 2025–26 Corporate Plan.

Our performance framework is structured to create a line of sight across our agency purposes, key activities and our 8 Strategic Performance Measures (SPMs).

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

Using reliable and verifiable data for Strategic Performance Measures (SPMs) helps identify where decisions can improve overall performance, while recognising that progress in one measure can influence outcomes in others. This supports a balanced focus across all measures rather than prioritising individual metrics in isolation. Examples of this interconnectivity include:

- Weighted program and channel results connect SPM 1 – *Customer satisfaction* and SPM 2 – *Customer trust* to agency-level performance.
- Streamlining access to services strengthened customer satisfaction linking to SPM 1 – *Customer satisfaction*.
- Telephony wait time and congestion settings affect SPM 4 – *Customers served within 15 minutes*, as well as SPM 1 – *Customer satisfaction* and SPM 2 – *Customer trust*.
- Digital availability and use link SPM 6 – *Availability of digital channels* and SPM 7 – *Customer interactions through digital services* to customer effort and confidence.
- Processing timeliness and automation support SPM 5 – *Work processed within timeliness standards* and reduces repeat contacts.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

---

## HOW PERFORMANCE MEASURES WORK TOGETHER TO DEMONSTRATE RESULTS

In 2025–26, the agency balanced claims processing and customer contact resources to improve timeliness, access and customer experience. This included managing work on hand, supporting claim finalisation, maintaining low congestion messaging in social security telephony, and moving suitable interactions to digital and automated pathways. The impacts of this approach are noted in the individual performance measure commentary and results, in particular for SPM 1 – *Customer satisfaction*, SPM 4 – *Customers served within 15 minutes*, SPM 5 – *Work processed within timeliness standards*, SPM 6 – *Availability of digital channels* and SPM 7 – *Customer interactions through digital services*.

During this year the agency implemented targeted initiatives to improve customer experience, service timeliness, digital access and trust. The initiatives are aligned to the agency's Strategic Performance Measures and reinforce the connection between customer satisfaction, trust, timely and efficient service delivery, payment accuracy and digital performance.

- Improving timeliness and reducing customer effort through workload balancing, automation, clearer correspondence and better first point of contact resolution, supporting SPM 1 – *Customer satisfaction*, SPM 4 – *Customers served within 15 minutes* and SPM 5 – *Work processed within timeliness standards*.
- Strengthening access and customer choice through improved appointment booking, expanded video chat and more usable digital services, supporting SPM 1 – *Customer satisfaction*, SPM 6 – *Availability of digital channels* and SPM 7 – *Customer interactions through digital services*.
- Maintaining trust and integrity through stronger digital security, fraud prevention, improved guidance and payment accuracy initiatives, supporting SPM 2 – *Customer trust*, SPM 3 – *Administrative correctness of payments*, SPM 6 – *Availability of digital channels* and SPM 7 – *Customer interactions through digital services*.
- Building organisational capability through staff training, support for vulnerable customers and partnerships with communities and providers, supporting SPM 1 – *Customer satisfaction* and SPM 2 – *Customer trust*.

## PERFORMANCE REPORTING IN 2026–27 AND 2027–28

The agency is increasing its focus on resolving customer enquiries at the first point of contact, and exploring opportunities for automation to reduce claim wait times for our customers in 2026–27, influencing SPM 5 – *Work processed within timeliness standards*.

The agency has maintained low congestion messaging rates in our social security telephony channels and aims to continue this in 2026–27, which will influence SPM 4 – *Customers served within 15 minutes*.

The agency will continue to invest in upskilling our staff capability to improve the quality of our services and the outcomes for customers.

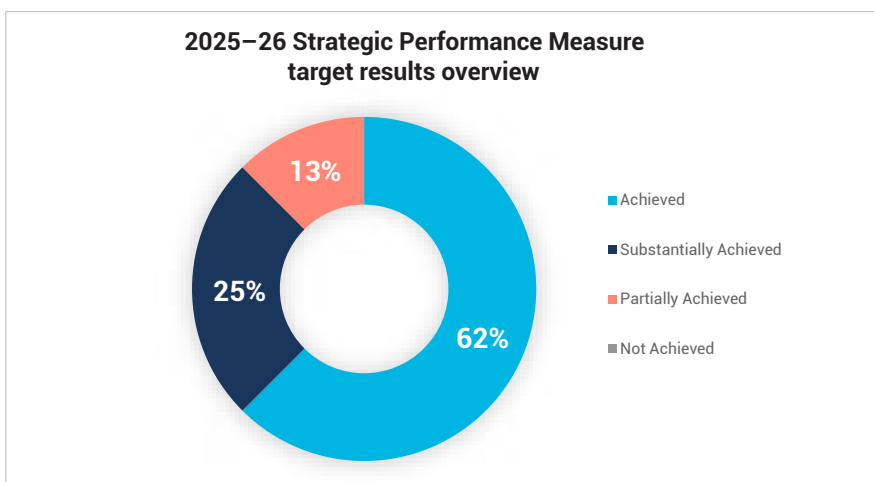
There will be a target increase from 2026–27 for SPM 7: *Customer interactions through digital services* – the target will increase by 4% from ≥90% to ≥94%.

## Our performance summary

In 2025–26, the agency achieved its purpose by continuing to support Australians through the efficient delivery of high-quality, accessible services and payments on behalf of government. Of the 8 Strategic Performance Measures, the agency achieved 5, substantially achieved 2 and partially achieved 1 measure. These results demonstrate strong performance across the agency's key activities, including delivering payments and services, supporting digital and service access, and improving customer experience. While one measure was partially achieved, the overall performance supports the conclusion that the agency delivered against its purpose and identified opportunities to further strengthen service delivery for Australians including a focus on correctness.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

The graph below shows a visual representation of the percentage of Strategic Performance Measures in each tolerance level based on the above 8 Strategic Performance Measures.



Targets are reviewed year on year to meet guidance from the Department of Finance (RMG 131), which states targets should be challenging but achievable and where a target has historically been exceeded, or is static for a period, entities should explain why the target has been maintained.

For a further break down of year on year targets over the last three years, see *Table 2: Services Australia's performance against its Strategic Performance Measures 2023–24 to 2025–26*.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

The table below provides a summary of the performance outcomes for each of the 8 Strategic Performance Measures compared with previous years. For performance outcomes before 2023–24 see prior Services Australia Annual Reports.

**Table 2: Services Australia's performance against its Strategic Performance Measures 2023–24 to 2025–26**

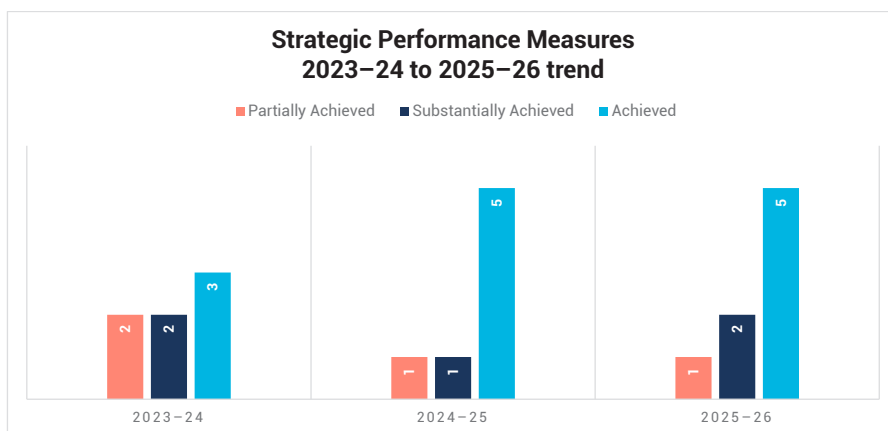
| Strategic Performance Measure (SPM)                   | Target 2023–24 | Result 2023–24  | Target 2024–25       | Result 2024–25                 | Target 2025–26                                                                   | Result 2025–26  | Performance Outcome 2025–26 |
|-------------------------------------------------------|----------------|-----------------|----------------------|--------------------------------|----------------------------------------------------------------------------------|-----------------|-----------------------------|
| SPM 1: Customer satisfaction                          | ≥85 out of 100 | 79.1 out of 100 | ≥85 out of 100       | 77.9 out of 100 <sup>(a)</sup> | ≥85 out of 100                                                                   | 78.3 out of 100 | Substantially achieved      |
| SPM 2: Customer trust                                 | ≥72 out of 100 | 75.8 out of 100 | ≥74 out of 100       | 77.2 out of 100 <sup>(a)</sup> | ≥76 out of 100                                                                   | 77.9 out of 100 | Achieved                    |
| SPM 3: Administrative correctness of payments         | ≥98%           | 97.8%           | ≥98%                 | 98.1%                          | ≥98%                                                                             | 93.2%           | Substantially achieved      |
| SPM 4: Customers served within 15 minutes             | ≥70%           | 55.2%           | ≥70%                 | 58.6 %                         | ≥70%                                                                             | 58.6%           | Partially achieved          |
| SPM 5: Work processed within timeliness standards     | ≥90%           | 71.8%           | ≥90%                 | 92.4 %                         | ≥90%                                                                             | 92.3%           | Achieved                    |
| SPM 6: Availability of digital channels               | ≥99%           | 99.9%           | ≥99%                 | 99.7%                          | ≥99%                                                                             | 99.8%           | Achieved                    |
| SPM 7: Customer interactions through digital services | ≥82%           | 91.9%           | ≥83%                 | 95.2% <sup>(b)</sup>           | ≥90%                                                                             | 95.0%           | Achieved                    |
| SPM 8: Cost per payment dollar administered           | N/A            | N/A             | N/A – benchmark year | 2.02%                          | Less than, or equal to, the prior year three-year rolling average <sup>(c)</sup> | 1.92%           | Achieved                    |

- (a) In 2024–25, the weighting methodology used to calculate SPM 1 & SPM 2 changed from weighting by channel only, to weighting by both channel and program. Health provider results are also reported as a program from 2024–25 rather than a channel as improved data allows reporting at this more detailed level. As such, direct comparison with previous financial years should be undertaken with caution.
- (b) In 2024–25, the methodology used to calculate Strategic Performance Measure 7 was updated to better reflect customer interactions through digital channels, also renaming this measure from the previous 'Tasks managed by customers in digital channels'. Results for 2024–25 are not comparable with previous results.
- (c) SPM 8 'Cost per payment dollar administered' three-year rolling average figure will be included in the SPM 8 'cost per payment dollar administered' section on page 39.

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

The graph below shows a visual trend over the last three years on the Strategic Performance Measure results.

Forward year target changes can be reviewed for the next four years in the Services Australia Corporate Plan, with any amendments made in Portfolio Budget Statements (PBS) or Portfolio Additional Estimates (PAES).



### PERFORMANCE MEASURE TOLERANCE LEVELS (SPMS 1–7)

To reflect the agency's achievement against its performance targets for SPMS 1–7, we use the following tolerance levels.

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

### PERFORMANCE MEASURE TOLERANCE LEVELS (SPM 8)

To reflect the agency's achievement against SPM 8 performance target we utilise the following tolerance levels.

- **Achieved:** ≤100% of the performance target has been achieved
- **Substantially achieved:** 100.1% – 105% of the performance target has been achieved
- **Partially achieved:** 105.1% – 110% of the performance target has been achieved
- **Not achieved:** >110% of the performance target has been achieved.

Note: A lower SPM 8 result reflects the agency is reducing the cost per payment dollar administered.

## Strategic Performance Measure Results

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

### PROGRAM 1.1: STRATEGY AND CORPORATE ENABLING

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

**KEY ACTIVITY 1:** Build staff and organisational capability to deliver an enhanced customer experience.

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

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

#### Strategic Performance Measure 1 – Customer satisfaction

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

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

| Year    | Target         | Result          | Performance Outcome    |
|---------|----------------|-----------------|------------------------|
| 2025–26 | ≥85 out of 100 | 78.3 out of 100 | Substantially achieved |
| 2024–25 | ≥85 out of 100 | 77.9 out of 100 | Substantially achieved |
| 2023–24 | ≥85 out of 100 | 79.1 out of 100 | Substantially achieved |

Performance results for this measure from 2025–26 are reported by:

- **Program** (weighted<sup>1</sup>) – results from each program (social security, health customer, health provider and child support)
- **Channel** (weighted within each program<sup>2</sup>) – 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

<sup>1</sup> The weighting for calculating agency level results is based on the previous financial year program volumes

<sup>2</sup> The weighting for calculating program level results is based on previous financial year channel volumes

### ANALYSIS

The agency substantially achieved its target of ≥85 out of 100 with a result of 78.3 out of 100.

While below the target, this result indicates most customers were satisfied with the services they received in 2025–26.

Performance varied by program: social security and health customer substantially achieved the target, child support partially achieved the target, and the health provider program did not achieve target.

When compared to results from 2024–25:

- Social security satisfaction increased +0.3 points to 79.0 points, building on a +1.0 point increase in 2024–25, with the largest improvements in the face to face and mobile app channels.
- Health customer satisfaction decreased -1.7 points to 83.3 points. Lower results were observed across most service channels, except health customer telephony, which had a small increase from the previous year of +0.6 points to 83.7 points.
- Child support satisfaction decreased -1.4 points to 65.1 points. This decrease was influenced by reduced satisfaction with telephony wait times.

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

- Health provider program satisfaction increased +2.8 points to 63.1 points, reflecting improvements in the timeliness and ease of accessing and using agency services.

Overall agency customer satisfaction increased slightly compared to 2024–25 (+0.4 points). The increase was primarily driven by higher social security satisfaction (+0.3 points), which has a greater influence on the overall agency result because it represents the largest proportion of customer interactions. Improved satisfaction among health providers also contributed to the overall improvement. These gains were partly offset by lower satisfaction in the health customer and child support programs.

The table below summarises the agency's customer satisfaction results by program and channel for 2025–26.

**Table 3: Customer satisfaction results by program and channel 2025–26**

| Program/Channel              | Face to face       | Mobile apps        | Online | Telephony | Program result <sup>(b)</sup> |
|------------------------------|--------------------|--------------------|--------|-----------|-------------------------------|
| Social security              | 87.9               | 85.2               | 74.3   | 79.3      | 79.0                          |
| Health customer              | 88.0               | 82.3               | 81.4   | 83.7      | 83.3                          |
| Child support                | N/A <sup>(c)</sup> | 73.3               | 28.7   | 78.1      | 65.1                          |
| Health provider              | N/A <sup>(c)</sup> | N/A <sup>(c)</sup> | 63.1   | 63.0      | 63.1                          |
| Agency result <sup>(a)</sup> | 88.0               | 84.9               | 73.3   | 78.5      | 78.3                          |

(a) Agency results are calculated by aggregating weighted results for each program (social security, health customers, child support and health providers).

(b) Program results are calculated by aggregating weighted results for each service channel (face to face, mobile apps, telephony and online) where services are provided.

(c) N/A indicates services are not offered for the relevant program channel.

The individual weights are set out in *Table 5: Weights applied to calculate agency and program results*. Information about how weights are calculated is included in the Explanatory Notes and Definitions.

Health customer remained the highest-performing program in 2025–26. Health customer face to face channel continued to perform strongly (88.0 points), while lower satisfaction was recorded for the digital channels, including a -4.3 point decrease for mobile apps and -2.2 points for online compared to 2024–25. The largest decreases were for the *time to receive service* -4.8 points for mobile apps and -2.6 points for online and *effort* drivers -5.3 points for mobile apps and -2.7 points for online, suggesting customers found it more difficult to complete tasks through these channels. The lower satisfaction results may reflect a range of factors, including additional fraud protection measures, which in some cases require customers to contact the agency to complete updates with a staff member. The decrease also coincided with the decommissioning of the Medicare Express Plus mobile app, which was retired on 1 November 2025 as part of the move to more connected and consistent digital services through myGov. Satisfaction is expected to stabilise and improve as customers become more familiar with myGov.

Social security satisfaction improved across several channels, with the strongest gains for face to face, increasing +1.1 points to 87.9 points and mobile apps increasing +1.2 points to 85.2 points. These improvements align with higher satisfaction with *time to receive service*, *perceived quality* and *effort* drivers. While satisfaction for social security telephony and online channels remained below target, both recorded modest increases from the previous year, including +0.5 points for online and +0.1 points for telephony.

Customer satisfaction for child support decreased slightly across both digital channels in 2025–26. Satisfaction with child support online services has remained consistently low since reporting commenced, suggesting customers continue to experience difficulties using online services. In 2025–26, the agency progressively delivered the child support digital uplift, migrating customers' online account to a modern technology platform. These changes are expected to improve the usability and overall customer experience of online services. There was a slight improvement in the child support telephony channel (+0.2 points), although dissatisfaction with longer wait times was evident, reflected in a -2.3 point decrease in the *time to receive service* driver result.

Satisfaction improved among health providers using both the online and telephony channels. Online channels recorded the largest increase, of +3.7 points to 63.1 points, supported by a +5.4 point increase for *time to receive service* and a +3.2 point increase in *communication* driver results. Satisfaction with digital services is now comparable to telephony for health providers of 63.1 points compared with 63.0 points.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

Although satisfaction for health providers increased in 2025–26, results remained well below the target of 85 points, particularly among the practitioner and practice manager cohorts, reflecting continued complexity of provider interactions.

Face to face channels continued to record the highest satisfaction results, while online channels generally recorded the lowest. This suggests customers continue to value personalised support and the ability to resolve more complex matters with staff. Lower online results were linked to dissatisfaction with the effort required to complete tasks or access services. Compared to 2024–25, improvements in channel satisfaction were generally associated with services being easier to use and faster to access.

The table below summarises the agency's results by program against our 6 satisfaction drivers for 2025–26.

**Table 4: Customer satisfaction results by program and driver 2025–26**

| Program / Driver             | Perceived quality | Personalised service | Communications | Time to receive service | Fair treatment | Effort | Program result <sup>(a)</sup> |
|------------------------------|-------------------|----------------------|----------------|-------------------------|----------------|--------|-------------------------------|
| Social security              | 78.6              | 86.8                 | 83.4           | 75.0                    | 91.6           | 76.9   | 79.0                          |
| Health customer              | 84.0              | 88.5                 | 87.7           | 76.5                    | 91.6           | 81.3   | 83.3                          |
| Child support                | 67.7              | 81.6                 | 71.3           | 53.1                    | 87.7           | 60.1   | 65.1                          |
| Health provider              | 66.5              | 64.7                 | 62.8           | 59.9                    | 77.5           | 58.9   | 63.1                          |
| Agency result <sup>(a)</sup> | 78.2              | 85.7                 | 82.4           | 73.9                    | 90.8           | 76.0   | 78.3                          |

(a) Program and agency results are calculated by adding all weighted channel average scores.

In 2025–26, the agency progressed a range of initiatives to lift customer satisfaction, with a focus on improving timeliness and reducing customer effort. Actions included balancing workloads, reducing work on hand and introducing approaches to deliver more consistent outcomes. Updates to the Disability Support Pension appeals process and expanded use of digitally enabled processing and automation were implemented to help reduce delays, repeat contacts and incomplete transactions.

The agency is strengthening its capability to assist customers with complex needs by uplifting vulnerability training for staff and expanding access to video chat. This supported a more personalised service, allowing customers to engage in ways that better reflect their circumstances and location.

Access to services improved through refinements to the online appointment booking system, enabling customers to make appointments and advise in advance if they would be accompanied by a support person. These changes were designed to reduce customer effort and improve readiness for appointments.

Further initiatives aimed to reduce customer burden and repeat contacts. This included simplifying bank-detail registration and actively encouraging customers to update their bank details to ensure Medicare payments held by the agency can be delivered back to customers.

The agency uplifted the child support online account onto a new technology platform. It is expected that the improved usability and visual design, together with a more consistent digital experience will reduce customer effort and the need for follow-up with staff.

The agency improved the clarity and consistency of customer correspondence through new letter templates, enabling clearer communication of decisions, obligations and next steps with the intention of reducing avoidable follow-up.

To support the introduction of the Bulk Billing Practice Incentive Program (BBPIP), the agency published supporting materials on the Services Australia website, including program guidance, health professional updates, and education and training resources. This supported health providers to better understand program requirements and how to apply them, contributing to administrative clarity and consistent fair claiming.

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

### LIMITATIONS AND EXCLUSIONS

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

- While we encourage participation to ensure the survey population is representative of the overall customer base, customer participation in all surveys is voluntary.
- The agency seeks to offer surveys to a wide variety of customers, noting feedback from some cohorts is not always possible. These cohorts include:
  - some telephony and face to face customers who have not interacted with a staff member from staff assisted channels, including those unable to speak to a service officer due to telephony congested messages, as questions are designed to measure perceptions of interactions with staff for the channels of telephony and face to face.
  - aged care customers and providers of aged care facilities fall within the Department of Health, Disability and Ageing's remit and can be difficult to reach through standard survey methods.
  - customers who respond to the survey but record responses to less than 3 drivers, contribute to driver responses but not the overall measure.
  - a small group of customers may be temporarily excluded to limit interview burden (e.g. customers in crisis or claiming emergency payments) or due to technical barriers to collection.

### EXPLANATORY NOTES AND DEFINITIONS

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

- The performance measure is based on customers' and health providers' perceptions of our agency across the telephony, face to face, online and mobile app channels, and is used to improve the quality of services provided to our customers.
- Feedback is collected from a random sample of customers rather than every customer; therefore, some sampling error is likely to occur. The agency uses Margins of Error (MoEs) to determine the maximum amount by which the sample results are expected to differ from results that would have been produced had we surveyed all customers. This year's MoEs for agency results have been below 1%.
- Except for child support online, surveys are only completed by customers with a successful interaction. Surveying for child support online is conducted by any customer who accesses their authenticated account and chooses to complete a survey. As such, results of the overall child support customer experience may differ from other survey cohorts. The agency will bring child support online surveying in line with other surveying when current limitations have been addressed.
- For the purposes of SPM 1 and SPM 2 surveying, 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.
- Eligible customers are selected at random to complete a survey. Offer rates vary depending upon the channel of interaction and program.
- Surveys are undertaken via automated interactive voice response (post-call survey), online or from outbound interviews conducted by the agency's external provider.
- Survey questions are tailored to the audience of the survey and the results are a combination of different surveys.
- All survey questions align to the 6 drivers and are measured on a 5-point scale, with 3 being neutral. Based on the responses provided to the driver questions, an index score ranging from 0 to 100 is established for every survey respondent (See *Table 6: Customer response Index score*).
- Results are weighted to ensure they accurately represent the experiences of all people interacting with the agency. Weightings are derived from transactional volumes from the previous financial year. Using the previous financial year's data ensures effects from seasonal variations is minimised.
- In 2024–25, the agency changed how it weights satisfaction and trust results to better represent how customers use different services. Previously, results were weighted by overall channel use across the agency regardless of program. Since 2024–25, each program uses its own weights based on how much customers access services across its channels. These program results are then weighted based on program usage and combined to produce the agency result. Testing showed this change led to lower overall agency results than would have been reported under the earlier method. The new approach established in 2024–25 has been used to calculate 2025–26 results.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

- In 2024–25, the agency also commenced calculating unrounded weightings to ensure an extra level of accuracy. The weightings used to calculate the 2025–26 results are provided in *Table 5: Weights applied to calculate agency and program results* (rounded to one decimal place).
- All comparisons to previous year’s results have a 95% level of statistical confidence. This means we can be confident the changes reflect real performance.

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

- Customer satisfaction results are aggregated from a 6-driver model (see *Table 4: Customer satisfaction by program and driver results 2025–26* above).
- A total of 112,510 customers completed a satisfaction survey in 2025–26, inclusive of 2,959 health providers. The total number of completed surveys increased slightly from 109,385 in 2024–25, driven by higher participation from health practitioners, practice managers and social security telephony customers. The large sample size improves the reliability of results by reducing sampling error and helps ensure survey findings are representative of the agency’s diverse customer base.

Table 5: Weights applied to calculate agency and program results

| Program / Channel | Face to face | Mobile apps | Online | Telephony | Program |
|-------------------|--------------|-------------|--------|-----------|---------|
| Social security   | 8.0%         | 23.5%       | 45.6%  | 10.1%     | 87.2%   |
| Health customer   | 0.9%         | 1.7%        | 1.8%   | 1.8%      | 6.2%    |
| Child support     | N/A          | 0.2%        | 0.4%   | 1.1%      | 1.7%    |
| Health provider   | N/A          | N/A         | 3.8%   | 1.1%      | 4.9%    |
| Agency            | 8.9%         | 25.3%       | 51.7%  | 14.1%     | 100.0%  |

N/A indicates services are not offered for the relevant program channel.  
Note: Figures in this table are rounded to one decimal place and may not add up to agency totals.

Table 6: Customer response Index score

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

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

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

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reference</b>               | 2025–26 Portfolio Budget Statements, page 219<br>2025–26 Corporate Plan, page 20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Data Source</b>             | External Survey Provider – Instinct & Reason Pty Ltd                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Calculation Explanation</b> | Calculated by adding all weighted channel and program average scores. Scores are calculated from the customer survey responses. The weighting is derived from transactional volumes from the previous financial year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Calculation</b>             | <p>Agency Calculation<br/> <math>(A \text{ Weighting} \times A \text{ Result}) + (B \text{ Weighting} \times B \text{ Result}) + (C \text{ Weighting} \times C \text{ Result}) + (D \text{ Weighting} \times D \text{ Result})</math></p> <p>Program Calculation<br/> <math>(E \text{ Weighting} \times E \text{ Result}) + (F \text{ Weighting} \times F \text{ Result}) + (G \text{ Weighting} \times G \text{ Result}) + (H \text{ Weighting} \times H \text{ Result})</math></p> <p>Program<br/> A = social security<br/> B = health customer<br/> C = child support<br/> D = health provider</p> <p>Channel<br/> E = online channel<br/> F = mobile apps channel<br/> G = telephony channel<br/> H = face to face channel</p> |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

**Strategic Performance Measure 2 – Customer trust**

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

This provides visibility of our customers' level of trust in the agency.

| Year    | Target                        | Result          | Performance Outcome |
|---------|-------------------------------|-----------------|---------------------|
| 2025–26 | ≥76 out of 100 <sup>(a)</sup> | 77.9 out of 100 | Achieved            |
| 2024–25 | ≥74 out of 100 <sup>(a)</sup> | 77.2 out of 100 | Achieved            |
| 2023–24 | ≥72 out of 100 <sup>(a)</sup> | 75.8 out of 100 | Achieved            |

(a) The 2021–22 result for this measure was taken into account when setting the target for 2025–26. A target of 70 out of 100 was set for 2022–23 with a staggered increase to the target of 2 points each year over a 5 year period (70, 72, 74, 76, 78), demonstrating the agency's commitment to improving year on year.

Performance results for this measure from 2025–26 are reported by:

- **Program** (weighted<sup>1</sup>) – results from each program (social security, health customer, health provider and child support)
- **Channel** (weighted within each program<sup>2</sup>) – 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

<sup>1</sup> The weighting for calculating agency level results is based on the previous financial year program volumes

<sup>2</sup> The weighting for calculating program level results is based on previous financial year channel volumes

**ANALYSIS**

The agency achieved its target of ≥76 out of 100 with a result of 77.9 out of 100.

Customers continued to report high levels of trust that the agency will keep personal data safe (84.7 points) and treat them fairly (81.0 points).

The table below summarises the agency's customer trust results by program and channel for 2025–26.

**Table 7: Customer trust results by program and channel 2025–26**

| Program                      | Face to face       | Mobile apps        | Online | Telephony | Program result <sup>(b)</sup> |
|------------------------------|--------------------|--------------------|--------|-----------|-------------------------------|
| Social security              | 84.4               | 80.0               | 74.6   | 85.0      | 78.1                          |
| Health customer              | 85.8               | 81.8               | 79.5   | 87.4      | 83.3                          |
| Child support                | N/A <sup>(c)</sup> | 68.3               | 26.2   | 82.8      | 67.0                          |
| Health provider              | N/A <sup>(c)</sup> | N/A <sup>(c)</sup> | 70.6   | 69.8      | 70.4                          |
| Agency result <sup>(a)</sup> | 84.6               | 80.0               | 74.1   | 83.9      | 77.9                          |

(a) Agency results are calculated by aggregating weighted results for each program (social security, health customers, child support and health providers).

(b) Program results are calculated by aggregating weighted results for each service channel (face to face, mobile apps, telephony and online) where services are provided.

(c) N/A indicates services are not offered for the relevant program channel.

The individual weights are set out in *Table 5: Weights applied to calculate agency and program results*. Information about how weights are calculated is included in the Explanatory Notes and Definitions for SPM1 – Customer Satisfaction (*combined methodology*).

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

Social security recorded a customer trust result of 78.1 points, +0.7 points from 2024–25, with increases across several channels, particularly mobile apps +1.7 points to 80.0 points and face to face services +1.7 points to 84.4 points. Telephony also improved +0.5 points to 85.0 points, while online results remained comparatively lower at 74.6 points, although stable compared to the previous year (+0.4 points).

For health customer, the customer trust result in 2025–26 was 83.3 points, a decrease of -0.7 points from 2024–25. Telephony continued to record the highest level of trust (87.4 points), followed by face to face (85.8 points). Modest decreases were observed across all channels including; telephony (-1.1 points), face to face (-0.9 points), online services -0.9 points to 79.5 points and mobile apps -1.2 points to 81.8 points. Overall trust levels remained high for health customer services.

Child support recorded a customer trust result of 67.0 points, a decrease of -2.3 points from 2024–25. Telephony remained the strongest performing channel (82.8 points), with results broadly consistent with the previous year (83.1 points). Trust in child support's online services was substantially lower at 26.2 points. Within the online channel, trust was consistently lower among customers who pay child support (23.6 points for payers) compared with those who receive child support (36.1 points for payees). The largest difference was observed for the *fairness* driver, with payers recording 21.2 points compared to 41.8 points for payees. Only a limited number of child support tasks can be completed online, and many require staff action to be completed. Consequently, a high proportion (88.9%) of online customers reported their request was not resolved during the interaction, which is likely to have negatively affected trust. Results may also be influenced by the child support online survey methodology, which relies on customers voluntarily opting in to provide feedback rather than randomly selected customers being invited to participate.

Health provider trust increased in 2025–26, increasing +1.7 points to 70.4 points. The online channel increased +2.2 points to 70.6 points. The telephony channel remained stable +0.3 points to 69.8 points.

The table below summarises the agency's customer trust results by program and driver for 2025–26.

**Table 8: Customer trust results by program and driver results 2025–26**

| Program / Driver             | Integrity | Responsiveness | Honest and transparent | Reliability | Fairness | Personal data security | Program result |
|------------------------------|-----------|----------------|------------------------|-------------|----------|------------------------|----------------|
| Social security              | 79.7      | 70.1           | 76.2                   | 77.8        | 81.3     | 84.8                   | 78.1           |
| Health customer              | 84.9      | 77.0           | 82.6                   | 83.2        | 86.1     | 86.7                   | 83.3           |
| Child support                | 66.8      | 59.0           | 68.6                   | 66.3        | 67.1     | 75.7                   | 67.0           |
| Health providers             | 72.9      | 59.9           | 66.1                   | 69.2        | 74.7     | 83.2                   | 70.4           |
| Agency result <sup>(a)</sup> | 79.5      | 69.8           | 76.0                   | 77.5        | 81.0     | 84.7                   | 77.9           |

(a) Program and agency results are calculated by adding all weighted channel average scores.

In 2025–26, agency-level trust improved slightly (+0.7 points) compared to 2024–25, supported by increases in *responsiveness* driver result (+1.6 points), and strong perceptions of *personal data security* driver result across all programs.

Social security recorded improvement across most trust drivers. The largest increase was observed for *responsiveness*, which increased +1.7 points to 70.1 points, alongside smaller gains for *integrity* (+0.7 points), *reliability* (+0.8 points) and *fairness* (+0.8 points) driver results. The strongest performing trust drivers were *personal data security* and *fairness*.

Trust for the health customer program decreased across several drivers, with lower results primarily associated with service *responsiveness* (-1.2 points), *reliability* (-0.9 points) and *integrity* (-0.9 points). The agency strengthened the security of its digital services in 2025–26 by introducing additional fraud checks for bank account updates. Some checks require staff involvement, meaning some customers need to contact the agency to make updates. The agency also retired the Medicare Express Plus mobile app on 1 November 2025 as part of its move to more connected and consistent digital services through myGov. Feedback indicates some customers found it difficult to adjust to these changes. Trust in health customer mobile apps is expected to stabilise and improve over time.

Child support recorded decreases across several trust drivers, particularly for the digital channels. Among mobile app users, trust in *personal data security* decreased -3.1 points to 83.2 points. The result still indicates very high trust that the agency will keep personal data safe when interacting via child support's mobile app. At the program level, *personal data security* and *honest and transparent* remained the highest-performing trust drivers.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

---

Health provider trust improved across several drivers in 2025–26. The largest increase was observed for *responsiveness*, increasing +5.4 points to 61.2 points for online services. Smaller increases were recorded for *honesty and transparency* (+2.7 points), *reliability* (+1.9 points) and *fairness* (+1.6 points) drivers for the online channel.

During 2025–26, the agency progressed a range of initiatives to support customer trust. Actions to strengthen the safety and security of digital correspondence and myGov accounts, alongside education for staff and customers about identifying and avoiding scams supported strong performance for the *personal data security driver*.

The agency prioritised initiatives to support fair and consistent outcomes, including improving staff capability through training and strengthening guidance to support consistent decision-making. These actions support customer perceptions of fairness and integrity.

To improve responsiveness, the agency reduced work on hand, improving workload allocation and queue management, and expanded proactive customer communications to provide greater certainty about timeframes and next steps.

Initiatives to improve service reliability included stabilising digital systems, expanding digitally enabled processing and automation, and improving first contact resolution. These actions were implemented to support customers' confidence that the agency will deliver services as expected.

Improvements in customer perceptions of honesty, transparency and integrity were supported through clearer and consistent communication, improved explanations of outcomes, and strengthened review processes. This included implementation of the agency's Preventing Financial Abuse through Child Support Strategy, which aims to support a fairer and safer child support system for parents and children.

**LIMITATIONS AND EXCLUSIONS**

Limitations and explanatory notes are the same for both SPM 1: Customer satisfaction (page 21), and SPM 2: Customer trust.

**EXPLANATORY NOTES AND DEFINITIONS**

See explanatory notes and definitions provided in SPM 1: Customer satisfaction (page 21) for list, weights applied (*Table 5: weights applied to calculate agency and program results*) and customer response Index score, noting the below additional points apply solely for SPM 2: Customer trust.

- Trust results are aggregated from a 6-driver model (see *Table 8: Customer trust results by program and driver 2025–26* above).
- A total of 87,445 customers completed a trust survey in 2025–26, inclusive of 2,959 health providers. The total number of completed surveys increased slightly from 83,428 in 2024–25, driven by higher participation from health practitioners, practice managers and social security telephony customers.

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

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

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reference</b>               | 2025–26 Portfolio Budget Statements, page 219<br>2025–26 Corporate Plan, page 21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Data Source</b>             | External Survey Provider – Instinct & Reason Pty Ltd                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Calculation Explanation</b> | Calculated by adding all weighted channel and program average scores. Scores are calculated from the customer survey responses. The weighting is derived from transactional volumes from the previous financial year.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Calculation</b>             | <p>Agency Calculation</p> <p><math>(A \text{ Weighting} \times A \text{ Result}) + (B \text{ Weighting} \times B \text{ Result}) + (C \text{ Weighting} \times C \text{ Result}) + (D \text{ Weighting} \times D \text{ Result})</math></p> <p>Program Calculation</p> <p><math>(E \text{ Weighting} \times E \text{ Result}) + (F \text{ Weighting} \times F \text{ Result}) + (G \text{ Weighting} \times G \text{ Result}) + (H \text{ Weighting} \times H \text{ Result})</math></p> <p>Program</p> <p>A = Social security</p> <p>B = Health customer</p> <p>C = Child support</p> <p>D = Health provider</p> <p>Channel</p> <p>E = Online channel</p> <p>F = Mobile apps channel</p> <p>G = Telephony channel</p> <p>H = Face to face channel</p> |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

**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 monitor and assess our performance against the following 4 Strategic Performance Measures.

**Strategic Performance Measure 3 –Administrative correctness of payments**

The agency is committed to ensuring high-quality processing of claims based on information provided to the agency.

This enables the delivery of the right payment at the right rate, to the right customer, from the right date.

| Year    | Target | Result               | Performance Outcome    |
|---------|--------|----------------------|------------------------|
| 2025–26 | ≥98%   | 93.2% <sup>(a)</sup> | Substantially Achieved |
| 2024–25 | ≥98%   | 98.1%                | Achieved               |
| 2023–24 | ≥98%   | 97.8%                | Substantially Achieved |

(a) The agency result decreased by 4.9 percentage points due to enhanced quality assurance approach for some Health and Social Security interactions. Assurance activities at the end of the 2025–26 financial year identified concerns with the accuracy of quality checking outcomes across health and social security. Due to this, additional samples of claims were re-checked to provide a reportable SPM 3 result.

**ANALYSIS**

The agency substantially achieved its target of ≥98% with a result of 93.2%.

A correctness rate of 93.2% indicates that 6.8% of the 471 million outcomes that customers received contained a critical error. Results by program that contained no critical errors are:

- Social security: 63.1% of 3.5 million claims (a decrease from 94.0% of 4.4 million claims in 2024–25)
- Health: 93.5% of 467.7 million claims (a decrease from 98.1% of 461.5 million claims in 2024–25)
- Child support: 96.4% of 54,507 claims (an increase from 93.9% of 52,032 claims in 2024–25).

The correctness rate is primarily driven by the volume of simple claims processed automatically with no errors – Health (65.9% of total health claims) and social security (0.3% of total social security claims).

An appropriate sample size of manually processed claims for social security and health claims have been post claim checked (checked after the claim is finalised) as a result of the agency's additional assurance of quality checks in 2025–26, with any errors corrected after the claim has been finalised.

Performance across the three programs was influenced by a range of factors:

- Assurance activities for social security results identified a number of common errors occurring during our claim processing including mismatch with information provided in a claim, circumstances incorrectly assessed, keying errors and incorrect dates used. We have embedded Quality Development Officers into our new starter teams to ensure a focus on correct customer outcomes and to help build staff capability.
- Health results decreased due to increased identified errors in manually processed work including eligibility and patient claims. There were regular updates to operational procedures and improvements in staff capability which will continue in 2026–27.

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

- In child support, processes have continued to be streamlined in the approach to managing new applications. This includes further refinement of the contact requirements adapted to a customer's circumstances, allowing staff to focus on achieving quality outcomes for customers, and improvements to relevant reference material and training products.

The table below summarises the agency's program results for correctness rate and weighting factor for 2025–26.

**Table 9: Program results 2025–26**

| Program results                | Total claims       | Weighting factor<br>(% of total claims) | Weighted correctness<br>rate |
|--------------------------------|--------------------|-----------------------------------------|------------------------------|
| Social security <sup>(a)</sup> | 3,493,258          | 0.7%                                    | 63.1%                        |
| Health                         | 467,683,221        | 99.2%                                   | 93.5%                        |
| Child support                  | 54,507             | 0.0% <sup>(b)</sup>                     | 96.4%                        |
| <b>Total</b>                   | <b>471,230,986</b> | <b>100%</b>                             | <b>93.2%</b>                 |

(a) Social security includes emergency claims.

(b) Weighting factors are rounded to one decimal place. The child support weighting factor is 0.01%.

### LIMITATIONS AND EXCLUSIONS

- The scope of this performance measure is limited to critical errors identified through quality checks of new-claim work. These errors impact the outcome the customer receives. This may be an incorrect assessment of their eligibility, rate, or commencement date. The definition of a claim is applied differently across social security, health and child support to capture the most relevant transactions.
- 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 not retained. 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.
- A small number of health and child support checks were not checked within the reporting period and cannot be included in the result. Over the 2025–26 financial year, this amounted to 2,848 health checks and 19 child support checks. The percentage of claims checked still provides a statistically valid sample for the purpose of the measurement of administrative correctness.

### EXPLANATORY NOTES AND DEFINITIONS

- This performance measure illustrates the correct processing of payments, rather than the accuracy of claims, noting:
  - "correctness" relates to the agency administrative and processing errors for new-claim work, based on the information provided
  - "accuracy" relates to all errors, based on the circumstances, irrespective of the information provided.
- Administrative correctness is solely focused on payment processing quality.
- Weighting methodology is based on total finalised new claims available for sampling in a quality checking system. This is considered appropriate as it aligns with the sampling unit used to calculate the results.
- Social security quality checking results are calculated from the Quality Online (QOL) and Quality Management Application (QMA) systems, noting:
  - A random sample of 400 quality checks from QMA and QOL during 2025–26 were rechecked to provide the social security accuracy result.
  - Sampling rates are based on individual service officers' proficiency. When service officers are new to a claim type, 100% of their claims are sampled for quality checking. As they meet the volume and quality requirements, their sampling rate is reduced incrementally. The minimum sampling rate is 2%
  - The additional assurance checks utilised for the social security result are treated as post-checks. Therefore, these claims are checked, and errors are resolved after the claim is initially finalised.

### SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

---

- Health quality checking results are calculated from the following sources:
  - A random sample of 400 quality checks from the Medicare system were rechecked to calculate the health accuracy result, with the errors corrected after the claim has been finalised.
  - QBBI (Medicare Quality Control System) supports staff to randomly sample 6% of service officers and up to seven of their prior day's transactions, of manually processed Patient claims, Bulk Bill claims, or Medicare Enrolment transactions for quality checking each day.
  - Quality Support Tool (QST) facilitates staff to randomly sample manually processed work items from 16 health programs (including from the Pharmaceutical Benefits Scheme (PBS)) for quality checking.
  - 0.1% of Veteran's Affairs Processing (VAP) services were randomly sampled for quality checking in 2025–26.
  - Health checks are all post-checks. Therefore, claims are checked, and errors are resolved after the claim is initially finalised.
- Health and social security claims processed by service officers who have 100% of the claim type quality checked or are currently undertaking training are excluded from the measure because:
  - these staff have all their work quality checked. Therefore, their correctness rates do not impact on the administrative correctness of payments.
  - excluding work completed by these staff reduces selection bias and increases the degree of randomness in sample selection, therefore the validity of the measure. Including these staff would overrepresent inexperienced and underperforming staff.
- Child support new registrations are randomly sampled by staff using the Enterprise Data Warehouse (EDW), noting:
  - 3.3% of new registrations were sampled for quality checking in 2025–26.
  - while a child support 'payment' is not a government financial outlay, the assessment undertaken by the agency determines the rate of child support to be paid, in line with a set of legislative criteria. Processing new registrations assesses the rate of payment based on information received from the initial claim from the customer. Quality checking new registrations aligns with the sampling unit and inclusions used in social security and health within this measure.
  - Child support checks are all post-checks (checked after the registration is finalised). New registrations are checked, with any errors corrected after the child support registration has been finalised.
- Claims processed automatically are assumed to be 100% correct. This includes 308 million health claims and 8,782 social security claims. All automatically processed and paid claims need to meet the business processing rules to be automatically processed and paid. To support this assumption, the agency performs an accuracy assessment on a statistically valid random sample of automatically processed claims.
- The 'right date' referred to in the description statement is the correct commencement date of the payment. This is not necessarily the first date a customer is paid; it is the date from which their entitlements are calculated.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

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

|                                |                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reference</b>               | 2025–26 Portfolio Budget Statements, page 220<br>2025–26 Corporate Plan, page 22                                                                                                                                                                                                                                                                                |
| <b>Data Source</b>             | Manual sample<br>Quality Online (QOL Stat)<br>Quality Management Application (QMA)<br>Statistical Analysis System (SAS) Viya<br>Enterprise Data Warehouse (EDW)<br>Quality Manager Verint<br>Medicare Quality Control System (QBBI)<br>Quality Support Tool (QST)<br>Medicare Compensation Recovery System (MCRS)<br>Veteran's Affairs Processing (VAP)         |
| <b>Calculation Explanation</b> | Calculated by adding the weighted social security administrative correctness (QMA + QOL), the health administrative correctness (QBBI + QST + MCRS + VAP) and the child support administrative correctness. The weighting methodology is derived from total finalised claims available for sampling in a quality checking system for the same reporting period. |
| <b>Calculation</b>             | $A \times B / G + C \times D / G + E \times F / G$ expressed as a percentage<br>A = Social security correctness rate<br>B = Social security total claims<br>C = Health correctness rate<br>D = Health total claims<br>E = Child support correctness rate<br>F = Child support total claims<br>G = Agency total claims (B + D + F)                               |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

**Strategic Performance Measure 4 – Customers served within 15 minutes**

The agency endeavours to provide customers with timely access to services and support from face to face contact and telephony channels.

This demonstrates the extent to which customers have access to timely services and support they need to get on with their lives.

| Year    | Target | Result <sup>(a)(b)</sup> | Performance Outcome |
|---------|--------|--------------------------|---------------------|
| 2025–26 | ≥70%   | 58.6%                    | Partially achieved  |
| 2024–25 | ≥70%   | 58.6%                    | Partially achieved  |
| 2023–24 | ≥70%   | 55.2%                    | Partially achieved  |

- (a) In 2025–26, 1.9 million calls were transferred between queues. Calls transferred internally between telephony queues are counted as separate telephone calls with separate wait times and are included as such in this measure. This may have an impact on the results for this measure for each of the reported years.
- (b) In 2025–26, 1.9 million call back calls were answered, representing 10% of all calls answered. 99.9% of call backs were answered within 15 minutes, leading to a +2.6% increase in the result for this measure, compared to if no call back service was offered.

**ANALYSIS**

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

Throughout 2025–26, the agency actively balanced service delivery demand across face to face, telephony, claims and processing channels in response to Government priorities and external pressures such as natural disasters<sup>2</sup>. This was underpinned by a deliberate approach to prioritisation, ensuring resources are directed to areas of greatest demand, customer need and risk, while maintaining a consistent focus on service quality and customer experience.

Across 2025–26, the agency maintained minimal use of congestion messages, with a total of 2.5 million congestion messages (an increase of +318,000 or +14.6% compared to 2024–25). Over the same period call wait times increased by approximately +1 minute on average across the agency.

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

- Offering callbacks on some phone lines when demand was high, so customers do not have to stay on the phone while waiting to get to the front of the queue. In 2025–26, we offered 3.9 million call backs, and more than half of callers (56.8%) accepted the option rather than waiting. Upfront information is provided to social security, health and child support customers on the estimated wait times they may experience when using the telephony channel.
- In 2025–26, over 4.9 million customers accessed the Medicare claims tracker almost 9 million times, removing the need for them to call to check on claim progress.
- By advancing technology and building the capability of our workforce, we are improving our ability to serve customers in a more holistic way. This includes continually reviewing our telephony systems, data and how customers engage with the Interactive Voice Response (IVR) this helps connect customers to a staff member to have their enquiry resolved at the first point of contact, reducing the need to transfer their call.
- Call transfers decreased by -69,300 or -3.6% in 2025–26 compared to 2024–25, representing an increase to the number of customers who received a simpler, more helpful experience.
- The agency continues to deliver other improvements such as the ability for customers to book appointments online and transparency of the estimated timeframes for claim completions in the online channel, reducing the need for customers to contact.
- Recruitment and upskilling of staff to provide end-to-end servicing continues, leading to more confident and competent staff and increased capacity across channels.

<sup>2</sup> For information on natural disasters in 2025–26, see Part 3: Service delivery overview, section 3.3, page 53.

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

The table below summarises the agency's face to face and telephony performance by program for customers served within 15 minutes for 2025–26.

**Table 10: Channel results by program of Customers served within 15 minutes 2025–26**

| Program                               | Face to face       | Telephony |
|---------------------------------------|--------------------|-----------|
| Social security                       | 67.9%              | 40.8%     |
| Emergency management <sup>(a)</sup>   | N/A <sup>(b)</sup> | 79.0%     |
| Health customers                      | 65.3%              | 53.5%     |
| Health providers                      | N/A <sup>(b)</sup> | 87.3%     |
| Health PBS authorities <sup>(c)</sup> | N/A <sup>(b)</sup> | 99.9%     |
| Child support                         | N/A <sup>(b)</sup> | 47.5%     |
| Payments and integrity                | N/A <sup>(b)</sup> | 76.2%     |

(a) Emergency management calls are a subset of social security calls.

(b) No face to face service offering.

(c) The health PBS authorities line has a 30 second call answer requirement.

### Social security

The face to face result of 67.9% substantially achieved target, increasing by +0.3% compared to 2024–25. The telephony result of 40.8% did not achieved target but increased by +1.3% compared to 2024–25.

These results were driven by tactical strategies to carefully balance staff resources across each channel to meet overall demand. The improvement in telephony results was influenced by the increased use of call backs (Place in Queue<sup>3</sup> (PiQ) technology), with the percentage of callbacks increasing from 3.4% of all social security answered calls in 2024–25 to 10.3% in 2025–26. There was a continued focus on serving the customer end to end, reducing the need for repeat contacts, as evidenced by a reduction in the volume and percentage of calls transferred in social security by -208,000 or -16.2%.

The social security result includes an Emergency management telephony result of 79.0%, increasing by +7.9% compared to 2024–25. This was driven by a reduction in the size and scale of emergencies in 2025–26.

### Health

Health customers face to face result of 65.3% substantially achieved target, decreasing by -1.3% compared to 2024–25. The telephony performance of 53.5% partially achieved target, decreasing by -1.6% compared to 2024–25.

Health provider telephony result of 87.3% achieved target, reducing by -4.7% compared to 2024–25.

Health PBS authorities telephony result of 99.9% achieved target, increasing by +0.1% compared to 2024–25.

These results were driven by tactical strategies to carefully balance staff resources across each channel to meet overall demand and invest in the upskill of staff into more complex work types. The telephony results were influenced by the increased use of call backs, with the percentage of callbacks increasing from 4% of all health answered calls in 2024–25 to 8.8% in 2025–26. We focussed on the customer experience by answering more calls in Health customer, with an increase of +249,000 (+12.4%) and significantly reduced our use of congestion messaging by -300,000 (-99.0%).

### Child support

While the agency answered more child support calls with an increase of +13,000 (+1.0%) compared to 2024–25, the telephony result of 47.5% did not achieve target, decreasing by -1.7%. This result is influenced by the prioritisation of staff to processing, as child support customers call the agency more when work is outstanding. We have invested in upskilling staff into more complex work types to address backlogs in those areas.

<sup>3</sup> For a case study on call backs (PiQ), see Part 3: Service delivery overview, section Case study, page 56.

### SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

---

#### Payments and Integrity

The telephony result of 76.2% substantially achieved target, maintaining the same level of performance as 2024–25 (76.2%). This result is consistent with a balanced approach to managing staff resources across telephony and debt raising activities.

#### LIMITATIONS AND EXCLUSIONS

- The scope of this measure includes customers served in telephony and face to face channels. Wait times for telephony commence when the customer enters the telephony queue to speak to a service officer and face to face wait time begins once customers are booked into the Virtual Wait Room (VWR).
- The scope of this measure excludes:
  - face to face abandons, on the basis the agency does not have means to identify when a customer left the service centre. The time to abandon is based on when the service officer records it as abandoned. On this basis, there is no means to exclude abandons at a particular time interval and therefore, they have been excluded altogether.
  - customers who attend a site to use self-service facilities on the basis these contacts are not recorded in a queue management system.
  - face to face category contacts of 'appointments, third party, and phone.' Exclusions to customer appointments are due to data availability and there is a possibility of future inclusion. Third party contacts are not customers; they are companions who are excluded from the Front of House (FOH) app and reporting.
  - telephone calls that terminate in less than 5 minutes, on the basis the customer's query may have been addressed by the Interactive Voice Response. The introduction of 'estimated wait time' messaging from June 2023 may have influenced the social security customer's decision to terminate the call. Time spent in the Interactive Voice Response is not included.
  - outbound calls (noting PiQ calls are included in the measure). Customers serviced from outreach arrangements or by agents are not included in this calculation on the basis these contacts are not recorded in a queue management system.
  - congestion messaging on the basis that the scope of the measure is to include customers served. In 2025–26, 2.5 million or 8.5% of calls handled received a congestion message<sup>4</sup>, compared to 2.2 million in 2024–25:
    - Congestion message parameters are regularly reviewed and adjusted, including during the day, to allow as many calls to be answered as possible. The parameters include:
      - the volume of calls queued
      - the longest wait time
      - the estimated wait time
      - the average speed of answer.
  - FOH app is a customer service streaming tool designed to channel customers to the correct queue types in customer service centres. Limitations with the app restrict the agency's ability to validate the data collected in the tool itself. Controls exist such as a requirement to register all customers attending a service centre, and data quality assurances processes exist at the Enterprise Data Warehouse extraction stage.
  - To support our most vulnerable customers, some callers in high-risk circumstances bypass congestion messaging and progress to the queue to speak to a suitably skilled service officer.

#### Data assurance limitation:

- The reported telephony results are based on data from our provider. The agency does not have the ability to independently validate the data provided by our provider within the current commercial arrangements.

---

<sup>4</sup> The methodology used to extract the percentage of calls handled that received a congestion message was calculated by the sum of the total number of congested messages, divided by the calculated total number of calls handled. The calculation does not take into account a single (unique) customer making repeated calls.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

## EXPLANATORY NOTES AND DEFINITIONS

- Resolved face to face enquiries are where customers are served by a service officer at first point of contact upon entering the service centre and are not required to be signed into the VWR.
- Virtual Wait Room (VWR) is part of the FOH application which customers are booked into before connecting with an available staff member when it is their turn.
- Wait times for face to face contacts commence from when the customer enters the queue – entered into the system by the Customer Liaison Officer (CLO) – FOH, or a Self-Service Check-in Kiosk, until either the customer is assigned (their name is called) or they resolved their enquiry with the CLO.
- Wait time durations experienced by a face to face customer prior to first contact are not captured.
- A face to face customer contact may involve multiple queue categories. For the purposes of reporting, the contact and associated wait-time are attributed to the initial queue category recorded.
- Congestion messaging: are messages activated in periods of high demand and provide details of the digital services available to customers. The message encourages callers to conduct their business through self-service options, saving the need to repeatedly call.
- Calls handled: are calls that have reached the agency and include:
  - Social security – successful IVR calls (includes answered calls)
  - Health customer – answered calls, calls handled in health customer IVR applications
  - Health provider – answered calls and calls handled in the health provider IVR application
  - Health PBS authorities – answered calls
  - Child support – answered calls
  - Payments and integrity – successful IVR calls (includes answered calls).
- Calls terminated by the customer are calls which progress through the IVR and enter a queue, but the call is ended (hung up) by the customer before a service officer could answer it.
- Wait times for telephony commence from when the call enters the queue until the call is either answered by a service officer or terminated by the customer.
- Calls transferred internally between queues are counted as separate calls with separate wait times and are included as such in the calculation for this measure.
- The proportion of customers being transferred to be served for more than one service varies based on the period being reported on.
- Place in Queue (PiQ) is an automated callback option for inbound customer calls, allowing callers to request a call-back at the time they would be answered, if they had remained on the line rather than waiting on hold. Calculation of PiQ begins when the call enters the queue on the call back. For the reader, we have called these call backs rather than Place in Queue.

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

|                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reference</b>               | 2025–26 Portfolio Budget Statements, page 220<br>2025–26 Corporate Plan, page 23                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Data Source</b>             | Telstra Computer Telephony Interface (CTI) files<br>Systems Application and Products (SAP) UI5 Front of House application Information<br>Enterprise Data Warehouse (EDW)<br>NEXA data extracted from Statistical Analysis System (SAS) Grid                                                                                                                                                                                                            |
| <b>Calculation Explanation</b> | Calculated by dividing the sum of all Calls and face to face contacts served within 15 minutes, by the total sum of all calls answered, face to face contacts and customer terminated calls over five minutes.                                                                                                                                                                                                                                         |
| <b>Calculation</b>             | $(A + B + C) / (C + D + E + F) \text{ (represented as a percentage)}$ <p>           A = Calls answered within 15 minutes<br/>           B = Face to face Virtual Wait Room (VWR) contacts served within 15 minutes<br/>           C = Resolved face to face enquiries<br/>           D = Total customer terminated calls over 5 minutes<br/>           E = Total calls answered<br/>           F = Total face to face VWR contacts served         </p> |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

**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.

| Year    | Target | Result | Performance Outcome |
|---------|--------|--------|---------------------|
| 2025–26 | ≥90%   | 92.3%  | Achieved            |
| 2024–25 | ≥90%   | 92.4%  | Achieved            |
| 2023–24 | ≥90%   | 71.8%  | Partially achieved  |

**ANALYSIS**

The agency achieved its target of ≥90% with a result of 92.3%.

Across 2025–26, the agency has maintained its performance. The agency achieved good outcomes across most programs and improved performance when compared to previous years, however the result is primarily influenced by health automation, which accounts for 98.9% of all work included.

The agency continues to invest in our staff to advance into more complex work, building their skills and confidence and customer service expertise. This sets a strong foundation and supports workforce capability and quality, providing end to end servicing for customers where possible.

We are driving accelerated customer outcomes by assessing claims early in the process, supporting customers if further information is needed to complete an assessment and finalising work at first contact where possible. Staff make every effort to contact customers by phone where additional information may be required to finalise a claim. This includes 'digital coaching' to upload documents where customers can. These strategies along with maintaining increased resourcing on processing, has led to the agency achieving this measure.

**Table 11: Percentage of claims processed within timeliness standards by work type 2025–26**

| Work types      | Percentage of work types processed within timeliness standards | Percentage of result <sup>(a)</sup> | Total number of work items |
|-----------------|----------------------------------------------------------------|-------------------------------------|----------------------------|
| Social security | 85.2%                                                          | 0.4%                                | 3,041,218                  |
| Health          | 92.4%                                                          | 99.6%                               | 709,479,726                |
| Child support   | 76.7%                                                          | 0.0% <sup>(a)</sup>                 | 78,185                     |
| Emergency       | 73.0%                                                          | 0.0% <sup>(a)</sup>                 | 46,804                     |

(a) Percentage of results are rounded to one decimal place. The child support weighting factor is 0.01% and emergency is <0.01%.

**Social security**

The 2025–26 result of 85.2% has decreased by -0.7% compared to 2024–25, driven by the decision to prioritise processing work that was over timeliness standards to assist customers waiting the longest. Of the 34 work types assessed, 24 met their individual targets.

7 work types that did not meet 2024–25 timeliness standards are now achieving target. Improvements were seen in 15 work types, for example:

- Disability Support Pension (DSP) increased from 77.0% to 94.3%. This was achieved through dedicated early medical assessment pathways and process enhancements, supporting improved processing timeframes and customer outcomes.
- ABSTUDY payments increased from 51.9% to 82.8%. Additional staff are now undertaking ABSTUDY processing.

## SERVICES AUSTRALIA ANNUAL PERFORMANCE STATEMENTS

- Crisis Payment increased from 85.9% to 95.2%. This is attributed to the implementation of a dedicated team to triage claims, ensuring all information has been received before a referral to a specialist officer. This was also a change to the measure calculation from two calendar days to two business days.

### Health

The result of 92.4% met target, maintaining performance compared to 2024–25. The result is primarily driven by the large volume of health automation, along with timely processing of manual health claims. Of the 23 work types assessed, 17 met their individual targets.

Improvements were seen in 10 work types, for example:

- Aged Care Residential Care claims increased from 65.8% to 72.3%. Driven by an increased capability of staff, as they have progressed through their learning journey, giving the agency more capacity to process work. We also implemented strategies to reduce work on hand ahead of the peak expected from the Aged Care Reform changes on 1 November 2025.
- PBS Patient Refunds increased from 86.7% to 99.8%. This improvement was due to increased capacity driven by prioritising the processing of these claims.

### Child support

The result of 76.7% has increased substantially by +24.4% compared to 2024–25, driven by the prioritisation of the additional capacity. Of the 2 work types assessed, 1 significantly improved and the other maintained performance compared to 2024–25.

Child support new registrations increased from 41.6% to 74.5%, driven by an increased capacity and operational strategies to reduce backlogs of work.

### Emergency payments

The result of 73.0% partially met target, decreasing by -4.0% compared to 2024–25 driven by a reduction in the volume of claims processed due to the size and scale of emergencies.

### All programs

Not all work types met individual timelines standards due to a range of factors including; balancing resources across competing priorities such as remediation and service recovery tasks, and delays in the customer providing supporting evidence. Some examples of these work types include:

- Social Security:
  - Parenting Payment Single claims decreased from 68.2% to 60.6% in 2025–26.
  - Low Income Card claims decreased from 81.4% to 74.8% in 2025–26.
- Health:
  - Aged Care Residential Care claims increased from 65.8% to 72.3% in 2025–26, however the timeliness standard is still not being met.
- Emergency:
  - Disaster Recovery Payment and Allowance claims decreased from 77.0% to 73.0% in 2025–26.

Improvements have been put in place through a range of workforce and workload strategies. This includes, targeted recruitment and upskilling of staff in programs where further capacity is required particularly with more complex work; reviews of processes and procedures relating to claims; and targeted overtime strategies to further reduce work on hand.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

**LIMITATIONS AND EXCLUSIONS**

- The scope of this performance measure is limited to claims-based processing work types with an agreed timeliness standard, where data has been sourced and validated:
  - social security: a new claim lodged for a social security payment or a concession card that has been assessed, resulting in the claim being either granted or rejected. This does not include claims which are cancelled, deleted or withdrawn.
  - health: Medicare benefits; subsidies and supplements to approved aged care providers; claims and payment for other health programs such as External Breast Prostheses Reimbursements, Aged Care Payments, Continence Aids Payments and Pharmaceutical Benefits Scheme.
  - child support: this measure counts the number of new registrations and restarts finalised.
  - emergency payments: this measure includes Australian Government Disaster Recovery Payment.
  - the agency has identified additional work types within timeliness standards that meet the claims based criteria, however, those are excluded due to data availability/validation.
- Whilst all three programs are represented within the measure, not all claims-based processing work types with a timeliness standard are captured with a further 11 work types to be included in 2026–27.
- As new claims-based processing timeliness standards are agreed with partner agencies, the measure will be updated to incorporate these new work types. Start dates for new timeliness standards will be negotiated with partner agencies and included in the scope of this measure once agreed.
- Certain work types are aggregated together to avoid duplication in data and/or work types.
- Social security non-claim activities do not have agreed timeliness standards and are therefore excluded from this measure. A number of different activity types may be included in this work type including change of circumstances, medical certificates, reassessments, reviews and follow-up work. The current methodology to measure non-claim activities involves a tiered allocation approach where work is grouped according to priority. This means higher priority payment affecting work is allocated first.
- Staff are focused on completing all work relevant to a customer's circumstance during every customer interaction. Related work items may be allocated together. A bundle may include work items (claim or non-claim). Bundling helps staff ensure customers are not affected by unnecessary delays in processing.

**EXPLANATORY NOTES AND DEFINITIONS**

- A new registration refers to the process of an application for a child support assessment received from a customer who is claiming child support for a child/children they have not previously claimed for.
- A restart refers to cases previously registered for child support but the assessment was not accepted (invalid), withdrawn (customer decided not to proceed with the applications) or ended and the customer makes an application to have the case restarted.
- The measure counts the number of child support registrations finalised by the due date in the reporting period. Finalised is defined as when the case status changed from recorded or pending to any other status other than cancelled.

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

|                         |                                                                                                                                           |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Reference               | <ul style="list-style-type: none"><li>• 2025–26 Portfolio Budget Statements, page 220</li><li>• 2025–26 Corporate Plan, page 24</li></ul> |
| Data Source             | Enterprise Data Warehouse                                                                                                                 |
| Calculation Explanation | Calculated by dividing all work processed within their individual processing standards by the total work processed.                       |
| Calculation             | A / B (represented as a percentage)<br>A = Work processed within timeliness standards<br>B = Total work processed                         |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

**Strategic Performance Measure 8 – Cost per payment dollar administered**

The agency's purpose is to efficiently deliver payments and services to Australians.

This assesses the agency's efficiency in the delivery of payments to Australians by comparing the agency's operating costs (total funded expenditure) to the value of payments made to customers.

| Year    | Target                                                                           | Target calculation | Result | Performance Outcome  |
|---------|----------------------------------------------------------------------------------|--------------------|--------|----------------------|
| 2025–26 | Less than, or equal to, the prior year three-year rolling average <sup>(a)</sup> | 1.99%              | 1.92%  | Achieved             |
| 2024–25 | N/A – benchmark year                                                             | N/A                | 2.02%  | N/A – benchmark year |

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

(a) SPM 8 target changed from the 2025–26 Corporate Plan and 2025–26 Portfolio Budget Statements from 'A three-year rolling average less than or equal to the prior year three-year rolling average' to 'Less than, or equal to, the prior year three-year rolling average'. This better reflects the current year performance, against previous years.

**ANALYSIS**

The agency achieved its target with a result of 1.92% against the prior year three-year rolling average of 1.99%.

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

The improvement in cost per payment dollar administered in 2025–26, when compared to target is related to the value of payments made to customers growing at a rate that exceeded the growth in agency funding received.

The agency provided \$280.5<sup>5</sup> billion in payments to customers in 2025–26, including:

- Social security - \$172.7 billion, primarily comprising \$65.4 billion in Age Pension payments, \$24.8 billion in Disability Support Pensions, \$16.7 billion in JobSeeker Payment, \$18.3 billion in Family Tax Benefit, \$15.6 billion in Child Care Subsidy, \$11.8 billion in Carers payments and allowances, and \$8.4 billion in Parenting Payments.
- Health - \$105.2 billion, primarily comprising \$36.1 billion for aged care programs, \$35.4 billion in Medicare bulk-billing and patient claiming for medical services, \$21.2 billion to subsidise access to medicines under the Pharmaceutical Benefits Scheme, and \$7.6 billion to reimburse or discount the cost of private health insurance cover.
- Child support facilitated payments - \$2.1 billion representing the dollar value of child support collected and transferred between parents.

Compared to 2024–25, the agency increased payments to customers by +\$17.5 billion, including:

- +\$3.0 billion additional payments in Age Pension payments
- +\$2.6 billion additional payments in Medicare bulk billing and patient claiming
- +\$3.2 billion additional payments in aged care programs
- +\$1.6 billion additional payments in Disability Support Pensions.

The payment increases support older Australians, people with disabilities and Medicare patients by improving access to essential income support and health care. This helps customers maintain financial security, gives patients more flexibility to see a doctor without upfront costs, and provides Medicare rebates where out-of-pocket fees apply.

<sup>5</sup> Refer also to Agency snapshot details on page III of the Annual Report and full details of payments at program level in Part 4: Delivering payments and services to customers, pages 57 to 110.

Note: This measure includes Medicare Compensation Recovery payments, whereas the Annual Report excludes them.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

The agency's total funding in 2025–26 remained consistent with the previous year, primarily as a result of the additional funding provided by Government to bolster the agency's delivery of customer services. Although resourcing remained materially consistent, payments administered by the agency grew by +6.3% over the same period.

**LIMITATIONS AND EXCLUSIONS**

- This performance measure's denominator does not reflect non-payment-based services to customers. Fluctuations in non-payment-based services may impact on agency costs (e.g. the numerator) but not have a resulting impact on the payments administered by the agency (e.g. the denominator).
- Measuring the cost efficiency of providing payments to customers may incentivise the agency to minimise cost to the detriment of quality (including both payment accuracy and the quality of the customer experience). This measure is monitored as part of the agency's broader suite of Strategic Performance Measures to ensure increased efficiency does not drive reduced quality (correctness).
- This measure excludes:
  - any expenditure incurred in the delivery of services funded through section 74 of the PGPA receipts on behalf of other entities, as these are not provided through the Appropriation Acts.
  - the implementation costs of government-agreed transformation projects sourced from the agency's finance system (Systems Applications and Products (SAP)). These costs are incurred to implement improvements to systems and processes, linked to specific Government decisions (e.g. this excludes s74 funded projects delivered on behalf of partner agencies and any internal improvement initiatives), and are excluded on the basis that they do not directly contribute to service delivery through any channel, in the year being measured.

**EXPLANATORY NOTES AND DEFINITIONS**

- The measure is based on funding appropriated to the agency by the government through the Annual Appropriations Acts, as reported in the agency's Portfolio Budget Statements and the Annual Financial Statements.
- This measure includes the agency's three programs: Strategy and Corporate Enabling, Customer Service Delivery and Technology and Transformation.
- The government may elect to change the rate of payment for payments made to customers, which would impact the total value of payments to customers and the result.

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

|                         |                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reference               | <ul style="list-style-type: none"><li>• 2025–26 Corporate Plan, page 25</li></ul>                                                                                                                                                                                                                                                                                 |
| Data Source             | <p>The agency's audited financial statements for end of financial year performance reporting.</p> <p>The agency's most recent Social Services Budget publication (e.g. Portfolio Budget Statements or Portfolio Additional Estimates Statements), consistent with the Department of Finance's Central Budget Management System and linked Appropriation Acts.</p> |
| Calculation Explanation | <p>Calculated by dividing the total funded expenditure (\$cost), by the total value (\$) of payments administered during the reporting period. Total funded expenditure is calculated as the sum of annual Departmental appropriations for ordinary services, departmental capital budget and equity injection.</p>                                               |
| Calculation             | <p><math>(A + B + C - D) / E</math></p> <p>A = Departmental Annual appropriations - ordinary annual services (\$)</p> <p>B = Agency Departmental capital budget (\$)</p> <p>C = Equity injection (\$)</p> <p>D = Registered Project expenditure (Government funded) (\$)</p> <p>E = Payments administered by the Agency (\$)</p>                                  |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

### PROGRAM 1.3: TECHNOLOGY AND TRANSFORMATION

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

#### KEY ACTIVITY 3: Deliver digital and technological capability.

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

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

#### Strategic Performance Measure 6 – Availability of digital channels

The agency is committed to ensuring our digital services are stable and available for customers to use when they need them.

This demonstrates the agency's performance against ensuring customers have 24/7 access to the agency's digital channels.

| Year    | Target              | Result | Performance Outcome |
|---------|---------------------|--------|---------------------|
| 2025–26 | ≥99%                | 99.8%  | Achieved            |
| 2024–25 | ≥99%                | 99.7%  | Achieved            |
| 2023–24 | ≥99% <sup>(a)</sup> | 99.9%  | Achieved            |

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

#### ANALYSIS

The agency achieved its target of ≥99% with a result of 99.8%.

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

The agency delivered 115,277 hours and 10 minutes of digital service availability during the reporting period. Planned maintenance activities, totalling 1,269 hours and 20 minutes, were undertaken to maintain service security and operational stability. Service disruptions amounted to 285 hours and 30 minutes across 141 incidents, with overall performance demonstrating a sustained commitment to reliable digital service delivery.

Achievement of this measure was supported by established service management and operational support arrangements rather than a single discrete initiative in 2025–26.

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

Performance was supported by ongoing operational management across the agency's digital environment, including monitoring, incident and problem management, and planned maintenance of underpinning ICT services. No single factor disproportionately influenced the result in 2025–26.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

Table 13: Availability of digital channels by program 2025–26

| Program               | Total Service Hours (h:mm) | Scheduled Maintenance (h:mm) | Availability Window (h:mm) | Service Uptime (h:mm) | Availability of digital channels (%) |
|-----------------------|----------------------------|------------------------------|----------------------------|-----------------------|--------------------------------------|
| Social security       | 35,040:00                  | 975:50                       | 34,064:10                  | 33,914:19             | 99.6%                                |
| Health <sup>(a)</sup> | 55,512:00                  | 40:30                        | 55,471:30                  | 55,376:28             | 99.8%                                |
| Child support         | 26,280:00                  | 253:00                       | 26,027:00                  | 25,986:38             | 99.8%                                |

(a) Express Plus Medicare mobile app was retired from 1 November 2025. Results for Express Plus Medicare mobile app were included in the measure record until this date.

**LIMITATIONS AND EXCLUSIONS**

- The scope of this performance measure is limited to services allowing customers or third-party organisations to self-manage their business with the agency.
- The agency's services<sup>6</sup> that customers interact with either directly or via a specific authentication service are limited to:
  - Social security
    - Centrelink online accounts
    - Express Plus Centrelink mobile apps
    - Centrelink business online services
    - Business Hub
  - Health
    - Medicare online accounts
    - Express Plus Medicare mobile app (until 31 October 2025)
    - Health Professional Online Services
    - Provider Directory System
    - Pharmaceutical Benefits Scheme online
    - Medicare Easyclaim
    - ECLIPSE
  - Child support
    - Child support online accounts
    - Express Plus child support mobile app
    - Child support business online services
- The calculation of availability removes periods of planned outages, which are used to ensure services are up-to-date and working as intended, from both the service uptime and the availability.
- Digital channels availability is calculated based on incident and problem records in the agency's service management toolset (a repository of information relating to ICT materials that support workflows).
- Express Plus Medicare mobile app was retired from 1 November 2025. Results for Express Plus Medicare mobile app were included in the measure record until this date.

<sup>6</sup> For information on Medicare, Centrelink and Child Support digital services in 2025–26, see Part 3: Service delivery overview, section 3.2, page 52.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

### EXPLANATORY NOTES AND DEFINITIONS

- **Availability:** the amount of time digital channels and supporting systems are stable and available to support 24/7 customer access to digital channels outside periods of planned outage.
- **Outage time:** a confirmed disruption to digital channels.
- **Service Hours:** an agreed time period when the service should be available. All services included in the measure have service hours of 24 hours per day.
- **Availability Window:** is the amount of time a service is planned to be available for customer use, excluding approved scheduled maintenance or planned outage periods,
- **Service Uptime:** is the actual time a service was available to customers after unplanned outages have been removed.
- **Scheduled maintenance (planned outages):** These are essential maintenance windows needed to implement changes, which range from routine, minor security patches to major system upgrades over time. To minimize disruption to the public, these changes are carefully coordinated and scheduled well in advance, usually over off-peak hours such as late nights or weekends.

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

|                                |                                                                                                                                                                                                                                       |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reference</b>               | 2025–26 Portfolio Budget Statements, page 221<br>2025–26 Corporate Plan, page 26                                                                                                                                                      |
| <b>Data Source</b>             | 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.         |
| <b>Calculation Explanation</b> | Calculated by dividing the total hours of service uptime by the total hours in the availability window. Excludes scheduled maintenance periods (planned periods of time systems are unavailable for maintenance) and planned outages. |
| <b>Calculation</b>             | A / B (represented as a percentage)<br>A = Service uptime (availability window subtracting outage time)<br>B = Availability window (total service hours excluding scheduled maintenance periods or planned outages)                   |

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

**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.

| Year    | Target <sup>(a)</sup> | Result               | Performance Outcome |
|---------|-----------------------|----------------------|---------------------|
| 2025–26 | ≥90%                  | 95.0%                | Achieved            |
| 2024–25 | ≥83%                  | 95.2% <sup>(b)</sup> | Achieved            |
| 2023–24 | ≥82%                  | 91.9%                | Achieved            |

(a) The target has increased year on year to strive for improvement over time.

(b) In 2024–25, the methodology was updated to better reflect customer interactions through digital services, also renaming this measure from the previous 'Tasks managed by customers in digital channels'. Results from 2024–25 onwards are not comparable with previous results.

**ANALYSIS**

The agency achieved its target of ≥90% with a result of 95.0%.

The performance outcome against this measure is reflective of the high volume of self-managed interactions, enhancements to digital services, and initiatives delivering new and expanded healthcare services and incentives.

Almost 719.2 million interactions were self-managed by customers (individuals and organisations) in digital channels, as detailed below:

- Social security: 148.4 million interactions, to achieve 89.2%
- Health: 568.4 million interactions, to achieve 96.8%
- Child support: 2.3 million interactions, to achieve 67.1%.

The result is primarily driven by the following high-volume self-managed interactions:

- Social security: Businesses confirming customer entitlements to rebates, concessions, and services through Centrelink Confirmation eServices (almost 63.5 million interactions, of which 100% were self-managed).
- Health: Pharmaceutical Benefit Scheme (PBS) script processing (over 347.8 million, of which over 99% were self-managed).
- Child support: Income details received (almost 1.7 million interactions, of which 87% were self-managed).

The agency continued to strengthen the security of digital channels in 2025–26 with additional fraud prevention measures for bank account updates being introduced in Centrelink, Medicare, and child support. This continued focus on fraud prevention promotes confidence and trust in the security of the agency's digital channels.

The Express Plus Medicare mobile app was retired in 2025–26, in line with the agency's vision to create seamless, connected, and consistent digital services for all Australians. Customers can still access Medicare digital services through the myGov app.

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

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

The table below summarises the agency's customer take-up of current digital options and self-manageable work completed digitally against each program for 2025–26.

**Table 14: Customer take-up of current digital options and self-manageable work completed digitally by program, 2025–26**

| Program                        | Customer take-up of current digital options <sup>(a)</sup> | Self-manageable work completed digitally <sup>(b)</sup> |
|--------------------------------|------------------------------------------------------------|---------------------------------------------------------|
| Social security <sup>(c)</sup> | 89.6%                                                      | 89.2%                                                   |
| Health                         | 97.1%                                                      | 96.8%                                                   |
| Child support                  | 68.6%                                                      | 67.1%                                                   |
| <b>Total <sup>(d)</sup></b>    | <b>95.3%</b>                                               | <b>95.0%</b>                                            |

(a) Customer take-up of current digital options measures the volume of interactions self-managed by customers in digital channels, where these interaction types are currently available digitally.

(b) Self-manageable work completed digitally measures the volume of interactions self-managed by customers in digital channels, against the total volume of 'self-manageable' interactions completed by both staff and customers (which includes interactions currently only completed by staff that may be appropriate for inclusion in digital channels in future).

(c) Social security includes emergency/disaster payments.

(d) Total results are calculated based on the volume of interactions completed within each program. This means the total results represent the proportion of interactions self-managed by customers across the agency.

#### Social security

Businesses confirming a customer's entitlement to receive a concession, rebate or service through Centrelink Confirmation eServices is the highest digital interaction for social security in 2025–26, with almost 63.5 million interactions, improving access to external supports for customers.

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

The number of customers booking and managing their appointments through the digital channel continued to grow in 2025–26, following additional enhancements introduced in this service.

The use of digital channels for carers and parents of infants and young children, including for Parental Leave Pay and Child Care Subsidy, has seen higher engagement in 2025–26. This is supported by improvements to the digital experience and payment reforms, providing claiming flexibility and ease of access for customers.

#### Health

Pharmaceutical Benefits Scheme (PBS) prescription claim processing remains the highest volume of online interactions for Health, with almost 348 million interactions completed online (representing over 99% of all prescription claim processing).

Medicare bulk billing claims lodged electronically have increased in 2025–26, aligning with an overall increase in bulk billed claim numbers and may reflect a combination of factors including:

- New Medicare urgent care clinics opening in 2025–26, supporting more customers to access bulk billed healthcare, and;
- Changes to bulk billing on 1 November 2025 to:
  - Establish the Bulk Billing Practice Incentive Program, allowing participating practices to receive a quarterly incentive payment for billing every eligible service,
  - Expand bulk bill eligibility for bulk billing incentives to all Medicare-eligible patients.

Health providers' uptake of digital channel options continued to grow, with the Health Professionals Online Service (HPOS) channel being used to access an increased volume of PBS authority approvals, along with increases in providers updating their details. This may be reflective of bulk billing practice incentives introduced in 2025–26 for providers, along with increased digital access to approve all "authority required" PBS medicines that are now available.

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

---

**Child support**

Receiving customer income details through digital channels remains the strongest driver of digital performance, with almost 1.7 million total interactions, 87.0% of which were self-managed.

During 2025–26, the child support online account was progressively uplifted to a new technology platform. This provides a more modern, consistent, and user-friendly experience for customers, with increased security benefits.

**LIMITATIONS AND EXCLUSIONS**

- Different time periods should not be used to compare results. Due to changes in methodology in 2024–25 and ongoing enhancements to data, there is a limitation on year-to-year comparisons.
- The following categories of interactions are excluded from the calculations:
  - Interactions that are inappropriate for customers to self-manage and will always require staff involvement due to the nature of the interaction such as debt raising activities and staff leaving a note on a customer record.
  - Interaction types that are inappropriate to be made available to customers to self-manage, such as social worker interactions.
  - Interaction elements which would double-count actions such as a claim submitted online is included in results, but the staff-only interaction element to assess this claim is not included.
  - Some view-only interactions in digital channels or in some instances, interactions undertaken within a broader interaction on the same day (such as updating an address as part of a claim process) are only counted once.

**EXPLANATORY NOTES AND DEFINITIONS**

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

SERVICES AUSTRALIA  
ANNUAL PERFORMANCE STATEMENTS

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

|                                |                                                                                                                                                                                                                                                                                             |
|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Reference</b>               | 2025–26 Portfolio Budget Statements, page 221<br>2025–26 Corporate Plan, page 27                                                                                                                                                                                                            |
| <b>Data Source</b>             | Business Activity Reporting and Analytics data extracted from SAS Grid (Enterprise Data Warehouse)                                                                                                                                                                                          |
| <b>Calculation Explanation</b> | This measure is calculated by dividing the total volume of interactions self-managed by customers in digital channels in the period, by the total number of interactions completed that were, or could have been, completed digitally ('self-manageable' interactions) for the same period. |
| <b>Calculation</b>             | % Self-manageable work completed digitally<br>A / B (represented as a percentage)<br>A = Total volume of interactions self-managed by customers in digital channels<br>B = Total volume of interactions suitable to be self-managed, completed                                              |

This page is left blank intentionally



# Service delivery overview

|                              |    |
|------------------------------|----|
| 3.1 Simplifying services     | 50 |
| 3.2 Digital services         | 51 |
| 3.3 Telephony and processing | 53 |
| 3.4 Service centres          | 54 |
| 3.5 Artificial intelligence  | 55 |

## 3.1 Simplifying services

### Improving customer experiences

During 2025–26, the agency sustained claim processing performance while delivering initiatives to improve the customer experience.

We continue to skill staff to do more complex and specialist work and simplify the customer experience by identifying and resolving more customer issues at the first point of contact. As a result, call transfers reduced by 3.6% (or 69,000 transfers) during 2025–26, supporting a simpler and more streamlined customer experience. We provided more support to customers experiencing vulnerability, including through an expanded child support workforce and resourcing for remote communities.

The number of customers managing their appointments online grew by 98,100 or 19.1% during the financial year. We improved the appointments feature allowing customers to tell us why they have made a booking and whether they would be bringing a support person.

We introduced call-backs on 25 more phone lines, giving customers the option to receive a call-back instead of staying on hold, and we continued to expand access to video appointments. More than 71,000 video appointments were held during 2025–26.

In 2025–26, customers accessed the Medicare claims tracker almost 9.0 million times to view claim progress without having to contact the agency. We also improved customer correspondence to better explain decisions, obligations and next steps, to reduce avoidable follow-up contact.

For more information about improving customer experiences see the case study, *Making it simpler to get help when it matters most*, on page 56.

## 3.2 Digital services

We administer myGov, the government's front door for digital services, providing access to services from 19 government agencies. As at 30 June 2026, there were more than 26.3 million active myGov accounts.

We also deliver digital services for customers to access Medicare, Centrelink and Child Support services through online accounts, apps and phone self service.

### myGov

With almost 386.3 million sign ins during 2025–26, myGov operates as critical national infrastructure. It enables Australians to securely access a broad range of government services. During the year, we completed all of the key commitments under the government's response to the myGov User Audit while continuing to strengthen the platform's security, resilience, governance and user experience.

In 2025–26, we made targeted improvements to ensure the platform remains resilient, trusted, secure and fit for purpose by:

- modernising myGov sign in by enabling trusted third party authenticator apps, giving users more secure and familiar ways to access their account
- expanding fraud and risk controls on high risk actions initiated in myGov
- adding Apprenticeships Services to myGov, enabling access to services available in the Apprenticeships Data Management System.

myGov has taken steps to support the Australian Bureau of Statistics' (ABS) 2026 Census by enabling households to opt in to receive census updates through their myGov account. This will allow subscribed users to receive information and reminders directly to their myGov inbox, including secure access to the online census form when it is released in August 2026. This service has established a reusable, cross government digital engagement capability for future large scale public communications and national digital initiatives.

We maintained a system availability of 99.89%, supporting a reliable and responsive experience for users. Use of the myGov app grew with 10.2 million users now registered. In 2025–26, over 2.5 million myGov users provided feedback on their experience with the myGov app. Of those users, approximately 89.9% reported a positive experience.

In 2025–26, the myGov security review supported users to transition to stronger sign in credentials with more than 1.6 million people creating a passkey as a more secure alternative to a password and nearly 1.5 million people connecting their Digital ID to myGov. There were 10 cards available in the myGov digital wallet and nearly 8.9 million card views.

For more information about myGov, see the case study Building trust in a digital world, on page 145.

## Medicare, Centrelink and Child Support digital services

Medicare, Centrelink and Child Support digital services handled 332.3 million digital interactions in 2025–26. This allowed staff to focus on more complex enquiries and transactions with customers.

Improvements to digital services included:

- retiring the Express Plus Medicare app to provide a more streamlined digital experience through the myGov app
- moving the Child Support online services to a new technology platform, providing a more modern, consistent, user-friendly experience for customers and increased security
- upgrading Medicare and Centrelink online services to the latest platforms for improved security and expanding fraud controls on high risk online and app updates, including confirmation SMS for bank account updates in Medicare and Centrelink
- enhancing the ability to book Centrelink appointments from an online account.

On average, phone self service handled 1.2 million calls each month. Across the year, digital assistants answered over 5.2 million customer questions. These channels reduced wait times during peak periods and allowed staff to focus on customers with complex or urgent needs. Frequent telephony message updates directed people to the right information and services.

More than 75,700 emergency claims were received through digital channels in 2025–26.

## 3.3 Telephony and processing

As the Australian Government's main service delivery agency, we operate one of the largest customer service organisations in the southern hemisphere. Our operations centre provides 24/7 real-time monitoring across Australia. It responds to shifts in customer demand and monitors the system performance, customer usage and service demand, including the telephony channel.

Our staff apply legislation across hundreds of payments and services. Each day, they meet the demands of the customer channel choice and deliver services through processing, telephony or face to face support. In 2025–26, we focused on building staff capability to increase the instances where a first contact resolution approach could be achieved, improving the customer experience and reducing points of friction in their experience.

We supported Australians affected by declared natural disasters with 5 activations across 4 states in 2025–26 (see Disasters and emergency events in 2025–26 on page 95). We provided emergency contact centre services for 2 activations: the January 2026 bushfires and the Middle East – March 2026 crisis response (see National Emergency Call Centre Surge Capability on page 95) and supported the ABS to deliver an operational readiness exercise in preparation for the 2026 ABS Census in August.

### Voice biometrics and interactive voice response

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

Approximately 9.5 million customers connected with the agency using their voiceprint and 282,000 customers registered their voiceprint in 2025–26.

## 3.4 Service centres

The agency delivers safe, respectful and professional in-person support through a national network of 318 service centres, 378 agents and 183 access points.

Face to face support is an important part of our integrated services, especially for people who need extra help or prefer to speak with someone in person.

In 2025–26, key improvements to accessibility, safety and the customer experience included:

- continuing the transformation of service centres, with 207 service centres now fitted with safer, more secure and customer focused environments, informed by customer feedback
- increasing collaboration with other government agencies, including co-locating with partner agencies in 106 service centres, so customers can access services in one place
- rolling out enhanced satellite communications across 15 remote and very remote service centres, improving connectivity and supporting more reliable access for customers in these locations
- expanding the number of service centres where our customer management system is installed, improving transparency of wait times and allowing customers to provide feedback on their experience in real time
- introducing multilingual options on self-check-in kiosks
- continuing bespoke service centre development and co-design activities with local communities, including Aboriginal and Torres Strait Islander communities, to tailor services to local needs.

## 3.5 Artificial intelligence

The agency remains committed to using AI in ways that are safe, transparent and centred on customer and community trust. Our work is aligned with Australian Government policies and frameworks for using AI safely and responsibly. Appropriate controls, human oversight and risk management arrangements support how we develop and use AI-enabled solutions, ensuring they deliver value while protecting privacy, security and integrity.

In 2025–26, we continued to pilot and scale AI capabilities that improve staff and customer experience, balancing innovation with strong governance and assurance. The AI for Operational Blueprint project is piloting a natural language search capability to allow staff to quickly find, understand and apply relevant guidance to support customers with payments and services. We also implemented the Centrelink Feedback Enhanced Escalation Model (CFEEM). The CFEEM allows the agency to better identify vulnerable or at-risk customers who need urgent support, enabling earlier intervention and more appropriate case escalation.

The agency is committed to building AI literacy and capability across our workforce. In the last 12 months, we've delivered a range of practical training and courses, including AI fundamentals training. This training provides staff with the foundational capability uplift to help them use tools in their daily work.

## Making it simpler to get help when it matters most

For many people, contact with Services Australia comes at a time when they need support quickly and in a way that fits around their work, caring responsibilities and everyday life.

That's why we're making it simpler for customers to connect with us in the way that works best for them.

While most customers choose to self-serve through digital channels at a time that suits them, others still need to – or prefer to – speak directly with a service officer.

These customers now have greater flexibility and choice, with options including call-backs, online appointment bookings and video chat.

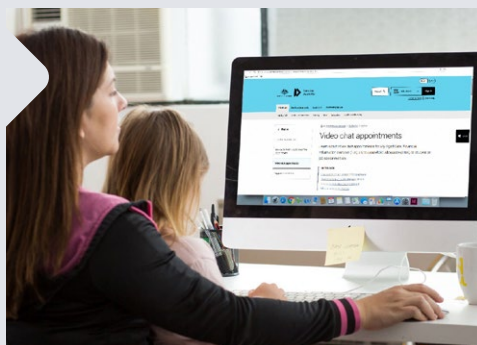
Our place in queue call-back service was introduced to improve the customer experience during high telephony demand. It's now offered for almost 1,300 enquiry types across 39 Medicare, Centrelink, Child Support, and payments and integrity phone lines.

Instead of waiting on hold, it keeps a customer's place in the queue and calls them back when it's their turn.

For many customers, that means being able to get on with the rest of their day – returning to work, caring for family, heading out for school pick-up or simply stepping away from the phone – knowing they'll still get the support they need.

Since the service began in July 2024, we've offered almost 5.5 million call-backs, with 3.1 million accepted. Almost 57.2% of eligible callers chose the call-back option, showing the value customers place on keeping their place in the queue without waiting on hold.

Of the accepted call-backs, 87% were answered, resulting in around 2.7 million successful call-backs. Customers who accepted a call-back saved between 5 and 30 minutes of expected wait time and reported higher satisfaction than those who did not.



Since online appointment bookings were introduced, customers have booked more than 1.1 million appointments, reducing the need to wait on hold or visit a service centre simply to arrange an appointment with a service officer.

We've also expanded access to video chat appointments for aged care matters, the Financial Information Service (FIS), Farm Household Allowance and some online claims, helping more people connect with us in ways that better suit their circumstances, location and access needs.

Together, these changes create a more flexible and predictable customer experience, that's more accessible to all and better suited to the realities of everyday life.



# Delivering payments and services to our customers

|                                                       |     |
|-------------------------------------------------------|-----|
| 4.1 Social security                                   | 58  |
| 4.2 Health                                            | 67  |
| 4.3 Child Support                                     | 90  |
| 4.4 Disasters and emergency events in 2025–26         | 95  |
| 4.5 Tailored support services                         | 97  |
| 4.6 Aboriginal and Torres Strait Islander Australians | 103 |
| 4.7 Supporting people to manage their money           | 106 |

## 4.1 Social security

Table 1 shows that in 2025–26 the agency processed around 3.4 million social security claims. Of these, around 2.7 million claims were granted and 674,000 were rejected.

**Table 1: Claims finalised in 2025–26**

| Payment type                                   | Claims  | Granted | Rejected |
|------------------------------------------------|---------|---------|----------|
| ABSTUDY                                        | 24,600  | 20,500  | 4,100    |
| Austudy                                        | 38,600  | 21,800  | 16,800   |
| Additional Child Care Subsidy                  | 144,000 | 131,000 | 12,700   |
| Age Pension                                    | 181,000 | 146,000 | 34,500   |
| Assistance for Isolated Children               | 8,700   | 6,500   | 2,100    |
| Carer Allowance                                | 125,000 | 90,400  | 34,700   |
| Carer Payment                                  | 90,600  | 55,100  | 35,500   |
| Child Care Subsidy                             | 394,000 | 381,000 | 12,900   |
| Crisis Payment                                 | 170,000 | 111,000 | 59,000   |
| Dad and Partner Pay                            | <5      | <5      | <5       |
| Disability Support Pension                     | 117,000 | 71,300  | 45,400   |
| Double Orphan Pension                          | 100     | 100     | 12       |
| Essential Medical Equipment                    | 7,800   | 6,200   | 1,600    |
| Ex-Carer Allowance (Child)<br>Health Care Card | 5,100   | 4,800   | 300      |
| Family Tax Benefit                             | 424,000 | 299,000 | 125,000  |
| Fares Allowance                                | 3,400   | 1,600   | 1,400    |
| Farm Household Allowance                       | 1,500   | 900     | 700      |
| Foster Child Health Care Card                  | 1,400   | 1,200   | 200      |
| Home Equity Access Scheme                      | 7,900   | 6,300   | 1,600    |
| JobSeeker Payment                              | 528,000 | 462,000 | 66,000   |
| Low Income Card                                | 137,000 | 98,300  | 38,400   |
| Mobility Allowance                             | 7,800   | 1,400   | 6,400    |
| Parental Leave Pay                             | 443,000 | 411,000 | 32,500   |
| Parenting Payment                              | 137,000 | 94,200  | 43,100   |

| Payment type                            | Claims             | Granted            | Rejected       |
|-----------------------------------------|--------------------|--------------------|----------------|
| Pensioner Education Supplement          | 26,200             | 18,600             | 7,600          |
| Seniors Health Card                     | 85,300             | 73,900             | 11,400         |
| Special Benefit                         | 12,100             | 4,000              | 8,000          |
| Stillborn Baby Payment                  | 1,500              | 1,100              | 400            |
| Tertiary Access Payment                 | 12,900             | 5,700              | 7,100          |
| Youth Allowance for job seekers         | 94,500             | 77,600             | 16,900         |
| Youth Allowance Student and Apprentices | 152,000            | 104,000            | 48,000         |
| <b>Total<sup>(a)</sup></b>              | <b>3.4 million</b> | <b>2.7 million</b> | <b>674,000</b> |

(a) Rounding has been applied.

## Older Australians

### Age Pension

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

In 2025–26, \$65.4 billion was paid in Age Pension payments.

### Home Equity Access Scheme

The Home Equity Access Scheme gives eligible older Australians the ability to draw down on their Australian real estate assets to support their retirement.

As at 30 June 2026, the average loan amount was \$38,200.

## Carers

### Carer Payment

Carer Payment is an income support payment for eligible carers who are unable to support themselves through substantial employment because they are providing constant care for either:

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

It is a taxable payment if the customer or the person they care for is Age Pension age. To receive Carer Payment, both the customer and the person they care for need to meet income and assets test requirements.

In 2025–26, \$8.6 billion was paid in Carer Payment.

## **Carer Allowance**

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

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

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

In 2025–26, \$3.2 billion was paid in Carer Allowance.

## **People with disability**

### **Disability Support Pension**

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

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

In 2025–26, \$24.8 billion was paid in DSP.

### **Mobility Allowance**

Mobility Allowance is a supplementary payment that helps eligible people with travel costs for study, training, work or looking for work. The allowance is paid to eligible people with disability, illness or injury that prevents them from using public transport without substantial assistance. It is a non-taxable payment that is not subject to an income or assets test.

In 2025–26, \$35.7 million was paid in Mobility Allowance.

### **Essential Medical Equipment Payment**

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

In 2025–26, \$10.4 million was paid in EMEP.

## **Families**

The agency administers a range of payments and support to help families meet the costs of raising children.

## Parenting Payment

Parenting Payment is the main income support payment that helps eligible families with the costs of raising children. The amount paid is based on individual circumstances.

There are 2 payment rates:

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

Both payments are taxable and are income and assets tested.

In 2025–26, \$8.4 billion was paid in Parenting Payment.

## Family Tax Benefit

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

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

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

In 2025–26, \$18.3 billion was paid in FTB.

## Paid Parental Leave scheme

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

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

In 2025–26, \$3.7 billion was paid in PLP.

## Child Care Subsidy

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

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

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

In 2025–26, \$15.6 billion was paid in Child Care Subsidy.

## **Newborns and newly adopted children**

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

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

### **Stillborn Baby Payment**

Stillborn Baby Payment is a one-off payment to help families with the extra costs they face when a child is stillborn.

In 2025–26, \$3.7 million was paid in Stillborn Baby Payment.

### **Double Orphan Pension**

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

In 2025–26, \$2.0 million was paid in Double Orphan Pension.

## **Job seekers**

### **JobSeeker Payment**

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

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

In 2025–26, \$16.7 billion was paid in JobSeeker Payment.

### **Youth Allowance for job seekers**

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

In 2025–26, \$1.3 billion was paid in Youth Allowance for job seekers.

## Students

### ABSTUDY

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

In 2025–26, \$393.2 million was paid in ABSTUDY.

### Assistance for Isolated Children

Assistance for Isolated Children is a suite of payments for eligible parents or guardians of children who cannot attend an appropriate state school because of geographical isolation, disability or special needs.

In 2025–26, \$126.3 million was paid under the Assistance for Isolated Children program.

### Austudy

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

In 2025–26, \$432.2 million was paid in Austudy.

### Youth Allowance for students and Australian apprentices

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

In 2025–26, \$2.1 billion was paid in Youth Allowance for students and Australian apprentices.

### Tertiary Access Payment

Tertiary Access Payment (TAP) is a one-off payment of up to \$5,000 aimed at helping eligible students with the costs of relocating from regional or remote areas to undertake tertiary study. This payment is only available in the first year of tertiary study. To be eligible, students need to have completed Year 12 or equivalent level of study.

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

In 2025–26, \$21.4 million was paid in TAP.

## Assessment services

### Assessments of medical conditions and work capacity

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

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

Table 2 shows the number of each assessment type undertaken each year from 2023–24 to 2025–26.

**Table 2: Medical and non-medical ESAts, MAT assessments and JCA completions**

|                            | 2023–24        | 2024–25        | 2025–26        |
|----------------------------|----------------|----------------|----------------|
| MAT assessments            | 119,000        | 128,000        | 129,000        |
| JCAs                       | 69,700         | 86,200         | 77,700         |
| ESAts – medical            | 183,000        | 159,000        | 120,000        |
| ESAts – non-medical        | 8,000          | 2,000          | 700            |
| <b>Total<sup>(a)</sup></b> | <b>379,000</b> | <b>375,000</b> | <b>327,000</b> |

(a) Rounding has been applied.

### Assessors

The agency employs around 500 qualified health and allied health professionals (assessors) to assess whether customers have medical or other barriers that may prevent them from participating in the workforce. Assessors may recommend reduced participation expectations for job seekers, connect people to employment services providers for support, or assess medical eligibility for DSP.

Assessment services also include a Health Professional Advisory Unit (HPAU), a team of 8 medical advisors and 6 health and allied health professionals, who offer medical opinion to support agency decision-making regarding complex DSP claims. For more information about assessment services see the case study Changing the conversation for better outcomes on page 66.

In 2025–26, the HPAU completed approximately 1,500 referrals.

## Special circumstances

### Special Benefit

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

### Bereavement payments

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

## Farm Support

### Farm Household Allowance

Farm Household Allowance is a payment for eligible farming families experiencing financial hardship. It is a time-limited payment that customers can receive for up to 4 years in a 10-year period.

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

In 2025–26, the agency finalised 1,500 Farm Household Allowance claims. As at 30 June 2026, approximately 3,800 customers were receiving the payment.

## Changing the conversation for better outcomes

Every day, our staff support customers through the DSP claims process.

When a customer is told they're ineligible, it can be challenging to hear. There's uncertainty, disappointment and questions about what comes next.

So, we've changed the way those conversations happen. Our assessment services team introduced a more tailored and clinically informed approach, helping customers better understand their circumstances and get to the right support sooner.



Since October 2025, customers found medically ineligible for DSP at their initial medical assessment get a phone call, or what we call a service offer interview, from an allied health professional.

Previously, these conversations were usually handled by a service officer.

The change may seem simple, but it gives customers more than a standard explanation. They can speak with a health professional who explains medical eligibility and helps identify other potential support pathways.

In one instance, a customer was deemed medically ineligible for the DSP because of a recently diagnosed back condition. They told their assessor they were also receiving JobSeeker Payment with an assessed full-time work capacity.

The assessor identified the need for an ESAt. This uncovered previously undisclosed lifelong learning difficulties and led to further specialist assessment which confirmed an intellectual disability.

The customer was then granted the DSP based on this extra information. What could have ended the conversation became the start of a clearer understanding of their circumstances and a path to the support they needed.

As at 30 June 2026, over 9,000 customers have had a service offer interview conducted by an allied health assessor to discuss their medical eligibility for DSP.

Earlier clinical engagement gives people clearer explanations, more opportunity to provide extra medical evidence where appropriate, and faster connection to the right support.

## 4.2 Health

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

For more reporting about health programs, payments and services, refer to the 2025–26 annual report for the Department of Health, Disability and Ageing (DHDA).

### Medicare

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

In 2025–26, 27.8 million people were enrolled in Medicare and \$35.4 billion was paid in Medicare benefits.

Table 3 shows enrolment numbers from 2023–24 to 2025–26.

**Table 3: Medicare enrolments**

|                            | 2023–24      | 2024–25      | 2025–26      |
|----------------------------|--------------|--------------|--------------|
| People enrolled at 30 June | 27.1 million | 27.5 million | 27.8 million |
| Active cards at 30 June    | 15.7 million | 15.9 million | 16.2 million |
| New enrolments             | 603,000      | 606,000      | 630,000      |

### Medicare Entitlement Statements

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

Table 4 shows application numbers for Medicare Entitlement Statements from 2023–24 to 2025–26.

**Table 4: Medicare Entitlement Statement applications**

|                                         | 2023–24        | 2024–25        | 2025–26        |
|-----------------------------------------|----------------|----------------|----------------|
| Accepted applications                   | 230,000        | 305,000        | 333,000        |
| Rejected applications                   | 3,400          | 6,500          | 8,000          |
| <b>Total applications<sup>(a)</sup></b> | <b>233,000</b> | <b>311,000</b> | <b>341,000</b> |

(a) Rounding has been applied.

## Medicare safety nets

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

There are 2 Medicare safety nets:

- the Original Medicare Safety Net threshold for the 2026 calendar year, which is \$594.40 and applies to all Medicare cardholders (individuals and registered families)
- the Extended Medicare Safety Net, which has 2 threshold levels for 2026:
  - \$861.20 for Commonwealth concession cardholders and families eligible for FTB Part A
  - the general threshold of \$2,699.10 for all other Medicare cardholders.

## Access to Medicare benefits

In 2025–26, we implemented 15,300 changes to Medicare Benefits Schedule (MBS) items to support access to essential Medicare-subsidised health services. The changes aim to improve patient access to primary care, decrease pressure on hospitals and better manage complex and chronic conditions.

## Medicare claiming

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

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

Table 5 shows Medicare services and benefits (including Child Dental Benefits Schedule services) by claim type from 2023–24 to 2025–26.

**Table 5: Medicare services and benefits by claim type**

|                                                     | 2023–24               | 2024–25               | 2025–26               |
|-----------------------------------------------------|-----------------------|-----------------------|-----------------------|
| Bulk-billing                                        | 349.9 million         | 363.4 million         | 372.3 million         |
| Patient claiming                                    | 78.7 million          | 80.1 million          | 76.9 million          |
| Simplified billing                                  | 36.1 million          | 37 million            | 38.8 million          |
| <b>Total services processed<sup>(a)(b)</sup></b>    | <b>464.7 million</b>  | <b>480.6 million</b>  | <b>487.9 million</b>  |
| Bulk-billing                                        | \$19.7 billion        | \$21.6 billion        | \$23.7 billion        |
| Patient claiming                                    | \$7.1 billion         | \$7.8 billion         | \$8.1 billion         |
| Simplified billing                                  | \$3.1 billion         | \$3.3 billion         | \$3.5 billion         |
| <b>Total benefits paid<sup>(b)</sup></b>            | <b>\$29.8 billion</b> | <b>\$32.8 billion</b> | <b>\$35.4 billion</b> |
| Average benefit per service                         | \$64.34               | \$68.12               | \$72.50               |
| Average period<br>(date of lodgement to processing) | 1.57 days             | 0.71 days             | 0.67 days             |

(a) Excludes rejected services

(b) Rounding has been applied.

Table 6 shows Medicare services by payment type from 2023–24 to 2025–26.

**Table 6: Medicare services by payment type**

|                                                 | 2023–24              | %          | 2024–25              | %          | 2025–26              | %          |
|-------------------------------------------------|----------------------|------------|----------------------|------------|----------------------|------------|
| Electronic Funds Transfer (EFT) to claimant     | 60.2 million         | 13.0       | 62.6 million         | 13.0       | 62.1 million         | 12.7       |
| EFTPOS payment to claimant                      | 16.9 million         | 3.6        | 16.2 million         | 3.4        | 13.7 million         | 2.8        |
| EFT to health professional                      | 349.9 million        | 75.3       | 363.4 million        | 75.6       | 372.3 million        | 76.4       |
| Pay doctor via claimant cheque                  | 1.6 million          | 0.3        | 1.3 million          | 0.3        | 1.1 million          | 0.2        |
| Payment to private health fund or billing agent | 36.1 million         | 7.8        | 37 million           | 7.7        | 38.8 million         | 7.9        |
| <b>Total services<sup>(a)</sup></b>             | <b>464.7 million</b> | <b>100</b> | <b>480.6 million</b> | <b>100</b> | <b>487.9 million</b> | <b>100</b> |

(a) Rounding has been applied.

Table 7 shows Medicare volumes of services transmitted digitally from 2023–24 to 2025–26.

**Table 7: Volumes of services transmitted digitally**

|                                                                     | 2023–24              | 2024–25              | 2025–26              |
|---------------------------------------------------------------------|----------------------|----------------------|----------------------|
| <b>Medicare Online</b>                                              |                      |                      |                      |
| Bulk-billing                                                        | 330.2 million        | 343.9 million        | 352.6 million        |
| Patient claiming                                                    | 57.5 million         | 60.2 million         | 59.8 million         |
| <b>Medicare Easyclaim</b>                                           |                      |                      |                      |
| Bulk-billing                                                        | 15.4 million         | 15.3 million         | 15.8 million         |
| Patient claiming                                                    | 17 million           | 16.3 million         | 13.8 million         |
| <b>ECLIPSE<sup>(a)</sup></b>                                        |                      |                      |                      |
| Simplified billing                                                  | 35.6 million         | 36.8 million         | 38.7 million         |
| <b>Simple File Transfer Protocol<sup>(b)</sup></b>                  |                      |                      |                      |
| Simplified billing                                                  | 0.5 million          | 0.1 million          | 0                    |
| <b>Medicare online account</b>                                      |                      |                      |                      |
| Patient claiming                                                    | 1.8 million          | 1.5 million          | 1.3 million          |
| <b>Express Plus Medicare mobile app<sup>(c)</sup> and myGov app</b> |                      |                      |                      |
| Patient claiming                                                    | 1.2 million          | 1.2 million          | 1.1 million          |
| <b>Health Professionals Online Service</b>                          |                      |                      |                      |
| Bulk-billing                                                        | 3.7 million          | 3.8 million          | 3.6 million          |
| Patient claiming                                                    | 0.5 million          | 0.5 million          | 0.5 million          |
| <b>Total digital services<sup>(d)</sup></b>                         | <b>463.5 million</b> | <b>479.6 million</b> | <b>487.1 million</b> |
| Percentage of overall claims lodged digitally                       | 99.7%                | 99.8%                | 99.8%                |

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

(b) Simple File Transfer Protocol ceased on 28 February 2025

(c) Express Plus Medicare mobile app ceased on 1 November 2025.

(d) Rounding has been applied.

## Medicare eligible health professionals

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

In 2025–26, 219,300 new Medicare provider numbers were issued.

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

Table 8 shows the number of each type of health professional under Medicare from 2023–24 to 2025–26.

**Table 8: Health professionals under Medicare**

|                                                               | 2023–24 | 2024–25              | 2025–26 |
|---------------------------------------------------------------|---------|----------------------|---------|
| Medicare provider numbers issued <sup>(a)</sup>               | 208,600 | 201,700              | 219,300 |
| Diagnostic imaging or radiation oncology practices registered | 5,300   | 5,500                | 5,700   |
| Approved pathology authorities (APAs)                         | 92      | 81                   | 74      |
| Approved pathology practitioners                              | 300     | 300                  | 300     |
| Accredited pathology laboratories                             | 700     | 700                  | 700     |
| Approved collection centres (ACCs)                            | 4,300   | 7,300 <sup>(b)</sup> | 7,500   |

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

(b) In 2024–25, the methodology for calculating ACCs changed to represent the total number of unique ACC locations.

## Medicare compensation recovery

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

Table 9 shows the compensation recovery activity completed from 2023–24 to 2025–26.

**Table 9: Compensation recovery**

|                    | 2023–24        | 2024–25               | 2025–26        |
|--------------------|----------------|-----------------------|----------------|
| Cases finalised    | 46,600         | 49,600 <sup>(a)</sup> | 43,800         |
| Benefits recovered | \$29.2 million | \$53.4 million        | \$61.8 million |

(a) The methodology used to calculate 'Cases finalised' was updated in 2024–25 to better reflect the unique number of cases and is not comparable to the 2023–24 result.

## Access to medicines

The agency administers 2 schemes that subsidise access to medicines:

The PBS, which gives access to a wide range of medicines at a reduced cost to Australian residents and eligible overseas visitors.

The RPBS, which gives eligible veterans and their widows, widowers and dependants subsidised access to some additional medicines and dressings at concession rates, and if clinically justified, items not listed under either scheme.

Table 10 shows agency expenditure of each scheme from 2023–24 to 2025–26.

**Table 10: PBS and RPBS expenditure**

|                                               | 2023–24               | 2024–25               | 2025–26               |
|-----------------------------------------------|-----------------------|-----------------------|-----------------------|
| PBS benefits paid <sup>(a)</sup>              | \$17.9 billion        | \$19.4 billion        | \$20.7 billion        |
| RPBS benefits paid <sup>(a)(b)</sup>          | \$0.4 billion         | \$0.5 billion         | \$0.5 billion         |
| <b>Total benefits paid<sup>(c)</sup></b>      | <b>\$18.3 billion</b> | <b>\$19.9 billion</b> | <b>\$21.2 billion</b> |
| PBS services processed <sup>(d)</sup>         | 224.4 million         | 243.4 million         | 233.6 million         |
| RPBS services processed <sup>(b)(d)</sup>     | 6.9 million           | 7.5 million           | 6.9 million           |
| <b>Total services processed<sup>(c)</sup></b> | <b>231.3 million</b>  | <b>250.9 million</b>  | <b>240.5 million</b>  |

(a) Excludes electronic prescription fee payments.

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

(c) Rounding has been applied.

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

## Pharmaceutical Benefits Scheme concessions

There are 2 patient contribution levels for PBS listed medicines:

- The maximum cost for a pharmaceutical benefit item at the general rate for 2026 is \$25.00. All Australian residents and eligible overseas visitors can access PBS medicines at the general rate.
- Patients with a valid concession card from the agency or the DVA are eligible for the concession rate of \$7.70 as the maximum cost for a pharmaceutical benefit item.

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

## Pharmaceutical Benefits Scheme Safety Net

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

The 2026 thresholds are:

- \$277.20 for concession card holders
- \$1,748.20 for general patients.

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

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

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

## Aboriginal and Torres Strait Islander Australians' access to the PBS

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

As at 30 June 2026, there were 168 approved Aboriginal health services around the country.

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

## **Travelling with PBS medicines**

It is illegal for a person to take or send PBS subsidised medicines overseas for anyone other than themselves or someone they are travelling with. This includes immediate family members or relatives.

We have an enquiry line and information on the Services Australia website to advise people about their responsibilities and rights when travelling overseas with PBS medicines.

In 2025–26, the enquiry line received around 1,000 calls. Our webpage was viewed 33,300 times across 21,200 visits.

## **Online claiming and payments for the PBS**

Online claiming for the PBS allows approved suppliers to lodge prescription claims with the agency each time a PBS or RPBS medicine is supplied. As at 30 June 2026, 99.9% of approved suppliers of PBS and RPBS medicines used online claiming.

## **Authority-required medicines**

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

In 2025–26, 8.4 million authority approval requests were received, including 527,000 RPBS authority requests processed by the DVA.

For more information about health programs, payments and services, go to the Services Australia website and the 2025–26 DHDA annual report on the DHDA website.

## **Aged care**

### **Aged care programs**

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

The agency received funding in 2025–26 to support the DHDA to deliver reforms for the *Aged Care Act 2024* (Aged Care Act), respond to the recommendations of the Aged Care Taskforce and implement a new Support at Home Program.

Table 11 details claims processed and expenditure under aged care programs from 2023–24 to 2025–26.

**Table 11: Aged care overview**

|                                                                      | 2023–24               | 2024–25               | 2025–26               |
|----------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|
| Home care package provider claims processed <sup>(a)</sup>           | 25,600                | 25,200                | 10,800                |
| Short-term restorative care provider claims processed <sup>(a)</sup> | 1,700                 | 1,500                 | 800                   |
| Support at Home provider claims processed <sup>(a)</sup>             | N/A                   | N/A                   | 30,600                |
| Residential care provider claims processed                           | 31,600                | 31,600                | 31,200                |
| Transition care provider claims processed                            | 900                   | 900                   | 800                   |
| <b>Total provider claims processed<sup>(b)</sup></b>                 | <b>59,800</b>         | <b>59,200</b>         | <b>74,200</b>         |
| <b>Total amount paid<sup>(c)</sup></b>                               | <b>\$28.7 billion</b> | <b>\$32.9 billion</b> | <b>\$36.1 billion</b> |

(a) Support at Home replaced the Home Care and Short-Term Restorative Care Programs on 1 November 2025.

(b) Rounding has been applied.

(c) Includes \$0.7 billion in 2023–24, \$0.7 billion in 2024–25 and \$0.9 billion in 2025–26 paid on behalf of DVA.

## Improving services to the aged care sector

The agency continues to deliver Australian Government aged care reforms focused on improved care and a more person-centred approach. We work collaboratively with DHDA to provide intensive and tailored support to aged care peak bodies, software developers and providers. We received funding in the 2025–26 Budget to support DHDA to deliver reforms, upgrade our systems and enhance user functionality to support implementation of the Aged Care Act.

The new Support at Home Program began on 1 November 2025 to help older people live in their own homes for longer and to improve access to services. The program replaced the Home Care Packages program and Short Term-Restorative Care Program. The agency introduced new means testing arrangements so that subsidy payments and care recipient contributions are based on a person's current personal and financial circumstances.

From 1 November 2025, new means testing arrangements applied to people entering permanent residential aged care. To support means assessments and fee adjustments for care recipients, we updated our refundable accommodation deposit and contribution systems so aged care providers can report monthly accommodation balances.

## Health services for the Department of Veterans' Affairs

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

The total number of services processed continues to grow with an additional 626,000 processed this financial year. In 2025–26, 209,000 provider locations claimed digitally for these services. In partnership with DVA, the agency continued to promote the benefits of provider electronic claims resulting in an increase in electronic claiming. This means staff can process claims more efficiently and providers are paid quicker.

In 2025–26:

- electronic claiming increased to 99.1%
- electronic claiming for allied health services increased to 98.9%
- electronic claiming for medical services increased to 99.5%
- electronic claiming for hospitals decreased to 95.0%
- manual claiming for DVA decreased to 0.9%.

Table 12 shows the number of cards produced and services processed, on behalf of DVA from 2023–24 to 2025–26.

**Table 12: DVA processing**

|                     | 2023–24       | 2024–25       | 2025–26       |
|---------------------|---------------|---------------|---------------|
| Cards produced      | 45,000        | 54,200        | 131,000       |
| Services processed  | 15.8 million  | 16.5 million  | 17.1 million  |
| Total benefits paid | \$2.1 billion | \$2.3 billion | \$2.4 billion |

## Australian Government Rebate on Private Health Insurance

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

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

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

Table 13 shows memberships registered and the amount reimbursed to private health funds from 2023–24 to 2025–26.

**Table 13: Private Health Insurance Rebate memberships and reimbursements**

|                                    | 2023–24       | 2024–25       | 2025–26       |
|------------------------------------|---------------|---------------|---------------|
| Memberships registered             | 7.5 million   | 7.7 million   | 7.8 million   |
| Total paid to private health funds | \$7.1 billion | \$7.3 billion | \$7.6 billion |

## External Breast Prostheses Reimbursement Program

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

Table 14 shows claims and reimbursements made under the program from 2023–24 to 2025–26.

**Table 14: External breast prostheses reimbursements**

|                            | 2023–24       | 2024–25       | 2025–26       |
|----------------------------|---------------|---------------|---------------|
| Number of claims processed | 13,500        | 13,500        | 13,300        |
| Amount paid                | \$5.9 million | \$6.1 million | \$6.0 million |

## Continence Aids Payment Scheme

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

Table 15 shows applications processed and reimbursements made under the scheme from 2023–24 to 2025–26.

**Table 15: Continence aids applications and payments**

|                                  | 2023–24         | 2024–25         | 2025–26         |
|----------------------------------|-----------------|-----------------|-----------------|
| Number of applications processed | 41,000          | 53,800          | 53,600          |
| Amount paid                      | \$114.5 million | \$125.4 million | \$135.0 million |

## Assisted Reproductive Technology Storage Funding Program

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

Table 16 shows the total participating organisation sites, valid claims and funds paid from 2023–24 to 2025–26.

**Table 16: Assisted Reproductive Technology Storage Funding Program participation and payments**

|                                  | 2023–24  | 2024–25   | 2025–26       |
|----------------------------------|----------|-----------|---------------|
| Participating organisation sites | 26       | 35        | 37            |
| Valid claims                     | 190      | 1,900     | 4,900         |
| Funds paid                       | \$34,400 | \$471,600 | \$1.3 million |

## Health care provider incentives

### MyMedicare practice incentives

MyMedicare is a voluntary patient registration program that strengthens the relationship between patients and their general practitioner (GP). Patients began registering with their MyMedicare practice from 1 October 2023. Formalising these relationships can support improved health outcomes by establishing continuity of care in general practice and delivering incentives to achieve these outcomes.

Table 17 shows the number of participating MyMedicare practices, patients and providers from 2023–24 to 2025–26.

**Table 17: MyMedicare registrations**

|                                | 2023–24     | 2024–25     | 2025–26     |
|--------------------------------|-------------|-------------|-------------|
| Number of patients registered  | 1.3 million | 3.2 million | 6.5 million |
| Number of practices registered | 5,900       | 6,700       | 7,600       |
| Number of linked providers     | 36,900      | 53,500      | 73,300      |

## General Practice in Aged Care Incentive

The General Practice in Aged Care Incentive (GPACI) commenced on 1 July 2024. GPACI supports eligible providers and practices to deliver health care to permanent residents of aged care homes. Eligible GPs and practices registered with both MyMedicare and GPACI can receive incentive payments for providing regular visits and care planning to older people living in aged care. As at 30 June 2026, 2,100 eligible practices have registered to deliver the GPACI (an increase of more than 20% since 30 June 2025) with a total value of \$45 million paid to practices and providers.

## Bulk Billing Practice Incentive Program

The Bulk Billing Practice Incentive Program (BBPIP) started on 1 November 2025 and supports general practices to bulk bill all Medicare-eligible patients for all eligible services. Practices participating in both MyMedicare and BBPIP receive an additional quarterly 12.5% incentive payment on MBS benefits paid for eligible services. The payment is split evenly between the GP and the practice.

The BBPIP allows for practices and providers to monitor their eligibility and indicative incentive payments based on current circumstances. An offsetting functionality supports overpayments to be efficiently reconciled through future payments. This reduces reliance on manual processes while maintaining payment integrity.

For more information about the administration of the BBPIP see case study, Supporting simpler payments for bulk billing practices, on page 82.

Table 18 shows the numbers of registered practices and the amount paid in 2025–26.

**Table 18: Bulk Billing Practice Incentive Program registration and payments**

|                                | 2025–26         |
|--------------------------------|-----------------|
| Number of practices registered | 3,600           |
| Amount paid                    | \$192.3 million |

## Practice Incentives Program

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

Table 19 shows numbers of participating practices and the amount paid from 2023–24 to 2025–26.

**Table 19: Practice Incentives Program participation and payments**

|                                   | 2023–24         | 2024–25         | 2025–26         |
|-----------------------------------|-----------------|-----------------|-----------------|
| Number of practices participating | 6,500           | 6,600           | 6,800           |
| Amount paid to practices          | \$433.8 million | \$421.7 million | \$429.0 million |

Workforce Incentive Program – Practice Stream

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

Table 20 shows numbers of participating practices and the amount paid from 2023–24 to 2025–26.

Table 20: Workforce Incentive Program – Practice Stream participation and payments

|                                         | 2023–24         | 2024–25         | 2025–26         |
|-----------------------------------------|-----------------|-----------------|-----------------|
| Number of practices participating       | 5,900           | 6,000           | 6,200           |
| Amount paid to practices <sup>(a)</sup> | \$491.4 million | \$520.4 million | \$545.7 million |

(a) Includes DVA loading paid to eligible practices.

Workforce Incentive Program – Doctor Stream

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

Table 21 shows numbers of participating practitioners, payments and the amount paid from 2023–24 to 2025–26.

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

|                                                  | 2023–24         | 2024–25         | 2025–26         |
|--------------------------------------------------|-----------------|-----------------|-----------------|
| Medical practitioners paid (GPs and specialists) | 8,500           | 8,700           | 8,800           |
| Payments made                                    | 8,800           | 8,900           | 9,000           |
| Amount paid                                      | \$126.0 million | \$129.4 million | \$132.0 million |

**Workforce Incentive Program – Rural Advanced Skills Stream**

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

Table 22 shows numbers of participating practitioners, payments and the amount paid from 2023–24 to 2025–26.

**Table 22: Workforce Incentive Program – Rural Advanced Skills Stream participation and payments**

|                                                  | 2023–24      | 2024–25        | 2025–26        |
|--------------------------------------------------|--------------|----------------|----------------|
| Medical practitioners paid (GPs and specialists) | 900          | 1,100          | 1,400          |
| Payments made                                    | 1,100        | 1,700          | 1,900          |
| Amount paid                                      | \$10 million | \$14.7 million | \$16.9 million |

## Supporting simpler payments for bulk billing practices

The BBPIP is designed to support more practices and providers to offer bulk billed GP care.

Under the program, eligible bulk billed Medicare services attract an extra 12.5% incentive payment, shared equally between the practice and provider.

The DHDA oversees the program which began on 1 November 2025, while we administer it and deliver payments to eligible practices and providers.

Our role was to make the payment process clear, accurate and easy to manage.

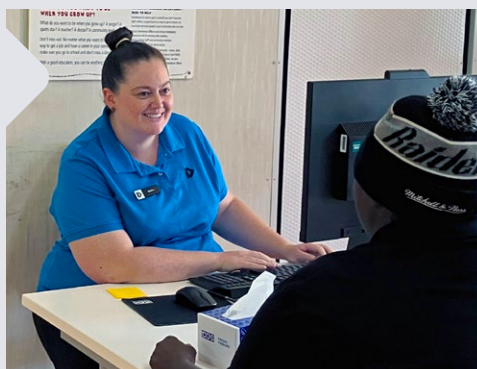
We designed the service with the people who would be using it. We consulted with general practices, providers, staff and stakeholders to understand what they needed the system to do.

This included 2 rounds of research with practices and providers, 16 interviews with health professionals, 5 staff interviews and 20 early design showcases.

Their feedback helped improve the way the service was designed to work as part of the Health Professional Online Services (HPOS) system. The benefit of being part of HPOS is that it's a familiar online channel for practices and providers to register, manage details, view payment information and understand what they may be eligible to receive.

We added forecasting information so practices and providers could see which patients and services may be eligible, and what payments they could expect.

For clinics, this means better visibility of possible payment impacts and fewer manual enquiries or reconciliations.



We also made it simpler to fix overpayments. When a payment needs to be corrected, the amount can be offset against future BBPIP payments, rather than managed only through a separate debt process.

As at 30 June 2026, 3,600 practices had signed up to the program.

## Child Dental Benefits Schedule

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

Benefits for basic dental services are capped at \$1,158 per child over 2 consecutive calendar years.

Table 23 shows total services processed and the amount paid under the Child Dental Benefits Schedule from 2023–24 to 2025–26.

**Table 23: Child Dental Benefits Schedule**

|                    | 2023–24         | 2024–25         | 2025–26         |
|--------------------|-----------------|-----------------|-----------------|
| Services processed | 5.2 million     | 5.3 million     | 5.4 million     |
| Amount paid        | \$325.9 million | \$345.4 million | \$361.4 million |

## Australian Immunisation Register

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

Table 24 shows total vaccines administered, and the amount paid to providers from 2023–24 to 2025–26.

**Table 24: Vaccine episodes recorded in the AIR and amount paid to providers**

|                                                     | 2023–24       | 2024–25       | 2025–26       |
|-----------------------------------------------------|---------------|---------------|---------------|
| Vaccine episodes <sup>(a)</sup>                     | 24.7 million  | 25.2 million  | 24.6 million  |
| Amount paid to vaccination providers <sup>(b)</sup> | \$7.2 million | \$6.6 million | \$6.9 million |

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

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

## Australian Organ Donor Register

The Australian Organ Donor Register (AODR) is a national register that records people's preferences about becoming organ and/or tissue donor after death.

The AODR allows authorised medical personnel to verify a person's donation preferences. People can register online, through the myGov app, or fill in a printed form.

There are 2 types of donor registrations:

- Consent registration, which is available to people aged 18 and older. Consent to donate is given through a signed registration form or a Medicare online account through myGov or the myGov app.
- Intent registration, which is available to people aged 16 and older. Intent to donate is registered through a channel that does not require a signature or electronic authentication, such as phone, email, the DonateLife webform or South Australia (SA) driver licence process.

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

Table 25 shows the number of registrations as at 30 June from 2023–24 to 2025–26.

**Table 25: Organ and tissue donor registrations**

|                                          | 2023–24            | 2024–25            | 2025–26            |
|------------------------------------------|--------------------|--------------------|--------------------|
| Consent registrations <sup>(a)</sup>     | 3.5 million        | 3.6 million        | 3.6 million        |
| Intent registrations <sup>(b)</sup>      | 4.3 million        | 4.3 million        | 4.4 million        |
| <b>Total registrations<sup>(c)</sup></b> | <b>7.8 million</b> | <b>7.9 million</b> | <b>8.0 million</b> |

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

(b) Registration that does not require a signature or electronic authentication, such as phone, email, the DonateLife webform, or SA driver licence process.

(c) Rounding has been applied.

## Australian Thalidomide Survivors Support Program

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

- the Extraordinary Assistance Fund, to support with daily living activities, assistive technology, and home and vehicle modifications
- the Health Care Assistance Fund, to support with out-of-pocket health care expenses.

The program is intended to cover costs not covered by the National Disability Insurance Scheme (NDIS) and/or any relevant Australian, state and territory government schemes, private insurance, or Medicare.

Table 26 shows number of claims and the amount paid under the program from 2023–24 to 2025–26.

**Table 26: Extraordinary Assistance Fund and Health Care Assistance Fund payments and claims**

|                                  | 2023–24              | 2024–25 <sup>(a)</sup> | 2025–26              |
|----------------------------------|----------------------|------------------------|----------------------|
| Extraordinary Assistance Fund    | \$0.5 million        | \$0.6 million          | \$1.0 million        |
| Health Care Assistance Fund      | \$0.4 million        | \$0.4 million          | \$0.5 million        |
| <b>Total claims</b>              | <b>1,800</b>         | <b>2,500</b>           | <b>3,100</b>         |
| <b>Amount paid<sup>(b)</sup></b> | <b>\$0.9 million</b> | <b>\$1.0 million</b>   | <b>\$1.5 million</b> |

(a) Payments data from 2024–25 onward is drawn from financial reporting systems.

(b) Rounding has been applied.

## COVID-19 Vaccine Claims Scheme

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

The agency administers the scheme on behalf of the DHDA. The scheme closed to new applications on 30 September 2024.

In 2025–26, 83 claims were paid to the value of \$19.6 million.

## Medical and Midwife Professional Indemnity Insurance Schemes

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

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

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

### High Cost Claims Scheme

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

Table 27 shows the claims received and benefits paid under the scheme from 2023–24 to 2025–26.

**Table 27: High Cost Claims Scheme claims and benefits paid**

|                 | 2023–24        | 2024–25        | 2025–26        |
|-----------------|----------------|----------------|----------------|
| Claims received | 495            | 480            | 630            |
| Benefits paid   | \$62.7 million | \$72.8 million | \$88.0 million |

### Allied Health High Cost Claims Scheme

Under the Allied Health High Cost Claims Scheme, the government funds 50% of the cost of medical indemnity insurance payouts that are greater than the threshold amount, up to the limit of the allied health practitioner's insurance cover. Fewer than 5 claims were received and no benefits paid in 2025–26.

### Incurred-But-Not-Reported Indemnity Scheme

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

Table 28 shows the claims received and benefits paid under the scheme from 2023–24 to 2025–26.

**Table 28: Incurred-But-Not-Reported Indemnity Scheme claims and benefits paid**

|                 | 2023–24       | 2024–25       | 2025–26       |
|-----------------|---------------|---------------|---------------|
| Claims received | 11            | 9             | 16            |
| Benefits paid   | \$2.4 million | \$1.2 million | \$5.5 million |

### Exceptional Claims Scheme

The Exceptional Claims Scheme protects medical practitioners against personal liability for eligible claims that exceed the level of their insurance. The government funds 100% of the cost of eligible claims above their insurance limit that equal or exceed the relevant threshold of \$20 million. No claims were received and no benefits paid in 2025–26.

## Allied Health Exceptional Claims Scheme

The Allied Health Exceptional Claims Scheme protects allied health practitioners against personal liability for eligible claims that exceed the level of their insurance. The government funds 100% of the cost of eligible claims above their insurance limit that equal or exceed the relevant threshold of \$20 million. No claims were received and no benefits paid in 2025–26.

## Run-off Cover Scheme

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

Table 29 shows the number of claims received and benefits paid under the scheme from 2023–24 to 2025–26.

**Table 29: Run-Off Cover Scheme claims and benefits paid**

|                 | 2023–24        | 2024–25        | 2025–26        |
|-----------------|----------------|----------------|----------------|
| Claims received | 204            | 195            | 419            |
| Benefits paid   | \$18.9 million | \$20.3 million | \$35.5 million |

## Premium Support Scheme

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

Table 30 shows the number of participating practitioners and amounts paid under the scheme from 2023–24 to 2025–26.

**Table 30: Premium Support Scheme participating practitioners and amounts paid**

|                        | 2023–24       | 2024–25       | 2025–26        |
|------------------------|---------------|---------------|----------------|
| Eligible practitioners | 557           | 324           | 365            |
| Amount paid            | \$8.1 million | \$9.1 million | \$10.7 million |

Midwife Professional Indemnity Scheme

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

The MPIS includes 2 levels of cover:

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

Table 31 shows the number of participating practitioners and amount paid under the scheme from 2023–24 to 2025–26.

Table 31: Midwife Professional Indemnity Scheme participating practitioners and amounts paid

|                        | 2023–24 | 2024–25       | 2025–26       |
|------------------------|---------|---------------|---------------|
| Eligible practitioners | 653     | 746           | 881           |
| Amount paid            | \$0     | \$0.6 million | \$0.7 million |

Midwife Professional Indemnity Run-Off Cover Scheme

The Midwife Professional Indemnity Run-Off Cover Scheme gives run-off cover to eligible midwives who have stopped private practice. No claims were received and no benefits paid in 2025–26.

## Digital health

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

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

In partnership with DHDA and ADHA, we worked on a range of short and long-term digital health activities to develop a digitally connected healthcare ecosystem in 2025–26. We progressed activities under the ADHA-owned National Healthcare Identifiers Roadmap, including:

- contributing to amendments to the *Healthcare Identifiers Act 2010* and *Healthcare Identifiers Regulations 2020* that will enable healthcare identifiers to be used more broadly across the health, aged care and disability sectors
- continuing to streamline the Individual Healthcare Provider Identifier (HPI-I) registration process for health professionals who are not registered with the Australian Health Practitioner Regulation Agency
- continuing to support the DHDA to deliver the My Aged Care and My Health Record integration.

For more information, see the Healthcare Identifiers Service Annual Report 2025–26 on the Services Australia website.

The agency strengthened its software developer compliance framework to support industry engagement, enable safe digital health software integration and protect agency systems and Australians' health data.

In 2025–26, we improved authentication, authorisation and access by:

- working with partner agencies to simplify and improve authentication for the health and aged care sectors
- improving authentication and authorisation capabilities of the Provider Digital Access (PRODA) platform through:
  - modernising PRODA ICT application infrastructure, strengthening cyber security for PRODA and improving audit capability in the event of a PRODA account compromise
  - supporting integration with the Australian Government Digital ID system to enable individuals to register for PRODA using their strong Digital ID, and the ATO Relationship Authorisation Manager to make it easier to register an organisation in PRODA.

## 4.3 Child Support

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

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

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

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

### Child support transfers

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

Table 32 shows the proportion of Child Support Collect and Private Collect cases arrangements from 2023–24 to 2025–26.

**Table 32: Child Support Collect and Private Collect cases arrangements in place as at 30 June**

|                             | 2023–24 | 2024–25 | 2025–26 |
|-----------------------------|---------|---------|---------|
| Child Support Collect cases | 49.0%   | 49.2%   | 49.7%   |
| Private Collect cases       | 51.0%   | 50.8%   | 50.3%   |

### Private Collect

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

Table 33 shows total assessed amounts under Private Collect arrangements from 2023–24 to 2025–26.

**Table 33: Private Collect arrangements**

|                       | 2023–24       | 2024–25       | 2025–26       |
|-----------------------|---------------|---------------|---------------|
| Total assessed amount | \$2.2 billion | \$2.3 billion | \$2.3 billion |

### Child Support Collect

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

Table 34 shows the total assessed amount under Child Support Collect arrangements and the amount of child support collected and transferred between parents by the agency from 2023–24 to 2025–26.

**Table 34: Child Support Collect arrangements**

|                                    | 2023–24       | 2024–25       | 2025–26       |
|------------------------------------|---------------|---------------|---------------|
| Total assessed amount              | \$2.1 billion | \$2.2 billion | \$2.3 billion |
| Payments collected and transferred | \$1.9 billion | \$2.0 billion | \$2.1 billion |

### Change of assessment in special circumstances

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

In 2025–26, we received 16,982 change of assessment in special circumstances applications. There were 15,380 finalised applications, with 39.9% resulting in a change to the rate of child support to better reflect the special circumstances of parents and their children. Of the applications to change the assessment in special circumstances, 71.7% related to a parent's income, property, financial resources or earning capacity.

## Compliance and enforcement

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

Table 35 shows:

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

The data in table 35 is not comparable with previous annual reports, which combined Child Support Collect and Private Collect active paying parent data. We have removed data about Private Collect active paying parents from the table to more clearly show the proportion of Child Support Collect active paying parents with and without debt.

**Table 35: Child Support Collect active paying parents without debt and with debt under a payment arrangement as at 30 June**

|                                                                                             | 2023–24 | 2024–25 | 2025–26 |
|---------------------------------------------------------------------------------------------|---------|---------|---------|
| Child Support Collect active paying parents                                                 | 320,415 | 317,851 | 314,716 |
| Child Support Collect active paying parents without debt                                    | 52.0%   | 52.8%   | 51.4%   |
| Child Support Collect active paying parents with a debt that is under a payment arrangement | 56.7%   | 58.6%   | 60.8%   |

Whenever possible, child support is collected from employer withholding and income support payments to ensure timely and sustainable payments are made (see Table 37: Employer withholding from wages and salaries on page 94).

Employers report child support deductions through Single Touch Payroll (STP), reducing their administrative burden (see Single Touch Payroll on page 123).

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

In 2025–26, 672 DPOs were issued and \$27.0 million was collected from customers with an active DPO in place.

Table 36 shows the number of child support compliance and enforcement actions from 2023–24 to 2025–26.

**Table 36: Child support compliance and enforcement actions**

|                                             | Number of actions |         |         | Child support collected/corrected <sup>(a)</sup> |                |                 |
|---------------------------------------------|-------------------|---------|---------|--------------------------------------------------|----------------|-----------------|
|                                             | 2023–24           | 2024–25 | 2025–26 | 2023–24                                          | 2024–25        | 2025–26         |
| Lodgement of finalisations <sup>(b)</sup>   | 77,269            | 63,247  | 91,760  | \$10.4 million                                   | \$8.3 million  | \$12.3 million  |
| Tax refund intercept payment <sup>(c)</sup> | 106,751           | 105,434 | 100,943 | \$138.6 million                                  | \$141 million  | \$141.6 million |
| DPOs <sup>(d)</sup>                         | 716               | 968     | 672     | \$27.4 million                                   | \$32.2 million | \$27.0 million  |
| Litigation <sup>(e)</sup>                   | 39                | 43      | 78      | \$9.5 million                                    | \$9.0 million  | \$10.7 million  |

- (a) The child support amounts collected/corrected should not be summed as they are not mutually exclusive.
- (b) To ensure assessments for child support are accurate, the ATO takes lodgement enforcement action for mutual customers. A finalisation is defined as a tax return lodgement, an ATO determination that a return is not necessary, a further return is not necessary, or an ATO determined income. This definition has been updated to include all actions undertaken by the ATO, therefore this table will differ from previously published annual reports. Lodgement of finalisations actions counts will also include any Private Collect customers referred for the purpose of obtaining/maintaining accurate income information for use in assessments.
- (c) Tax refund intercepts resulting from actions taken to enforce ATO taxable incomes (lodgement enforcement) are included in this figure.
- (d) DPOs preventing overseas travel are issued to people who have not made satisfactory arrangements to clear substantial debts.
- (e) When other enforcement options have been unsuccessful and an assets or income stream is identified, the agency takes litigation action against parents who repeatedly avoid paying their child support.

Table 37 details employer withholdings from wages and salaries from 2023–24 to 2025–26.

**Table 37: Employer withholding from wages and salaries (Child Support Collect)**

|                                                                                | 2023–24         | 2024–25         | 2025–26         |
|--------------------------------------------------------------------------------|-----------------|-----------------|-----------------|
| Active paying parents with employer withholding payments set up <sup>(a)</sup> | 92,783          | 90,541          | 91,118          |
| Amount collected from employer withholding                                     | \$817.9 million | \$873.7 million | \$907.0 million |

(a) The agency may initiate employer withholding for both current liability and child support debt, including debt on active or ended cases, and for paying and receiving parents. This metric reflects child support collect active paying parents with employer withholding payments set up. Active paying parents are parents with at least one active case.

Table 38 details deductions from Centrelink and DVA payments from 2023–24 to 2025–26.

**Table 38: Deductions from Centrelink and DVA payments (Child Support Collect)**

|                                                                   | 2023–24        | 2024–25        | 2025–26        |
|-------------------------------------------------------------------|----------------|----------------|----------------|
| Amounts collected from Centrelink and DVA payments <sup>(a)</sup> | \$77.8 million | \$87.4 million | \$93.6 million |

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

## 4.4 Disasters and emergency events in 2025–26

The agency administers emergency and rapid response payments and services for declared natural disasters. We provide a variety of options to claim payments and our mobile service centres and recovery centres provide on the ground emergency support to communities impacted by natural disasters.

We administer the following disaster recovery payments on behalf of the National Emergency Management Agency (NEMA):

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

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

### Support in disaster affected communities

In 2025–26 we provided financial assistance to individuals and communities in the following events:

- Western Australia (WA) Tropical Cyclone Narelle – March 2026
- Northern Territory (NT) flooding – February to March 2026
- Queensland (Qld) rainfall and flooding – February to March 2026
- Victoria (Vic) bushfires – January 2026
- North Qld rainfall and flooding – December 2025 to February 2026.

We deployed service officers and specialist staff to recovery centres in 36 locations, providing support to 5,800 people. Our mobile service centres visited 11 communities and supported over 200 people to claim disaster assistance and connect with social work services, counselling and other government and community services.

We delivered:

- \$13.6 million in AGDRP
- \$3.5 million in DRA
- \$0.03 million in NZDRP
- \$0.02 million in NZDRA.

### National Emergency Call Centre Surge Capability

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

In 2025–26, the NECCSC was activated twice, supporting the Department of Foreign Affairs and Trade (DFAT) and the Department of Energy, Environment and Climate Action (Victorian Government). Our support included registering the details of Australians in impacted regions and providing them with key information. If required, we also connected Australians to social workers. More than 6,600 calls were answered during the 2 activations.

## **Emergency Reserve**

Services Australia maintains a register of emergency reserve staff prepared to help in response and recovery efforts. Over 1,150 staff are registered to rapidly deploy, to assist with functions including:

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

## **Payments and support following other emergency events**

### **2025 Bali Commemorative Services Travel Assistance Payment**

Services Australia delivered the 2025 Bali Commemoration Services – Travel Assistance Payment on behalf of DFAT to provide financial assistance towards the costs of travel to the 20th Anniversary Commemoration ceremonies for Australians directly impacted by the 2005 Bali bombings.

A total of 29 claims were received and \$48,800 was paid for 2025 Bali Commemorative Services Travel Assistance.

### **Disaster Health Care Assistance Scheme**

The Disaster Health Care Assistance Scheme helps with reasonable health-related out-of-pocket costs for people who have suffered an injury as a direct result of specific international acts of terrorism and natural disaster events. The declared events under the scheme are listed on the Services Australia website.

### **Australian Victims of Terrorism Overseas Payment**

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

During the year, the AVTOP hotline answered over 400 calls and fewer than 10 new claims were received.

### **National Security Hotline**

In 2025–26, surge support for the National Security Hotline (NSH) was not required. In March 2026, NEMA advised they no longer require the agency to provide the NSH surge support service. The agency's NSH service arrangements were decommissioned.

## 4.5 Tailored support services

We are committed to supporting customers with varied and complex needs, recognising that individual circumstances, experiences and abilities shape how people interact with us. Our approach is guided by strategies that promote consistency, dignity and fairness, and enable staff to respond in a tailored and respectful way. These strategies ensure customer needs are considered across policy and service design with an emphasis on timely access to support, strong community engagement, accessible and modern services, staff capability, and collaboration across government and community to improve outcomes.

### Legal Advocates Channel

The Legal Advocates Channel allows legal advocates from community legal centres to email enquiries directly to Services Australia about Medicare, Centrelink and Child Support on behalf of clients who are vulnerable, at risk of serious harm, or in need of urgent help to address their circumstances. Enquiries are triaged by a team of specialist staff who ensure a timely response is given to the advocate. In 2025–26, the Legal Advocates Channel resolved over 2,300 enquiries.

### People affected by family and domestic violence

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

In 2025–26:

- we granted 43,100 crisis payments to support customers affected by family and domestic violence
- our family and domestic violence webpages were viewed over 247,000 times across over 166,000 unique sessions
- our staff completed over 18,700 training sessions on how to help customers and agency staff affected by family and domestic violence.

## Community Partnership Program

Community partnerships are an intensive form of engagement that support people who face barriers to accessing the agency through standard channels. The program is a formal approach to partnering with the community sector to reach people experiencing vulnerability. Our experienced community partnership specialist officers (CPSOs) are co-located full-time with selected non-government organisations (NGOs).

In 2025–26, 27 partnerships were operating across all capital cities and several regional centres. These partnerships provided the agency with direct community feedback, strengthening our understanding of complex needs and informing ongoing efforts to reduce service barriers and improve access to payments and services.

CPSOs work closely with partner NGOs to deliver wraparound, in-person support for people experiencing vulnerability with a strong focus on people experiencing homelessness. During 2025–26, CPSOs delivered more than 31,800 customer interactions, with 96% involving customers facing complex barriers such as homelessness, health challenges or family and domestic violence. CPSOs also referred 11,100 customers to specialist teams, supporting coordinated access to agency, housing, health and social services.

For more information about the Community Partnership Program see case study, Community partnerships making a practical difference, on page 110.

## Language services

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

In 2025–26, more than 1,300 contracted interpreters and translators delivered these services on behalf of the agency, including over:

- 270,000 on-demand telephone interpreter interactions
- 20,000 booked telephone interpreter interactions
- 220,000 hours of face to face interpreting services in international languages in service centres
- 8,000 translator interactions, involving more than 11,000 translated documents.

Approved bilingual staff give direct customer service in languages other than English including Indigenous languages and Auslan. The Services Australia website has translated information, such as fact sheets and audio files about our payments and services. We have implemented multilingual support on self-check-in kiosks, with Arabic, Chinese, Vietnamese, Khmer, Serbian and Turkish now available. This improves access and inclusion for CALD customers attending service centres.

## Regional, rural and remote servicing

The agency delivers face to face access to government services across regional, rural and remote Australia, including many remote Aboriginal and Torres Strait Islander communities. We do this through a combination of service centres and agent and access point networks, supported by remote servicing teams and mobile service centres. This helps customers access payments, services and information where they live, including in locations where permanent service centres are not available.

### Service centres

As at 30 June 2026, the agency has 37 service centres in remote and very remote communities across the NT (13), SA (3), Qld (8), New South Wales (NSW) (2) and WA (11), offering a range of face to face and supported digital services from a single location.

Where possible, service centre staff in remote locations are recruited from the local community. This helps ensure customers have access to high quality, culturally appropriate services in their own language.

### Agents and access points

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

Agent and access points have self service equipment, including internet-enabled computers, printers and free Wi-Fi. This allows customers to manage their business online, at a time that suits them.

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

As at 30 June 2026, we have 378 agents and 183 access points throughout regional, rural and remote Australia. This network operates through partnerships with 448 host organisations and 1,681 personnel.

### Remote servicing teams

The agency's remote servicing teams deliver face to face and virtual support to 335 remote communities across Australia. These teams operate across the agency's remote footprint in the NT, SA, Qld, NSW, WA and Tasmania (Tas).

During 2025–26, our remote servicing teams delivered services across the network, including:

- 399 trips completed across the remote servicing footprint
- face to face servicing across 278 locations, delivering 24,000 customer contacts
- virtual servicing delivered to 207 locations, with 15,000 engagements
- 3,200 engagements with local stakeholders.

## Mobile service centres

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

In 2025–26, the mobile service centres:

- visited 637 towns, 348 of which were more than 50 km from a service centre
- helped 12,700 people by bringing government services into rural and regional communities that would not usually have access to those services.

Mobile service centres are equipped with:

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

## Social work services

Our social workers are available through a national network of service centres, telephony services, online channels and outreach supports such as mobile service centres. This ensures the social work service is accessible and responsive for all Australians, regardless of their geographical location. As at 30 June 2026, there were 712 social workers employed in 216 locations.

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

In 2025–26, social workers responded to more than 249,000 referrals for support, including approximately:

- 124,000 referrals to help people affected by family and domestic violence
- 4,600 people at risk of suicide and self-harm
- 48,300 referrals to help young people aged under 25
- 200 referrals to help people affected by disasters and emergencies including NT flooding, North Qld rainfall and flooding, Qld rain and flooding, WA Tropical Cyclone Narelle, and Vic bushfires.

## Specialist officers

Our specialist officers provide tailored information and targeted help for customers and communities. They cover Aboriginal and Torres Strait Islander communities, community outreach, CALD groups, aged care, financial services and carer support. Specialist officers are customer centred and build trusted partnerships with communities, organisations and people.

Our specialist officers and supports include a broad range of roles and services, such as:

- Indigenous service officers (ISOs), who deliver culturally informed, community-based support that strengthens access to the agency's payments, services and programs for Aboriginal and Torres Strait Islander peoples (see page 104)
- community engagement officers, who partner with community and third party organisations to support customers experiencing vulnerability, including those impacted by homelessness, natural disasters and emergencies. In 2025–26, 95 officers worked with over 3,500 organisations to deliver integrated services, build customer capability to self-manage and connect people to supports
- multicultural service officers (MSOs), who connect people from CALD backgrounds with the agency's services. In 2025–26, around 70 MSOs delivered 36,100 outreach activities with over 2,600 community organisations to address local issues and provide tailored information on topics including scam awareness, debt prevention, support for people experiencing family and domestic violence and helping refugees settle in Australia
- grandparent, foster and kinship carer advisers, who support non-parent carers with tailored advice on payments and services across governments and community providers. They deliver support through an adviser line, community engagement and partnerships with carer organisations. In 2025–26, the adviser line handled around 44,000 calls, remaining steady from the previous year.
- aged care specialist officers
- financial information service officers (see page 106)
- CPSOs (see pages 98 and 110).

## Refugees, humanitarian and other entrants

### Support for refugees and humanitarian entrants

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

We work closely with Humanitarian Settlement Program providers and community groups to ensure refugees receive appropriate services and support on arrival. Together, we identify the challenges and explore improvements in the refugee service offer. A network of specialist staff support customers across our network.

## **Assurance of Support**

The Assurance of Support (AoS) scheme supports visa applicants entering Australia, while protecting Australian Government social security outlays. Visa applicants can enter Australia on specific visa types with a legally binding commitment by an Australian resident (assurer) who will support the migrant and repay certain social security payments they receive during an AoS period.

## **Status Resolution Support Services Payment**

The Status Resolution Support Services Payment, administered on behalf of Home Affairs, gives temporary, needs-based support to asylum seekers who are unable to support themselves while resolving their immigration status.

## **Citizenship testing**

The agency delivers Australian citizenship testing services on behalf of Home Affairs in 44 service centres. We collaborate with Home Affairs to regularly review and evaluate testing locations, ensuring citizenship testing sites remain accessible throughout Australia. In 2025–26, the agency conducted 34,400 citizenship tests.

## **Payments while outside Australia**

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

## **Tasmanian transport schemes**

The agency administers 2 Tasmanian transport equalisation schemes:

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

In 2025–26, we processed 16,300 payments for assistance to the value of \$273.9 million through these schemes.

## 4.6 Aboriginal and Torres Strait Islander Australians

We are committed to improving outcomes with and for Aboriginal and Torres Strait Islander Australians across urban, regional, rural and remote communities by delivering accessible payments, programs and services. We acknowledge Aboriginal and Torres Strait Islander Australians can often face challenges in accessing services, especially if they live in remote areas.

We embrace the National Agreement on Closing the Gap (the National Agreement), recognising it as a call to action to transform how governments design and deliver services in genuine partnership with Aboriginal and Torres Strait Islander Australians.

Our strengths-based cultural principles of listen, share, value and learn, and Aboriginal and Torres Strait Islander ways of thinking, knowing, being and doing guide our actions and reflect our commitment to prioritising Aboriginal and Torres Strait Islander peoples.

### Closing the Gap

Services Australia's Closing the Gap Action Plan reinforces our commitment to improving life outcomes with Aboriginal and Torres Strait Islander Australians.

The plan supports our ongoing transformation by aligning long-term objectives to the priority reforms of the National Agreement and translating our commitments into practical, measurable actions. It strengthens accountability across the agency and guides how we design and deliver services in partnership with Aboriginal and Torres Strait Islander Australians.

In 2025–26:

- under Priority Reform 1 of the National Agreement, we strengthened Aboriginal and Torres Strait Islander voices in governance and decision-making. This includes continuing representation on the Customer Committee, progressing co-design of governance arrangements and embedding consistent engagement practices.
- under Priority Reform 3, we embedded our strengths-based cultural principles into strategic frameworks and workforce practices. This included cultural capability training for leaders and staff, developing the Aboriginal and Torres Strait Islander Cultural Capability Framework, strengthening culturally safe recruitment pathways, and building co-design capability.
- under Priority Reform 4, we advanced foundational work to improve Indigenous data governance and capability. We began implementing the Governance of Indigenous Data Framework, progressed legal and governance arrangements for managing Indigenous data, and initiated actions to strengthen data literacy and management of Indigenous data holdings.

## Indigenous Servicing Pathway Plan

The Indigenous Servicing Pathway Plan outlines our commitment to improving outcomes with and for Aboriginal and Torres Strait Islander peoples and communities by guiding how we design and deliver services. It aligns 9 areas of action across social security, health and child support with the socio economic targets under the National Agreement. These areas of action improve access to services, strengthen capability, and support equitable outcomes in line with the National Agreement.

## National Indigenous Coalition

The National Indigenous Coalition (NIC) is our internal peak Aboriginal and Torres Strait Islander voice, supporting the development of key strategies and plans. It provides advice on the design and delivery of payments, programs and services to ensure Aboriginal and Torres Strait Islander people and communities are at the centre of decisions that affect them. The NIC also facilitates bi annual yarning circles with the agency's Senior Executive Service (SES), strengthening direct engagement and shared understanding. As an integral agency forum, the NIC underpins the agency's commitment to Priority Reform 1 of the National Agreement, supporting formal partnerships and shared decision making, and contributing to more culturally informed, responsive and accountable service delivery outcomes.

## Agency service highlights in 2025–26

In 2025–26, the agency:

- continued the ISO program with approximately 69 ISOs operating nationally. ISOs apply cultural insight and work in partnership with communities, stakeholders and networks to enhance service reach, improve understanding and uptake, and contribute to more equitable, accessible and responsive service delivery.
- provided resolution payments through the Youpla Support Program. The Youpla Group (formerly Aboriginal Community Benefit Fund) operated a funeral fund targeted at Aboriginal and Torres Strait Islander people. The organisation entered liquidation in March 2022, leaving former Youpla members without money to pay for Sorry Business. The National Indigenous Australians Agency is the lead policy agency and Services Australia the service delivery arm.
- transformed 4 bespoke Aboriginal and Torres Strait Islander service centres (Galiwinku, Nhulunbuy and Tennant Creek in the NT and Bourke in NSW) and signed a Statement of Intent with the Palm Island Aboriginal Shire Council in Qld to prioritise community led service delivery.

## Indigenous interpreting services

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

The Indigenous on-demand telephone interpreting service offers immediate or booked access to an Indigenous language interpreter. This service is available in 16 languages.

In 2025–26, we received more than 3,400 requests for Indigenous telephone interpreting and delivered over 1,500 hours of face to face Indigenous interpreting services in service centres.

## 4.7 Supporting people to manage their money

The Financial Information Service (FIS) provides free, independent and confidential information, tools and resources to help people make informed decisions about their current and future financial needs. It helps financially vulnerable people build financial capability and self-sufficiency by exploring options beyond the payments we offer.

The FIS is delivered through phone, face to face and video appointments, and online webinars, targeted community events and outreach. Our free live interactive webinars give community members access to financial education, and recordings are available on the Services Australia website.

In 2025–26, FIS officers:

- answered nearly 80,000 phone calls
- conducted nearly 31,800 face to face and phone interviews and around 2,400 video chat interviews
- delivered around 3,800 hours of outreach services at more than 1,400 events
- conducted 12 interactive public webinars which have been viewed, either live or via a recording, 73,900 times.

### Centrepay

Centrepay is a voluntary and free bill-paying service. Our customers can authorise deductions from their Centrelink payments. This happens before their payment is deposited into their bank account to help customers budget and pay for the cost of regular bills and expenses, such as accommodation and utilities.

As at 30 June 2026:

- 617,311 customers were using Centrepay
- 8,577 businesses received a Centrepay deduction.

In 2025–26, we made 22.9 million Centrepay deductions to the value of \$3.2 billion. We began implementing reforms aimed to protect customers, remove high-risk goods and services from the program, and introduce important safeguards to reduce the potential risk of financial harm for customers. These improvements are a result of extensive consultation and co-design with customers, businesses, advocates, advisory groups and across government.

## Centrelink Confirmation eServices

Centrelink Confirmation eServices (CCeS) is a secure online service that gives real-time customer information and allows approved businesses to confirm Centrelink or DVA customer entitlements for a concession, rebate or service. Businesses can use CCeS to confirm that:

- a customer is eligible to receive a concession, rebate or service (customer confirmation)
- the customer's income, asset and payment details are correct (income confirmation)
- the customer meets the income support eligibility requirements for superannuation to be released early due to financial hardship (superannuation confirmation).

Businesses must obtain customer consent before accessing any customer information via CCeS.

## Rent Deduction Scheme

The Rent Deduction Scheme is a voluntary service that allows our customers to pay their government rent and other government housing expenses to their state or territory housing authority through regular deductions from their Centrelink payments.

As at 30 June 2026, 313,340 customers were using the scheme. In 2025–26, 8.8 million rent deductions were made using the scheme.

## Tax Deduction Service

The Tax Deduction Service allows customers who get taxable Centrelink income support payments to choose to have tax withheld from their payments. The service is an easy and free way for customers to meet their tax obligations. In 2025–26, almost \$22.9 million was withheld from customers who chose to use this service.

## Income Management

Income Management helps people in specific locations who receive income support to manage their money to meet essential household expenses. We work with people on Income Management to identify how their income support can be used to pay organisations for items they and their families need.

Income Management customers have access to a BasicsCard, which is a reusable Personal Identification Number card that can be used to purchase goods and services.

Income Management operates in the following locations:

- NT
- Greater Shepparton, Vic
- Bankstown, NSW
- Greater Adelaide, Playford, and Anangu Pitjantjatjara Yankunytjatjara Lands, SA
- Metropolitan Perth, the Peel district, the Kimberley region (excluding Wyndham and Kununurra) and Ngaanyatjarra Lands, WA
- Logan, Rockhampton and Livingstone, Qld.

Table 39 shows the numbers of customers on Income Management under different measures from 2023–24 to 2025–26.

**Table 39: Numbers of Income Management customers<sup>(a)</sup>**

| Measure                              | 2023–24 | 2024–25 | 2025–26 |
|--------------------------------------|---------|---------|---------|
| Child Protection Income Management   | 9       | <5      | 0       |
| Disengaged Youth                     | 3,000   | 1,600   | 800     |
| Long Term Welfare Payment Recipient  | 10,700  | 7,300   | 5,400   |
| Supporting People at Risk            | 0       | 0       | 0       |
| Voluntary Income Management          | 1,900   | 1,500   | 1,300   |
| Vulnerable Welfare Payment Recipient | 300     | 81      | 65      |

(a) The numbers are as at 30 June 2026 and do not represent recipient movements between measures, or recipients moving on and off Income Management throughout the year.

## Enhanced Income Management

Enhanced Income Management is a tool to help customers budget their income support payment. The program involves setting aside a percentage of a customer's payment into their enhanced Income Management account to ensure they can pay for essentials, such as food, housing, electricity and education.

Since 4 September 2023, customers who were on Income Management can choose to move to enhanced Income Management. From 4 September 2023, all customers who become eligible are placed on enhanced Income Management. These customers have access to enhanced card technology through a SmartCard and account. Customers can use their card to shop at over one million stores.

Enhanced Income Management operates in the following locations:

- NT
- Bankstown, NSW
- Cape York and Doomadgee Region, Bundaberg and Hervey Bay, Logan, Rockhampton and Livingston, Qld
- Ceduna, Playford, Anangu Pitjantjatjara Yankunytjatjara (APY Lands) and Greater Adelaide, SA
- Ngaanyatjarra (NG Lands), Kiwirrkurra Community, Goldfields, Kimberley Region including Kununurra and Wyndham, Perth Metropolitan and Peel District, WA
- Greater Shepparton, Vic.

Table 40 shows the numbers of customers on enhanced Income Management under different measures.

**Table 40: Number of enhanced Income Management customers<sup>(a)</sup>**

| Measure                                     | 2023–24 | 2024–25 | 2025–26 |
|---------------------------------------------|---------|---------|---------|
| Child Protection enhanced Income Management | 13      | 40      | 200     |
| Disengaged Youth                            | 3,300   | 4,800   | 5,400   |
| Long Term Welfare Payment Recipient         | 10,100  | 14,100  | 16,500  |
| Supporting People at Risk                   | 0       | 0       | 0       |
| Voluntary enhanced Income Management        | 600     | 700     | 800     |
| Vulnerable Welfare Payment Recipient        | 1,300   | 1,500   | 2,100   |
| Cape York                                   | 76      | 72      | 55      |
| Nominee <sup>(b)</sup>                      | 100     | 400     | 400     |

- (a) The numbers are as at 30 June 2026 and do not represent recipient movements between measures, or recipients moving on and off enhanced Income Management throughout the year.
- (b) Customers who do not qualify for enhanced Income Management but have a payment nominee who is on Income Management or enhanced Income Management are counted under the 'Nominee' measure.

## Community partnerships making a practical difference

People in vulnerable circumstances often find it hard to seek help. They're less likely to call us on the phone or visit a service centre – so, we want to meet them where they are.

Our community partnerships help improve outcomes for customers by bringing services together in places where they already feel safe and supported.

Through the program, our CPSOs are co-located in non-government organisations that assist people experiencing homelessness, crisis, mental health, drug and alcohol issues, or family and domestic violence.

This makes it easier for people experiencing vulnerability to connect with government services and other support services in one place.

This joined-up approach can make a significant difference for customers facing complex circumstances.



Our co-located CPSOs recorded more than 31,800 customer interactions in 2025–26. This demonstrates the scale of the program and the demand for accessible, person-centred support.

One CPSO achieved a positive outcome for a customer who had been sleeping rough for several months, after losing accommodation due to financial hardship.

The customer hadn't been working and had tried to support himself by using his savings, but those had been exhausted. He eventually attended a partner organisation for a meal, where he spoke with our CPSO about his circumstances and the assistance he needed.

That day, our CPSO worked with our partner organisation to help the customer access income support, secure emergency accommodation and receive urgent medical attention. Follow-up specialist appointments were arranged for the days ahead.

Instead of needing to navigate multiple services on his own, the customer was able to get practical, coordinated help at a critical time.

We have 27 partnerships operating across Australia. Delivering services in partnership with these trusted community organisations means we can meet customers where they are and respond to their needs holistically.

The program helps reduce barriers, improves access to payments and services, and leads to better immediate and longer-term outcomes.



# Shared services and partnerships

5.1 Shared services

112

5.2 Partnerships

113



# 5

## 5.1 Shared services

---

In delivering shared services, we work alongside partners and provide stewardship to strengthen organisational capability and support service improvement.

---

Through collaboration, continuous improvement and relationship management, we drive better outcomes and efficiencies for government and its customers.

During 2025–26 we provided ICT, corporate support and other shared services to over 60 Australian Government entities. We also delivered project management services to partners for major government initiatives, such as the 2026 Census.

The Department of Social Services (DSS), NDIS Quality and Safeguards Commission, National Disability Insurance Agency (NDIA) and DVA were our main partner entities.

The services included:

- people services – payroll, travel, onboarding and the Australian Government Indigenous Apprenticeships Program
- financial services – accounts payable, accounts receivable and credit card management
- ICT services – cyber security, gateway, standard operating environments, desktop software and telecommunications
- corporate services – records management, procurement, fleet and property services.

## 5.2 Partnerships

### Partnerships with Australian Government agencies

We strengthened our partnerships with Australian Government entities to deliver payments and services on behalf of government. Cross-government collaboration focused on co-design, a shared understanding of government priorities and ensuring consideration of the customer's voice throughout the policy design process. Our partnerships operate under bilateral management arrangements, promoting clear accountability and enabling delivery of payments and services while maintaining strong governance.

Through the bilateral management arrangements, we worked to:

- share customer insights and experiences
- transition the DSS National Redress Scheme contact centre to a modern, cloud-based platform
- co-design with policy and service delivery partners
- exchange data securely and appropriately
- deliver myGov and ICT infrastructure, capability and support
- enable access to the 2026 Census through myGov
- mobilise and deliver disaster recovery payments
- deliver travel assistance payments to support the 2025 Bali Commemoration Services
- deliver the NECCSC
- provide support to the NDIS Quality and Safeguards Commission to detect and disrupt fraud and corruption.

### Australia's payments system reforms program

In 2025–26, we worked with government entities and the financial industry to advance the objectives of the Australian Government's Strategic Plan for Australia's Payments System. We enhanced our card payment platform, strengthening payment security and protections against fraud and began a phased transition to cease the issuance and acceptance of domestic cheques.

## Partnerships with state and territory governments and other organisations

We have bilateral arrangements with state and territory government entities and agreements with other third-party organisations that support the delivery of payments, programs and services. Under the agreements, we support customers, share data and effectively manage shared premises. These services include supporting the sharing of birth information for newborn enrolments and registration, assisting vulnerable customers including those experiencing family and domestic violence to access support and helping customers in prison.

Through our mobile service centres, we worked with Australian Government and state and territory entities to provide coordinated services for communities across Australia. These services included:

- providing information to veterans and their families about DVA programs and support services
- delivering side-by-side mobile servicing with the NDIS, various other federal, state and territory entities and community-based organisations in some locations.

We worked with state and territory governments, such as through the National Life Events Program, to share insights on improved service design and explore opportunities for government to connect services and provide enhanced identification and shared data services.

During 2025–26, the agency continued to work with the Australian Capital Territory (ACT) and Qld governments to deliver the newborn enrolment trial, under the Birth of a Child Life Event Redesign. Available in 4 hospital pilot sites, the service simplifies access to government payments and services for consenting birth mothers by digitally sharing birth information. The pilot service demonstrated the potential of life event redesign reform and benefits of connected government services and 'tell us once' approaches.

As part of the Commonwealth commitments in the National Health Reform Agreement, we worked with state and territory governments on improvements to the Healthcare Identifier Service to increase data quality and matching, and the timely allocation of healthcare identifiers. We supported jurisdictions with implementing and adopting healthcare identifiers through policy and technical support across different care settings.

## Engagement with community peak bodies

We have well-established and enduring partnerships with community peak body organisations. Through regular and targeted engagements, we share information and seek specialist and advocate perspectives on issues impacting our customers, including Aboriginal and Torres Strait Islander peoples, people with disability, carers, the LGBTQIA+, and CALD communities.

Our key advisory groups and forums include:

- the Civil Society Advisory Group, which is the agency's primary engagement forum across the social security sector, bringing together 19 national peak bodies to provide expert insight on customer experience, policy impacts and service delivery
- the National Multicultural Advisory Group, comprising 20 multicultural peak bodies and community organisations, to inform service delivery for CALD communities
- multicultural advisory forums in all states and territories, supporting collaboration across state and local government and community organisations on issues affecting local communities
- the Disability Peak Bodies Forum convened in partnership with DSS, comprising 11 national disability organisations
- the Stakeholder Consultative Group, which brought together 19 health peak bodies to support dialogue on health related initiatives and emerging operational priorities across the health care sector.

In 2025–26, we gained insights from advisory groups on matters including:

- child support weaponisation
- legal compliance and remediation correspondence
- accounts payable letters
- Single Touch Payroll
- the supported services delivery operating model
- AI functions for the Services Australia website
- initiatives focused on payment accuracy.

We worked with the community sector and were guided by a community steering group of 8 peak bodies to redesign our community engagement and servicing approach and pilot a new community servicing model. Through staff and community engagement, and co-design workshops and forums, the agency tested ideas and validated research. This ensures the model is informed by community voices, puts customers at the centre and meets current and future servicing needs.

## International partnerships

The agency maintains close working relationships with a range of international entities, including foreign government bodies and overseas pension authorities. We administer formal social security agreements with 32 countries. These agreements outline shared responsibility for social security coverage and entitlements when people move between the agreement countries.

As at 30 June 2026, approximately 75,700 people received an Australian pension under an international agreement.

## Making it easier for customers to tell us once

When people need government support, they shouldn't have to repeat the same story or provide the same information again and again.

Whether they're updating personal details, managing family changes or accessing health and welfare services, a simpler experience starts with government systems working better together.

That's the shift we're working towards through a 'tell us once' approach to service delivery.

Measures passed as part of the *Regulatory Reform Omnibus Act 2025* are helping make this possible by simplifying how people's personal information can be shared for the purposes of Medicare, Centrelink and Child Support.

The changes create clearer and more practical pathways for using information we already hold to support better connected service delivery. This matters for customers who interact with us across programs, and for staff who need the right information at the right time to make decisions to provide the right support.

A simple example is that we now send myGov Inbox messages to customers about their expiring Medicare card, displaying the currently recorded address that will be used to issue their new card.

Work is also underway to use these measures to improve our ability to contact and pay customers who are owed Medicare benefits.

These measures have also enabled us to make 2 other important shifts in how we design and deliver services.

They expressly authorise the disclosure of Centrelink and Medicare-related information for Child Support purposes, helping reduce duplication for families who need support across programs.



They also enable data sharing between Commonwealth agencies involved in Medicare administration and payment functions, supporting more efficient delivery of health-related services.

As we embed these changes, we'll keep exploring how the legislation can support further improvements across our services, making interactions with government simpler and more connected.



# Compliance and business integrity

|                                      |     |
|--------------------------------------|-----|
| 6.1 Fraud control and compliance     | 118 |
| 6.2 Identity management              | 121 |
| 6.3 Payment accuracy and correctness | 123 |
| 6.4 Income Compliance Program        | 125 |
| 6.5 Debt management                  | 125 |
| 6.6 Appeals                          | 128 |

## 6.1 Fraud control and compliance

---

Services Australia implements measures to prevent, detect and respond to fraud and corruption.

---

We manage fraud and corruption in accordance with the PGPA Rule and the Commonwealth Fraud and Corruption Control Framework, and our obligations under the *National Anti-Corruption Commission Act 2022*.

We support a culture that values the highest standards of integrity. We actively promote, recognise and uphold honesty in our people, processes, procedures and systems. This effort ensures we meet the expectations and support the priorities of the APS. We deliver tailored, targeted messaging and training to maintain a culture of integrity and to ensure staff understand the important role they have in fraud and corruption control and in protecting our customers from harm.

Our Fraud and Corruption Control Plan 2025–2026, published on the Services Australia website, outlines how we combat fraud and corruption risks and support a pro-integrity culture. We regularly review our enterprise fraud and corruption risks. This helps risk owners to integrate, and where necessary, strengthen controls in line with our prevention focus.

Our governance framework and reporting systems give oversight and facilitate the management of fraud and corruption risks.

### Fraud and corruption prevention, detection and response

Our activities in 2025–26 to prevent fraud and corruption included:

- new fraud awareness for procurement training, including a procurement integrity case study video published on APSLearn and made available across the APS, supporting the whole-of-government strengthening of integrity culture
- establishing an internal integrity taskforce to improve insider threat management, procurement integrity, onboarding and ongoing staff suitability, conflict of interest management and integrity awareness
- new fraud awareness training for health delivery staff to strengthen Medicare integrity
- staff integrity awareness initiatives, informed by research and staff insights that focused on behaviour and integrity
- an agency-wide survey to measure the agency's integrity culture and inform future initiatives
- a fraud awareness engagement strategy that reached over 10,000 staff

- tailored support to specialist and outreach staff working with Indigenous and CALD communities to raise awareness and educate customers at risk of scams and fraud
- facilitating fraud and corruption induction training for more than 2,000 new staff and fraud and corruption awareness training for over 5,000 staff in collaboration with specialist fraud experts.

In 2025–26, our effort to combat fraud and corruption through detection and response strategies led to:

- 57,303 pre-payment fraud assessments
- 766 criminal or administrative investigations completed
- 435 internal investigations completed
- 104 referrals to the Commonwealth Director of Public Prosecutions (CDPP), of which 93 were external and 11 internal.

## Collaboration across government

In 2025–26, we worked with government partners to share information and intelligence, support investigations and operations, and identify and respond to priority and emerging risks. Our collaboration included:

- joint leadership with the NDIA of the Fraud Fusion Taskforce (FFT) – a multi-agency partnership working to disrupt fraud and criminal activity, including serious and organised crime and the use of digital technology and scams to compromise customer identities and personal information
  - Participation in the FFT has improved our expertise and capability to respond to threats and minimise harm to customers affected by identity crime. In 2025–26, participation in the FFT resulted in the completion of 117 agency-led criminal investigations and 23 referrals to the CDPP (the number of criminal investigations and matters referred to the CDPP as part of the FFT are included in the figures under Fraud and corruption prevention, detection and response above). The FFT 2024–25 Budget measure includes funding for a Services Australia Taskforce Recovery Team (TRT). For the 1 July 2024 to 30 June 2026 budget measure period, the TRT used case management and data intelligence to recover debts, with \$35,951,778 recovered against the \$23.4 million budget measure objective
- partnering with the Australian Federal Police Centre to Counter Child Exploitation and the Family Violence Command Taskforce
- sharing intelligence and insights with the Joint Policing Cybercrime Coordination Centre
- working with the Commonwealth Fraud Prevention Centre of the Attorney General's Department to improve counter fraud and corruption capability across government
- participating in interdepartmental committees and meetings to strengthen coordinated responses and resilience to fraud, support interagency activity and make government service delivery easier and more secure
- participating in National Taskforce Morpheus, the Serious Financial Crime Taskforce led by the ATO, the Six Countries' Working Group on Benefit Fraud, the Australian Transaction Reports and Analysis Centre's Fintel Alliance, and the Shadow Economy Standing Taskforce.

We contributed to the whole-of-government approach to prevent and respond to fraud by sharing incident information with myGov member services and key intelligence partners, and by strengthening myGov capabilities.

In 2025–26, we managed the myGov Incident Response System (MIRS), a shared fraud reporting and information-sharing platform used by member services across the myGov ecosystem. MIRS supports 20 linked services, comprising 19 full member services and one subscription service, including the Medicare, Centrelink, NDIS, DVA and the ATO. MIRS strengthened the capability of myGov and member services to receive, manage and share fraud incident information, increasing reporting efficiency and reducing fraud notification timeframes.

## Tip-offs

Tip-offs about suspected public health, social security and child support fraud help maintain the integrity of our social support systems. Specialist staff assess tip-offs and refer them for action where required.

People can provide tip-off information to us by:

- completing the online form on the Reporting Fraud page on the Services Australia website and
- phoning the Australian Government Services Fraud Tip-off Line on **131 524**.

In 2025–26, we received more than 48,800 tip-offs from members of the public and more than 36,500 from other sources, including online forms and agency staff.

## 6.2 Identity management

Identity management and protecting personal information are critical to preventing customer harm and combating fraud. Our controls are built on confirming a person is who they say they are. We use a range of methods to check, confirm and protect the identity of customers who interact with us. In 2025–26, we strengthened identity management, including by applying mandatory multi-factor authentication for linking Medicare, Centrelink and Child Support to myGov.

In 2025–26, we:

- confirmed the identities of around 611,000 customers
- successfully matched more than 4.8 million identity documents from customers.

Around 172,000 customers shared their digital identity with the agency. Other organisations used the document verification service to verify more than 17.9 million Medicare cards and more than 289,000 concession cards.

### Keeping identity safe

#### Office of the System Administrator for the Australian Government Digital ID System

The Office of the System Administrator (the OSA) in Services Australia oversees the day-to-day management of the Australian Government Digital ID System (AGDIS). It helps ensure the system operates safely and remains connected. The OSA, through purpose-built technology, manages identified instances of potentially fraudulent activity or cyber security threats, resulting in 770 cross-system investigations. In 2025–26, we also began work to prepare for the AGDIS expanding to the private sector.

#### Operation of the Digital ID Exchange

The Digital ID Exchange allows Digital ID information to be shared between identity provider services and participating relying parties in the AGDIS. This enables individuals to use their Digital ID to access government services. Services Australia administers the Digital ID Exchange. In 2025–26, the Digital ID Exchange supported 113.5 million transactions. The Digital ID Exchange has a service availability target of 99.5% and achieved an actual availability of 99.85%.

Accredited systems, such as the ATO's myID, myGov and the Digital ID Exchange, must achieve and maintain compliance with the *Digital ID Act 2024* and the supporting accreditation rules and data standards. The agency submitted evidence to the Digital ID Regulator and the Australian Consumer and Competition Commission for our first annual compliance assessment in May 2026.

#### Trust Exchange proof of concept

During 2025–26, the agency worked closely with the Department of Finance (Finance), as the policy lead for the Digital ID, and the ATO, as the operator of the myID identity provider. We worked with Finance to demonstrate how verifiable credentials can improve how people share personal information when accessing services.

We showed that government issued credentials can be securely held in a digital wallet and verified through a trusted service, reducing complexity for customers. Working with Finance and DVA, we supported further exploration of the concept to test feasibility and lifecycle management. This work provided insights into customer needs, implementation considerations and the potential use of verifiable credentials.

### Third party compromise events

The agency has procedures to respond to third-party compromise events. We support Home Affairs' National Office of Cyber Security for events of national significance. Where appropriate, we apply security measures to affected customer records to increase security and reduce the risk of future misuse.

We give information to customers about steps they can take to protect their personal information. This information is publicly available on the Services Australia website. People can also call our Scams and Identity Theft Helpdesk on **1800 941 126**.

### Scams and identity theft

The agency delivers a scams response model designed to prevent customer harm, detect and respond to scams, support affected customers and strengthen customer resilience through education and awareness.

In 2025–26, we:

- identified, analysed and responded to 12,294 unique agency impersonation scams, with 89.8% of scams referencing myGov
- responded to more than 26,000 calls to the Scams and Identity Theft Helpdesk. The helpdesk supports customers who may be affected by scams or identity theft and assesses the risk of identity compromise. It secures agency records and refers customers for further support as necessary.

We contribute to Australia's whole-of-government response to scams by working closely with the National Anti-Scam Centre and other partners. Through these partnerships, we identify emerging trends, disrupt scam activity and protect Australians from scams targeting government payments and services.

In response to the evolving scam landscape, the agency developed a counter-scams strategy which establishes a structured, agency-wide approach to prevent, detect, disrupt and respond to scams that impact our customers and programs.

We designed a new Identity Theft Resolution Service to provide end-to-end support for customers impacted by identity compromise. The service supports customers to secure their accounts, recover stolen payments, correct any incorrect information and provide additional support.

We help customers protect their identity by providing scams awareness communication and information. We delivered scams awareness information through social media, online resources, partner organisations, at community events and during Scams Awareness Week 2025. For more information about prevention and response to scams see the case study, Building trust in a digital world, on page 145.

## 6.3 Payment accuracy and correctness

We aim to make the right payment at the right rate, to the right customer, from the right date. We focus on helping customers through upfront and ongoing education and early intervention activities to prevent payment inaccuracy. Staff have proactive conversations with customers to prompt updates based on common causes of payment inaccuracy relevant to their payment type.

The agency sends proactive 'nudge messages' via SMS, myGov and letters to prompt customers to update their circumstances. This includes reminders for customers to update their bank account balances if they have not done so in the last 12 months. These strategies help customers and their nominees understand their notification obligations and the effects of not reporting changes when they happen. This helps ensure the customer receives the correct rate of payment.

### Single Touch Payroll

STP is an Australian Government initiative through which employers report payroll information, such as salary and wages, allowances, pay-as-you-go withholdings and superannuation deductions to the ATO. If an employee is a customer of both the ATO and Services Australia, their payroll information is shared with us. In 2025–26, we continued to use STP data to support customers with claiming income support payments, reporting employment income, updating family income estimates and confirming income for advice of non-lodgement of tax returns for families.

### Payment accuracy reviews

A payment accuracy review is a point-in-time assessment of a customer's circumstances. The results are used to identify administrative and customer errors, assess our ability to deliver correct payment outcomes (administrative accuracy) and support DSS to measure the integrity of government outlays (payment accuracy).

In 2025–26 the agency achieved 99.07% administrative accuracy, derived from payment accuracy reviews, against a target of  $\geq 95\%$ .

## Payment assurance program

To support the accuracy of social security and other payments, we address inconsistencies in information customers have provided, including by sourcing information from other government agencies and third parties as needed.

In 2025–26, we continued to help customers receiving social security payments meet their obligations and avoid overpayment. Our activities aimed to prevent debt and improve earned income reporting, including by contacting customers about the use of STP data where we identified they may not understand or use the data correctly.

Table 41 shows the social security payment assurance activities from 2023–24 to 2025–26.

**Table 41: Social security compliance assurance activity**

|                                    | 2023–24               | 2024–25               | 2025–26               |
|------------------------------------|-----------------------|-----------------------|-----------------------|
| Payment assurance interventions    | 165,000               | 174,100               | 160,500               |
| Reductions in fortnightly payments | 37,100                | 38,100                | 37,900                |
| Value of fortnightly reductions    | \$22.7 million        | \$24.4 million        | \$23.7 million        |
| Debts raised                       | 25,800                | 20,800                | 21,900                |
| <b>Total debt value</b>            | <b>\$66.0 million</b> | <b>\$57.7 million</b> | <b>\$60.4 million</b> |

## 6.4 Income Compliance Program

The agency remains committed to refunding repayments on debts raised between July 2015 and November 2019 under the Income Compliance Program (the Robodebt Scheme).

As at 30 June 2026, over \$750.4 million had been refunded, with approximately \$3.2 million remaining for 2,287 former customers. These refund amounts will remain on customer records until contact is made and a refund is issued.

The agency will continue to correct and refund any previously unidentified debts affected by averaged ATO income information as they are identified.

## 6.5 Debt management

The agency considers the individual circumstances of each customer when managing debt and can respond appropriately where hardship or special circumstances exist.

The agency works with customers to help them understand their obligations and minimise the chance of being overpaid. When a debt does occur, we ensure we provide information so that customers understand the reason for the debt and can seek more information or request a review. Individual circumstances can be considered when repayment arrangements are put in place and when considering whether the debt waiver provisions should be applied.

When a customer finds it difficult to repay a debt, we offer a range of flexible repayment options and support tailored to their needs. Flexible repayment options may include pausing recovery or adjusting the amount of the fortnightly repayment for a specified period when a customer is experiencing hardship or vulnerability. Support available to customers can include, but is not limited to, being connected to a social worker.

In 2025–26, the agency implemented reforms to debt management. This included:

- from 5 December 2025, expanding the agency's powers to waive debts due to special circumstances, including coercion or financial abuse
- from 20 March 2026, increasing the small debt waiver threshold. We applied a one-off waiver of any potential debts under the new threshold.

Table 42 shows Centrelink debt management activities in 2025–26.

**Table 42: Centrelink debt management activities in 2025–26**

|                                     | Number      | Value           |
|-------------------------------------|-------------|-----------------|
| Outstanding debt as at 30 June 2025 | 1.3 million | \$4.7 billion   |
| Debts raised                        | 2.4 million | \$2.5 billion   |
| Other debt on <sup>(a)</sup>        |             | \$167.5 million |
| Debt waived                         |             | \$226.3 million |
| Debts recovered                     |             | \$1.6 billion   |
| Other debt off <sup>(b)</sup>       |             | \$700.3 million |
| Outstanding debt as at 30 June 2026 | 1.3 million | \$4.9 billion   |

(a) Other debt on – additional fees and charges (e.g. 10% recovery fee) plus increases to the debt amount.

(b) Other debt off – includes permanent write offs and debt reductions.

Table 43 shows debt management trends from 2023–24 to 2025–26.

**Table 43: Social security debt management trends from 2023–24 to 2025–26**

|                                                  | 2023–24       | 2024–25       | 2025–26                    |
|--------------------------------------------------|---------------|---------------|----------------------------|
| Number of potential debts identified             | 2.2 million   | 2.1 million   | 2.1 million                |
| Value of potential debts identified              | \$2.9 billion | \$2.9 billion | \$2.9 billion              |
| Number of debts raised                           | 1.5 million   | 1.4 million   | 2.4 million <sup>(a)</sup> |
| Value of debts raised                            | \$2.5 billion | \$2.4 billion | \$2.5 billion              |
| Value of debts recovered <sup>(b)</sup>          | \$1.9 billion | \$1.6 billion | \$1.6 billion              |
| As at 30 June                                    |               |               |                            |
| Number of outstanding debts                      | 1.4 million   | 1.3 million   | 1.3 million                |
| Value of outstanding debts                       | \$4.6 billion | \$4.7 billion | \$4.9 billion              |
| Number of customers with a debt                  | 797,000       | 780,000       | 782,000                    |
| Total value of debt under a recovery arrangement | \$2.3 billion | \$2.3 billion | \$2.5 billion              |

(a) Number of debts raised in 2025–26 includes potential debts finalised following the change to the small value debt waiver threshold in March 2026.

(b) Changes to legislation introduced in 2025–26 to increase the debt waiver limit from \$50/\$200 to \$250 will impact some results from 2025–26 compared to previous years.

Table 44 shows social security debt management trends for flexible repayment options from 2023–24 to 2025–26.

**Table 44: Social security debt recovery paused due to hardship or disaster trends from 2023–24 to 2025–26**

|                                                                           | As at<br>28 June 2024 <sup>(a)</sup> | As at<br>30 June 2025 <sup>(a)</sup> | As at<br>30 June 2026 |
|---------------------------------------------------------------------------|--------------------------------------|--------------------------------------|-----------------------|
| Number of debts subject to short-term hardship temporary write-off        | 10,000                               | 8,600                                | 9,900                 |
| Number of customers subject to short-term hardship temporary write-off    | 5,000                                | 4,200                                | 4,700                 |
| Outstanding debt value subject to short-term hardship temporary write-off | \$35.5 million                       | \$33.6 million                       | \$41.4 million        |
| Number of debts subject to temporary write-off – Disaster                 | 6,300                                | 16,100                               | 5,600                 |
| Number of customers subject to temporary write-off – Disaster             | 3,400                                | 8,800                                | 3,000                 |
| Outstanding debt value temporary write-off – Disaster                     | \$19.1 million                       | \$53.6 million                       | \$19.7 million        |

(a) A temporary write-off (flexible repayments options) occurs when the agency pauses debt recovery where the customer has indicated they are experiencing hardship, a disaster event or other extreme circumstances. Temporary write-offs figures reflect write-offs currently in place at the time the report was run and are not a count of all write-offs for the full financial year.

## 6.6 Appeals

The agency's internal review process supports administrative correctness, transparency and accountability in decision-making.

Customers can use the agency's internal review process to apply for a formal review of decisions about a Centrelink payment, allowance or benefit. An authorised review officer (ARO), an independent decision-maker who was not involved in the original decision, will affirm or change the decision under review. After this, a customer can apply to the Administrative Review Tribunal (ART) for an external review (for more information see Administrative Review Tribunal on page 137).

In 2025–26, we improved services for customers seeking a review by:

- increasing resources for processing reviews
- strengthening ARO guidance and quality assurance frameworks
- engaging earlier to resolve matters before formal review
- improving our communications about decisions, rights and next steps.

Table 45 shows the number of formal review applications received, decisions made and outcomes from 2023–24 to 2025–26.

**Table 45: Formal review applications, decisions made and outcomes for 2023–24, 2024–25 and 2025–26<sup>(a)</sup>**

|                            | 2023–24 | 2024–25 | 2025–26 |
|----------------------------|---------|---------|---------|
| Formal review applications | 74,800  | 76,900  | 65,300  |
| Decisions made             | 56,000  | 58,500  | 74,500  |
| Affirmed                   | 26,600  | 25,700  | 34,200  |
| Set aside                  | 10,400  | 10,900  | 14,500  |
| Varied                     | 7,700   | 7,900   | 9,700   |
| Withdrawn                  | 10,800  | 13,100  | 14,800  |
| No jurisdiction            | 600     | 900     | 1,300   |

(a) A formal review application can be lodged in one financial year; however, it may not be decided in the same financial year. Due to this, the number of review applications is not comparable with the number of outcomes.

## Case study

## Proactive conversations improve payment accuracy and customer experience

It's our role to support customers to get the right payment as they navigate significant life events, like finding a job, caring for a loved one, or raising a family.

One of the ways we do this is by having a proactive conversation.



A proactive conversation is a short conversation our service delivery and specialist officers have with a customer or their nominee, at the end of a phone call or an in-person interaction, which helps improve payment accuracy and the overall customer experience.

Proactive conversations prompt customers to consider whether any of their circumstances have changed. This can include updating income and assets, caring responsibilities, study details, accommodation, or family arrangements.

Where a change is identified, we can often update the information immediately. This helps educate customers on what they need to tell us and when, and how they can manage future updates independently through self-service channels.

This helps ensure people receive the right payment at the right time, while reducing the likelihood of incorrect payments, preventable debt, and the need for repeat contact.

We've now carried out more than 2 million proactive conversations since the phased rollout began in 2023. The model has grown steadily since and is now used in all of our 318 service centres, on our phone lines, and by specialist officers supporting aged care customers, multicultural communities, Aboriginal and Torres Strait Islander customers and people in remote locations.

With about 55,000 proactive conversations occurring each month, we've embedded a more tailored approach across multiple service channels.

Conversation topics are aligned to each payment type and informed by annual Payment Accuracy Review results, focusing on the most common causes of payment inaccuracy.

The value of proactive conversations extends beyond individual interactions. They improve service consistency, reduce rework for staff, and build trust in the agency by making it easier for customers to understand their obligations and manage future changes.

It's one of the ways we're delivering simpler, more helpful and more transparent services.

This page is left blank intentionally



# Management and accountability

|                          |     |
|--------------------------|-----|
| 7.1 Corporate governance | 132 |
| 7.2 External scrutiny    | 136 |
| 7.3 Privacy              | 144 |

## 7.1 Corporate governance

---

Clear and accountable governance arrangements underpin the agency's work. Effective governance supports decision-making that is considered, transparent and based on reliable and accurate information and data.

---

We regularly review these arrangements and structures to make sure they remain fit-for-purpose, with well-defined lines of responsibility and accountability.

### Executive Committee

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

The EC supports the CEO's accountability for the agency's strategic outcomes and performance, including by providing oversight of enterprise budget performance and the agency's system of risk management, ensuring accountability and compliance with regulatory requirements.

### Customer Committee

The Customer Committee supports the CEO's accountability to meet the agency's service delivery and customer outcome goals. It oversees policies and other strategic work that enable the agency to embed a culture that puts customer and staff needs at the forefront of the way we design and deliver services.

### Portfolio Management and Investments Committee

The Portfolio Management and Investments Committee supports the CEO's accountability for the agency's portfolio investment decisions. It oversees and monitors the agency's performance for its portfolio investments in line with strategic priorities and budget. The committee provides governance oversight and prioritisation of major investment programs, projects and assets, ensuring accountability and transparency in decision-making.

## Audit and Risk Committee

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

As at 30 June 2026, the ARC comprises 3 independent members – Ms Jennifer Clark (Chair), Mr Greg Divall (member) and Mr Mark Sercombe (member). The committee is supported by agency senior advisers: the COO and DCEO Payments and Integrity. The committee is also supported by advisers: the Chief Audit Executive, Chief Financial Officer, Chief Technology Officer and General Manager Enterprise Strategy and Governance. Australian National Audit Office (ANAO) representatives also attend meetings as observers.

In late 2025, the ARC paused the Reporting Sub-Committee (RSC) and absorbed its functions within the work of the ARC.

In 2025–26, the ARC met 10 times, and the RSC met one time.

Table 46 details the qualifications, knowledge, skills, experience and remuneration of committee members.

**Table 46: Members' qualifications, knowledge and experience**

| Member name, qualifications, knowledge, skills and experience                                                                                                                                  | Number of meetings attended | Total annual remuneration \$ (including GST) |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------------------------|
| <b>Jennifer Clark (ARC and RSC Chair)</b>                                                                                                                                                      | 10 – ARC                    | \$131,433.41                                 |
| Ms Clark is an independent board director and has been a chair or member of over 20 audit, risk and finance committees in the Australian Government and private sector over the past 30 years. | 1 – RSC                     |                                              |
| Ms Clark has an extensive background in business, finance and governance through a career as an investment banker and non-executive director.                                                  |                             |                                              |
| Ms Clark is a Fellow of the Australian Institute of Company Directors and has substantial experience in financial and performance reporting, audit and risk management.                        |                             |                                              |

| Member name, qualifications, knowledge, skills and experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Number of meetings attended    | Total annual remuneration \$ (including GST) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------|
| <p><b>Greg Divall (member)</b></p> <p>Mr Divall has over 20 years' experience in Commonwealth SES leadership roles and over 35 years' experience in the public sector. Mr Divall was the group business manager of the Capability Acquisition and Sustainment Group and led the group's reintegration into the Department of Defence. He is an independent audit and risk committee member on several other Commonwealth entities and a Defence Independent Assurance Board member.</p> <p>Mr Divall holds a Bachelor of Applied Science and a Master of Business Administration. He is a member of the Australian Institute of Company Directors and a Vincent Fairfax Fellow. He completed The Australia and New Zealand School of Government Executive Fellows Program, the Harvard Kennedy School's National and International Security program for senior executives and the Advanced Management and Leadership Programme at Oxford Saïd Business School.</p> | <p>10 – ARC</p> <p>1 – RSC</p> | \$81,334.01                                  |
| <p><b>Mark Sercombe (member)</b></p> <p>Mr Sercombe has extensive experience in corporate governance, business management, financial management systems, public administration and corruption prevention in the public sector. He leads a risk and controls advisory firm serving private and public sector organisations and specialises in internal controls and information technology risk including projects, cyber security, business systems and privacy. He has been a member or chair of audit and risk committees in Commonwealth, state and local governments since 2017.</p> <p>Mr Sercombe is a Fellow of Chartered Accountants Australia and New Zealand, Professional Fellow of the Institute of Internal Auditors, certified internal auditor and Information Security Management Systems Lead Auditor ISO 27001 and holds a Bachelor of Economics.</p>                                                                                            | <p>10 – ARC</p> <p>1 – RSC</p> | \$67,739.92                                  |

## Enterprise risk management

Effective risk management is embedded across our governance, decision-making and business processes, supporting delivery in a complex and changing environment.

Our Risk Management Policy and Framework aligns with the agency's Accountable Authority Instructions, the Commonwealth Risk Management Policy 2023 and the PGPA Act. It sets out how we manage risk across the agency, including the roles and accountabilities for staff and senior leaders. The CEO, as the accountable authority, and the EC are responsible for maintaining effective risk management systems. The agency's internal audit activities help provide assurance to the CEO that systems are in place for managing risks.

The EC sets the agency's risk appetite and oversees risk management performance. This supports strategic outcomes, portfolio investment decisions and organisational resilience. The Chief Risk Officer supports the CEO and provides strategic advice on risk management, helping to strengthen risk capability and promote a positive risk culture. DCEOs manage risks in their groups, support regular reporting, and build capability. As enterprise risk stewards, they provide oversight and guidance for enterprise risks and work collaboratively with other government agencies to manage shared risks.

The agency is increasingly integrating risk, performance and investment considerations to support better enterprise-level decisions.

All staff contribute to effective risk management by identifying, assessing, managing and communicating risks, and by monitoring and reporting on their impacts.

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

## Regulatory commitment

We perform a number of regulatory functions under legislation we administer, as well as the PGPA Rule and the Commonwealth Fraud and Corruption Control Framework. Our regulatory functions include:

- powers to recover debts relating to social security payments under the *Social Security Act 1991* – for more information see Debt management on page 125
- investigative powers under Part IID of the *Human Services (Medicare) Act 1973* – for more information see Notices under section 42 *Human Services (Medicare) Act 1973* on page 252
- powers to require the payment and recovery of child support debts under Part V of the *Child Support (Registration and Collection) Act 1988* – for more information see Compliance and enforcement on page 92
- managing fraud and corruption in accordance with the PGPA Rule and the Commonwealth Fraud and Corruption Control Framework across all payments – for more information see Fraud control and compliance on page 118
- monitoring and reporting non-compliance under the AGDIS accreditation scheme – for more information see Office of the System Administrator for the Australian Government Digital ID System on page 121.

Best practice in regulation supports our commitment to provide services that are simple, helpful, respectful and transparent. We recognise the importance of these principles in building trust and maintaining constructive stakeholder relationships in the regulatory context.

In 2025–26, we continued to work closely with other departments and agencies through interagency forums on regulatory best practice, to evaluate and minimise the regulatory burden on customers while still maintaining the integrity of the payments and services we deliver.

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

## 7.2 External scrutiny

### Royal Commission into Robodebt Scheme

By implementing 26 recommendations of the Royal Commission into the Robodebt Scheme, we are strengthening trust with customers and staff and supporting service delivery with integrity.

Of the 26 recommendations we lead, 25 were fully implemented and one was partially implemented as at 30 June 2026.

The agency has improved governance of data-matching programs with the ATO through our interagency governance forums and updated agency data governance policies. We also jointly reviewed data-matching program protocols between Services Australia and the ATO to ensure legal compliance.

We will continue to work with government, industry and advocacy organisations to inform service design and changes to our culture and practices, based on lessons from the Robodebt Scheme.

### Commonwealth Ombudsman report on weaponising child support

The Commonwealth Ombudsman report, *Weaponising Child Support: When the System Fails Families*, made 8 recommendations to strengthen the agency's approach to identifying and managing financial abuse risks, and to improve data capability, compliance approaches and legislative settings.

As at 30 June 2026, we have implemented 5 recommendations and are progressing implementation of the remaining 3 recommendations in partnership with DSS. This work supports efforts to strengthen integrity, improve customer outcomes and support vulnerable customers.

## Government's response to the myGov User Audit

In 2025–26, the agency continued to improve myGov in response to the myGov User Audit, building on early reforms to strengthen security, simplify access and create a more connected experience for users.

All recommendations from the myGov User Audit have now been achieved, including establishing the Minister for Government Services' Independent Advisory Board, implementing cross-agency governance through a myGov Strategic Committee and initiating the myGov Investment Pipeline to support future investments.

For more information about the platform security and usability improvements, see the case study Building trust in a digital world, on page 145.

## Independent Advisory Board

The Independent Advisory Board consists of 12 members from industry, academia and peak bodies, appointed by government.

In 2025–26, the board gave advice to the Minister for Government Services on adopting AI and automation, addressing financial and other abuse in service delivery systems, opportunities to reform legislation to improve service delivery, and accelerating the shift towards more joined up and digitally-enabled servicing.

More information about the Independent Advisory Board is available on the Minister for Government Services' website.

## Judicial decisions

In 2025–26, there were no judicial decisions that significantly impacted Services Australia's operations.

## Administrative Review Tribunal

If a person disagrees with a decision by the agency on social security payments, they may – after a formal internal review by an Authorised Review Officer (see Appeals on page 128) – apply to the ART for a review of that decision (ART first review). If they are dissatisfied with the outcome of the ART first review, they may apply for an ART second review.

Some matters that raise issues of significance to administrative decision making may also be referred to the Guidance and Appeals Panel of the ART. Social security decisions can only be referred to the Guidance and Appeals Panel by the president of the ART.

Table 47 shows the number of social security payment ART applications received and decisions that were changed or unchanged in 2025–26.

**Table 47: Social security payments merits review applications and outcomes 2025–26**

|                                                              | Applications received | Unchanged decisions <sup>(a)(b)</sup> | Changed decisions <sup>(b)</sup> |
|--------------------------------------------------------------|-----------------------|---------------------------------------|----------------------------------|
| ART first review                                             | 4,069                 | 2,308                                 | 1,409                            |
| ART second review<br>— customer initiated                    | 548                   | 448                                   | 140                              |
| ART second review<br>— Secretary applications <sup>(c)</sup> | 21                    | 17                                    | 31                               |
|                                                              | Referrals made        | Unchanged decisions                   | Changed decisions                |
| Guidance and Appeals panel                                   | 1                     | 1                                     | 1                                |

(a) Unchanged decisions include applications for review that were affirmed by the ART, withdrawn or dismissed.

(b) Includes some historical applications for review that were not finalised until 2025–26.

(c) Refers to the secretary of any department where the relevant minister is responsible, under the Administrative Arrangements Order, for that part of the social security law that allows for appeal of a decision of the ART.

The ART is also responsible for reviewing objections to child support decisions. The child support decisions challenged in the ART in 2025–26 mostly concerned changes of assessment and disputed care arrangements for children.

Table 48 shows the number of child support ART applications received, and decisions that were changed or unchanged.

**Table 48: Child support assessment merits review applications and outcomes 2025–26**

|                                      | Applications received | Applications decided <sup>(a)</sup> | Unchanged decisions | Changed decisions                |
|--------------------------------------|-----------------------|-------------------------------------|---------------------|----------------------------------|
| ART first review                     | 2,379                 | 930                                 | 406                 | 524                              |
| ART second review                    | 56                    | 61                                  | 46                  | 15                               |
|                                      | Applications received | Applications decided                | Referrals accepted  | Referrals refused <sup>(b)</sup> |
| Guidance and Appeals Panel referrals | 35                    | 44                                  | 4                   | 40                               |

(a) Includes some historical applications for review that were not finalised until 2025–26.

(b) Includes refusals of extensions of time.

## Freedom of information

Under the *Freedom of Information Act 1982* (FOI Act), the agency must have an Information Publication Scheme (IPS).

Our IPS includes information about our agency and programs, including:

- information about the organisation and structure of the agency, the office location, governance arrangements, senior management team and statutory appointments
- descriptions of the agency's functions and powers, and the rules, guidelines, practices and precedents relating to them – that is, operational information
- annual reports before parliament and other information routinely provided to parliament
- the disclosure log publishing non-personal information released under the FOI Act
- information about consultation arrangements that enable members of the public to comment on specific policy proposals for which we are responsible.

To view our IPS statement, pursuant to Part II of the FOI Act, go to the Services Australia website.

## Auditor-General reports

The ANAO tabled 3 performance audits relating to the agency in 2025–26:

- *Managing the Privacy of Client Information in Services Australia* assessed the agency's arrangements to manage the privacy of client information. The audit report was published on 9 December 2025 and made 5 recommendations. The agency agreed to 4 recommendations and agreed in principle to one recommendation.
- *Administration of the Age Pension* assessed the effectiveness of DSS and the agency's administration of the age pension. The audit report was published on 27 January 2026 and made 9 recommendations – 6 directed to the agency, including one joint recommendation with DSS, and 3 directed to DSS, including one joint recommendation with the DVA. The agency agreed to all 6 recommendations directed to it.
- *Compliance with Domestic and International Travel Requirements in Services Australia* assessed whether the agency has effective arrangements to comply with domestic and international travel requirements. The audit report was published on 29 January 2026 and made one recommendation. The agency agreed to it.

For more information about these and other ANAO audit reports, go to the ANAO website.

## Commonwealth Ombudsman

In 2025–26, the agency responded to one public statement, one factsheet and 4 reports published by the Commonwealth Ombudsman about agency activities relating to:

- automation in the Targeted Compliance Framework (Automation in the Targeted Compliance Framework: When the Law is Changed but the System Isn't – 6 August 2025)
- fairness in the Targeted Compliance Framework (Fairness in the Targeted Compliance Framework: when Decisions are Made Beyond your Control – 9 December 2025)
- the actions of Services Australia and DSS to address an ongoing issue of non-compliance with child support legislation (Following the Law is not Optional – 27 January 2026)
- Services Australia's administration of the Authorised Review Officer program (Authorised Review Officer Review Delay Issue – February 2026)
- use of the Scheme for Compensation for Detriment caused by Defective Administration, Act of Grace and Waiver of Debt (Financial Remedies for Government Wrongs: Good Intentions, in Need of Practical Reform – 31 March 2026)
- legislative non-compliance factsheet including an associated case study about Services Australia's Legal Compliance and Remediation Program (How to Respond to an Issue of Legislative Non-Compliance factsheet – June 2026).

The agency has worked closely with policy departments, the Ombudsman and other Commonwealth stakeholders to respond to the Ombudsman's findings and recommendations. For more information about the agency's response to the Ombudsman's report, *Weaponising Child Support: When the System Fails Families*, see page 136.

## Australian Information Commissioner

In 2025–26, there were no Privacy Commissioner determinations made against the agency.

In 2025–26, 14 historical FOI decisions made by the agency were set aside by the Freedom of Information Commissioner or delegates in the Office of the Australian Information Commissioner (OAIC). Recommendations from 11 of these determinations have been implemented (this includes 3 determinations that varied the agency's decision and did not require additional information to be released to the applicant, and 3 under review before the ART).

## Parliamentary committees

We support scrutiny through parliamentary inquiries, including by giving written submissions, attending public hearings and answering questions about our role and responsibilities.

Our submissions, responses to questions taken on notice (written and taken during hearings), and the transcripts of committee hearings are available on the Parliament of Australia website.

In 2025–26, we appeared at 4 Senate estimates hearings and provided evidence to the following parliamentary committees and inquiries.

### **Joint Committee of Public Accounts and Audit**

On 26 November 2025 and 26 February 2026, we provided submissions to the Inquiry into Commonwealth Financial Statements 2023–24 and 2024–25. On 29 April 2026, we attended a public hearing and on 22 May 2026, tabled 3 questions on notice.

On 8 May 2026, we provided a submission to the Inquiry into the Administration of the Age Pension.

On 8 May 2026, we provided a submission to the Inquiry into the Management of Client Privacy in the Australian Public Sector.

### **Joint Committee on Aboriginal and Torres Strait Islander Affairs**

On 15 May 2026, we exercised our right of reply to adverse comments against the agency made in a submission to the Inquiry into racism, hate and violence directed at Aboriginal and Torres Strait Islander people. On 2 June 2026, we provided a submission to the inquiry. On 26 June 2026, we attended a public hearing.

### **Joint Standing Committee on the NDIS**

On 1 May 2026, we attended a public hearing of the Inquiry into the Integrity of the National Disability Insurance Scheme alongside the NDIA.

### **Senate Standing Committee on Community Affairs**

On 29 August 2025, we attended a public hearing of the Inquiry into Aged Care Service Delivery alongside the DHDA.

On 3 October 2025, we attended a public hearing of the Inquiry into Social Security and Other Legislation Amendment (Technical Changes No. 2) Bill 2025 alongside DSS. On 15 October 2025, we tabled one question on notice.

On 10 June 2026, we attended a public hearing of the Inquiry into the National Disability Insurance Scheme Amendment (Securing the NDIS for Future Generations) Bill 2026.

### **Senate Standing Committee on Legal and Constitutional Affairs**

On 1 October 2025, we provided a submission to the Inquiry into the Freedom of Information Amendment Bill 2025. On 17 October 2025, we attended a public hearing alongside Home Affairs. On 27 October 2025, we tabled 8 questions on notice.

### **Parliamentary Standing Committee on Public Works**

On 7 November 2025, we attended the public hearing of the Inquiry into Services Australia – Proposed Fit-out of Leased Premises at 90 Crown Street, Wollongong, NSW.

## Services Australia 2030 Strategy

In response to the Services Australia Capability Review published in January 2025 by the Australian Public Service Commission (APSC), the agency developed the Services Australia 2030 Strategy. The 2030 Strategy aims to drive focus and prioritisation across the agency to lift capability, and is organised around 6 strategic themes.

Strategic themes

1. Customer
2. People and culture
3. Productivity and efficiency
4. Integrity
5. Technology and data foundations
6. Partnership

Since releasing the 2030 Strategy, we have delivered improvements and outcomes across our strategic themes, while making progress towards our vision.

We have given customers more choice through flexible appointments and callback options, improving processes to free up staff capacity to support those that need it most, and working closely with policy agencies to make sure services remain lawful, fair and equitable. The safety of our staff and customers remains a priority, and we had finalised almost all recommendations from the Services Australia Security Risk Management Review by the end of 2025–26.

We are also progressing the long-term modernisation of core systems through a clear ICT architecture roadmap over the next decade and strengthening our cyber security. Our structured engagement across government, community organisations and advisory bodies has deepened partnerships and improved outcomes through consultation and co-design. For example, our Disability Peak Bodies Forum helped us identify and address barriers to accessing the DSP for people with disability and those who support them.

The 2030 Strategy supports continued delivery of high quality, accessible services and payments. It also helps us to anticipate and respond to the expectations and needs of government, our customers and the broader community into the future.

The 2030 Strategy is published on the Services Australia website.

## Strategic Commissioning Framework

The APS Strategic Commissioning Framework supports agencies to strengthen APS capability, reduce inappropriate reliance on external workforces and ensure core government functions are delivered by APS employees. In 2025–26, the agency exceeded our target, achieving a reduction in external workforce expenditure of \$1,069,074 against a target of \$613,192 in the Portfolio / Program / Project Management job family. This was achieved through planned capability transfer and redesigned delivery models that strengthen APS capability in the agency. This builds on significant reductions in the use of external workforce achieved by the agency before the introduction of the framework. In the period from 2021–22 to 2024–25, the agency reduced expenditure on contractors and consultants by \$611.2 million.

The agency continues to mature its implementation of the framework by embedding its principles into workforce planning, procurement and governance arrangements. This supports sustained capability development, strengthens oversight of workforce decisions and ensures ongoing alignment with the intent of the framework. One instance of core work undertaken outside the framework's limited circumstances provisions, valued at \$360,000, has been identified and is being transitioned to APS delivery through recruitment activity.

## Commonwealth Child Safe Framework

The Commonwealth Child Safe Framework aims to protect children from risk of harm or abuse. The agency is committed to the safety of children and young people. We have zero tolerance for child abuse and take any allegation of reportable conduct and safety concerns seriously. We interact with children directly and indirectly through the delivery of our payments and services, including online and in person. We undertake an annual child safety risk assessment to identify and mitigate risks to children through those interactions. Our most recent annual child safety risk assessment indicates a low-risk rating. The agency is compliant with the framework. During the reporting year, we updated our child safe policies, procedures, training and resources, and will continue strengthening alignment through training, communication and risk-control activities.

## 7.3 Privacy

Effectively managing personal information is integral to the agency's governance, risk management and service delivery. It supports our ability to deliver services responsibly and maintain public trust.

We manage personal information in accordance with the *Privacy Act 1988* (Cth), including the Australian Privacy Principles, Notifiable Data Breach Scheme and other relevant legislative and secrecy provisions.

Privacy is incorporated into our governance, decision making and business processes. We maintain clear roles and responsibilities for managing privacy risks across the agency, supported by our broader risk management framework. Staff are supported through training and guidance to handle personal information appropriately and identify and escalate privacy risks. We have processes in place, including a comprehensive plan to identify, assess and respond to privacy incidents and complaints. This includes engaging with the OAIC and affected individuals in line with our legislative obligations, where appropriate.

We support privacy management through assurance and quality activities, including monitoring compliance with privacy requirements, reviewing operational practices and improving information handling. Privacy risks, incidents and performance are regularly reported through established governance forums, supporting oversight, informed decision-making and ongoing risk management. We also engage with other Australian Government agencies, regulators and external stakeholders on privacy matters to support consistent and effective privacy practices.

## Case study

## Building trust in a digital world

Every day, millions of Australians rely on digital government services to access payments, healthcare and family support.

Keeping services safe and secure is critical to building and maintaining confidence in the systems they depend on.

In 2025–26, we strengthened efforts to protect customers from fraud, scams and online harm through a combination of stronger security measures, scam disruption and national partnerships. These initiatives help ensure Australians can access essential services safely and with greater trust. A major focus has been safeguarding myGov accounts and reducing opportunities for criminals to take over accounts, change personal details or redirect payments.

Building on the Commonwealth Ombudsman's Keeping myGov Secure report recommendations, we introduced additional verification requirements for sensitive account changes and expanded multifactor authentication across Medicare, Centrelink and Child Support services linked through myGov.

Over the past 12 months, more than 1.9 million people completed additional verification before updating their myGov settings. By June 2026, almost 2.7 million moved from using passwords to stronger sign in options, while more than 4.6 million connected a Digital ID or registered a passkey.

More than 9.7 million SMS notifications were sent to alert customers when security settings changed, helping them act if suspicious activity occurred.

At the same time, we strengthened our response to scams by monitoring emerging trends, introducing protective

controls, and encouraging customers to review their security settings and adopt stronger sign in methods.

Our Counter-scams Strategy 2026–2028 brings together prevention, protection and disruption activities, supported by partnerships across government, law enforcement, banks, telecommunications providers and industry.

We support coordinated efforts to disrupt serious and organised crime by sharing intelligence that helps hold criminals accountable. In 2025–26, we responded to almost 12,300 unique agency impersonation scams, with 89.8% referencing myGov in some way.



We trained almost 400 of our outreach staff to deliver scam awareness sessions to members of the community commonly targeted by scams.

By removing impersonation websites and social media accounts, delivering scam awareness sessions and countering misinformation and disinformation with trusted information, we're helping reduce harm before it reaches customers.

This page is left blank intentionally



# Our people

|                                       |     |
|---------------------------------------|-----|
| 8.1 Workforce strategies and planning | 148 |
| 8.2 Our culture                       | 149 |
| 8.3 Work health and safety            | 150 |
| 8.4 Strengthening safety and security | 153 |
| 8.5 Recruitment                       | 153 |
| 8.6 Inclusion and diversity           | 154 |
| 8.7 Reconciliation                    | 158 |
| 8.8 Learning and development          | 159 |
| 8.9 Performance management            | 160 |
| 8.10 Employment arrangements          | 161 |

Our people are our strength. We deliver for the community while shaping a capable, high performing, inclusive and future-ready workforce.

---

As at 30 June 2026, the agency employed 33,464 APS staff (see Table 63 on page 232) across 355 sites.

## 8.1 Workforce strategies and planning

Our Strategic Workforce Plan 2025 to 2027 sets priorities to build a sustainable, productive and future-ready workforce.

In 2025–26, we:

- reduced attrition and strengthened attraction and retention, particularly in child support smart centres, through targeted recruitment, training, clearer career pathways and temporary employment opportunities, improving workforce stability and service consistency for customers
- built workforce capability by improving how we identify required skills, updating learning materials, and supporting adaptability for current and future needs
- improved staff experience by progressing initiatives such as a mobility opportunity noticeboard to support a more flexible work environment and workforce resilience.

For more information about strengthening attraction and retention in child support smart centres, see the case study *Helping our people stay*, so customers get better support, on page 162.

## 8.2 Our culture

We are building a culture where our people are more connected, supported and empowered. Through the APS Employee Census 2025, we identified 3 priority areas of focus for our 2025 census action plan:

- building connection and trust
- continuous improvement and innovation
- leadership.

To build connection and trust, we developed agency and group diversity action plans and implemented the Speak Up Hub, which brings together tools and resources to support a speak up culture. We expanded our mental health first aid officer (MHFAO) and employee wellbeing networks and continued to implement our Workplace Belonging Strategy 2025 to 2029.

To support continuous improvement and innovation, we released our Continuous Improvement and Efficiency Strategy. The strategy embeds continuous improvement, builds capability and empowers staff to identify and act on opportunities to improve work practices.

We continued to build leadership capability through development, tools and resources for staff and leaders at all levels. We improved internal mobility opportunities so staff could broaden their skills and experience.

## 8.3 Work health and safety

The agency complies with its obligations under the *Work Health and Safety Act 2011* (WHS Act). Under our Work Health and Safety Strategy 2021–26, in 2025–26 we focused on:

- improving psychosocial safety by embedding practical risk management of psychosocial hazards across our work health and safety framework, developing tools and resources for staff, and participating in Comcare’s psychosocial inspection program
- building analytics capability to better understand injury trends, improve hazard identification and incident analysis and strengthen prevention and support for staff
- consulting on workplace health and safety through the National Health and Safety Committee (NHSC). The NHSC supports workplace health and safety across the agency through direct engagement with staff and key stakeholders.

### Security Risk Management Review

The agency has made significant progress in implementing recommendations from the Security Risk Management Review to improve security and safety for our staff and customers following an incident in which a customer seriously injured a staff member.

As at 30 June 2026, 42 of the 44 review recommendations were implemented.

We worked with Home Affairs to legislate better protections for Commonwealth workers, including the *Commonwealth Workplace Protection Orders Act 2025* (CWPO Act), enacted on 5 May 2026. The CWPO Act establishes a workplace protection orders scheme for Commonwealth workers and workplaces. The scheme aims to ensure the public can access Commonwealth services in a safe environment and deter violence and other harmful behaviour.

Our actions to enhance security and improve the safety of our staff and customers in service centres include:

- sustaining the increased security guard deployment, including 517 guards across 258 service centres
- upgrading the design of 207 service centres through our service centre modernisation program to create a safer and more predictable environment for staff and an improved experience for customers
- installing our customer management system in 119 service centres to reduce stand-up queuing and provide real-time information to service centre leaders about any known risks
- enhancing the Electronic Benefit Transfer card, released on 9 March 2026, to allow customers to choose either a digital or physical card to receive immediate payments and certain payments without a bank account, reducing the need to visit a service centre
- expanding the rollout of advanced customer aggression training to approximately 4,671 frontline staff, skilling them to respond to and de-escalate customer aggression

- upgrading the incident management system to improve real time access to risk information, provide an agency wide view of customer aggression and streamline reporting
- strengthening security investigator and security intelligence roles to implement the workplace protection order scheme in the agency, support proactive engagement with law enforcement and improve understanding of safety and security risks.

## Work Health and Safety Act 2011 reporting

In 2025–26, Comcare undertook 5 inspections relating to incidents that happened at Services Australia sites, and one relating to concerns reported by a worker. All inspections have been finalised with no non-compliance with the WHS Act identified.

In January 2026, Comcare notified Services Australia that it had started a proactive psychosocial inspection to assess compliance with psychosocial risk management obligations under the WHS Act. This inspection forms part of Comcare's psychosocial inspection program for the Commonwealth jurisdiction and remains open.

Following an investigation by Comcare, a single criminal charge was laid against Services Australia (as the responsible Australian Government agency) relating to a violent incident that happened at the Airport West Service Centre in May 2023. The charge alleges the agency contravened the WHS Act. The agency will be defending the charge.

See Security Risk Management Review on page 150 for more information about work undertaken to improve the safety of our staff and customers in service centres.

In 2025–26, the agency notified Comcare of 64 incidents, compared with 63 in 2024–25.

Table 49 shows the number of incidents recorded over the past 3 years.

**Table 49: Incidents notified to Comcare**

| Type of incident          | 2023–24   | 2024–25   | 2025–26   |
|---------------------------|-----------|-----------|-----------|
| Death                     | 0         | 0         | 1         |
| Serious injury or illness | 8         | 13        | 11        |
| Dangerous incidents       | 50        | 50        | 52        |
| <b>Total</b>              | <b>58</b> | <b>63</b> | <b>64</b> |

## Psychological safety and workforce wellbeing

Psychological safety and workforce wellbeing is a priority as the agency continues to mature safety controls, develop resources and implement initiatives that support a psychologically safe workplace.

In 2025–26, we:

- finalised an enterprise-wide psychosocial risk register capturing key hazards and safety controls and identifying areas for future focus
- reviewed agency guidance on managing psychosocial hazards and delivered masterclasses to leaders and health and safety representatives to strengthen their understanding of the management of psychosocial hazards in our workplaces
- implemented all remaining commitments under our Health and Wellbeing Framework 2021–2026 and updated our work health and safety policy to include measures for mental health and wellbeing
- expanded our MHFAO network, with 78 MHFAOs supporting staff experiencing distress or displaying possible signs and symptoms of mental ill-health
- engaged staff on wellbeing at work through the employee wellbeing network, which includes 2 SES health and wellbeing champions, a roundtable of divisional representatives and over 1,000 wellbeing warriors
- embedded the agency's Positive Duty Prevention and Response Plan into everyday work practices to prevent sexual harassment and related unlawful behaviour from happening in the workplace or in connection to work, supported by dedicated advice channels and trained contact officers
- provided confidential peer support through harassment contact officers to staff who may have experienced or witnessed unreasonable behaviours at work.

## 8.4 Strengthening safety and security

The agency has zero tolerance for workplace injury and is committed to protecting our staff and customers. Over the past 12 months, we have uplifted the capability of our security systems and personnel, and improved how we prevent, identify, and respond to risks. This work has enhanced the agency's posture and governance across all security domains. Key improvements include implementing recommendations from the Security Risk Management Review (see page 150), modernising service centre infrastructure and technology (see Service centres on page 99), enhancing cyber security, increasing protective security capability, and improving our responses to customer aggression.

The Chief Security Officer, supported by the deputy chief security officers and Chief Information Security Officer, leads the agency's enhanced governance and assurance. Together, these measures have delivered stronger protection and a safer environment for our staff and customers.

## 8.5 Recruitment

### National Graduate Program

Our National Graduate Program offers placements across 9 streams:

- data
- digital
- finance and accounting
- generalist
- human resources
- legal
- service delivery
- service design
- social work.

The 2026 intake comprised 118 graduates.

### Data and digital entry programs

The APS Data and Digital Cadet Program allows university students to complete their degree while working part-time.

The Australian Government Digital Traineeship Program provides training and employment for people wanting to build a digital career in the APS. New recruitment for this program ceased from June 2026 onwards.

The APS Academy Campus initiative provides digital and data cadetships in regional areas.

As at 30 June 2026, there were 22 participants across the 2 programs.

## 8.6 Inclusion and diversity

We are committed to creating workplaces that are accessible, inclusive and safe for all staff. Our Workplace Belonging Strategy 2025 to 2029 guides how we build a workforce that reflects the diversity of the communities we serve and where all staff feel respected, valued and supported to do their best work.

Under the strategy, we advanced inclusion through strengthening leadership accountability, workforce capability, our culture and community connection. This included SES diversity champions driving cultural change, participating in the Commonwealth Public Sector Gender Equality Reporting program, and partnerships with Diversity Council Australia, Pride in Diversity and the Australian Disability Network. We continued to build capability and sustained leadership in LGBTQIA+ inclusion, achieving platinum tier employer status in the Australian Workplace Equality Index.

Our active diversity networks reinforced our inclusive culture, including by recognising events such as Refugee Week, Wear it Purple Day, International Women's Day and International Day of People with Disability. We also maintained a breastfeeding friendly workplace recognised as best practice by the Australian Breastfeeding Association.

### Cultural and linguistic diversity

The agency values the perspectives and lived experience of staff with CALD backgrounds. As at 30 June 2026, 28.5% of our APS workforce identified as CALD.

In November 2025, the agency released its first Multicultural Employee Action Plan, a key deliverable of the APS CALD Employment Strategy and Action Plan. The plan aims to strengthen cultural understanding and inclusion. It includes a target to increase CALD representation at SES level. In 2025–26, CALD SES representation was 17.0% measured against the APS CALD Employment Strategy specific target metrics. The CALD SES representation figures published in 2024–25 were calculated under a different methodology.

In 2025–26, approximately 6,000 staff completed multicultural awareness training to build cultural capability, enhance service delivery and foster inclusive, respectful workplaces.

## Employing people with disability

The agency is committed to providing an inclusive and accessible environment for everyone. As at 30 June 2026, 9.6% of our staff self-identified as having disability. The 2025 APS employee census showed that 9.1% of staff self-identified as neurodivergent.

In 2025–26, we:

- supported our disability inclusion agents and Disability Inclusion Alliance members to reduce barriers, improve accessibility and support positive workplace experiences for staff with disability
- launched the Hidden Disabilities Sunflower program across our workplaces and service centres, helping staff and customers to voluntarily signal they may need extra understanding, time or support, and supporting more inclusive and accessible service delivery
- continued our long-standing partnership with Koomarri JobMatch to support the employment of people with intellectual disability in administrative and office support services across the agency
- offered pathways into employment for people with disability through the National Graduate Program.

### Disability reporting mechanisms

Australia's Disability Strategy 2021–2031 is the overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. All levels of government have committed to deliver more comprehensive and visible reporting under the strategy. A range of reports on progress of the strategy's actions and outcome areas are available at [disabilitygateway.gov.au/ads](https://disabilitygateway.gov.au/ads)

Disability reporting is included in the APSC's State of the Service reports and the APS Statistical Bulletin. These reports are available at [apsc.gov.au](https://apsc.gov.au)

## Employing people who are neurodivergent

The agency partners with Employ for Ability to deliver the Aurora Neuroinclusion Program, supporting autistic people and people with attention deficit hyperactivity disorder (ADHD) to access career opportunities and thrive at Services Australia. Through inclusive recruitment and onboarding, professional development, career support and ongoing employment opportunities, the program helps create an environment where neurodivergent employees can use their skills to build rewarding careers. It uses the 'affirmative measures – specific type of disability (autism or ADHD)' provisions of the APS Commissioner's Directions 2022. In 2025–26, the program engaged 25 autistic people and people with ADHD into ongoing specialist roles, contributing to the agency's diverse workforce.

## Workplace accessibility

In 2025–26, the agency provided training, advice and support to approximately 2,400 staff with accessibility requirements, including those who:

- required workplace adjustments
- used assistive technology software
- needed accessible telecommunication equipment
- used hearing aids or implanted hearing devices.

We strengthened inclusive leadership capability through workplace adjustment training sessions attended by more than 300 participants. We continued to provide a dedicated national disability access coordinator and accessibility service that delivers tailored guidance and support to staff. This service helps address workplace barriers and promote inclusive practices that enable staff to participate fully at work. The service also delivers accessibility support shared services to DVA.

## Carer Recognition Act 2010 report

The agency fulfils its responsibilities under the *Carer Recognition Act 2010* and follows the principles outlined in the Statement for Australia's Carers. Our internal policies consider the statement in situations that may significantly impact an employee's caregiving role. We provide support to staff with caring responsibilities through:

- flexible working arrangements
- paid and unpaid leave options
- part-time work
- home-based work
- carers' rooms
- an elder care advisory service
- our employee assistance program.

## Employing Aboriginal and Torres Strait Islander staff

As at 30 June 2026, 1,839 agency staff self-identified as Aboriginal and/or Torres Strait Islander. This equates to 5.5% representation across the agency.

## Indigenous Apprenticeships programs

The Australian Government Indigenous Apprenticeships Program is a pathway to attract Aboriginal and Torres Strait Islander peoples into entry level roles in the APS, supporting a more representative and sustainable workforce. In the agency, the program contributes to broader workforce priorities, including attraction, retention and capability development, while creating structured pathways into ongoing employment. Beyond recruitment, the program plays an important role in strengthening organisational cultural capability and service delivery outcomes, as apprentices bring lived experience that supports more culturally informed policy, program design and frontline services.

Under this program, in 2025–26:

- we placed 175 apprentices in the agency
- we partnered with 28 agencies, placing 104 apprentices.

## Supporting Aboriginal and Torres Strait Islander staff

The Aboriginal and Torres Strait Islander Employee Action Plan 2025 sets the strategic direction for improving the attraction, retention, development and cultural safety of Aboriginal and Torres Strait Islander staff. It enables a coordinated, enterprise-wide approach to culturally informed employment practices, sustainable career pathways and Aboriginal and Torres Strait Islander voices informing workforce initiatives and organisational decision-making.

In 2025–26, we delivered initiatives to support leadership progression, strengthen cultural capability across the workforce, and contribute to inclusive, responsive and culturally safe services for Aboriginal and Torres Strait Islander peoples and communities. Activities included:

- National Indigenous Employees Network forums and mentoring programs
- delivering a four-tier cultural learning framework, including mandatory foundational training for all staff with a 98.2% completion rate
- participating in the Garma Festival in the NT and Jawun secondments to deepen cultural understanding and community connection
- supporting targeted leadership development through the Awakening Program (17 Indigenous leaders), Aspiring Program (73 Indigenous leaders), Indigenous Development Employment Program (2 Indigenous leaders), Australian Graduate School of Management Executive Indigenous Leaders Program (3 Indigenous leaders), Bulabul (0 Indigenous leaders) and Yawarra (0 Indigenous leaders), alongside partnerships to recruit through affirmative measure pathways.
- supporting one student to complete postgraduate studies through the Sir Roland Wilson Foundation Pat Turner Scholarship
- ongoing support for the Australian Government SES100 initiative, actively reviewing the established merit pool when filling SES vacancies and promoting a second round of SES100 recruitment to our staff
- developing and delivering the Karulbo Program, an immersive First Nations-led research and design capability uplift initiative to strengthen culturally inclusive research and design practices.

## 8.7 Reconciliation

Building genuine and respectful relationships with Aboriginal and Torres Strait Islander peoples is integral to the agency's work. This approach is shaped by our reconciliation vision: 'Coming together with understanding, respect and trust to move forward in unity with Australia's First Nations peoples and communities'. Our Reconciliation Action Plan April 2024 to December 2026 provides the framework to support this work.

Throughout 2025–26, we made progress towards our reconciliation goals, including by:

- ensuring all sites display an Acknowledgement of Country and Aboriginal and Torres Strait Islander artwork to show visible, everyday respect across service centres and corporate sites
- strengthening language access for multilingual Aboriginal and Torres Strait Islander customers by embedding Indigenous interpreting training in the core curriculum for service officer induction packages
- improving Aboriginal and Torres Strait Islander supplier diversity through procurement reform, including developing and implementing an engagement framework, progressing a First Nations/Indigenous Procurement Strategy and continuing staff training to support procurement from Aboriginal and Torres Strait Islander vendors
- strengthening reconciliation accountability, by embedding our Indigenous Affairs Collaboration Circle as part of the agency's reconciliation governance
- delivering the 2025 NAIDOC Awards with 442 staff participating remotely and over 150 staff attending in person, including our Indigenous champions
- supporting approximately 1,600 staff to complete one-day Indigenous cultural awareness facilitated training, and 89.8% of SES staff to complete Exploring our Culture training
- communicating the Indigenous Cultural Capability Action Guide to build cultural capability and safety across the agency, and support staff to work respectfully with Aboriginal and Torres Strait Islander peoples.

For more information about initiatives, including bespoke service centres and cultural learning, see Service centres on page 99, and Agency service highlights in 2025–26 on page 104.

## 8.8 Learning and development

We continued to strengthen a culture of continuous learning, supporting a capable, adaptable and future-ready workforce. Through our Learning Academy, we offer learning and development opportunities to support staff personal and career goals.

In 2025–26, learning activities supported workforce readiness, service delivery and continuous improvement across a range of priorities. This included leadership development, enterprise mandatory training, technical and service delivery learning, induction, cultural capability, and digital capability development, including AI capability uplift.

### Leadership programs and talent management

Enterprise leadership programs aim to strengthen the resilience and leadership qualities of managers and supervisors across the agency. Learn2Lead builds the capability of APS5 and APS6 staff, and Lead2Inspire builds the capability of Executive Level (EL)1 staff. As at 30 June 2026, more than 900 staff participated in Learn2Lead or Lead2Inspire.

Leadership Unlimited is a talent and leadership development program for high-performing and high potential EL2 and SES Band 1 staff. As at 30 June 2026, 20 staff completed the program across one cohort.

The Service Delivery Immersion Program gives SES a deeper understanding of service delivery in the agency. As at 30 June 2026, 82 Services Australia SES and 56 SES from policy partner agencies participated in the program.

## 8.9 Performance management

The agency's performance management process supports high performance by linking staff work to agency priorities. In 2025–26, 98.5% of staff negotiated individual performance agreements with their managers. Most staff who did not do this were on long-term leave or had not completed more than 8 weeks of duties during the performance cycle.

### Staff engagement and recognition

The agency's peak staff consultative forum, the National Consultative Committee, met 4 times during 2025–26 to discuss matters of strategic significance, including the APS Employee Census 2025 results, the service recognition program and AI. Consultation with staff also occurred regularly within business areas and locally across the agency. Staff engagement scores in the census remained high.

### Internal awards

The agency's awards and honours programs recognise individuals and teams for service delivery, innovation, inspiring leadership and business excellence. In addition to national awards, local programs, informal initiatives and service milestones recognise the contributions of staff and teams.

In 2025–26:

- 4 individuals and 6 teams won Pinnacle Achievement Awards for their exceptional performance, with a further 6 individuals and 9 teams recognised as finalists
- 4 individuals and one team won achievement awards for Indigenous servicing, with a further 7 individuals and 5 teams recognised as finalists
- 38 staff were recognised in the Australia Day Achievement Awards for their commitment to their work.

### External awards

The following public and private sector awards programs recognised individuals and teams:

- Public Service Medal:
  - King's Birthday Honours: Bo Robertson (2026); Anita Summers and Michelle Ricks (2025)
  - Australia Day Honours (2026): Peter Cottrell
- Institute of Public Administration Australia ACT Spirit of Service Awards (2025):
  - winner – Breakthrough Award: Breaking through Indigenous language barriers to close the gap and reduce debt and vulnerability for customers in remote communities
  - winner – Learning Award: Service Delivery Immersion Program – Senior Executive
  - finalist with the Department of Employment and Workplace Relations: Community Engagement Award – Parent Pathways – bringing the customer voice into the design of government services

- Government Services Most Trusted Brand Award (2025): winner – Medicare
- Public Service Neurodiversity Excellence Awards (2025): winner – Nigel Mann
- Australian HR Institute Awards (2025): finalist – Most Inclusive Workplace: Building belonging, empowering diversity, and leading with purpose
- Prime Minister's Veteran's Award (2025): finalist – Champion of Veteran Employment – Charles McHardie
- iTnews Benchmark Awards (2025):
  - Federal Government Technology Leader: finalist – Charles McHardie
  - Federal Government Technology Project: finalist – SAP S/4 HANA Supporting payments for ageing Australians
- International Social Security Association Video Festival (2025): finalist
  - Excellence in Video Production.

## Performance pay

The agency made no performance or bonus payments in 2025–26 as they are not part of the remuneration framework for staff or executives. Eligible staff who met or exceeded agreed performance goals advanced through the salary range for their classification in accordance with their enterprise agreement.

## 8.10 Employment arrangements

### Workplace agreements

All staff, other than SES and medical officers, are employed under the Services Australia Enterprise Agreement 2024–2027, which sets out their terms and conditions of employment. A separate agreement applies to medical officers.

### Individual flexibility arrangements

In exceptional circumstances, the agency makes individual flexibility arrangements with staff. For example, we use these arrangements to attract and retain staff in remote and isolated work locations or staff with specialised skills in critical roles.

As at 30 June 2026, the agency had 181 individual flexibility arrangements in operation.

## Helping our people stay, so customers get better support

For customers using child support, consistency matters. It makes a real difference when they can speak with an experienced customer service officer who explains things clearly and who is well-trained to give the right help at the right time.

That matters for the 1.0 million children supported through child support, helping families cover everyday essentials like school excursions, sport and putting food on the table.

We know when our staff receive effective training and support, they're more likely to stay in their roles and customers are more likely to get consistent, high-quality service. That's why we undertook a targeted, evidence-based approach to strengthen workforce stability in our child support smart centres.



In May 2025, we formed a multi-disciplinary team to better understand the drivers of attrition within child support smart centres and take action to improve retention.

In the 12 months to 31 March 2025, child support smart centres recorded a 32% attrition rate, with 62% of those staff leaving in their first year of employment.

Several contributing factors were identified, including limited role clarity, the new-starter training experience, labour market pressures, the nature of the work and workforce flexibility.

These insights gave us a clear picture of where change was needed and helped shape a practical response.

We introduced a day-in-the-life recruitment video, held structured conversations with potential new starters, uplifted the new-starter training program, strengthened leadership capability, and expanded mental health and wellbeing support.

The 12-month ongoing attrition rate in child support smart centres has fallen to 19.5% in June 2026.

Early attrition among new starter cohorts has also decreased significantly compared to previous intakes, indicating the changes are having a positive impact.

The work is expected to strengthen workforce capability and service continuity, helping deliver more consistent support for customers.

This is a successful example of cross-agency collaboration. Several actions are now being considered for broader implementation across our customer service teams, which may further improve the employee experience and retention outcomes.



# Financial reporting

|                                     |     |
|-------------------------------------|-----|
| 9.1 Report on financial performance | 164 |
| 9.2 Independent auditor's report    | 167 |
| 9.3 Financial statements            | 170 |
| 9.4 Procurement and consultancy     | 219 |

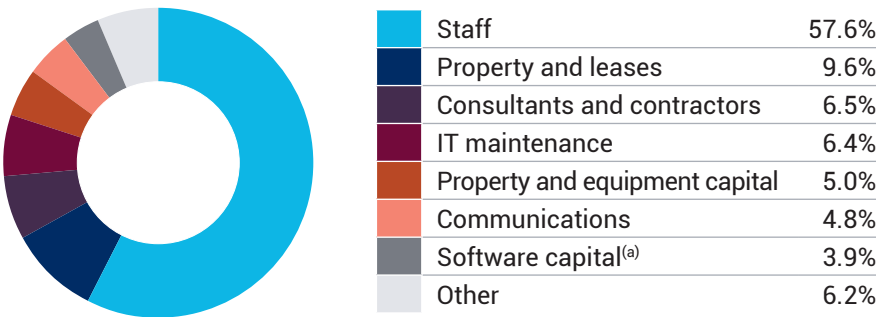
# 9.1 Report on financial performance

In 2025–26, Services Australia made social security and health payments totalling \$277.9 billion and facilitated the transfer of \$2.1 billion in child support payments by collecting from the paying parent and paying to the receiving parent.

The government provided the agency around \$5.8 billion in operating and capital funding, which was fully utilised to make these payments and provide other customer services. We also received around \$0.5 billion (excluding GST) in additional own-source revenue (that is, section 74 receipts) to provide shared services and deliver ICT projects, increasing the agency's funding to \$6.3 billion.

The agency's total funding was used as detailed in Figure 2.

Figure 2: Agency expenditure 2025–26



(a) Includes capitalised staff and contractor effort.

The agency's financial result was an operating surplus of \$56.2 million. This result includes principal lease payments under Australian Accounting Standards Board (AASB) 16 Leases, and excludes non-cash items relating to depreciation, amortisation and asset revaluations.

Our 2025–26 financial statements, starting on page 170, include details of the significant drivers of change from budget and the previous year actuals.

For more information about the agency's resourcing and expenses by outcomes, see Entity resource statement and expenses by outcome on page 214.

## Significant non-compliance

In 2025–26, the agency reported 2 matters of significant non-compliance with the finance law to the responsible Minister under section 19(1)(e) of the PGPA Act, which related to matters reported in previous years.

In 2024–25, the agency reported significant non-compliance in relation to crediting of the child support special account (special account) when a pre-payment for a future child support liability has been received. In practice, all child support receipts are credited to the special account consistent with the policy intent that customers can make pre-payments and that the government acts as an intermediary in facilitating child support payments.

In 2023–24, the agency reported significant non-compliance in relation to debiting and crediting of the special account where overpayments were funded by and subsequently repaid to a third party before being repaid by a child support customer.

The agency continues to work with DSS to resolve both issues.

## Section 83 of the Constitution

Section 83 of the *Commonwealth of Australia Constitution Act 1900* (the Constitution) provides that no amount may be paid out of the Consolidated Revenue Fund except under an appropriation made by law. The agency has controls in place to reduce any instances of non-compliance with section 83 wherever possible and ensure there is no intentional misuse of funds. Recovery action is taken to rectify any instance of non-compliance as soon as it is identified.

In 2025–26, the agency identified:

- 2 cases totalling \$627 (2024–25: nil) under the *Long Service Leave (Commonwealth Employees) Act 1976* that may not be consistent with section 83. The agency undertook recovery action and as at 30 June 2026, \$627 (as at 30 June 2025: nil) of this amount had been recovered.
- 395 cases totalling \$38,194 (2024–25: 117 cases totalling \$66,400) from the Child Support Special Account that may not be consistent with section 83. The agency undertook recovery action or offset the amount against future payments to the customer. As at 30 June 2026, \$3,873 (as at 30 June 2025: \$17,623) of this amount had been recovered or offset.
- 9 cases totalling \$73,265 (2024–25: 5 cases totalling \$102,781) from the Recovery of Compensation for Health Care and Other Services Special Account that may not be consistent with section 83. The agency undertook recovery action and as at 30 June 2026, \$37,835 (as at 30 June 2025: \$88,899) of this amount had been recovered.

Recovery action continues for all outstanding debts.

## Asset management

The agency manages its assets according to relevant accounting standards and Finance requirements. This is complemented by policies and procedures covering whole-of-life asset management. Our asset base comprises software, data centre and information and communications technology (ICT) equipment, leasehold improvements, and right-of-use assets for leases, reported in accordance AASB 16 *Leases*.

We manage investment in the agency's property portfolio through our property facilities maintenance and upgrade capital plan to ensure our workplaces, service centres and customer engagement areas are maintained at a suitable standard.

We manage investment in ICT software and hardware according to our ICT technology plans, which ensures our ICT is sustained and capable of delivering for the agency and our customers.

## 9.2 Independent auditor's report



### INDEPENDENT AUDITOR'S REPORT

To the Minister for Government Services

#### Opinion

In my opinion, the financial statements of Services Australia (the Entity) for the year ended 30 June 2026:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2026 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2026 and for the year then ended:

- Statement by the Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

#### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matter

I draw your attention to note D6: Prior Period Error to the financial statements, which describes a prior period error related to the application of an incorrect accounting policy for the Child Support Program in prior years. My opinion is not modified in respect of this matter.

#### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements for the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

GPO Box 707, Canberra ACT 2601  
38 Sydney Avenue, Forrest ACT 2603  
Phone (02) 6203 7300

| Key audit matter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | How the audit addressed the matter                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Valuation of Software</b></p> <p>Refer to Note B2.1 'Property, plant and equipment and software'</p> <p>The Entity has various information technology systems to manage its operations and the payments made on behalf of other entities. These systems are recognised as software assets in the Entity's financial statements.</p> <p>I considered this area a key audit matter due to the:</p> <ul style="list-style-type: none"><li>• judgements involved in determining whether the cost of internally developed software assets have been appropriately capitalised;</li><li>• significant assumptions and judgements involved in considering whether the value of a software asset may be impaired, such as whether current or expected changes in the Entity's operating environment may reduce the usefulness of the software asset and whether software under development will achieve expected benefits; and</li><li>• judgements in determining the appropriate useful lives for software assets.</li></ul> <p>As at 30 June 2026, the carrying value of software assets was \$922.7 million.</p>                                                                                                                                        | <p>To address this key audit matter, I have:</p> <ul style="list-style-type: none"><li>• assessed the design, implementation and operating effectiveness of key controls for asset acquisitions, disposals, write downs and reconciliations between the sub ledger and the general ledger;</li><li>• tested a sample of assets under construction for accounting treatment against the requirements for capitalisation in AASB 138;</li><li>• evaluated the application of the Entity's policies on whether capitalisation and impairment of software assets are consistent with Australian Accounting Standards and undertaken testing, on a sample basis, to assess the application of those policies;</li><li>• assessed the appropriateness of management's judgements about the current and future usefulness of software assets against project owners' assessments and internal reporting on the operating environment and the expected benefits from software under development;</li><li>• evaluated the reasonableness of management's judgements in assigning useful lives of software assets against project owners' assessments; and</li><li>• tested the effectiveness of controls over capitalisation of internal staff and contractor costs incurred.</li></ul> |
| <p><b>Accountable Authority's responsibility for the financial statements</b></p> <p>As the Accountable Authority of the Entity, the Chief Executive Officer is responsible under the <i>Public Governance, Performance and Accountability Act 2013</i> (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial statements, the Chief Executive Officer is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <p><b>Auditor's responsibilities for the audit of the financial statements</b></p> <p>My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office



Carla Jago  
Deputy Auditor-General  
Delegate of the Auditor-General

Canberra  
4 September 2026

# 9.3 Financial statements

SERVICES AUSTRALIA

**Financial Statements**  
*for the year ended 30 June 2026*

**SERVICES AUSTRALIA****TABLE OF CONTENTS***Financial Statements for the year ended 30 June 2026*

|                                                                             |           |
|-----------------------------------------------------------------------------|-----------|
| <b>Statement by the Chief Executive Officer and Chief Financial Officer</b> | <b>2</b>  |
| <b>Primary Financial Statements</b>                                         | <b>3</b>  |
| Statement of Comprehensive Income                                           | 3         |
| Statement of Financial Position                                             | 4         |
| Statement of Changes in Equity                                              | 5         |
| Cash Flow Statement                                                         | 6         |
| Budget Variance Reporting                                                   | 7         |
| Administered Schedule of Comprehensive Income                               | 9         |
| Administered Schedule of Assets and Liabilities                             | 10        |
| Administered Reconciliation Schedule                                        | 11        |
| Administered Cash Flow Statement                                            | 12        |
| Administered Budget Variance Reporting                                      | 13        |
| <b>Notes To and Forming Part of the Financial Statements</b>                |           |
| <b>Overview</b>                                                             | <b>14</b> |
| <b>A: Financial Performance</b>                                             | <b>16</b> |
| A1: Expenses                                                                | 16        |
| A2: Income                                                                  | 18        |
| A3: Administered - Expenses                                                 | 19        |
| A4: Administered - Income                                                   | 19        |
| <b>B: Financial Position</b>                                                | <b>20</b> |
| B1: Financial Assets                                                        | 20        |
| B2: Non-Financial Assets                                                    | 21        |
| B3: Fair Value Measurement                                                  | 24        |
| B4: Payables                                                                | 25        |
| B5: Interest Bearing Liabilities                                            | 25        |
| B6: Provisions                                                              | 26        |
| B7: Administered - Financial Assets                                         | 27        |
| B8: Administered - Payables                                                 | 29        |
| B9: Administered - Provisions                                               | 29        |
| <b>C: Funding</b>                                                           | <b>30</b> |
| C1: Appropriations                                                          | 30        |
| C2: Special Accounts                                                        | 36        |
| C3: Net Cash Appropriation Arrangements                                     | 38        |
| <b>D: Other Items</b>                                                       | <b>38</b> |
| D1: Contingent Assets and Liabilities                                       | 38        |
| D2: Financial Instruments                                                   | 39        |
| D3: Current/Non-Current Distinction for Assets and Liabilities              | 40        |
| D4: Key Management Personnel Remuneration                                   | 42        |
| D5: Related Party Disclosures                                               | 42        |
| D6: Prior Period Error                                                      | 43        |

**SERVICES AUSTRALIA**  
**STATEMENT BY THE CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER**

---

In our opinion, the attached financial statements for the year ended 30 June 2026 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that Services Australia will be able to pay its debts as and when they fall due.



David Hazlehurst  
Chief Executive Officer

4 September 2026



Angela Diamond  
Chief Financial Officer

4 September 2026

**SERVICES AUSTRALIA**  
**STATEMENT OF COMPREHENSIVE INCOME**  
*for the year ended 30 June 2026*

|                                                                                 |            | 2026               | 2025               | Original<br>Budget <sup>1</sup><br>2026 |
|---------------------------------------------------------------------------------|------------|--------------------|--------------------|-----------------------------------------|
|                                                                                 | Notes      | \$'000             | \$'000             | \$'000                                  |
| <b>NET COST OF SERVICES</b>                                                     |            |                    |                    |                                         |
| <b>Expenses</b>                                                                 |            |                    |                    |                                         |
| Employee benefits                                                               | A1.1       | 3,647,395          | 3,593,092          | 3,395,798                               |
| Supplier expenses                                                               | A1.2       | 1,481,777          | 1,463,823          | 1,675,539                               |
| Depreciation and amortisation                                                   | B2.1       | 822,801            | 769,732            | 736,178                                 |
| Finance costs                                                                   | A1.3       | 89,639             | 65,220             | 56,628                                  |
| Write-down and impairment of other assets                                       | B2.1       | 125,444            | 39,617             | -                                       |
| Other expenses                                                                  | A1.4       | 2,687              | 3,170              | 3,452                                   |
| <b>Total expenses</b>                                                           |            | <b>6,169,743</b>   | <b>5,934,654</b>   | <b>5,867,595</b>                        |
| <b>Own-source income</b>                                                        |            |                    |                    |                                         |
|                                                                                 | A2         |                    |                    |                                         |
| <b>Own-source revenue</b>                                                       |            |                    |                    |                                         |
| Revenue from contracts with customers                                           | A2.1       | 216,316            | 228,817            | 148,264                                 |
| Rental income                                                                   |            | 21,095             | 19,096             | 17,955                                  |
| Resources received free of charge                                               | A2.2       | 4,999              | 9,996              | 2,170                                   |
| Other revenue                                                                   |            | 28,085             | 1,368              | -                                       |
| <b>Total own-source revenue</b>                                                 |            | <b>270,495</b>     | <b>259,277</b>     | <b>168,389</b>                          |
| <b>Gains</b>                                                                    |            |                    |                    |                                         |
| Other gains                                                                     |            | 7,970              | 10,940             | -                                       |
| <b>Total gains</b>                                                              |            | <b>7,970</b>       | <b>10,940</b>      | <b>-</b>                                |
| <b>Total own-source income</b>                                                  |            | <b>278,465</b>     | <b>270,217</b>     | <b>168,389</b>                          |
| <b>Net cost of services</b>                                                     |            | <b>(5,891,278)</b> | <b>(5,664,437)</b> | <b>(5,699,206)</b>                      |
| Revenue from Government                                                         |            | 5,464,110          | 5,379,049          | 5,357,126                               |
| <b>Deficit on continuing operations</b>                                         |            | <b>(427,168)</b>   | <b>(285,388)</b>   | <b>(342,080)</b>                        |
| <b>OTHER COMPREHENSIVE INCOME</b>                                               |            |                    |                    |                                         |
| <b>Items not subject to subsequent reclassification to net cost of services</b> |            |                    |                    |                                         |
| Changes in asset revaluation reserve <sup>2</sup>                               | B2.1, B6.2 | 16,386             | 12,719             | -                                       |
| <b>Total comprehensive deficit</b>                                              |            | <b>(410,782)</b>   | <b>(272,669)</b>   | <b>(342,080)</b>                        |

<sup>1</sup>Budget reported in the Social Services 2025-26 Portfolio Budget Statements published in March 2025.

<sup>2</sup>Changes in asset revaluation reserve includes revaluations recognised in note B2.1 (\$14.7 million) and make good provision adjustments in note B6.2 (\$1.7 million).

The above statement should be read in conjunction with the accompanying notes.  
Refer to the Budget Variance Reporting for explanations of major variances to the Original Budget.

**SERVICES AUSTRALIA**  
**STATEMENT OF FINANCIAL POSITION**  
*as at 30 June 2026*

|                                              |       | 2026             | 2025             | Original<br>Budget <sup>1</sup> |
|----------------------------------------------|-------|------------------|------------------|---------------------------------|
|                                              | Notes | \$'000           | \$'000           | \$'000                          |
| <b>ASSETS</b>                                |       |                  |                  |                                 |
| <b>Financial assets</b>                      |       |                  |                  |                                 |
| Cash                                         |       | 23,430           | 22,910           | 21,304                          |
| Trade and other receivables                  | B1.1  | 1,188,224        | 1,254,388        | 1,210,343                       |
| <b>Total financial assets</b>                |       | <b>1,211,654</b> | <b>1,277,298</b> | <b>1,231,647</b>                |
| <b>Non-financial assets</b>                  |       |                  |                  |                                 |
| Plant and equipment (including right-of-use) | B2.1  | 474,965          | 411,682          | 459,781                         |
| Land and buildings (including right-of-use)  | B2.1  | 2,906,981        | 2,935,271        | 2,020,807                       |
| Software                                     | B2.1  | 922,748          | 1,028,367        | 969,800                         |
| Prepayments                                  |       | 256,138          | 178,919          | 142,245                         |
| <b>Total non-financial assets</b>            |       | <b>4,560,832</b> | <b>4,554,239</b> | <b>3,592,633</b>                |
| <b>Total assets</b>                          |       | <b>5,772,486</b> | <b>5,831,537</b> | <b>4,824,280</b>                |
| <b>LIABILITIES</b>                           |       |                  |                  |                                 |
| <b>Payables</b>                              |       |                  |                  |                                 |
| Trade creditors and accruals                 |       | 155,630          | 259,351          | 125,217                         |
| Employee benefits                            |       | 88,144           | 111,528          | 89,104                          |
| Other payables                               | B4.1  | 30,085           | 1,160            | 10,893                          |
| <b>Total payables</b>                        |       | <b>273,859</b>   | <b>372,039</b>   | <b>225,214</b>                  |
| <b>Interest bearing liabilities</b>          |       |                  |                  |                                 |
| Leases                                       | B5.1  | 2,504,533        | 2,447,343        | 1,711,718                       |
| <b>Total interest bearing liabilities</b>    |       | <b>2,504,533</b> | <b>2,447,343</b> | <b>1,711,718</b>                |
| <b>Provisions</b>                            |       |                  |                  |                                 |
| Employee provisions                          | B6.1  | 939,314          | 875,774          | 835,780                         |
| Other provisions                             | B6.2  | 46,763           | 51,486           | 59,677                          |
| <b>Total provisions</b>                      |       | <b>986,077</b>   | <b>927,260</b>   | <b>895,457</b>                  |
| <b>Total liabilities</b>                     |       | <b>3,764,469</b> | <b>3,746,642</b> | <b>2,832,389</b>                |
| <b>Net assets</b>                            |       | <b>2,008,017</b> | <b>2,084,895</b> | <b>1,991,891</b>                |
| <b>EQUITY</b>                                |       |                  |                  |                                 |
| Contributed equity                           |       | 5,157,567        | 4,823,663        | 5,166,748                       |
| Reserves                                     |       | 489,571          | 473,185          | 460,467                         |
| Accumulated deficit                          |       | (3,639,121)      | (3,211,953)      | (3,635,324)                     |
| <b>Total equity</b>                          |       | <b>2,008,017</b> | <b>2,084,895</b> | <b>1,991,891</b>                |

<sup>1</sup>Budget reported in the Social Services 2025-26 Portfolio Budget Statements published in March 2025.

The above statement should be read in conjunction with the accompanying notes.  
Refer to the Budget Variance Reporting for explanations of major variances to the Original Budget.

**SERVICES AUSTRALIA**  
**STATEMENT OF CHANGES IN EQUITY**  
*for the year ended 30 June 2026*

|                                                   |       | 2026               | 2025               | Original<br>Budget <sup>1</sup><br>2026 |
|---------------------------------------------------|-------|--------------------|--------------------|-----------------------------------------|
|                                                   | Notes | \$'000             | \$'000             | \$'000                                  |
| <b>CONTRIBUTED EQUITY</b>                         |       |                    |                    |                                         |
| Balance carried forward from previous year        |       | 4,823,663          | 4,433,330          | 4,823,664                               |
| <b>Transactions with owners</b>                   |       |                    |                    |                                         |
| <b>Contributions by owners</b>                    |       |                    |                    |                                         |
| Equity injection - appropriations                 | C1.1  | 173,019            | 231,056            | 182,199                                 |
| Departmental capital budget                       | C1.1  | 160,885            | 159,277            | 160,885                                 |
| <b>Total transactions with owners</b>             |       | <b>333,904</b>     | <b>390,333</b>     | <b>343,084</b>                          |
| <b>Closing balance as at 30 June</b>              |       | <b>5,157,567</b>   | <b>4,823,663</b>   | <b>5,166,748</b>                        |
| <b>RESERVES</b>                                   |       |                    |                    |                                         |
| Balance carried forward from previous year        |       | 473,185            | 460,466            | 460,467                                 |
| <b>Changes in asset revaluation reserve</b>       |       |                    |                    |                                         |
| Revaluations of property, plant and equipment     | B2.1  | 14,716             | 13,383             | -                                       |
| Revaluations of property make good provision      | B6.2  | 1,670              | (664)              | -                                       |
| <b>Closing balance as at 30 June</b>              |       | <b>489,571</b>     | <b>473,185</b>     | <b>460,467</b>                          |
| <b>ACCUMULATED DEFICIT</b>                        |       |                    |                    |                                         |
| Balance carried forward from previous year        |       | (3,211,953)        | (2,926,565)        | (3,293,244)                             |
| Deficit for the year                              |       | (427,168)          | (285,388)          | (342,080)                               |
| <b>Closing balance as at 30 June</b>              |       | <b>(3,639,121)</b> | <b>(3,211,953)</b> | <b>(3,635,324)</b>                      |
| <b>Total equity closing balance as at 30 June</b> |       | <b>2,008,017</b>   | <b>2,084,895</b>   | <b>1,991,891</b>                        |

**Accounting Policy**

Amounts appropriated which are designated as equity injections (less any formal reductions) and the departmental capital budget are recognised directly in contributed equity in that year.

<sup>1</sup>Budget reported in the Social Services 2025-26 Portfolio Budget Statements published in March 2025.

The above statement should be read in conjunction with the accompanying notes.  
Refer to the Budget Variance Reporting for explanations of major variances to the Original Budget.

**SERVICES AUSTRALIA**  
**CASH FLOW STATEMENT**  
*for the year ended 30 June 2026*

|                                                                | 2026             | 2025             | Original<br>Budget <sup>1</sup><br>2026 |
|----------------------------------------------------------------|------------------|------------------|-----------------------------------------|
|                                                                | \$'000           | \$'000           | \$'000                                  |
| <b>OPERATING ACTIVITIES</b>                                    |                  |                  |                                         |
| <b>Cash received</b>                                           |                  |                  |                                         |
| Appropriations                                                 | 6,163,619        | 5,866,704        | 5,723,448                               |
| Rendering of goods and services                                | 340,180          | 206,978          | 168,453                                 |
| GST received                                                   | 202,695          | 250,204          | 199,695                                 |
| Other                                                          | 113,972          | 66,664           | -                                       |
| <b>Total cash received</b>                                     | <b>6,820,466</b> | <b>6,390,550</b> | <b>6,091,596</b>                        |
| <b>Cash used</b>                                               |                  |                  |                                         |
| Employees                                                      | 3,620,269        | 3,518,495        | 3,383,731                               |
| Suppliers                                                      | 1,883,196        | 1,685,004        | 1,885,525                               |
| Section 74 receipts transferred to the Official Public Account | 657,588          | 524,510          | 368,148                                 |
| Borrowing and other financing costs                            | 87,774           | 63,348           | 55,921                                  |
| Other                                                          | 3,472            | 6,431            | 4,173                                   |
| Competitive neutrality                                         | 683              | 928              | -                                       |
| <b>Total cash used</b>                                         | <b>6,252,982</b> | <b>5,798,716</b> | <b>5,697,498</b>                        |
| <b>Net cash from operating activities</b>                      | <b>567,484</b>   | <b>591,834</b>   | <b>394,098</b>                          |
| <b>INVESTING ACTIVITIES</b>                                    |                  |                  |                                         |
| <b>Cash received</b>                                           |                  |                  |                                         |
| Proceeds from sale of plant and equipment                      | 741              | 664              | -                                       |
| <b>Total cash received</b>                                     | <b>741</b>       | <b>664</b>       | <b>-</b>                                |
| <b>Cash used</b>                                               |                  |                  |                                         |
| Purchase of property, plant and equipment                      | 317,433          | 301,307          | 198,497                                 |
| Purchase of software                                           | 244,777          | 330,195          | 169,330                                 |
| <b>Total cash used</b>                                         | <b>562,210</b>   | <b>631,502</b>   | <b>367,827</b>                          |
| <b>Net cash used by investing activities</b>                   | <b>(561,469)</b> | <b>(630,838)</b> | <b>(367,827)</b>                        |
| <b>FINANCING ACTIVITIES</b>                                    |                  |                  |                                         |
| <b>Cash received</b>                                           |                  |                  |                                         |
| Contributed equity - equity injection                          | 173,019          | 231,056          | 182,199                                 |
| Contributed equity - departmental capital budget               | 160,885          | 159,277          | 160,885                                 |
| <b>Total cash received</b>                                     | <b>333,904</b>   | <b>390,333</b>   | <b>343,084</b>                          |
| <b>Cash used</b>                                               |                  |                  |                                         |
| Principal payments of lease liabilities                        | 339,399          | 349,723          | 369,355                                 |
| <b>Total cash used</b>                                         | <b>339,399</b>   | <b>349,723</b>   | <b>369,355</b>                          |
| <b>Net cash from/(used by) financing activities</b>            | <b>(5,495)</b>   | <b>40,610</b>    | <b>(26,271)</b>                         |
| <b>Net increase in cash held</b>                               | <b>520</b>       | <b>1,606</b>     | <b>-</b>                                |
| Cash at the beginning of the year                              | 22,910           | 21,304           | 21,304                                  |
| <b>Cash at the end of the year</b>                             | <b>23,430</b>    | <b>22,910</b>    | <b>21,304</b>                           |

<sup>1</sup>Budget reported in the Social Services 2025-26 Portfolio Budget Statements published in March 2025.

The above statement should be read in conjunction with the accompanying notes.  
Refer to the Budget Variance Reporting for explanations of major variances to the Original Budget.

## SERVICES AUSTRALIA BUDGET VARIANCE REPORTING

*for the year ended 30 June 2026*

### Departmental budget variations

The table below provides explanations for major variances between the Services Australia (the agency) original budget estimates, as published in the Social Services 2025-26 Portfolio Budget Statements (PBS), and the actual financial performance and position for the year ended 30 June 2026. The budget is not audited.

Variances are considered to be 'major' if they are core to the agency's activities and based on the following criteria:

- The variance between budget and actual is greater than +/- 10% and \$50 million of the original budget for a line item.
- An item is below this threshold but is considered important for the reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the agency's performance.

Variances relating to cash flows are a result of the factors explained for net cost of services, assets or liabilities variations. Unless otherwise individually significant, no additional commentary has been included.

The nature and timing of the Commonwealth's budget process can also contribute to the variances.

| Budget variance explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Affected statements and line items                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>During 2025-26, an increase in the agency's Average Staffing Level (ASL) was approved by Government, to provide greater flexibility in maintaining APS capability. The increase in ASL was funded from within existing agency resourcing, resulting in a lower than planned level of supplier expenses.</p> <p>In addition, the agency has experienced higher capitalisation of employee and contractor effort than estimated in the Budget, which led to an increase in capital expenditure and corresponding decrease in operating expenditure, in accordance with Australian Accounting Standards.</p> <p>The agency closely monitors and reprioritises deliverables within its total appropriation provided by Government, including making appropriate investments to support longer-term requirements for the agency to meet its outcomes.</p> | <p>Statement of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>• Employee benefits</li> <li>• Supplier expenses</li> </ul> <p>Statement of Financial Position:</p> <ul style="list-style-type: none"> <li>• Software</li> <li>• Employee provisions</li> </ul> <p>Cash Flow Statement:</p> <ul style="list-style-type: none"> <li>• Employees (operating activities)</li> <li>• Suppliers (operating activities)</li> <li>• Purchase of property, plant and equipment (investing activities)</li> <li>• Purchase of software (investing activities)</li> </ul> |
| <p>The agency maintains a number of service agreements with other Commonwealth entities, which are recorded in the Budget estimates once the agreement has been finalised with the relevant entity. The agency entered into additional service agreements following the 2025-26 Budget, which resulted in higher revenue from partner agencies including the Department of Veterans' Affairs and National Disability Insurance Agency, along with a corresponding increase in expenditure against Budget.</p>                                                                                                                                                                                                                                                                                                                                           | <p>Statement of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>• Revenue from contracts with customers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <p>The agency holds a substantial building lease portfolio across the country, which primarily consists of commercial office spaces and service centres. Given the commercial sensitivities of these contracts, specific details of new agreements, renewals and right-of-use (ROU) asset additions are not budgeted. The ROU asset and lease liability balances associated with these arrangements are reflected in the Budget estimates as leases are agreed.</p>                                                                                                                                                                                                                                                                                                                                                                                     | <p>Statement of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>• Depreciation and amortisation</li> </ul> <p>Statement of Financial Position:</p> <ul style="list-style-type: none"> <li>• Plant and equipment (including right-of-use)</li> <li>• Land and buildings (including right-of-use)</li> <li>• Leases</li> </ul>                                                                                                                                                                                                                                    |
| <p>As part of the agency's annual review of software assets, the agency completes an impairment assessment for software assets which resulted in a write-down of the asset values. Future write-downs and impairment of assets cannot be quantified at the time of preparing the Budget estimates.</p> <p>The impact of these write-downs is partially offset by higher capitalisation of employee and contractor effort, than estimated in the Budget.</p>                                                                                                                                                                                                                                                                                                                                                                                             | <p>Statement of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>• Write down and impairment of other assets</li> </ul> <p>Statement of Financial Position:</p> <ul style="list-style-type: none"> <li>• Software</li> </ul>                                                                                                                                                                                                                                                                                                                                     |

**SERVICES AUSTRALIA**  
**BUDGET VARIANCE REPORTING**  
*for the year ended 30 June 2026*

**Departmental budget variations (continued)**

| Budget variance explanation                                                                                                                                                                                                                                                                                                                                                                                                       | Affected statements and line items                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The increase in prepayments at 30 June 2026 primarily relates to a larger number and value of contracts for ICT and property services and software, than budgeted. These contracts have been partially amortised in the 2025-26 financial year and have a remaining contract period spanning over future financial years.                                                                                                         | Statement of Financial Position: <ul style="list-style-type: none"><li>• Prepayments</li></ul> Cash Flow Statement: <ul style="list-style-type: none"><li>• Suppliers</li></ul>                                                                                                                             |
| As part of shared service arrangements, the agency is involved in procurement of goods and services on behalf of other Australian Government entities. These arrangements do not represent an expense for Services Australia. From a budget reporting perspective, the cash flows associated with these transactions are shown as a net amount. However, from a financial reporting perspective these are shown on a gross basis. | Cash Flow Statement <ul style="list-style-type: none"><li>• Other cash received (operating activities)</li><li>• Suppliers (operating activities)</li><li>• Section 74 receipts transferred to the Official Public Account (operating activities)</li><li>• Appropriations (operating activities)</li></ul> |

**SERVICES AUSTRALIA**  
**ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME**  
*for the year ended 30 June 2026*

|                                                    |       | 2026          | Restated <sup>1</sup><br>2025 | Original<br>Budget <sup>2</sup><br>2026 |
|----------------------------------------------------|-------|---------------|-------------------------------|-----------------------------------------|
|                                                    | Notes | \$'000        | \$'000                        | \$'000                                  |
| <b>NET COST OF SERVICES</b>                        |       |               |                               |                                         |
| <b>Expenses</b>                                    |       |               |                               |                                         |
| Child support maintenance expenses <sup>1</sup>    |       | -             | -                             | 2,047,913                               |
| Write-down and impairment of assets <sup>1</sup>   | A3.1  | 1,476         | 73,522                        | 102,153                                 |
| Other expenses                                     |       | 696           | -                             | -                                       |
| <b>Total expenses</b>                              |       | <b>2,172</b>  | <b>73,522</b>                 | <b>2,150,066</b>                        |
| <b>Income</b>                                      |       |               |                               |                                         |
|                                                    | A4    |               |                               |                                         |
| <b>Non-taxation revenue</b>                        |       |               |                               |                                         |
| Child support maintenance revenue <sup>1</sup>     |       | -             | -                             | 2,137,662                               |
| Compensation recoveries                            | A4.1  | 73,087        | 70,987                        | 60,914                                  |
| Fees and fines                                     |       | 14,866        | 13,848                        | 21,026                                  |
| Other revenue                                      |       | 214           | 263                           | 330                                     |
| <b>Total non-taxation revenue</b>                  |       | <b>88,167</b> | <b>85,098</b>                 | <b>2,219,932</b>                        |
| <b>Gains</b>                                       |       |               |                               |                                         |
| Reversal of write-down and impairment <sup>1</sup> |       | 10            | -                             | 10,000                                  |
| <b>Total gains</b>                                 |       | <b>10</b>     | <b>-</b>                      | <b>10,000</b>                           |
| <b>Total income</b>                                |       | <b>88,177</b> | <b>85,098</b>                 | <b>2,229,932</b>                        |
| <b>Net contribution by services</b>                |       | <b>86,005</b> | <b>11,576</b>                 | <b>79,866</b>                           |
| <b>Total comprehensive income</b>                  |       | <b>86,005</b> | <b>11,576</b>                 | <b>79,866</b>                           |

<sup>1</sup>Prior period balances have been restated. Refer to note D6 for further details.

<sup>2</sup>Budget reported in the Social Services 2025-26 Portfolio Budget Statements published in March 2025.

The above schedule should be read in conjunction with the accompanying notes.  
Refer to the Administered Budget Variance Reporting for explanations of major variances to the Original Budget.

**SERVICES AUSTRALIA**  
**ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES**  
*as at 30 June 2026*

|                                                               |       | 2026           | Restated <sup>1</sup> | Original            |
|---------------------------------------------------------------|-------|----------------|-----------------------|---------------------|
|                                                               | Notes | \$'000         | 2025                  | Budget <sup>2</sup> |
|                                                               |       |                | \$'000                | 2026                |
|                                                               |       |                |                       | \$'000              |
| <b>ASSETS</b>                                                 |       |                |                       |                     |
| <b>Financial assets</b>                                       |       |                |                       |                     |
| Cash                                                          | B7.1  | 217,907        | 212,876               | 280,668             |
| Other receivables                                             | B7.2  | 36,105         | 27,561                | 20,453              |
| Child support receivables <sup>3</sup>                        | B7.3  | 3,317          | 3,712                 | 1,193,542           |
| <b>Total assets administered on behalf of Government</b>      |       | <b>257,329</b> | <b>244,149</b>        | <b>1,494,663</b>    |
| <b>LIABILITIES</b>                                            |       |                |                       |                     |
| <b>Payables</b>                                               |       |                |                       |                     |
| Child support and other payables <sup>3</sup>                 | B8.1  | 116,094        | 112,861               | 104,921             |
| Recovery of compensation payable                              |       | 6,815          | 10,789                | 10,876              |
| <b>Total payables</b>                                         |       | <b>122,909</b> | <b>123,650</b>        | <b>115,797</b>      |
| <b>Provisions</b>                                             |       |                |                       |                     |
| Child support maintenance provision <sup>1</sup>              |       | -              | -                     | 1,185,695           |
| Recovery of compensation provision                            | B9.1  | 87,715         | 82,423                | 160,641             |
| <b>Total provisions</b>                                       |       | <b>87,715</b>  | <b>82,423</b>         | <b>1,346,336</b>    |
| <b>Total liabilities administered on behalf of Government</b> |       | <b>210,624</b> | <b>206,073</b>        | <b>1,462,133</b>    |
| <b>Net assets</b>                                             |       | <b>46,705</b>  | <b>38,076</b>         | <b>32,530</b>       |

<sup>1</sup>Prior period balances have been restated. Refer to note D6 for further details.

<sup>2</sup>Budget reported in the Social Services 2025-26 Portfolio Budget Statements published in March 2025.

<sup>3</sup>Amounts previously disclosed as child support payments received in advance have been reclassified as child support and other payables to better reflect the nature of these amounts as payable to third parties.

The above schedule should be read in conjunction with the accompanying notes.

Refer to the Administered Budget Variance Reporting for explanations of major variances to the Original Budget.

**SERVICES AUSTRALIA**  
**ADMINISTERED RECONCILIATION SCHEDULE**  
*for the year ended 30 June 2026*

|                                                      |       | 2026<br>\$'000  | Restated <sup>1</sup><br>2025<br>\$'000 |
|------------------------------------------------------|-------|-----------------|-----------------------------------------|
|                                                      | Notes |                 |                                         |
| <b>Opening assets less liabilities as at 1 July</b>  |       | <b>38,076</b>   | 90,835                                  |
| <b>Net contribution by services</b>                  |       |                 |                                         |
| Income <sup>1</sup>                                  |       | <b>88,177</b>   | 85,098                                  |
| Expenses <sup>1</sup>                                |       | <b>(2,172)</b>  | (73,522)                                |
| <b>Transfers from/(to) the Australian Government</b> |       |                 |                                         |
| Cash transfers from Official Public Account          |       |                 |                                         |
| Annual appropriations                                |       | <b>1,170</b>    | 949                                     |
| Special appropriations (unlimited)                   | C1.2  | <b>696</b>      | 871                                     |
| Child Support Special Account <sup>2</sup>           | C2.1  | <b>45,121</b>   | 39,023                                  |
| Cash transfers to Official Public Account            |       |                 |                                         |
| Administered Receipts <sup>3</sup>                   |       | <b>(79,812)</b> | (66,356)                                |
| Child Support Special Account <sup>2</sup>           |       | <b>(44,551)</b> | (38,822)                                |
| <b>Closing assets less liabilities as at 30 June</b> |       | <b>46,705</b>   | 38,076                                  |

**Accounting Policy**

Revenue administered and managed on behalf of the Australian Government is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under parliamentary appropriations (including from special accounts) on behalf of the Government. These transfers to and from the OPA are reported in the Administered Cash Flow Statement, in this schedule and through the special accounts.

<sup>1</sup>Prior period balances have been restated. Refer to note D6 for further details.

<sup>2</sup>Amounts relate to sections 77 and 78 of the *Child Support (Registration and Collection) Act 1988* credited to and debited from the Child Support Special Account.

<sup>3</sup>Revenue from the Recovery of Compensation for Health Care and Other Services Special Account of \$63.7 million (2025: \$50.8 million) has been reclassified as administered receipts to better reflect the nature of these transfers to the Official Public Account which are retained by the Australian Government.

The above schedule should be read in conjunction with the accompanying notes.

**SERVICES AUSTRALIA**  
**ADMINISTERED CASH FLOW STATEMENT**  
*for the year ended 30 June 2026*

|                                                     |       | 2026             | 2025             | Original<br>Budget <sup>1</sup> |
|-----------------------------------------------------|-------|------------------|------------------|---------------------------------|
|                                                     | Notes | \$'000           | \$'000           | 2026<br>\$'000                  |
| <b>OPERATING ACTIVITIES</b>                         |       |                  |                  |                                 |
| <b>Cash received</b>                                |       |                  |                  |                                 |
| Child support                                       |       | 2,083,480        | 2,011,860        | 2,000,539                       |
| Health compensation                                 |       | 464,036          | 547,820          | 616,239                         |
| Fees and fines                                      |       | 14,858           | 13,788           | -                               |
| Other                                               |       | 478              | 690              | -                               |
| <b>Total cash received</b>                          |       | <b>2,562,852</b> | <b>2,574,158</b> | <b>2,616,778</b>                |
| <b>Cash used</b>                                    |       |                  |                  |                                 |
| Child support                                       |       | 2,080,887        | 2,004,614        | 1,983,998                       |
| Health compensation                                 |       | 398,508          | 572,524          | 555,175                         |
| Other                                               |       | 1,050            | 477              | -                               |
| <b>Total cash used</b>                              |       | <b>2,480,445</b> | <b>2,577,615</b> | <b>2,539,173</b>                |
| <b>Net cash from/(used by) operating activities</b> |       | <b>82,407</b>    | <b>(3,457)</b>   | <b>77,605</b>                   |
| Cash from Official Public Account                   |       | 46,987           | 40,843           | 45,983                          |
| Cash to Official Public Account                     |       | (124,363)        | (105,178)        | (123,588)                       |
| <b>Net cash to Official Public Account</b>          |       | <b>(77,376)</b>  | <b>(64,335)</b>  | <b>(77,605)</b>                 |
| <b>Net increase/(decrease) in cash held</b>         |       | <b>5,031</b>     | <b>(67,792)</b>  | <b>-</b>                        |
| Cash at the beginning of the year                   |       | 212,876          | 280,668          | 280,668                         |
| <b>Cash at the end of the year</b>                  | B7.1  | <b>217,907</b>   | <b>212,876</b>   | <b>280,668</b>                  |

<sup>1</sup>Budget reported in the Social Services 2025-26 Portfolio Budget Statements published in March 2025.

The above statement should be read in conjunction with the accompanying notes.  
Refer to the Administered Budget Variance Reporting for explanations of major variances to the Original Budget.

12

## SERVICES AUSTRALIA ADMINISTERED BUDGET VARIANCE REPORTING *for the year ended 30 June 2026*

### Administered budget variations

The table below provides explanations for major variances between the Services Australia (the agency) original administered budget estimates, as published in the Social Services 2025-26 Portfolio Budget Statements (PBS), and the actual financial performance and position for the year ended 30 June 2026. The budget is not audited.

Variances are considered to be 'major' if they are core to the agency's activities and based on the following criteria:

- The variance between budget and actual is greater than +/- 10% and \$50 million of the original budget for a line item.
- An item is below the threshold but is considered important for a reader's understanding or is relevant to an assessment of the discharge of accountability and to an analysis of the agency's performance.

Variances relating to cash flows are a result of the factors explained for net contribution by services, assets or liabilities variations. Unless otherwise individually significant, no additional commentary has been included.

The nature and timing of the Commonwealth's budget process can also contribute to the variances.

| Budget variance explanation                                                                                                                                                                                                                                                                                                                                                                                                                     | Affected statements and line items                                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The agency acts as an intermediary between custodial and non-custodial parents to facilitate payments of child support.</p> <p>During 2025-26, the agency conducted a review of the accounting policy and presentation for these arrangements, which resulted in the adoption of a net presentation in the administered schedules and notes (refer note D6). The outcome of this review was not known at the time of Budget preparation.</p> | <p>Administered Schedule of Comprehensive Income</p> <ul style="list-style-type: none"> <li>• Child support maintenance revenue</li> <li>• Child support maintenance expenses</li> <li>• Write-down and impairment of assets</li> </ul> <p>Administered Schedule of Assets and Liabilities</p> <ul style="list-style-type: none"> <li>• Child support receivables</li> <li>• Child support maintenance provision</li> </ul> |
| <p>Health compensation recovery receipts and payments can vary between years, as the core driver of this balance is dependent on the insurance recovery case numbers and the proportion of insurer advance payments made to the agency.</p>                                                                                                                                                                                                     | <p>Administered Cash Flow Statement</p> <ul style="list-style-type: none"> <li>• Health compensation receipts</li> <li>• Health compensation payments</li> </ul>                                                                                                                                                                                                                                                            |

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**Overview**

**Objectives of Services Australia**

Services Australia (the agency) is an Australian Government controlled not-for-profit entity that delivers Social Security, Health and Child Support programs on behalf of the Australian Government. The objectives of the agency are to deliver high-quality, accessible services and payments to individuals, families, businesses, and partner agencies on behalf of government, with a focus on contemporary service delivery and customer experience.

In 2026, the agency continued to improve its services and systems to establish the capacity, structures and capabilities necessary to sustain change and ensure it delivers simple, helpful, respectful and transparent customer services.

The agency's activities are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, revenue, and expenses controlled or incurred by the agency in its own right. Administered activities (shown with grey shading throughout the financial statements) involve the management and oversight by the agency, on behalf of the Australian Government, of items controlled or incurred by the Australian Government. The agency delivers a significant number of payments and services on behalf of partner agencies, which are reported in the respective partner agency's financial statements.

The continued existence of the agency is dependent on government policy and on continuing funding by Parliament for the agency's activities and programs.

**Basis of preparation of the financial statements**

The annual financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

They have been prepared in accordance with the:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian Accounting Standards and Interpretations that apply for the reporting period, including AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities*.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities which have been recorded at fair value. Except where stated, no allowance is made for the effect of changing prices on the results of the financial position. Unless otherwise stated, administered items are accounted for on the same basis, using the same policies as for departmental items including the application of the Australian Accounting Standards.

The financial statements are presented in Australian dollars. Amounts in the financial statements are generally recognised net of Goods and Services Tax (GST) except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office;
- for receivables and payables;
- notes B2.2 and C1.1; and
- cash flow information, which is reported on a gross basis (i.e. inclusive of GST).

**New accounting standards**

There are no new financial reporting and accounting standards that have been adopted by the agency in the 2025-26 financial year.

**Taxation**

The agency is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and GST. The agency provides Centrepay services which are subject to the Australian Government's competitive neutrality policy including a requirement to make payroll taxation equivalent payments (refer note A1.4).

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**Material estimates and judgements**

In the preparation of the financial statements, management adopts a number of estimates and judgements relating to the treatment of transactions and balances under Australian Accounting Standards. Individually material estimates and judgements are outlined in the notes to which they relate:

| Material accounting estimate/judgement                                                           | Note |
|--------------------------------------------------------------------------------------------------|------|
| Reasonable certainty of option exercise in relation to right-of-use assets and lease liabilities | B2.1 |
| Revaluation of assets                                                                            | B2.1 |
| Impairment of software assets                                                                    | B2.1 |
| Employee provisions                                                                              | B6.1 |
| Compensation recoveries revenue                                                                  | A4.1 |
| Impairment of compensation recoveries receivables                                                | B7.2 |

**Events after the reporting period**

There were no subsequent events that had the potential to significantly affect the ongoing structure and financial activities of the agency.

**Disclosure of Prior Period Error**

In 2026, the agency undertook a review of the accounting policy for the Child Support Program, which resulted in the identification of an accounting error for child support maintenance debt in the Administered Schedule of Comprehensive Income and Schedule of Assets and Liabilities (refer note D6).

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**A: Financial Performance**

**A1: Expenses**

|                                | 2026             | 2025             |
|--------------------------------|------------------|------------------|
|                                | \$'000           | \$'000           |
| <b>A1.1: Employee benefits</b> |                  |                  |
| Wages and salaries             | 2,542,235        | 2,520,036        |
| Superannuation                 |                  |                  |
| Defined contribution plans     | 337,636          | 319,405          |
| Defined benefit plans          | 161,471          | 166,974          |
| Leave and other entitlements   | 599,409          | 580,803          |
| Separations and redundancies   | 4,397            | 2,467            |
| Other employee expenses        | 2,247            | 3,407            |
| <b>Total employee benefits</b> | <b>3,647,395</b> | <b>3,593,092</b> |

**Accounting Policy**

Staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the Public Sector Superannuation accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap and other non-government super funds are defined contribution schemes.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The agency makes employer contributions to the employees' defined benefit superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the government. The agency accounts for contributions as if they were contributions to defined contribution plans.

**A1.2: Supplier expenses**

**Goods and services supplied or rendered**

|                                                                  |                  |                  |
|------------------------------------------------------------------|------------------|------------------|
| Consultants and contractors                                      | 408,689          | 406,707          |
| IT maintenance                                                   | 401,002          | 432,037          |
| Communications                                                   | 302,579          | 249,465          |
| Property operating                                               | 175,805          | 165,201          |
| Customer related                                                 | 51,772           | 53,601           |
| Legal expenses                                                   | 39,534           | 35,827           |
| Staff related                                                    | 27,214           | 34,489           |
| Fees and charges                                                 | 18,803           | 17,871           |
| Travel                                                           | 18,692           | 30,449           |
| Other goods and services expenses                                | 10,827           | 17,553           |
| <b>Total goods and services supplied or rendered<sup>1</sup></b> | <b>1,454,917</b> | <b>1,443,200</b> |

**Other supplier expenses**

|                                |                  |                  |
|--------------------------------|------------------|------------------|
| Workers compensation premium   | 23,561           | 22,270           |
| Short-term leases <sup>2</sup> | 3,275            | (1,777)          |
| Low value leases <sup>2</sup>  | 24               | 130              |
| <b>Total other suppliers</b>   | <b>26,860</b>    | <b>20,623</b>    |
| <b>Total supplier expenses</b> | <b>1,481,777</b> | <b>1,463,823</b> |

The above lease disclosures should be read in conjunction with the accompanying notes A1.3, B2.1 and B5.1.

<sup>1</sup>Includes \$166.2 million (2025: \$196.6 million) in related entity transactions.

<sup>2</sup>The agency has elected not to recognise right-of-use assets and lease liabilities for leases of low value assets or for leases with a lease term of 12 months or less. The agency recognises the lease payments associated with these leases directly as an expense. The agency has short-term lease commitments of nil (2025: \$0.2 million) as at 30 June 2026.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

|                                   | 2026          | 2025          |
|-----------------------------------|---------------|---------------|
|                                   | \$'000        | \$'000        |
| <b><u>A1.3: Finance costs</u></b> |               |               |
| Interest on lease liabilities     | 87,771        | 63,344        |
| Other finance costs               | <u>1,868</u>  | <u>1,876</u>  |
| <b>Total finance costs</b>        | <u>89,639</u> | <u>65,220</u> |

The above note disclosures should be read in conjunction with the accompanying notes B5.1 and B6.2.

|                                                    |              |              |
|----------------------------------------------------|--------------|--------------|
| <b><u>A1.4: Other expenses</u></b>                 |              |              |
| Resolution of claims                               | 1,079        | 1,882        |
| Competitive neutrality - state tax equivalent      | 859          | 683          |
| Legal settlements                                  | 656          | 605          |
| Foreign exchange losses                            | 72           | -            |
| Write-down and impairment of financial instruments | 16           | -            |
| Act of grace payments                              | <u>5</u>     | <u>-</u>     |
| <b>Total other expenses</b>                        | <u>2,687</u> | <u>3,170</u> |

**SERVICES AUSTRALIA****NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS***for the year ended 30 June 2026***A2: Income**

Revenue from contracts with customers primarily relates to the provision of corporate and ICT services to other government entities.

Gains include incidental transactions and events outside of ordinary operations such as contributions of assets at no cost or for nominal consideration, gains arising from the disposal of non-current assets, reversals of provisions, and previous asset write-downs and impairment.

Rental income primarily relates to the provision of accommodation to the National Disability Insurance Agency at Services Australia sites under co-location agreements. These agreements do not constitute sublease arrangements under AASB 16 *Leases*. Co-located agencies do not control the use of the property lease and the risks and rights to the leased assets remain with Services Australia.

|                                                                | 2026<br>\$'000 | 2025<br>\$'000 |
|----------------------------------------------------------------|----------------|----------------|
| <b>A2.1: Revenue from contracts with customers</b>             |                |                |
| Rendering of services                                          |                |                |
| Australian Government entities (related parties)               | 196,825        | 208,473        |
| External parties                                               | 19,491         | 20,344         |
| <b>Total revenue from contracts with customers</b>             | <b>216,316</b> | <b>228,817</b> |
| <b>A2.2: Resources received free of charge</b>                 |                |                |
| Comcover Premium Offset                                        | 2,401          | 2,401          |
| Australian Taxation Office processing fees                     | 1,648          | 1,395          |
| Australian National Audit Office financial statement audit fee | 950            | 1,000          |
| Digital Transformation Agency ICT innovation fund              | -              | 5,200          |
| <b>Total resources received free of charge</b>                 | <b>4,999</b>   | <b>9,996</b>   |

**Accounting Policy***Revenue from contracts with customers*

Revenue is recognised when the agency has satisfied performance obligations contained within customer contracts, either at the point in time at which the customer obtains control of a promised asset and the agency satisfies performance obligations, or over time where the services are provided and consumed simultaneously. For the provision of services, revenue is recognised over time as the services are delivered to the customer. Amounts paid by customers in advance are treated as unearned income until the related performance obligations are satisfied (refer note B4.1).

*Resources received free of charge*

Resources received free of charge are recognised as revenue when the fair value can be reliably determined and the services would have otherwise been purchased. Use of those resources is recognised as an expense.

*Revenue from government*

Amounts appropriated for departmental outputs for the year (adjusted to reflect the agency's funding agreement, formal additions, reductions and restructures) are recognised as revenue from government when the agency gains control of the appropriation. Appropriations receivable are recognised at their nominal amounts (refer note B1.1).

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**A3: Administered - Expenses**

|                                                              | 2026         | Restated <sup>1</sup><br>2025 |
|--------------------------------------------------------------|--------------|-------------------------------|
|                                                              | \$'000       | \$'000                        |
| <b>A3.1: Write-down and impairment of assets</b>             |              |                               |
| Child support write-down and impairment                      | 1,054        | 187                           |
| Child support cost recovery write-down and impairment        | 392          | 44                            |
| Other - fees and fines                                       | 18           | 47                            |
| Child support waivers                                        | 12           | 33                            |
| Compensation recoveries write-down and impairment            | -            | 73,211                        |
| <b>Total write-down and impairment of assets<sup>1</sup></b> | <b>1,476</b> | <b>73,522</b>                 |

<sup>1</sup>Prior period balances have been restated. Refer to note D6 for further details.

**A4: Administered - Income**

|                                                             |               |               |
|-------------------------------------------------------------|---------------|---------------|
| <b>A4.1: Compensation recoveries</b>                        |               |               |
| Recovery of compensation for health care and other services | 73,087        | 70,987        |
| <b>Total compensation recoveries</b>                        | <b>73,087</b> | <b>70,987</b> |

**Accounting Policy**

All administered revenue relates to ordinary activities performed by the agency on behalf of the Australian Government.

*Fees and fines*

Calculation of the penalty amount is determined by the relevant section(s) of the *Child Support (Registration and Collection) Act 1988* and *Child Support (Assessment) Act 1989*. Penalties are recognised as revenue at the time the cash is received. The majority of the fees and fines revenue in administered income relates to the Child Support Program.

**Material Judgement**

*Compensation recoveries revenue*

The agency is responsible for the recovery of Medicare benefits, residential care and home care subsidies where the recipient receives compensation from a third party as a result of an injury or illness for which they have received benefits, in accordance with the *Health and Other Services (Compensation) Act 1995*.

Compensation recovery amounts are recognised as revenue when a notice of charge or notice of past benefits is issued and the recoverable benefits owed to the government have been determined. An estimate is made for claims which were closed with a nil notice of charge, where a potential debt to the Commonwealth still exists at law. These potential debts are fully impaired based on the likelihood of recovery (refer Note B7.2). Estimation techniques used have relied on assumptions such as historic assessments and declarations made by compensation recipients and other events. The revenue estimate includes cases where the benefits have not been confirmed by the injured person.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**B: Financial Position**

**B1: Financial Assets**

|                                                    | 2026             | 2025             |
|----------------------------------------------------|------------------|------------------|
|                                                    | \$'000           | \$'000           |
| <b><u>B1.1: Trade and other receivables</u></b>    |                  |                  |
| <b>Trade receivables in connection with</b>        |                  |                  |
| Goods and services <sup>1</sup>                    | 44,833           | 98,714           |
| <b>Total trade receivables</b>                     | <b>44,833</b>    | <b>98,714</b>    |
| <b>Appropriations receivable</b>                   |                  |                  |
| Operating                                          | 1,055,571        | 1,055,571        |
| Accrued appropriation revenue - operating          | 6,237            | 48,158           |
| <b>Total appropriations receivable<sup>2</sup></b> | <b>1,061,808</b> | <b>1,103,729</b> |
| <b>Other receivables</b>                           |                  |                  |
| Goods and services tax                             | 81,654           | 52,027           |
| <b>Total other receivables</b>                     | <b>81,654</b>    | <b>52,027</b>    |
| <b>Total trade and other receivables (gross)</b>   | <b>1,188,295</b> | <b>1,254,470</b> |
| <b>Less expected credit loss allowance</b>         |                  |                  |
| Trade receivables                                  | (71)             | (82)             |
| <b>Total expected credit loss allowance</b>        | <b>(71)</b>      | <b>(82)</b>      |
| <b>Total trade and other receivables (net)</b>     | <b>1,188,224</b> | <b>1,254,388</b> |

<sup>1</sup>Receivables related to contracts with customers are \$39.8 million (2025: \$92.5 million). These primarily relate to other Australian Government entities.

<sup>2</sup>Departmental Capital Budget and Equity appropriation receivable balance is nil (2025: nil)

**Accounting Policy**

*Cash*

Cash is recognised at its nominal amount. Cash includes cash on hand.

*Trade and other receivables*

The agency classifies its financial assets at the time of initial recognition depending on the nature and purpose of the asset. All receivables are classified as trade and other receivables and are expected to be recovered within 12 months unless otherwise indicated.

Trade receivables are recognised when the agency becomes party to an agreement and has the right to receive cash. Trade receivables have a maximum term of 30 days (2025: 30 days) and are recognised at the nominal amount due, less any impairment loss allowance. The collectability of debts are reviewed at the end of the reporting period and an impairment loss allowance is recognised.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**B2: Non-Financial Assets**

**B2.1 Property, plant and equipment and software**

The asset capitalisation thresholds and useful lives for all asset classes remain unchanged from 2025.

| Departmental assets           | 2026<br>Useful life                                         | 2026<br>Threshold     |
|-------------------------------|-------------------------------------------------------------|-----------------------|
| Land                          | Unlimited                                                   | nil                   |
| Buildings                     | 50 years                                                    | nil                   |
| Leasehold improvements        | Shorter of unexpired lease term <sup>1</sup> or useful life | \$20,000              |
| General plant and equipment   | 3 to 10 years                                               | \$3,000               |
| ICT desktop equipment         | 2 to 4 years                                                | \$1,000 <sup>2</sup>  |
| ICT data centre equipment     | 5 years <sup>3</sup>                                        | \$10,000              |
| Purchased software            | 2 to 10 years                                               | \$100,000             |
| Internally developed software | 2 to 5 years <sup>3</sup>                                   | \$1,000,000           |
| Right-of-use assets           | Lease term <sup>1</sup>                                     | \$10,000 <sup>4</sup> |

<sup>1</sup>The term of the lease includes any lease options where there is a reasonable expectation that the lease option may be exercised.

<sup>2</sup>ICT desktop equipment acquired with a value of less than \$1,000 are treated as low value pooled assets with a useful life of 2 years.

<sup>3</sup>In limited circumstances, a longer useful life has been applied to more appropriately reflect the usage of the assets.

<sup>4</sup>Refers to the underlying asset value, not the calculated right-of-use asset.

**Material Judgement**

*Revaluation of owned assets*

All owned property, plant and equipment is measured at the estimated fair value in the Statement of Financial Position. Leasehold improvements are assessed annually, and ICT equipment is assessed regularly in line with the agency's asset management guidance. The agency engages an independent valuer to assess the fair value of all property, plant and equipment. This assessment is based on data provided by the agency.

The valuation of the agency's property, plant and equipment requires significant management judgement and assumptions. These judgements include the asset's estimated useful life, capitalisation rates, benefit to the agency, condition of the assets, and indicators of impairment.

*Impairment of software assets*

All software assets are assessed annually for indicators of impairment, which involves the application of professional judgement in considering a range of internal and external sources of information. The factors considered by the agency include whether the software asset is working as intended and meeting the agency's requirements, any recent legislative changes, technology obsolescence, and the availability of future funding to enhance the system's functionality. Where required, professional judgement is applied to assess the usability and useful life of current software assets.

Where impairment indicators exist for an asset, an assessment is conducted to determine whether the asset's carrying amount exceeds its recoverable amount for the purposes of determining whether an impairment loss is recognised. This process may involve judgements in the calculation of expected costs of disposal or the asset's depreciated replacement cost.

*Reasonable certainty of option exercise in relation to right-of-use (ROU) assets*

The agency enters into property lease arrangements for its national network of service centres as well as office accommodation. A significant number of leases have options for the agency to extend its ROU beyond the initial term. The next available option is included in the measurement of the ROU asset and lease liability when management makes the judgement that the option is reasonably certain to be exercised based on historical experience and the circumstances of a particular location.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

---

**Accounting Policy**

*Property, plant and equipment*

Depreciation rates are applied on a straight-line basis. Rates, useful lives and indicators of impairment are assessed annually, with any adjustments recognised as appropriate.

All property, plant and equipment (except for ROU) is reported at fair value (refer note B3). Revaluations are conducted by an independent valuer. Assets under construction are carried at cost, which is considered an acceptable fair value proxy. An indexation test is applied annually to verify the carrying amount is reasonable.

*Intangibles*

Software assets are carried at cost less accumulated amortisation and impairment.

Where material software assets have not been budgeted to be enhanced, replaced, or retired, a minimum remaining useful life of two years is applied. A longer useful life has been applied if this is determined to more appropriately reflect the use of the software asset.

All software assets are assessed annually for impairment and, where appropriate, the asset's carrying value is adjusted. Impairment is assessed by management applying professional judgement. This assessment reviews the remaining useful life, takes into account how assets are being used and impacted by factors such as legislative changes, program cessations and platform changes.

*Leased ROU assets*

Leased ROU assets are measured at cost at the commencement date of the lease and are comprised of the initial lease liability amount including option terms which are reasonably expected to be exercised, initial direct costs incurred when entering into the lease, and impacts of any lease incentives.

The carrying value may be adjusted where there are subsequent modifications to the lease contract.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**B2.1: Reconciliation of the opening and closing balances of property, plant and equipment and software**

|                                                              | Plant and equipment          |                 | Land and buildings           |                 | Software        |                 |
|--------------------------------------------------------------|------------------------------|-----------------|------------------------------|-----------------|-----------------|-----------------|
|                                                              | Owned Right-of-use<br>\$'000 | Total<br>\$'000 | Owned Right-of-use<br>\$'000 | Total<br>\$'000 | Total<br>\$'000 | Total<br>\$'000 |
| <b>Total as at 30 June 2025</b>                              | 335,096                      | 411,682         | 716,145                      | 2,219,126       | 2,935,271       | 1,028,367       |
| Gross book value                                             | 548,622                      | 693,247         | 770,715                      | 3,833,480       | 4,604,195       | 2,433,158       |
| Accumulated depreciation and amortisation                    | (213,526)                    | (68,039)        | (54,570)                     | (1,614,354)     | (1,668,924)     | (1,404,791)     |
| <b>Total as at 1 July 2025</b>                               | 335,096                      | 411,682         | 716,145                      | 2,219,126       | 2,935,271       | 1,028,367       |
| <b>Additions</b>                                             |                              |                 |                              |                 |                 |                 |
| Purchase or internally developed                             | 136,168                      | 136,168         | 91,749                       | -               | 91,749          | 239,857         |
| Right-of-use assets                                          | -                            | 1,852           | -                            | 42,344          | 42,344          | -               |
| Revaluations recognised in other comprehensive income        | 5,381                        | 5,381           | 9,335                        | -               | 9,335           | -               |
| Write-down and impairment recognised in net cost of services | (4,165)                      | (4,165)         | (3,771)                      | -               | (3,771)         | (117,508)       |
| Depreciation and amortisation expense                        | (111,463)                    | (41,310)        | (113,013)                    | (327,604)       | (440,617)       | (229,411)       |
| Other movements <sup>1</sup>                                 | (1,269)                      | 78,300          | (2,509)                      | 275,179         | 272,670         | 1,443           |
| Disposals                                                    | (154)                        | (57)            | -                            | -               | -               | (211)           |
| <b>Total as at 30 June 2026</b>                              | 359,594                      | 474,965         | 697,936                      | 2,209,045       | 2,906,981       | 922,748         |
| Gross book value <sup>2</sup>                                | 538,429                      | 759,299         | 783,849                      | 4,041,784       | 4,825,633       | 2,438,550       |
| Accumulated depreciation and amortisation                    | (178,835)                    | (105,499)       | (85,913)                     | (1,832,739)     | (1,918,652)     | (1,515,802)     |
| <b>Total as at 30 June 2026</b>                              | 359,594                      | 474,965         | 697,936                      | 2,209,045       | 2,906,981       | 922,748         |

<sup>1</sup>Includes early termination, remeasurements and modifications of right-of-use assets; assets received at no cost; found assets; increase to make good assets and transferred between asset categories.  
<sup>2</sup>Includes asset under construction amounts for land and buildings of \$62.7 million (2025: \$224.7 million), plant and equipment of \$133.0 million (2025: \$76.6 million), and software of \$156.3 million (2025: \$400.3 million).

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**B2.2 Capital commitments payable (GST inclusive)**

|                          | Between        |               |                | Between       |              |               |
|--------------------------|----------------|---------------|----------------|---------------|--------------|---------------|
|                          | <1 year        | 1-5 years     | Total          | <1 year       | 1-5 years    | Total         |
|                          | 2026           | 2026          | 2026           | 2025          | 2025         | 2025          |
|                          | \$'000         | \$'000        | \$'000         | \$'000        | \$'000       | \$'000        |
| Land and buildings       | 125,787        | 43,301        | 169,088        | 51,239        | 2,316        | 53,555        |
| Plant and equipment      | 4,033          | 909           | 4,942          | 7,406         | 1,705        | 9,111         |
| Intangibles              | -              | -             | -              | 441           | -            | 441           |
| <b>Total<sup>1</sup></b> | <b>129,820</b> | <b>44,210</b> | <b>174,030</b> | <b>59,086</b> | <b>4,021</b> | <b>63,107</b> |

<sup>1</sup>Contractual obligations primarily for the purchase of leasehold improvements and information and communication technology hardware and software.

**B3: Fair Value Measurement**

In 2026, Jones Lang LaSalle Advisory Services Pty Limited conducted a revaluation of all leasehold improvement assets (and associated make good) and data centre equipment (2025: all leasehold improvements, land and buildings, PCs and mobile computing devices, and ICT monitors). Results of the revaluation are disclosed in note B2.1.

The following table provides an analysis of assets that are measured at fair value. The remaining assets disclosed in the Statement of Financial Position do not apply the fair value hierarchy.

| Fair value measurements           | Level <sup>1</sup> | 2026             | 2025             |
|-----------------------------------|--------------------|------------------|------------------|
|                                   |                    | \$'000           | \$'000           |
| <b>Non-financial assets</b>       |                    |                  |                  |
| Leasehold improvements            | 3                  | 663,665          | 688,451          |
| Plant and equipment               | 2                  | 266,298          | 227,696          |
| Plant and equipment               | 3                  | 93,296           | 107,400          |
| Freehold land and buildings       | 3                  | 17,575           | 18,271           |
| Freehold land and buildings       | 2                  | 16,696           | 9,423            |
| <b>Total non-financial assets</b> |                    | <b>1,057,530</b> | <b>1,051,241</b> |

<sup>1</sup>In 2026, \$49.8 million (2025: \$1.3 million) assets were transferred from level 2 to level 3 and \$23.3 million (2025: \$0.6 million) were transferred from level 3 to level 2, due to a change in observable inputs.

**Accounting Policy**

The agency adopts a risk-based asset valuation approach to measure non-financial assets at fair value in accordance with AASB 13 *Fair Value Measurement*. Each class of non-financial assets, excluding software and right-of-use assets, is subject to a formal independent valuation at least once every three years contingent on an annual risk assessment. In years where a formal desktop valuation is not undertaken, non-financial assets are subject to a management assessment.

Fair value is a market-based, rather than entity specific, measurement. The objective in all cases is to estimate the price at which an orderly transaction to sell the asset would take place between market participants under current market conditions at the measurement date. Where possible, assets are valued based upon observable inputs, such as quoted prices in active markets or other market transactions or information. Where this information is not available, valuation techniques rely upon unobservable inputs.

The different levels of the fair value hierarchy are:

Level 1: Quoted prices (unadjusted) in active markets for identical assets.

Level 2: Observable inputs (other than Level 1 inputs) for the asset, either directly or indirectly. For example, quoted prices for similar assets or quoted prices for identical assets in inactive markets.

Level 3: Unobservable inputs for the asset which rely on professional judgement as opposed to observable evidence from market related data. For example, entity-specific assumptions, modelling, and/or use of limited market data.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

| <b>B4: Payables</b>                                            |                  |                  |
|----------------------------------------------------------------|------------------|------------------|
|                                                                | 2026             | 2025             |
|                                                                | \$'000           | \$'000           |
| <b>B4.1: Other payables</b>                                    |                  |                  |
| Unearned income                                                | 28,620           | 414              |
| Competitive neutrality                                         | 859              | 683              |
| Fringe benefits tax                                            | 606              | 63               |
| <b>Total other payables</b>                                    | <b>30,085</b>    | <b>1,160</b>     |
| <b>B5: Interest Bearing Liabilities</b>                        |                  |                  |
| <b>B5.1: Leases</b>                                            |                  |                  |
| <b>Lease liabilities</b>                                       |                  |                  |
| Buildings                                                      | 2,416,859        | 2,376,546        |
| Plant and equipment                                            | 86,672           | 69,773           |
| Land                                                           | 1,002            | 1,024            |
| <b>Total leases<sup>1</sup></b>                                | <b>2,504,533</b> | <b>2,447,343</b> |
| <b>Maturity analysis - contractual undiscounted cash flows</b> |                  |                  |
| Within 1 year                                                  | 367,511          | 379,203          |
| Between 1 to 5 years                                           | 1,239,947        | 1,132,012        |
| More than 5 years                                              | 1,432,302        | 1,471,915        |
| <b>Total leases<sup>2</sup></b>                                | <b>3,039,760</b> | <b>2,983,130</b> |

<sup>1</sup>Total cash outflow for leases for the year ended 30 June 2026 was \$427.2 million (2025: \$413.1 million).

<sup>2</sup>The agency in its capacity as lessee holds significant property leases in Canberra, Adelaide and Brisbane that make up \$1,637.7 million (2025: \$1,732.4 million) of the above costs.

The above note disclosure should be read in conjunction with the accompanying notes A1.3 and B2.1.

**Accounting Policy**

For all new contracts entered into, the agency considers whether the contract contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the agency's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**B6: Provisions**

|                                  | 2026           | 2025           |
|----------------------------------|----------------|----------------|
|                                  | \$'000         | \$'000         |
| <b>B6.1: Employee provisions</b> |                |                |
| Leave                            | 939,314        | 875,774        |
| <b>Total employee provisions</b> | <b>939,314</b> | <b>875,774</b> |

**Accounting Policy**

Employee provisions include annual and long service leave. No provision is made for personal leave, which is non-vesting.

Liabilities for short-term employee benefits and termination benefits expected to be settled wholly within 12 months of the end of reporting period are measured at their nominal amounts. In accordance with AASB 119 *Employee Benefits*, annual leave and long service leave liabilities are measured at the present value of the estimated future cash outflows.

**Material Judgement**

The liability for long service leave has been determined by reference to the actuarial review. In 2024-25, the agency engaged the Australian Government Actuary (AGA) to undertake a triennial actuarial assessment of the leave provisions. The AGA has determined that the factors recommended through the triennial review remain appropriate as at 30 June 2026.

The estimate of future cash outflows requires management and independent actuarial assessment of assumed salary growth rates, future on-cost rates, the likely tenure of existing staff, and patterns of leave claims and payouts. The future cash outflows are then discounted to present value using market yields on government bonds which have a comparable term to the leave obligations, in accordance with AASB 119 *Employee Benefits*.

**B6.2: Other provisions**

|                               |               |               |
|-------------------------------|---------------|---------------|
| Property make good            | 46,005        | 50,705        |
| Resolution of claims          | 758           | 781           |
| <b>Total other provisions</b> | <b>46,763</b> | <b>51,486</b> |

**Movements in other provisions**

|                                                  | Property<br>make good <sup>1</sup><br>\$'000 | Resolution of<br>claims<br>\$'000 | Total<br>\$'000 |
|--------------------------------------------------|----------------------------------------------|-----------------------------------|-----------------|
| <b>As at 1 July 2025</b>                         | <b>50,705</b>                                | <b>781</b>                        | <b>51,486</b>   |
| Additional provisions made                       | 433                                          | 1,720                             | 2,153           |
| Amounts used                                     | (736)                                        | (1,743)                           | (2,479)         |
| Amounts reversed <sup>2</sup>                    | (6,262)                                      | -                                 | (6,262)         |
| Unwinding of discount or change in discount rate | 1,865                                        | -                                 | 1,865           |
| <b>Total as at 30 June 2026</b>                  | <b>46,005</b>                                | <b>758</b>                        | <b>46,763</b>   |

<sup>1</sup>There are 354 (2025: 357) agreements for the leasing of premises which have provisions requiring the agency to restore the premises to their original condition at the cessation of the lease.

<sup>2</sup>The provision reversed includes property make good revaluations decrease of \$1.7 million, with a corresponding increment to the asset revaluation reserve.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

| <b>B7: Administered - Financial Assets</b> |                |                |
|--------------------------------------------|----------------|----------------|
|                                            | <b>2026</b>    | <b>2025</b>    |
|                                            | <b>\$'000</b>  | <b>\$'000</b>  |
| <b><u>B7.1: Cash</u></b>                   |                |                |
| Special account cash - held by the agency  | 104,912        | 109,436        |
| Special account cash - held in the OPA     | 112,995        | 103,440        |
| <b>Total cash</b>                          | <b>217,907</b> | <b>212,876</b> |
| <b><u>B7.2: Other receivables</u></b>      |                |                |
| Fees and fines                             | 2,961          | 2,953          |
| Less: impairment loss                      | (2,828)        | (2,810)        |
| <b>Net fees and fines receivables</b>      | <b>133</b>     | <b>143</b>     |
| Cost recovery                              | 2,004          | 1,935          |
| Less: impairment loss                      | (1,406)        | (1,014)        |
| <b>Net cost recovery receivables</b>       | <b>598</b>     | <b>921</b>     |
| Debt repayment                             | 172            | 172            |
| Less: impairment loss                      | (172)          | (172)          |
| <b>Net debt repayment receivables</b>      | <b>-</b>       | <b>-</b>       |
| Compensation recoveries                    | 104,805        | 97,956         |
| Less: impairment loss                      | (69,431)       | (71,459)       |
| <b>Net total compensation recoveries</b>   | <b>35,374</b>  | <b>26,497</b>  |
| <b>Total net other receivables</b>         | <b>36,105</b>  | <b>27,561</b>  |

**Accounting Policy**

Cash is a financial instrument (refer note D2) and is recognised at its nominal amount. Cash includes cash in special accounts (refer note C2).

**Material Judgement**

*Impairment of compensation recoveries receivables*

Compensation recovery receivables include an estimate for claims which were closed with a nil notice of charge, where a potential debt to the Commonwealth still exists at law. Estimation techniques used have relied on assumptions such as historic assessments and declarations made by compensation recipients and other events. The receivables estimate includes cases where the benefits have not been confirmed by the injured person. The valuation of the impairment provision is based on historical repayment data to determine projected future repayment expectations. The agency has assessed that there is no probability of collection of these potential debts, based on debt recovery activity to date.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

|                                               | 2026         | Restated <sup>1</sup><br>2025 |
|-----------------------------------------------|--------------|-------------------------------|
|                                               | \$'000       | \$'000                        |
| <b>B7.3: Child support receivables</b>        |              |                               |
| Customer miscellaneous receivables            | 4,192        | 4,103                         |
| Less: impairment loss                         | (2,397)      | (1,663)                       |
| <b>Net customer miscellaneous receivables</b> | <b>1,795</b> | <b>2,440</b>                  |
| Client top up receivables                     | 2,650        | 2,154                         |
| Less: impairment loss                         | (1,128)      | (882)                         |
| <b>Net client top up receivables</b>          | <b>1,522</b> | <b>1,272</b>                  |
| <b>Total net child support receivables</b>    | <b>3,317</b> | <b>3,712</b>                  |

<sup>1</sup>Prior period balances have been restated. Refer to note D6 for further details.

**Accounting Policy**

*Child support penalty receivables*

Child support penalty revenue is recognised at the time cash is received, not when the debt is raised (refer note A4). As at 30 June 2026, amounts not recorded in the financial statements included total outstanding penalty debt of \$1.5 billion (2025: \$1.3 billion), penalty debts raised during 2026 of \$201.9 million (2025: \$882.2 million), and total penalty debts remitted, written off, waived or discharged of \$73.5 million (2025: \$70.1 million).

*Child support maintenance debt*

The agency acts as the intermediary in the transfer of child support payments, which are collected from the paying parent and then paid to the receiving parent. These debts are accounted on a net (pass-through) basis in accordance with AASB 9 *Financial Instruments* and not recorded in the Administered Schedule of Assets and Liabilities. The Australian Government does not have any financial exposure for these transactions, given that the agency acts as the intermediary only. The total amounts not recorded in the financial statements that remain outstanding at the end of the period are as follows:

|                                             |                  |                  |
|---------------------------------------------|------------------|------------------|
| <b>Child support maintenance debt</b>       |                  |                  |
| Not overdue                                 | 152,430          | 147,415          |
| Overdue by                                  |                  |                  |
| 0 to 30 days                                | 76,240           | 71,927           |
| 31 to 60 days                               | 57,184           | 57,312           |
| 61 to 90 days                               | 52,343           | 51,614           |
| More than 90 days                           | 1,741,762        | 1,642,493        |
| <b>Total Child support maintenance debt</b> | <b>2,079,959</b> | <b>1,970,761</b> |

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**B8: Administered - Payables**

|                                                      | 2026           | Restated <sup>1</sup><br>2025 |
|------------------------------------------------------|----------------|-------------------------------|
|                                                      | \$'000         | \$'000                        |
| <b><u>B8.1: Child support and other payables</u></b> |                |                               |
| Child support maintenance <sup>1</sup>               | 115,821        | 112,567                       |
| Other payables                                       | 273            | 294                           |
| <b>Total child support and other payables</b>        | <b>116,094</b> | <b>112,861</b>                |

<sup>1</sup>Amounts previously disclosed as child support payments received in advance have been reclassified as child support maintenance to better reflect the nature of these amounts as payable to third parties.

**Accounting Policy**

Recovery of compensation payable as shown in the Administered Schedule of Assets and Liabilities reflects amounts collected from insurers and third parties for compensation recovery claims to be transferred to the claimant or the OPA following finalisation of the assessment.

Child support maintenance payables reflect amounts collected to be transferred to the receiving parent. All payables are expected to be settled within 12 months and are measured at their nominal amount.

**B9: Administered - Provisions**

**B9.1 Provisions**

**Movement in Provisions**

|                                 | Recovery of compensation<br>\$'000 |
|---------------------------------|------------------------------------|
| <b>As at 1 July 2025</b>        | <b>82,423</b>                      |
| Additional provisions made      | 464,037                            |
| Amounts used                    | (458,745)                          |
| <b>Total as at 30 June 2026</b> | <b>87,715</b>                      |

**Accounting Policy**

Recovery of compensation provision reflects amounts collected from insurers and third parties for compensation recovery claims where the assessment to determine the appropriate allocation of funds has not yet been performed. Once an assessment is complete, amounts previously recognised in the provision are transferred to the recovery of compensation payable to be returned to the claimant or the OPA.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**C: Funding**  
**C1: Appropriations**

**C1.1: Annual appropriations**

|                                                          | Total unspent<br>30 June 2025<br>\$'000 | Amount appropriated in 2025-26          |                                             |                                                    | Repealed<br>appropriation<br>\$'000 | Total unspent<br>30 June 2026<br>\$'000 |
|----------------------------------------------------------|-----------------------------------------|-----------------------------------------|---------------------------------------------|----------------------------------------------------|-------------------------------------|-----------------------------------------|
|                                                          |                                         | Current year<br>Appropriation<br>\$'000 | Section 74 Receipts<br>and others<br>\$'000 | Recoverable<br>GST Receipts <sup>1</sup><br>\$'000 |                                     |                                         |
| <b>Departmental - Ordinary Annual Services</b>           |                                         |                                         |                                             |                                                    |                                     |                                         |
| Supply Act (No. 1) 2022-2023 - DCB <sup>2,3</sup>        | 17,301                                  | -                                       | -                                           | -                                                  | (17,301)                            | -                                       |
| Supply Act (No. 3) 2022-2023 - DCB <sup>2,3</sup>        | 13                                      | -                                       | -                                           | -                                                  | (13)                                | -                                       |
| Appropriation Act (No. 1) 2023-2024 <sup>4,5</sup>       | 5,222                                   | -                                       | -                                           | -                                                  | -                                   | 5,222                                   |
| Appropriation Act (No. 1) 2024-2025 <sup>5</sup>         | 1,076,429                               | -                                       | -                                           | -                                                  | (1,055,571)                         | 20,858                                  |
| Appropriation Act (No. 3) 2024-2025 <sup>5</sup>         | 25,532                                  | -                                       | -                                           | -                                                  | -                                   | 25,532                                  |
| Appropriation Act (No. 3) 2024-2025 - DCB <sup>3,5</sup> | 4,894                                   | -                                       | -                                           | -                                                  | -                                   | 4,894                                   |
| Supply Act (No. 1) 2025-2026 <sup>6</sup>                | -                                       | 3,984,897                               | 104,355                                     | 100,362                                            | (4,189,614)                         | -                                       |
| Supply Act (No. 1) 2025-2026 - DCB <sup>3</sup>          | -                                       | 120,664                                 | -                                           | -                                                  | (120,664)                           | -                                       |
| Appropriation Act (No. 1) 2025-2026 <sup>6,7</sup>       | -                                       | 1,358,265                               | 197,506                                     | 73,393                                             | (513,710)                           | -                                       |
| Appropriation Act (No. 1) 2025-2026 - DCB <sup>3</sup>   | -                                       | 40,221                                  | -                                           | -                                                  | (40,221)                            | -                                       |
| Appropriation Act (No. 3) 2025-2026 <sup>6</sup>         | -                                       | 158,494                                 | 129,157                                     | 32,691                                             | (320,342)                           | -                                       |
| Appropriation Act (No. 5) 2025-2026 <sup>6</sup>         | -                                       | 64,258                                  | 20,124                                      | -                                                  | (84,382)                            | -                                       |
| Cash                                                     | 22,910                                  | -                                       | -                                           | -                                                  | 520                                 | 23,430                                  |
| <b>Total ordinary annual services</b>                    | <b>1,152,301</b>                        | <b>5,726,799</b>                        | <b>451,142</b>                              | <b>206,446</b>                                     | <b>(17,314)</b>                     | <b>1,195,390</b>                        |
| <b>Departmental - Other Services</b>                     |                                         |                                         |                                             |                                                    |                                     |                                         |
| Appropriation Act (No. 2) 2023-2024 <sup>4,5</sup>       | 1,032                                   | -                                       | -                                           | -                                                  | -                                   | 1,032                                   |
| Appropriation Act (No. 4) 2023-2024 <sup>4,5</sup>       | 9,787                                   | -                                       | -                                           | -                                                  | -                                   | 9,787                                   |
| Appropriation Act (No. 2) 2024-2025 <sup>5</sup>         | 24,983                                  | -                                       | -                                           | -                                                  | -                                   | 24,983                                  |
| Appropriation Act (No. 4) 2024-2025 <sup>5</sup>         | 28,193                                  | -                                       | -                                           | -                                                  | -                                   | 28,193                                  |
| Supply Act (No. 2) 2025-2026 <sup>5</sup>                | -                                       | 129,693                                 | -                                           | -                                                  | (119,974)                           | 9,719                                   |
| Appropriation Act (No. 2) 2025-2026 <sup>5</sup>         | -                                       | 54,897                                  | -                                           | -                                                  | (30,980)                            | 23,917                                  |
| Appropriation Act (No. 4) 2025-2026                      | -                                       | 22,065                                  | -                                           | -                                                  | (22,065)                            | -                                       |
| Total other services                                     | 63,995                                  | 206,655                                 | -                                           | -                                                  | (173,019)                           | 97,631                                  |
| <b>Total Departmental</b>                                | <b>1,216,296</b>                        | <b>5,933,454</b>                        | <b>451,142</b>                              | <b>206,446</b>                                     | <b>(17,314)</b>                     | <b>1,293,021</b>                        |

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**C1.1: Annual appropriations continued**

|                                                  | Total unspent<br>30 June 2025<br>\$'000 | Amount appropriated in 2025-26          |                                             |                                  | Appropriation<br>applied in 2025-26  |                                     | Total unspent<br>30 June 2026<br>\$'000 |
|--------------------------------------------------|-----------------------------------------|-----------------------------------------|---------------------------------------------|----------------------------------|--------------------------------------|-------------------------------------|-----------------------------------------|
|                                                  |                                         | Current year<br>Appropriation<br>\$'000 | Section 74 Receipts<br>and others<br>\$'000 | Total<br>appropriation<br>\$'000 | Current and<br>prior years<br>\$'000 | Repealed<br>appropriation<br>\$'000 |                                         |
| <b>Administered</b>                              |                                         |                                         |                                             |                                  |                                      |                                     |                                         |
| Supply Act (No. 1) 2022-2023 <sup>2</sup>        | 1,353                                   | -                                       | -                                           | -                                | -                                    | (1,353)                             | -                                       |
| Appropriation Act (No. 1) 2023-2024 <sup>4</sup> | 957                                     | -                                       | -                                           | -                                | -                                    | -                                   | 957                                     |
| Appropriation Act (No. 3) 2023-2024 <sup>4</sup> | 17                                      | -                                       | -                                           | -                                | -                                    | -                                   | 17                                      |
| Appropriation Act (No. 1) 2024-2025 <sup>8</sup> | 776                                     | -                                       | -                                           | -                                | -                                    | -                                   | 776                                     |
| Appropriation Act (No. 3) 2024-2025              | 308                                     | -                                       | -                                           | -                                | -                                    | -                                   | 308                                     |
| Appropriation Act (No. 1) 2025-2026              | -                                       | 327                                     | -                                           | 327                              | -                                    | -                                   | 327                                     |
| <b>Total Administered</b>                        | <b>3,411</b>                            | <b>983</b>                              | <b>1,078</b>                                | <b>2,061</b>                     | <b>(1,171)</b>                       | <b>-</b>                            | <b>890</b>                              |
|                                                  |                                         | <b>1,310</b>                            | <b>1,078</b>                                | <b>2,388</b>                     | <b>(1,171)</b>                       | <b>(1,353)</b>                      | <b>3,275</b>                            |

<sup>1</sup>In 2026, the agency changed the presentation of appropriations disclosed in the appropriation note to include GST amounts retained under section 74 of the PGPA Act in accordance with guidance from the Department of Finance issued in March 2026. In prior years, retainable GST under section 74 of the PGPA Act was excluded from the appropriation note.

<sup>2</sup>2022-23 Supply and Appropriation Acts automatically repealed on 1 July 2025.

<sup>3</sup>Departmental Capital Budgets (DCB) are appropriated through Appropriation Acts (No. 1 & 3) and Supply Acts (No. 1 & 3). They form part of ordinary annual services and are not separately identified in the Appropriation and Supply Acts.

<sup>4</sup>2023-24 Appropriation Acts will be automatically repealed on 1 July 2026.

<sup>5</sup>The total unspent 30 June 2026 balance for this appropriation has been withheld by a direction issued under section 51 of the PGPA Act. Whilst the funding is legally available, it cannot be used by the agency unless the section 51 direction is modified or reversed.

<sup>6</sup>In 2026, the revenue from Government reported in the Statement of Comprehensive Income is \$5,464.1 million, \$101.8 million lower than the ordinary annual services appropriation of \$5,565.9 million. This is due to adjustments that met the recognition criteria of a formal amendment to revenue.

<sup>7</sup>The balance includes \$59.9 million departmental appropriations withheld under PGPA Act section 51.

<sup>8</sup>The balance includes \$6,000 administered appropriations withheld under PGPA Act section 51.

<sup>9</sup>The balance includes \$345,000 administered appropriations withheld under PGPA Act section 51.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**C1.1: Annual appropriations (recoverable GST exclusive) continued**

|                                                          | Total<br>unspent<br>30 June 2024<br>\$'000 | Amount appropriated in 2024-25          |                                             |                                  | Appropriation<br>applied in 2024-25<br>prior years<br>\$'000 | Repealed<br>appropriation<br>30 June 2025<br>\$'000 | Total<br>unspent<br>30 June 2025<br>\$'000 |
|----------------------------------------------------------|--------------------------------------------|-----------------------------------------|---------------------------------------------|----------------------------------|--------------------------------------------------------------|-----------------------------------------------------|--------------------------------------------|
|                                                          |                                            | Current year<br>Appropriation<br>\$'000 | Section 74 Receipts<br>and others<br>\$'000 | Total<br>appropriation<br>\$'000 |                                                              |                                                     |                                            |
| Annual appropriations for 2025                           |                                            |                                         |                                             |                                  |                                                              |                                                     |                                            |
| Departmental - Ordinary Annual Services                  |                                            |                                         |                                             |                                  |                                                              |                                                     |                                            |
| Appropriation Act (No. 1) 2021-2022 <sup>1</sup>         | 34,152                                     | -                                       | -                                           | -                                | -                                                            | (34,152)                                            | -                                          |
| Supply Act (No. 1) 2022-2023 - DCB <sup>2,3,4</sup>      | 17,301                                     | -                                       | -                                           | -                                | -                                                            | -                                                   | 17,301                                     |
| Supply Act (No. 3) 2022-2023 - DCB <sup>2,3,4</sup>      | 13                                         | -                                       | -                                           | -                                | -                                                            | -                                                   | 13                                         |
| Appropriation Act (No. 1) 2023-2024 <sup>3</sup>         | 623,361                                    | -                                       | -                                           | -                                | (618,139)                                                    | -                                                   | 5,222                                      |
| Appropriation Act (No. 3) 2023-2024                      | 343,836                                    | -                                       | -                                           | -                                | (343,836)                                                    | -                                                   | -                                          |
| Appropriation Act (No. 5) 2023-2024                      | 93,596                                     | -                                       | -                                           | -                                | (93,596)                                                     | -                                                   | -                                          |
| Appropriation Act (No. 1) 2024-2025 <sup>5,6</sup>       | -                                          | 5,312,263                               | 115,444                                     | 5,427,707                        | (4,351,278)                                                  | -                                                   | 1,076,429                                  |
| Appropriation Act (No. 1) 2024-2025 - DCB <sup>4</sup>   | -                                          | 159,277                                 | -                                           | 159,277                          | (159,277)                                                    | -                                                   | -                                          |
| Appropriation Act (No. 3) 2024-2025 <sup>5,6</sup>       | -                                          | 76,321                                  | 155,265                                     | 231,586                          | (206,054)                                                    | -                                                   | 25,532                                     |
| Appropriation Act (No. 3) 2024-2025 - DCB <sup>3,4</sup> | -                                          | 4,894                                   | -                                           | 4,894                            | -                                                            | -                                                   | 4,894                                      |
| Cash                                                     | 21,304                                     | -                                       | -                                           | -                                | 1,606                                                        | -                                                   | 22,910                                     |
| <b>Total ordinary annual services</b>                    | <b>1,133,563</b>                           | <b>5,552,755</b>                        | <b>270,709</b>                              | <b>5,823,464</b>                 | <b>(5,770,574)</b>                                           | <b>(34,152)</b>                                     | <b>1,152,301</b>                           |
| Departmental - Other Services                            |                                            |                                         |                                             |                                  |                                                              |                                                     |                                            |
| Appropriation Act (No. 2) 2023-2024 <sup>3</sup>         | 1,032                                      | -                                       | -                                           | -                                | -                                                            | -                                                   | 1,032                                      |
| Appropriation Act (No. 4) 2023-2024 <sup>3</sup>         | 9,787                                      | -                                       | -                                           | -                                | -                                                            | -                                                   | 9,787                                      |
| Appropriation Act (No. 2) 2024-2025 <sup>3</sup>         | -                                          | 224,286                                 | -                                           | 224,286                          | (199,303)                                                    | -                                                   | 24,983                                     |
| Appropriation Act (No. 4) 2024-2025 <sup>3</sup>         | -                                          | 59,946                                  | -                                           | 59,946                           | (31,753)                                                     | -                                                   | 28,193                                     |
| <b>Total other services</b>                              | <b>10,819</b>                              | <b>284,232</b>                          | <b>-</b>                                    | <b>284,232</b>                   | <b>(231,056)</b>                                             | <b>-</b>                                            | <b>63,995</b>                              |
| <b>Total Departmental</b>                                | <b>1,144,382</b>                           | <b>5,836,987</b>                        | <b>270,709</b>                              | <b>6,107,696</b>                 | <b>(6,001,630)</b>                                           | <b>(34,152)</b>                                     | <b>1,216,296</b>                           |

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**C1.1. Annual appropriations (recoverable GST exclusive) continued**

|                                                  | Total unspent<br>30 June 2024<br>\$'000 | Amount appropriated in 2024-25          |                                             | Appropriation<br>applied in 2024-25<br>Current and<br>prior years<br>\$'000 | Repealed<br>appropriation<br>\$'000 | Total unspent<br>30 June 2025<br>\$'000 |
|--------------------------------------------------|-----------------------------------------|-----------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------|-------------------------------------|-----------------------------------------|
|                                                  |                                         | Current year<br>Appropriation<br>\$'000 | Section 74 Receipts and<br>others<br>\$'000 |                                                                             |                                     |                                         |
| Annual appropriations for 2025                   |                                         |                                         |                                             |                                                                             |                                     |                                         |
| Administered                                     |                                         |                                         |                                             |                                                                             |                                     |                                         |
| Appropriation Act (No. 1) 2021-2022 <sup>1</sup> | 1,688                                   | -                                       | -                                           | -                                                                           | (1,688)                             | -                                       |
| Appropriation Act (No. 3) 2021-2022 <sup>1</sup> | 7                                       | -                                       | -                                           | -                                                                           | (7)                                 | -                                       |
| Supply Act (No. 1) 2022-2023 <sup>2,7</sup>      | 1,353                                   | -                                       | -                                           | -                                                                           | -                                   | 1,353                                   |
| Appropriation Act (No. 1) 2023-2024              | 957                                     | -                                       | -                                           | -                                                                           | -                                   | 957                                     |
| Appropriation Act (No. 3) 2023-2024              | 17                                      | -                                       | -                                           | -                                                                           | -                                   | 17                                      |
| Appropriation Act (No. 1) 2024-2025 <sup>8</sup> | -                                       | 976                                     | 748                                         | (948)                                                                       | -                                   | 776                                     |
| Appropriation Act (No. 3) 2024-2025              | -                                       | 308                                     | -                                           | -                                                                           | -                                   | 308                                     |
| <b>Total Administered</b>                        | <b>4,022</b>                            | <b>1,284</b>                            | <b>748</b>                                  | <b>(948)</b>                                                                | <b>(1,695)</b>                      | <b>3,411</b>                            |

<sup>1</sup>2021-22 Appropriation Acts automatically repealed on 1 July 2024 under section 39 of FRR.

<sup>2</sup>2022-23 Supply and Appropriation Acts will be automatically repealed on 1 July 2025 under section 39 of FRR.

<sup>3</sup>The total unspent 30 June 2025 balance for this appropriation has been withheld by a direction issued under section 51 of the PGPA Act. Whilst the funding is legally available, it cannot be used by the agency unless the section 51 direction is modified or reversed.

<sup>4</sup>Departmental capital budgets are appropriated through Appropriation Acts (No. 1 & 3) and Supply Acts (No. 1 & 3). They form part of ordinary annual services and are not separately identified in the Appropriation and Supply Acts.

<sup>5</sup>The balance includes \$20.9 million departmental appropriations withheld under section 51 of the PGPA Act.

<sup>6</sup>In 2025, the revenue from Government reported in the Statement of Comprehensive Income is \$5,379.0 million, \$9.6 million lower than the ordinary annual services appropriation of \$5,388.6 million. This is due to adjustments that met the recognition criteria of a formal amendment to revenue.

<sup>7</sup>The balance includes \$87,000 administered appropriations withheld under section 51 of the PGPA Act.

<sup>8</sup>The balance includes \$6,000 administered appropriations withheld under section 51 of the PGPA Act.

SERVICES AUSTRALIA  
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2026

| C1.2: Special appropriations applied (recoverable GST exclusive)                                                                                                                         |        |        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|
|                                                                                                                                                                                          | 2026   | 2025   |
|                                                                                                                                                                                          | \$'000 | \$'000 |
| Authority                                                                                                                                                                                |        |        |
| Public Governance, Performance and Accountability Act 2013, Section 77 <sup>1</sup>                                                                                                      | 696    | 871    |
| Total special appropriations applied                                                                                                                                                     | 696    | 871    |
| <sup>1</sup> Appropriation to enable the Commonwealth to make repayments where funds have been received and should be repaid, but no other appropriation is available for the repayment. |        |        |

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**CL3: Disclosure by agent in relation to annual and special appropriations (recoverable GST exclusive)**

Payments are made from appropriations administered by other agencies. The related revenue, expense, assets, liabilities and cash flows are disclosed in the financial statements of the relevant government agency which is responsible for the outcomes to which the items relate.

| <b>Agency</b>                                                                                     | <b>Total receipts 2026 \$'000</b> | <b>Total payments 2026 \$'000</b> | <b>Total receipts 2025 \$'000</b> | <b>Total payments 2025 \$'000</b> | <b>Purpose of payment</b>                                                                                                              |
|---------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Department of Agriculture, Fisheries and Forestry                                                 | 79,517                            | 79,517                            | 61,618                            | 61,618                            | Farm Household Allowance                                                                                                               |
| Department of Education                                                                           | 17,174,957                        | 17,174,957                        | 15,606,268                        | 15,606,268                        | Child Care Subsidies and Tertiary Access Payment                                                                                       |
| Department of Employment and Workplace Relations                                                  | 749                               | 749                               | 695                               | 695                               | PaTH Internship Incentive payment and Compensation for Detriment caused by Defective Administration - JobSeeker Compliance Remediation |
| Department of Foreign Affairs and Trade                                                           | 49                                | 49                                | 2                                 | 2                                 | MH17 Family Support Package                                                                                                            |
| Department of Health, Disability and Ageing                                                       | 101,297,495                       | 101,297,618                       | 93,700,158                        | 93,732,934                        | Aged care, medical and pharmaceutical benefits                                                                                         |
| Department of Home Affairs                                                                        | 23,961                            | 23,961                            | 21,063                            | 21,063                            | Asylum seeker support and payments for victims of terrorism                                                                            |
| Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts | 273,912                           | 273,912                           | 237,854                           | 237,854                           | Tasmanian Freight Equalisation Scheme and Bass Strait Passenger Vehicle Equalisation Scheme                                            |
| Department of Social Services                                                                     | 155,052,308                       | 155,052,308                       | 147,069,313                       | 147,069,313                       | Age Pension, Disability Support Pension, Carer, Family Tax Benefit, Austudy, ABSTUDY, Youth Allowance and JobSeeker payments           |
| Department of Veterans' Affairs                                                                   | 3,883,055                         | 3,882,932                         | 3,469,386                         | 3,436,610                         | Aged care, medical and pharmaceutical benefits                                                                                         |
| National Emergency Management Agency                                                              | 74,088                            | 74,088                            | 774,841                           | 774,841                           | Disaster recovery relief                                                                                                               |
| National Indigenous Australians Agency                                                            | 6,431                             | 6,431                             | 46,561                            | 46,561                            | Youpla Restitution payments                                                                                                            |
| <b>Total</b>                                                                                      | <b>277,866,522</b>                | <b>277,866,522</b>                | <b>260,987,759</b>                | <b>260,987,759</b>                |                                                                                                                                        |

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**C2: Special Accounts**

*Child Support Special Account*

This special account was established under section 73 of the *Child Support (Registration and Collection) Act 1988*. It is used for the receipt and payment of child support maintenance obligations. Monies received are required to be paid to the relevant recipients. As such, child support maintenance debt is reported on a net (pass-through basis) in the Administered Schedule of Assets and Liabilities.

*Recovery of Compensation for Health Care and Other Services Special Account (RCHCOS)*

This special account was established under the *PGPA Act Determination (Recovery of Compensation for Health Care and Other Services Special Account 2025)* and *PGPA Act (Recovery of Compensation for Health Care and Other Services Special Account 2015–Establishment) Determination 2015/06*. It is used for the recovery of Medicare benefits, residential care and home care subsidies where the recipient receives compensation from a third party as a result of an injury or illness for which they have received benefits. The agency is responsible for making payments under the *Health and Other Services (Compensation) Act 1995* for case management and the recovery of benefits back to the Australian Government. No expense is recognised in relation to recovery of compensation, amounts returned to the OPA are recognised as revenue in the Administered Schedule of Comprehensive Income and transfers to the OPA in the Administered Reconciliation Schedule.

*Services for Other Entities and Trust Moneys Special Account (SOETM)*

This special account was established under the *PGPA Act Determination (Services Australia SOETM Special Account 2020)*. It is a multi-purpose account, used for receipts and payments of amounts held on trust or otherwise for the benefit of persons other than the Commonwealth. This includes amounts associated with departure prohibition orders, an administrative enforcement option that requires a paying parent with an outstanding child support liability to deposit the balance prior to leaving Australia. The special account is also used for receipts and refunds of foreign countries' transactions relating to administrative agreements with other countries.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

| <b>C2.1 Special Accounts (recoverable GST exclusive)</b>       |               |             |                          |        |                          |           |        |        |  |
|----------------------------------------------------------------|---------------|-------------|--------------------------|--------|--------------------------|-----------|--------|--------|--|
|                                                                | Child Support |             | RCHCOS 2025 <sup>1</sup> |        | RCHCOS 2015 <sup>1</sup> |           | SOETM  |        |  |
|                                                                | 2026          | 2025        | 2026                     | 2025   | 2026                     | 2025      | 2026   | 2025   |  |
|                                                                | \$'000        | \$'000      | \$'000                   | \$'000 | \$'000                   | \$'000    | \$'000 | \$'000 |  |
| <b>Balance brought forward from previous period</b>            | 112,567       | 104,918     | -                        | -      | 100,015                  | 175,517   | 294    | 233    |  |
| <b>Increases</b>                                               |               |             |                          |        |                          |           |        |        |  |
| <i>Child Support (Registration &amp; Collection) Act 1988,</i> |               |             |                          |        |                          |           |        |        |  |
| sections 77 and 78 crediting clause <sup>2</sup>               | 45,121        | 39,023      | -                        | -      | -                        | -         | -      | -      |  |
| Appropriations credited                                        | 1,170         | 949         | -                        | -      | -                        | -         | -      | -      |  |
| Other receipts                                                 | 2,083,480     | 1,998,993   | 363,081                  | -      | 100,956                  | 547,820   | 332    | 538    |  |
| Transfer from special accounts <sup>1</sup>                    | -             | -           | 94,376                   | -      | -                        | -         | -      | -      |  |
| <b>Total increases</b>                                         | 2,129,771     | 2,038,965   | 457,457                  | -      | 100,956                  | 547,820   | 332    | 538    |  |
| <b>Available for payments</b>                                  | 2,242,338     | 2,143,883   | 457,457                  | -      | 200,971                  | 723,337   | 626    | 771    |  |
| <b>Decreases</b>                                               |               |             |                          |        |                          |           |        |        |  |
| Payments made                                                  | (2,126,517)   | (2,031,316) | (355,644)                | -      | (106,595)                | (623,322) | (353)  | (477)  |  |
| Transfer to special accounts <sup>1</sup>                      | -             | -           | -                        | -      | (94,376)                 | -         | -      | -      |  |
| <b>Total decreases</b>                                         | (2,126,517)   | (2,031,316) | (355,644)                | -      | (200,971)                | (623,322) | (353)  | (477)  |  |
| <b>Total balance carried to the next period</b>                | 115,821       | 112,567     | 101,813                  | -      | -                        | 100,015   | 273    | 294    |  |
| <b>Represented by:</b>                                         |               |             |                          |        |                          |           |        |        |  |
| Cash held in entity bank accounts                              | 3,099         | 9,421       | 101,813                  | -      | -                        | 100,015   | -      | -      |  |
| Cash held in the Official Public Account                       | 112,722       | 103,146     | -                        | -      | -                        | -         | 273    | 294    |  |
| <b>Balance carried forward</b>                                 | 115,821       | 112,567     | 101,813                  | -      | -                        | 100,015   | 273    | 294    |  |

<sup>1</sup>The PAPA Act (Recovery of Compensation for Health Care and Other Services Special Account 2015-Establishment) Determination 2015/06 was repealed and replaced by the PAPA Act Determination (Recovery of Compensation for Health Care and Other Services Special Account 2025), effective from 22 September 2025.

<sup>2</sup>Amounts relate to sections 77 and 78 of the Child Support (Registration and Collection) Act 1988 credited directly to the Child Support Special Account via budget appropriation adjustments.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**C3: Net Cash Appropriation Arrangements**

|                                                                                                   | 2026          | 2025           |
|---------------------------------------------------------------------------------------------------|---------------|----------------|
|                                                                                                   | \$'000        | \$'000         |
| <b>Total comprehensive deficit - as per the Statement of Comprehensive Income</b>                 |               |                |
| Income                                                                                            | (410,782)     | (272,669)      |
| Plus: depreciation/amortisation of assets funded through appropriations                           | 453,887       | 399,678        |
| Plus: depreciation of right-of-use assets                                                         | 368,914       | 370,054        |
| Less: lease principal repayments                                                                  | (339,399)     | (349,723)      |
| <b>Total comprehensive surplus less expenses previously funded through revenue appropriations</b> | <b>72,620</b> | <b>147,340</b> |
| Changes in asset revaluation reserve                                                              | (16,386)      | (12,719)       |
| <b>Net cash operating surplus</b>                                                                 | <b>56,234</b> | <b>134,621</b> |

From 2011, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation and amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations and/or departmental capital budget funding. Capital budgets are appropriated in the period when the cash payment for capital expenditure is required.

The inclusion of depreciation/amortisation expenses related to right-of-use leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 *Leases*, which does not directly reflect a change in appropriation arrangements.

**D: Other Items**

**D1: Contingent Assets and Liabilities**

Contingent assets and liabilities may arise from uncertainty as to the existence of an asset or liability, or where the amount cannot be reliably measured.

The agency is defending a number of legal claims for which it has denied liability and also claims which the agency is pursuing. It is not possible to estimate the amount of any eventual payments or compensation in relation to these claims.

|                                                               | 2026           | 2025         |
|---------------------------------------------------------------|----------------|--------------|
|                                                               | \$'000         | \$'000       |
| <b>Contingent assets</b>                                      |                |              |
| <b>As at 1 July</b>                                           | <b>1,357</b>   | <b>1,050</b> |
| New contingent assets recognised                              | 60             | 426          |
| Re-measurement                                                | (211)          | 243          |
| Assets realised                                               | (785)          | (347)        |
| Rights expired                                                | (316)          | (15)         |
| <b>Total contingent assets as at 30 June</b>                  | <b>105</b>     | <b>1,357</b> |
| <b>Contingent liabilities</b>                                 |                |              |
| <b>As at 1 July</b>                                           | <b>1,582</b>   | <b>1,539</b> |
| New contingent liabilities recognised                         | 1,494          | 1,167        |
| Re-measurement                                                | (524)          | 77           |
| Liabilities realised                                          | (302)          | (575)        |
| Obligations expired                                           | (392)          | (626)        |
| <b>Total contingent liabilities as at 30 June<sup>1</sup></b> | <b>1,858</b>   | <b>1,582</b> |
| <b>Net contingent liabilities as at 30 June</b>               | <b>(1,753)</b> | <b>(225)</b> |

<sup>1</sup>Contingent liabilities include compensation claims.

**Accounting Policy**

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position but are reported in the notes. They may arise from uncertainty as to the existence of an asset or liability or represent an asset or liability for which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain, and contingent liabilities are disclosed when settlement is greater than remote.

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**D2: Financial Instruments**

|                                                         | 2026           | 2025           |
|---------------------------------------------------------|----------------|----------------|
|                                                         | \$'000         | \$'000         |
| <b>D2.1: Categories of financial instruments</b>        |                |                |
| <b>Financial assets at amortised cost</b>               |                |                |
| Cash                                                    | 23,430         | 22,910         |
| Trade and other receivables                             | 44,762         | 98,632         |
| <b>Total financial assets<sup>1</sup></b>               | <b>68,192</b>  | <b>121,542</b> |
| <b>Financial liabilities</b>                            |                |                |
| <b>Financial liabilities measured at amortised cost</b> |                |                |
| Trade creditors and accruals                            | 155,630        | 259,351        |
| <b>Total financial liabilities</b>                      | <b>155,630</b> | <b>259,351</b> |

<sup>1</sup>These figures exclude statutory receivables, which are not within the scope of AASB 9 *Financial Instruments*.

Administered financial instruments exclude statutory receivables and payables, which are not within the scope of AASB 9 *Financial Instruments*. Cash is the only administered financial instrument and is held at its nominal amount (refer Note B7.1).

**Accounting Policy**

*Financial assets*

Financial assets are recognised when the agency becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date. They are classified and measured at amortised cost determined using the effective interest method and are assessed for impairment at the end of each reporting period based on expected credit losses.

*Financial liabilities*

Financial liabilities, including trade and other payables, are classified as other financial liabilities which are recognised and derecognised upon trade date. Financial liabilities are initially measured at fair value, net of transaction costs and are subsequently measured at amortised cost using the effective interest method. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

**D3: Current/Non-Current Distinction for Assets and Liabilities**

|                                               | 2026             | 2025             |
|-----------------------------------------------|------------------|------------------|
|                                               | \$'000           | \$'000           |
| <b>D3.1: Departmental</b>                     |                  |                  |
| <b>Assets expected to be recovered in:</b>    |                  |                  |
| <b>No more than 12 months</b>                 |                  |                  |
| Cash                                          | 23,430           | 22,910           |
| Trade and other receivables                   | 1,188,224        | 1,254,388        |
| Prepayments                                   | 236,262          | 151,061          |
| <b>Total no more than 12 months</b>           | <b>1,447,916</b> | <b>1,428,359</b> |
| <b>More than 12 months</b>                    |                  |                  |
| Plant and equipment (including right-of-use)  | 474,965          | 411,682          |
| Land and buildings (including right-of-use)   | 2,906,981        | 2,935,271        |
| Software                                      | 922,748          | 1,028,367        |
| Prepayments                                   | 19,876           | 27,858           |
| <b>Total more than 12 months</b>              | <b>4,324,570</b> | <b>4,403,178</b> |
| <b>Total assets</b>                           | <b>5,772,486</b> | <b>5,831,537</b> |
| <b>Liabilities expected to be settled in:</b> |                  |                  |
| <b>No more than 12 months</b>                 |                  |                  |
| Trade creditors and accruals                  | 155,630          | 259,351          |
| Employee benefits                             | 87,435           | 110,860          |
| Other payables                                | 30,085           | 1,160            |
| Leases                                        | 283,633          | 301,180          |
| Employee provisions                           | 269,739          | 270,151          |
| Other provisions                              | 14,059           | 10,044           |
| <b>Total no more than 12 months</b>           | <b>840,581</b>   | <b>952,746</b>   |
| <b>More than 12 months</b>                    |                  |                  |
| Employee benefits                             | 709              | 668              |
| Leases                                        | 2,220,900        | 2,146,163        |
| Employee provisions                           | 669,575          | 605,623          |
| Other provisions                              | 32,704           | 41,442           |
| <b>Total more than 12 months</b>              | <b>2,923,888</b> | <b>2,793,896</b> |
| <b>Total liabilities</b>                      | <b>3,764,469</b> | <b>3,746,642</b> |

**SERVICES AUSTRALIA**  
**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**  
*for the year ended 30 June 2026*

|                                               | 2026           | Restated <sup>1</sup><br>2025 |
|-----------------------------------------------|----------------|-------------------------------|
|                                               | \$'000         | \$'000                        |
| <b>D3.2: Administered</b>                     |                |                               |
| <b>Assets expected to be recovered in:</b>    |                |                               |
| <b>No more than 12 months</b>                 |                |                               |
| Cash                                          | 217,907        | 212,876                       |
| Other receivables                             | 17,213         | 11,761                        |
| Child support receivables <sup>1</sup>        | 1,721          | 1,575                         |
| <b>Total no more than 12 months</b>           | <b>236,841</b> | <b>226,212</b>                |
| <b>More than 12 months</b>                    |                |                               |
| Other receivables                             | 18,892         | 15,800                        |
| Child support receivables <sup>1</sup>        | 1,596          | 2,137                         |
| <b>Total more than 12 months</b>              | <b>20,488</b>  | <b>17,937</b>                 |
| <b>Total assets</b>                           | <b>257,329</b> | <b>244,149</b>                |
| <b>Liabilities expected to be settled in:</b> |                |                               |
| <b>No more than 12 months</b>                 |                |                               |
| Child support and other payables <sup>2</sup> | 116,094        | 112,861                       |
| Recovery of compensation payable              | 6,815          | 10,789                        |
| Recovery of compensation provisions           | 87,715         | 76,324                        |
| <b>Total no more than 12 months</b>           | <b>210,624</b> | <b>199,974</b>                |
| <b>More than 12 months</b>                    |                |                               |
| Recovery of compensation provisions           | -              | 6,099                         |
| <b>Total more than 12 months</b>              | <b>-</b>       | <b>6,099</b>                  |
| <b>Total liabilities</b>                      | <b>210,624</b> | <b>206,073</b>                |

<sup>1</sup>Prior period balances have been restated. Refer to note D6 for further details.

<sup>2</sup>Amounts previously disclosed as child support payments received in advance have been reclassified as child support and other payables to better reflect the nature of these amounts as payable to third parties.

SERVICES AUSTRALIA  
NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS  
for the year ended 30 June 2026

D4: Key Management Personnel Remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the agency, directly or indirectly, including any director (whether executive or otherwise) of the agency. The agency has determined the KMP to be the Chief Executive Officer and Deputy Chief Executive Officers. For 2026, the total number of KMP is 11 (2025: 10), and includes acting arrangements (12 weeks or more), where it is determined the individual meets the definition of a KMP. The Portfolio Minister's remuneration and other benefits are excluded as it is set by the Remuneration Tribunal and are not paid by the agency. KMP remuneration is reported in the table below.

|                                                      | 2026   | 2025   |
|------------------------------------------------------|--------|--------|
|                                                      | \$'000 | \$'000 |
| Key management personnel remuneration expenses       |        |        |
| Short-term employee benefits                         | 4,716  | 4,206  |
| Post-employment benefits                             | 815    | 701    |
| Other long-term employee benefits                    | 213    | 204    |
| Total key management personnel remuneration expenses | 5,744  | 5,111  |

D5: Related Party Disclosures

Related party relationships

Services Australia is an Australian Government controlled entity. Related parties to the agency are KMP, Cabinet Ministers and other Australian Government entities.

Transactions with related parties

Given the breadth of government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include the payment or refund of taxes, receipt of a Medicare rebate or higher education loans. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchase of goods and services;
- asset purchases, sales transfers or leases;
- debts forgiven; and
- guarantees.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the agency, it has been determined there are no related party transactions to be separately disclosed. The agency has considered materiality when determining significant transactions requiring disclosure.

**SERVICES AUSTRALIA****NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS***for the year ended 30 June 2026***D6: Prior Period Error***Child support maintenance debt*

In 2026, the agency undertook a review of the accounting policy for the Child Support Program that has resulted in a prior period error.

As part of the Child Support Program, the agency acts as an intermediary in the transfer of child support payments, which are collected from paying parents and then paid to the receiving parent. Prior to the review, the agency recognised:

- administered revenue in the Administered Schedule of Comprehensive Income and an administered receivable in the Administered Schedule of Assets and Liabilities for amounts collectible from paying parents.
- administered expense in the Administered Schedule of Comprehensive Income and an administered provision in the Administered Schedule of Assets and Liabilities for the corresponding obligation to pass these funds onto the receiving parents.

The agency determined that child support maintenance debts met the passthrough criteria and should be derecognised in the Administered Schedule of Assets and Liabilities under AASB 9 *Financial Instruments* and should be netted in the Administered Schedule of Comprehensive Income under AASB 1058 *Income of Not-for-Profit Entities*.

Following the review, the agency has adopted a net presentation in the administered schedules and notes, resulting in no net financial impact to the Australian Government. This approach better reflects the agency's role as an intermediary facilitating the transfer of child support payments. The agency continues to report the administered receipts and payments in the Administered Cash Flow Statement, reflecting the agency's role in receiving and transferring funds between parents.

The above changes had the following impact on the 2025 comparatives in the administered schedules:

**D6.1: Administered Restatement of Prior Period Balances**

|                                                                  | 2025<br>\$'000 | Increase/<br>(Decrease)<br>\$'000 | Restated<br>2025<br>\$'000 |
|------------------------------------------------------------------|----------------|-----------------------------------|----------------------------|
| <b>ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME (Extract)</b>   |                |                                   |                            |
| Child support maintenance expenses                               | 2,044,545      | (2,044,545)                       | -                          |
| Write-down and impairment of assets                              | 185,617        | (112,095)                         | 73,522                     |
| Child support maintenance revenue                                | 2,150,406      | (2,150,406)                       | -                          |
| Reversal of write-down and impairment                            | 6,234          | (6,234)                           | -                          |
| <b>ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES (Extract)</b> |                |                                   |                            |
| Child support receivables                                        | 1,088,464      | (1,084,752)                       | 3,712                      |
| Child support maintenance provision                              | 1,084,752      | (1,084,752)                       | -                          |
| <b>ADMINISTERED RECONCILIATION SCHEDULE (Extract)</b>            |                |                                   |                            |
| Income                                                           | 2,241,738      | (2,156,640)                       | 85,098                     |
| Expenses                                                         | (2,230,162)    | 2,156,640                         | (73,522)                   |

Information relating to the amount collected and paid to the receiving parent in accordance with the Child Support Program is outlined in the Administered Cash Flow Statement and Special Account disclosures.

## Entity resource statement and expenses by outcome

### Resource statement

Table 50 is the agency's resource statement, providing information about the funding sources available to the agency for its operations and delivering programs and services on behalf of government.

**Table 50: Agency resource statement 2025–26**

|                                                                    | Actual<br>available<br>appropriation<br>(x)<br>\$'000 | Payments<br>made<br>(y)<br>\$'000 | Balance<br>remaining<br>(x)–(y)<br>\$'000 |
|--------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------|-------------------------------------------|
| <b>Departmental</b>                                                |                                                       |                                   |                                           |
| Annual appropriations – ordinary annual services                   |                                                       |                                   |                                           |
| Current year <sup>(a)</sup>                                        | 5,957,173                                             | 4,901,602                         | 1,055,571                                 |
| Prior year <sup>(b)</sup>                                          | 1,055,571                                             | 1,055,571                         | –                                         |
| Annual appropriations – capital budget <sup>(c)</sup>              |                                                       |                                   |                                           |
| Current year <sup>(d)</sup>                                        | 160,885                                               | 160,885                           | –                                         |
| <b>Total annual appropriations<br/>– ordinary annual services</b>  | <b>7,173,629</b>                                      | <b>6,118,058</b>                  | <b>1,055,571</b>                          |
| Annual appropriations – other services – non-operating             |                                                       |                                   |                                           |
| Current year <sup>(e)</sup>                                        | 173,019                                               | 173,019                           | –                                         |
| <b>Total departmental resourcing<sup>(f)</sup></b>                 | <b>7,346,648</b>                                      | <b>6,291,077</b>                  | <b>1,055,571</b>                          |
| <b>Administered</b>                                                |                                                       |                                   |                                           |
| Annual appropriations – ordinary annual services                   |                                                       |                                   |                                           |
| Current year <sup>(a)</sup>                                        | 2,043                                                 | 1,171                             | 872                                       |
| Prior year <sup>(b)</sup>                                          | 2,052                                                 | –                                 | 2,052                                     |
| <b>Total administered<br/>annual appropriations</b>                | <b>4,095</b>                                          | <b>1,171</b>                      | <b>2,924</b>                              |
| <b>Total administered<br/>special appropriations<sup>(g)</sup></b> | <b>Unlimited</b>                                      | <b>696</b>                        |                                           |

|                                                                 | Actual<br>available<br>appropriation<br>(x)<br>\$'000 | Payments<br>made<br>(y)<br>\$'000 | Balance<br>remaining<br>(x)–(y)<br>\$'000 |
|-----------------------------------------------------------------|-------------------------------------------------------|-----------------------------------|-------------------------------------------|
| Special accounts – administered                                 |                                                       |                                   |                                           |
| Opening balance                                                 | 212,876                                               |                                   |                                           |
| Special account receipts <sup>(h)</sup>                         | 2,594,140                                             |                                   |                                           |
| Special account payments                                        |                                                       | 2,589,109                         |                                           |
| <b>Total special accounts</b>                                   | <b>2,807,016</b>                                      | <b>2,589,109</b>                  | <b>217,907</b>                            |
| <b>Total administered resourcing<sup>(g)</sup></b>              | <b>2,811,111</b>                                      | <b>2,590,976</b>                  |                                           |
| <b>Total resourcing and payments<br/>for Services Australia</b> | <b>10,157,759</b>                                     | <b>8,882,053</b>                  |                                           |

- (a) *Supply Act (No. 1) 2025–2026, Appropriation Act (No. 1) 2025–2026, Appropriation Act (No. 3) 2025–2026, and Appropriation Act (No. 5) 2025–2026.* This includes external revenue under section 74 of the PGPA Act and excludes amounts withheld under section 51 of the PGPA Act.
- (b) *Appropriation Act (No. 1) 2023–2024, Appropriation Act (No. 3) 2023–2024, Appropriation Act (No. 1) 2024–2025 and Appropriation Act (No. 3) 2024–2025.* This excludes amounts withheld under section 51 of the PGPA Act.
- (c) Departmental capital budgets are not separately identified in Appropriation and Supply Acts (No.1 and 3) and form part of ordinary annual services items. For accounting purposes, this amount has been designated as a 'contribution by owner'.
- (d) *Supply Act (No. 1) 2025–2026 and Appropriation Act (No. 1) 2025–2026.*
- (e) *Supply Act (No. 2) 2025–2026, Appropriation Act (No. 2) 2025–2026, and Appropriation Act (No. 4) 2025–2026.*
- (f) Reported consistent with Note B1.1 of the 2025–26 Financial Statements.
- (g) Total resourcing excludes the actual available appropriation for all special appropriations. Special appropriations are limited by criteria or entitlement.
- (h) Special account receipts include \$46.3 million credited to the special account.

## Expenses by outcome

Government outcomes are the intended results, impacts or consequences of government actions on the Australian community. The agency's programs are the main ways in which we achieve the intended results of our outcome statement.

Table 51 provides information on the agency's expenses incurred to achieve our outcome, on an accrual basis. Results are reported by program for administered and departmental funding sources consistent with programs reported in the Finance Portfolio Budget Statements 2026–27.

**Table 51: Agency expenses by outcome 2025–26**

|                                                                            | <b>Budget<sup>(a)</sup><br/>2025–26<br/>(x)<br/>\$'000</b> | <b>Actual<sup>(b)</sup><br/>expenses<br/>2025–26<br/>(y)<br/>\$'000</b> | <b>Variation<br/>2025–26<br/>(y)–(x)<br/>\$'000</b> |
|----------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------|
| <b>Program 1.1: Strategy and Corporate Enabling</b>                        |                                                            |                                                                         |                                                     |
| Departmental expenses                                                      |                                                            |                                                                         |                                                     |
| Departmental appropriation                                                 | 626,841                                                    | 806,753                                                                 | 179,912                                             |
| s74 External Revenue <sup>(c)</sup>                                        | 62,825                                                     | 38,613                                                                  | (24,212)                                            |
| Expenses not requiring appropriation in the Budget year <sup>(d)</sup>     | 473,079                                                    | 501,402                                                                 | 28,323                                              |
| <b>Departmental total</b>                                                  | <b>1,162,745</b>                                           | <b>1,346,768</b>                                                        | <b>184,023</b>                                      |
| <b>Total expenses for Program 1.1</b>                                      | <b>1,162,745</b>                                           | <b>1,346,768</b>                                                        | <b>184,023</b>                                      |
| <b>Program 1.2: Customer Service Delivery</b>                              |                                                            |                                                                         |                                                     |
| Administered expenses                                                      |                                                            |                                                                         |                                                     |
| Ordinary annual services<br>(Appropriation Act No. 1 and Supply Act No. 1) | 965                                                        | –                                                                       | (965)                                               |
| Special appropriations                                                     | –                                                          | 696                                                                     | 696                                                 |
| Special accounts<br>(Child Support Special Account) <sup>(e)</sup>         | 2,116,385                                                  | –                                                                       | (2,116,385)                                         |
| Expenses not requiring appropriation in the Budget year <sup>(d)</sup>     | 97,054                                                     | 1,476                                                                   | (95,578)                                            |
| <b>Administered total</b>                                                  | <b>2,214,404</b>                                           | <b>2,172</b>                                                            | <b>(2,212,232)</b>                                  |

|                                                                            | Budget <sup>(a)</sup><br>2025–26<br>(x)<br>\$'000 | Actual <sup>(b)</sup><br>expenses<br>2025–26<br>(y)<br>\$'000 | Variation<br>2025–26<br>(y)–(x)<br>\$'000 |
|----------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------|-------------------------------------------|
| Departmental expenses                                                      |                                                   |                                                               |                                           |
| Departmental appropriation                                                 | 3,324,513                                         | 3,059,489                                                     | (265,024)                                 |
| s74 External Revenue <sup>(c)</sup>                                        | 50,175                                            | 47,600                                                        | (2,575)                                   |
| Expenses not requiring appropriation in the Budget year <sup>(d)</sup>     | 7,845                                             | 1,689                                                         | (6,156)                                   |
| <b>Departmental total</b>                                                  | <b>3,382,533</b>                                  | <b>3,108,778</b>                                              | <b>(273,755)</b>                          |
| <b>Total expenses for Program 1.2</b>                                      | <b>5,596,937</b>                                  | <b>3,110,950</b>                                              | <b>(2,485,987)</b>                        |
| <b>Program 1.3: Technology and Transformation</b>                          |                                                   |                                                               |                                           |
| Departmental expenses                                                      |                                                   |                                                               |                                           |
| Departmental appropriation                                                 | 1,144,237                                         | 1,110,965                                                     | (33,272)                                  |
| s74 External Revenue <sup>(c)</sup>                                        | 136,262                                           | 151,198                                                       | 14,936                                    |
| Expenses not requiring appropriation in the Budget year <sup>(d)</sup>     | 367,078                                           | 452,034                                                       | 84,956                                    |
| <b>Departmental total</b>                                                  | <b>1,647,577</b>                                  | <b>1,714,197</b>                                              | <b>66,620</b>                             |
| <b>Total expenses for Program 1.3</b>                                      | <b>1,647,577</b>                                  | <b>1,714,197</b>                                              | <b>66,620</b>                             |
| <b>Outcome 1 Totals by appropriation type</b>                              |                                                   |                                                               |                                           |
| Administered expenses                                                      |                                                   |                                                               |                                           |
| Ordinary annual services<br>(Appropriation Act No. 1 and Supply Act No. 1) | 965                                               | –                                                             | (965)                                     |
| Special appropriations                                                     | –                                                 | 696                                                           | 696                                       |
| Special accounts<br>(Child Support Special Account) <sup>(e)</sup>         | 2,116,385                                         | –                                                             | (2,116,385)                               |
| Expenses not requiring appropriation in the Budget year <sup>(d)</sup>     | 97,054                                            | 1,476                                                         | (95,578)                                  |
| <b>Administered total</b>                                                  | <b>2,214,404</b>                                  | <b>2,172</b>                                                  | <b>(2,212,232)</b>                        |

|                                                                        | <b>Budget<sup>(a)</sup><br/>2025–26<br/>(x)<br/>\$'000</b> | <b>Actual<sup>(b)</sup><br/>expenses<br/>2025–26<br/>(y)<br/>\$'000</b> | <b>Variation<br/>2025–26<br/>(y)–(x)<br/>\$'000</b> |
|------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------------------|
| Departmental expenses                                                  |                                                            |                                                                         |                                                     |
| Departmental appropriation                                             | 5,095,591                                                  | 4,977,207                                                               | (118,384)                                           |
| s74 External Revenue <sup>(c)</sup>                                    | 249,262                                                    | 237,411                                                                 | (11,851)                                            |
| Expenses not requiring appropriation in the Budget year <sup>(d)</sup> | 848,002                                                    | 955,125                                                                 | 107,123                                             |
| <b>Departmental total</b>                                              | <b>6,192,855</b>                                           | <b>6,169,743</b>                                                        | <b>(23,112)</b>                                     |
| <b>Total expenses for Outcome 1</b>                                    | <b>8,407,259</b>                                           | <b>6,171,915</b>                                                        | <b>(2,235,344)</b>                                  |
|                                                                        | <b>Budget<sup>(a)</sup></b>                                | <b>Actual</b>                                                           | <b>Variation</b>                                    |
| <b>Average Staffing Level (number)</b>                                 | <b>30,888</b>                                              | <b>30,937</b>                                                           | <b>49</b>                                           |

(a) Budget aligns with the 2025–26 estimated actual as reported in the Finance Portfolio Budget Statements 2026–27.

(b) Actual expenses reported consistent with the 2025–26 Financial Statements.

(c) Estimated expenses incurred in relation to receipts retained under section 74 of the PGPA Act.

(d) Expenses not requiring appropriation are made up of depreciation/amortisation, resources received free of charge, write-down and impairment of assets and non-cash adjustments to make-good provisions.

(e) The agency revised the treatment of child support expenses in the 2025–26 Financial Statements. Refer to Note D6 for further information.

## 9.4 Procurement and consultancy

The agency's Accountable Authority Instructions are an important element of our control framework. They give practical effect to matters in the PGPA Act framework, including procurement and other key requirements for agency officials. We periodically review our instructions to ensure they remain aligned with the PGPA Act and other requirements and that they reflect best practice.

Services Australia has reviewed its internal procurement policies, and its compliance aligned with the Commonwealth Procurement Rules. Further information on our procurement activities can be found on [tenders.gov.au](https://tenders.gov.au)

Services Australia had instances of non-compliance with the Commonwealth Procurement Rules during the financial year, as summarised below.

- In 2025–26, the agency published 2,736 notices on AusTender for new or amended contracts, with about 28% (764) of notices being published more than 42 days after entering into or amending the contract, contravening paragraphs 7.18 and 7.19 of the Commonwealth Procurement Rules. Around 63% of the contract notices and amendments published outside of the required timeframe relate to agents and access points services valued at \$23.5 million, representing about 0.8% of the total reported value of new contracts and contract amendments published in 2025–26. The agency continues to strengthen contract reporting processes and monitor compliance to support the timely publication of contract notices on AusTender.
- The agency identified 75 instances of direct payments totalling \$4.0 million (including GST) where contracts valued at or above \$10,000 were not reported on AusTender in compliance with paragraph 7.18 of the Commonwealth Procurement Rules. Training and conference services account for around 70% of these instances. The agency has implemented measures to strengthen contract reporting processes and support ongoing compliance with AusTender reporting obligations.
- Following a procurement complaint alleging contraventions of the Commonwealth Procurement Rules, an Independent Review Committee investigation determined that the complaint was not subject to the *Government Procurement Judicial Review Act 2018* (GPJR Act), however the agency contravened paragraph 6.9 of the Commonwealth Procurement Rules by not applying timely complaint handling procedures. A response was provided to the complainant acknowledging the deficiencies in the procurement process, and an undertaking was made to review procurement practices.

## Consultancy contracts

We engage consultants to provide specialist professional services, independent research or assessment, and necessary skills that are otherwise unavailable in the agency. Our need for consultants is determined by requirements at a point in time and can vary significantly from year to year.

We categorise consultancy contracts in accordance with the PGPA Rule for annual reports and guidance from Finance on reporting consultancies. In addition to the requirements of the agency's procurement guidelines and policies, all consultancy service proposals undergo a compliance assessment by at least 2 procurement specialists and are approved by a delegate.

During 2025–26, 17 new reportable consultancy contracts were entered into, involving total actual expenditure of \$1,082,379 (including GST). In addition, 16 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$8,487,715 (including GST), bringing total expenditure on consultancy services for the year to \$9,570,094 (including GST).

Table 52 shows agency expenditure on consultancy contracts for 2025–26

**Table 52: Expenditure on reportable consultancy contracts 2025–26**

|                                                                                                     | Number    | Expenditure \$<br>(including GST) |
|-----------------------------------------------------------------------------------------------------|-----------|-----------------------------------|
| New contracts entered into during the reporting period                                              | 17        | 1,082,379                         |
| Ongoing contracts entered into during a previous reporting period with recorded 2025–26 expenditure | 16        | 8,487,715                         |
| <b>Total</b>                                                                                        | <b>33</b> | <b>9,570,094</b>                  |

Table 53 shows organisations receiving the greatest share of reportable consultancy contract expenditure for 2025–26.

**Table 53: Organisations receiving a share of reportable consultancy contract expenditure 2025–26**

| Name of organisation and organisation ABN | Expenditure \$<br>(including GST) |
|-------------------------------------------|-----------------------------------|
| KPMG                                      | 4,279,579                         |
| Sententia Consulting Pty Ltd              | 1,073,807                         |
| KordaMentha                               | 1,036,638                         |
| Protiviti Pty Ltd                         | 785,466                           |
| ConceptSix Pty Ltd                        | 649,760                           |

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.

Table 54 shows total expenditure (including GST) on consultancy contracts from 2023–24 to 2025–26.

**Table 54: Expenditure on consultancy services**

|                                   | 2023–24 \$<br>(including GST) | 2024–25 \$<br>(including GST) | 2025–26 \$<br>(including GST) |
|-----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| New consultancy services          | 4,680,411                     | 2,048,518                     | 1,082,379                     |
| Ongoing consultancy services      | 1,449,135                     | 6,841,704                     | 8,487,715                     |
| <b>Total consultancy services</b> | <b>6,129,546</b>              | <b>8,890,222</b>              | <b>9,570,094</b>              |

Table 55 shows the total reportable non-consultancy contracts for 2025–26.

**Table 55: Expenditure on reportable non-consultancy contracts 2025–26**

|                                                                                                     | Number       | Expenditure \$<br>(including GST) |
|-----------------------------------------------------------------------------------------------------|--------------|-----------------------------------|
| New contracts entered into during the reporting period                                              | 1,165        | 1,110,605,891                     |
| Ongoing contracts entered into during a previous reporting period with recorded 2025–26 expenditure | 2,063        | 1,421,000,846                     |
| <b>Total</b>                                                                                        | <b>3,228</b> | <b>2,531,606,737</b>              |

Table 56 shows organisations receiving the greatest share of reportable non-consultancy contract expenditure for 2025–26.

**Table 56: Organisations receiving a share of reportable non-consultancy contract expenditure 2025–26**

| Name of organisation and organisation ABN | Expenditure \$<br>(including GST) |
|-------------------------------------------|-----------------------------------|
| Jones Lang LaSalle (ACT) Pty Ltd          | 331,130,758                       |
| IBM Australia Ltd                         | 251,320,159                       |
| Telstra Limited                           | 182,934,271                       |
| Data # 3 Limited                          | 61,820,812                        |
| Australian Postal Corporation             | 60,445,916                        |

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.

## Small business

The agency supports small business participation in the Commonwealth Government procurement market.

We recognise the importance of making sure small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business, are available on the Treasury's website.

We support small to medium enterprises (SMEs) through a range of procurement measures, including:

- using the Commonwealth Contracting Suite for low-risk procurements valued under \$1 million
- promote and maintain guidance on supplier diversity to increase the level of activity between the agency and supplier groups such as Australian Disability Enterprises and Indigenous SMEs
- being a member of Supply Nation – a non-profit organisation that supports growth in the Aboriginal and Torres Strait Islander business sector by promoting supplier diversity
- reporting the agency's results against our Reconciliation Action Plan 2024–2026, on expenditure with Aboriginal and Torres Strait Islander businesses. In 2025–26, we spent \$51,463,865 (including GST) with Aboriginal and Torres Strait Islander businesses
- reporting the agency's results against the Australian Government's Indigenous Procurement Policy, on the number of contracts and total contract value with Indigenous SMEs. In 2025–26, we committed 542 contracts with a total contract value of \$51,589,860 (including GST) with Indigenous SMEs
- using Australian industry participation plans in whole-of-government procurement where applicable
- encouraging credit card use to expedite payments
- supporting the Supplier Pay-On-Time or Pay Interest Policy, implementing a standard payment term of 20 business days and a 5-day payment term for compliant e-invoicing capable suppliers.

Commonwealth SME and small enterprise participation statistics are available on Finance's website.

## Exempt contracts

In 2025–26 the agency had no exempt contracts.

## Communication and advertising campaigns

The agency did not undertake any communication or advertising campaigns in 2025–26.

### Advertising costs

In 2025–26 the agency's advertising payments totalled \$1.3 million. This included expenditure on print and online advertising in areas such as recruitment, public notices and procurement.

Table 57 lists the payees and total payments associated with advertising for 2025–26.

**Table 57: Payments associated with advertising for 2025–26**

| Payee                   | Purpose     | Cost \$<br>(including GST) |
|-------------------------|-------------|----------------------------|
| Thryv Australia Pty Ltd | White Pages | 900,100                    |
| Universal McCann        | Advertising | 432,639                    |
| <b>Total</b>            |             | <b>1,332,739</b>           |

## Market research payments

Table 58 lists vendors the agency commissioned, the type of research they undertook and the cost for each service.

**Table 58: Payments associated with market research organisations for 2025–26**

| Payee                         | Purpose                                                                                                | Cost \$<br>(including GST) <sup>(a)</sup> |
|-------------------------------|--------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Askable Pty Ltd               | Comprehensive user research and testing services, including recruitment, reporting and recommendations | 134,604                                   |
| Deloitte Touche Tohmatsu      | myGov Social and Economic Benefits Program                                                             | 625,570                                   |
| Farron Research Group Pty Ltd | Participant recruitment for agency-led user research                                                   | 52                                        |
| Fifty-Five Five Pty Ltd       | Research services – multiple topics                                                                    | 330,797                                   |
| Instinct and Reason Pty Ltd   | Customer Satisfaction Research Program                                                                 | 1,812,662                                 |
|                               | Research services – multiple topics                                                                    | 195,795                                   |
|                               | Audience message and content testing                                                                   | 60,631                                    |

| Payee                                     | Purpose                                                                                         | Cost \$<br>(including GST) <sup>(a)</sup> |
|-------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------|
| Intopia Pty Ltd                           | Specialist recruitment and user research testing services for participants with disability      | 29,262                                    |
| Lonergan Research Pty Ltd                 | Participant recruitment for agency-led user research                                            | 12,397                                    |
| Nous Group                                | Research services – multiple topics                                                             | 959,218                                   |
| ORIMA Research Pty Ltd                    | Analysis of APS Employee Census results to inform workforce strategy and agency action planning | 61,633                                    |
| ThinkPlace Australia Pty Ltd              | Research services – multiple topics                                                             | 275,749                                   |
| Whereto Research-Based Consulting Pty Ltd | Research services – multiple topics                                                             | 454,835                                   |
|                                           | Customer Satisfaction Research Program                                                          | 110,000                                   |
| <b>Total</b>                              |                                                                                                 | <b>5,063,205</b>                          |

(a) Rounded to the nearest dollar.

## ANAO access clauses

All the agency's contract templates include a standard clause giving the Auditor-General appropriate access to a contractor's premises and records.



# Appendices

|                                                                                          |     |
|------------------------------------------------------------------------------------------|-----|
| Appendix A – Staffing statistics                                                         | 226 |
| Appendix B – Satisfaction Research Program                                               | 246 |
| Appendix C – Scheme for Compensation for Detriment<br>caused by Defective Administration | 249 |
| Appendix D – Other legislative requirements                                              | 250 |
| Appendix E – List of requirements                                                        | 261 |
| Appendix F – Glossary of abbreviations and acronyms                                      | 272 |
| Appendix G – Index                                                                       | 275 |
| Appendix H – Omissions and errors                                                        | 286 |

## Appendix A – Staffing statistics

### PGPA Rule section 17AD(da) executive remuneration

Table 59: Information about remuneration for key management personnel 2025–26

| Name             | Position title                                                                      | Short-term benefits <sup>(a)</sup> |            |                                                 | Post-employment benefits <sup>(b)</sup> | Other long-term benefits |                             |   | Termination benefits | Total remuneration <sup>(d)</sup> |
|------------------|-------------------------------------------------------------------------------------|------------------------------------|------------|-------------------------------------------------|-----------------------------------------|--------------------------|-----------------------------|---|----------------------|-----------------------------------|
|                  |                                                                                     | Base salary \$                     | Bonuses \$ | Other benefits and allowances <sup>(c)</sup> \$ |                                         | Long service leave \$    | Other long-term benefits \$ |   |                      |                                   |
| David Hazlehurst | Chief Executive Officer                                                             | 771,938                            | –          | 1,415                                           | 111,929                                 | 26,204                   | –                           | – | –                    | 911,486                           |
| Charles McHardie | Chief Information and Digital Officer                                               | 561,450                            | –          | 1,415                                           | 87,242                                  | 18,033                   | –                           | – | –                    | 668,140                           |
| Randall Brugeaud | Chief Operating Officer                                                             | 545,388                            | –          | 1,415                                           | 98,509                                  | 21,450                   | –                           | – | –                    | 666,762                           |
| Jonathon Thorpe  | Deputy CEO Service Delivery Excellence                                              | 475,927                            | –          | 1,415                                           | 80,083                                  | 38,429                   | –                           | – | –                    | 595,854                           |
| Chris Birrer     | Deputy CEO Payments and Integrity                                                   | 474,362                            | –          | 1,415                                           | 84,415                                  | 26,421                   | –                           | – | –                    | 586,613                           |
| Kirsty Faichney  | Deputy CEO Program Design / Deputy CEO Product Management and Organisational Reform | 460,527                            | –          | 1,415                                           | 85,810                                  | 18,102                   | –                           | – | –                    | 565,854                           |

| Name            | Position title                             | Short-term benefits <sup>(a)</sup> |            |                                                 | Post-employment benefits <sup>(b)</sup> | Other long-term benefits |                             | Termination benefits | Total remuneration <sup>(d)</sup> |
|-----------------|--------------------------------------------|------------------------------------|------------|-------------------------------------------------|-----------------------------------------|--------------------------|-----------------------------|----------------------|-----------------------------------|
|                 |                                            | Base salary \$                     | Bonuses \$ | Other benefits and allowances <sup>(c)</sup> \$ |                                         | Long service leave \$    | Other long-term benefits \$ |                      |                                   |
| Bo Robertson    | Deputy CEO Customer Service Delivery       | 404,839                            | –          | 1,415                                           | 67,397                                  | 19,381                   | –                           | –                    | 493,032                           |
| Jason Lucchese  | Acting Deputy CEO Strategy and Performance | 369,010                            | –          | 1,228                                           | 52,957                                  | 9,388                    | –                           | –                    | 432,583                           |
| Susie Smith     | Deputy CEO Strategy and Performance        | 276,513                            | –          | 1,415                                           | 86,919                                  | 23,132                   | –                           | –                    | 387,979                           |
| Stuart Turnbull | Acting Deputy CEO Program Design           | 216,513                            | –          | 935                                             | 34,314                                  | 6,133                    | –                           | –                    | 257,895                           |
| Robyn Shannon   | Deputy CEO Program Design                  | 145,689                            | –          | 408                                             | 25,018                                  | 6,573                    | –                           | –                    | 177,688                           |
| Total           | 11                                         | 4,702,156                          | –          | 13,891                                          | 814,593                                 | 213,246                  | –                           | –                    | 5,743,886                         |

(a) Includes base salary, annual leave benefit, bonuses, allowances and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. Where an employee is in a defined contribution scheme, such as Public Sector Superannuation accumulation plan (PSSap), this will be broadly equivalent to the superannuation amount on the individual's pay slip. Where an employee is in a defined benefits scheme, such as Public Sector Superannuation Scheme (PSS) and Commonwealth Superannuation Scheme (CSS), this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes benefits such as the provision of car parking, where applicable.

(d) Figures are reported on an accrual basis and reference employee expenses incurred by the agency over the financial year.

Table 60: Information about remuneration for senior executives 2025–26

| Remuneration band     | Number of Senior Executive Staff | Short-term benefits <sup>(a)</sup> |                 |                                                      | Post-employment benefits <sup>(b)</sup> |                            | Other long-term benefits         |                              | Termination benefits | Total remuneration <sup>(d)</sup> |
|-----------------------|----------------------------------|------------------------------------|-----------------|------------------------------------------------------|-----------------------------------------|----------------------------|----------------------------------|------------------------------|----------------------|-----------------------------------|
|                       |                                  | Average base salary                | Average bonuses | Average other benefits and allowances <sup>(c)</sup> | Average superannuation contributions    | Average long service leave | Average other long-term benefits | Average termination benefits |                      |                                   |
|                       |                                  | \$                                 | \$              | \$                                                   | \$                                      | \$                         | \$                               | \$                           | \$                   | \$                                |
| \$0 – \$220,000       | 14                               | 81,341                             | –               | 676                                                  | 15,326                                  | 8,259                      | –                                | –                            | –                    | 105,602                           |
| \$220,001 – \$245,000 | 4                                | 159,110                            | –               | 1,004                                                | 27,713                                  | 8,330                      | –                                | 32,732                       | –                    | 228,889                           |
| \$245,001 – \$270,000 | 5                                | 206,688                            | –               | 1,233                                                | 35,104                                  | 14,502                     | –                                | –                            | –                    | 257,527                           |
| \$270,001 – \$295,000 | 23                               | 228,209                            | –               | 1,422                                                | 39,157                                  | 12,574                     | –                                | –                            | –                    | 281,362                           |
| \$295,001 – \$320,000 | 33                               | 250,043                            | –               | 1,549                                                | 43,046                                  | 14,453                     | –                                | –                            | –                    | 309,091                           |
| \$320,001 – \$345,000 | 40                               | 270,168                            | –               | 1,435                                                | 47,438                                  | 15,512                     | –                                | –                            | –                    | 334,553                           |
| \$345,001 – \$370,000 | 31                               | 286,980                            | –               | 2,598                                                | 50,466                                  | 16,689                     | –                                | –                            | –                    | 356,733                           |
| \$370,001 – \$395,000 | 11                               | 309,328                            | –               | 5,491                                                | 51,836                                  | 15,212                     | –                                | –                            | –                    | 381,867                           |

| Remuneration band     | Number of Senior Executive Staff | Short-term benefits <sup>(a)</sup> |                    |                                                         | Post-employment benefits <sup>(b)</sup> |                               | Other long-term benefits            | Termination benefits            | Total remuneration <sup>(d)</sup> |
|-----------------------|----------------------------------|------------------------------------|--------------------|---------------------------------------------------------|-----------------------------------------|-------------------------------|-------------------------------------|---------------------------------|-----------------------------------|
|                       |                                  | Average base salary \$             | Average bonuses \$ | Average other benefits and allowances <sup>(c)</sup> \$ | Average superannuation contributions \$ | Average long service leave \$ | Average other long-term benefits \$ | Average termination benefits \$ | Average total remuneration \$     |
| \$395,001 – \$420,000 | 4                                | 332,544                            | –                  | 1,415                                                   | 60,770                                  | 15,940                        | –                                   | –                               | 410,669                           |
| \$420,001 – \$445,000 | 10                               | 347,865                            | –                  | 3,329                                                   | 61,568                                  | 19,123                        | –                                   | –                               | 431,885                           |
| \$445,001 – \$470,000 | 3                                | 363,330                            | –                  | 1,096                                                   | 64,527                                  | 23,594                        | –                                   | –                               | 452,547                           |
| \$470,001 – \$495,000 | 1                                | 373,876                            | –                  | 21,415                                                  | 62,738                                  | 20,648                        | –                                   | –                               | 478,677                           |
| \$495,001 – \$520,000 | 1                                | 394,597                            | –                  | 21,915                                                  | 70,064                                  | 21,009                        | –                                   | –                               | 507,585                           |

(a) Includes base salary, annual leave benefit, bonuses, allowances, and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. Where an employee is in a defined contribution scheme, such as PSSap, this will be broadly equivalent to the superannuation amount on the individual's pay slip. Where an employee is in a defined benefits scheme, such as PSS and CSS, this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes benefits such as the provision of car parking, where applicable.

(d) Figures are reported on an accrual basis and reference employee expenses incurred by the agency over the financial year.

Table 61: Information about remuneration for other highly paid staff 2025–26

| Remuneration band     | Number other highly paid staff | Short-term benefits <sup>(a)</sup> |                    |                                                         | Post-employment benefits <sup>(b)</sup> |                               | Other long-term benefits            |                                 | Termination benefits          | Total remuneration <sup>(d)</sup> |
|-----------------------|--------------------------------|------------------------------------|--------------------|---------------------------------------------------------|-----------------------------------------|-------------------------------|-------------------------------------|---------------------------------|-------------------------------|-----------------------------------|
|                       |                                | Average base salary \$             | Average bonuses \$ | Average other benefits and allowances <sup>(c)</sup> \$ | Average superannuation contributions \$ | Average long service leave \$ | Average other long-term benefits \$ | Average termination benefits \$ | Average total remuneration \$ |                                   |
| \$255,000 – \$270,000 | 1                              | 101,105                            | –                  | –                                                       | 21,253                                  | 1,987                         | –                                   | 143,364                         | 267,709                       |                                   |
| \$270,001 – \$295,000 | 6                              | 206,988                            | –                  | 8,317                                                   | 30,705                                  | 7,251                         | –                                   | 23,114                          | 276,375                       |                                   |
| \$370,001 – \$395,000 | 2                              | 169,306                            | –                  | –                                                       | 29,301                                  | 6,375                         | –                                   | 179,800                         | 384,782                       |                                   |

(a) Includes base salary, annual leave benefit, bonuses, allowances, and other benefits.

(b) Includes contributed superannuation depending on the scheme the employee is in. Where an employee is in a defined contribution scheme, such as PSSap, this will be broadly equivalent to the superannuation amount on the individual's pay slip. Where an employee is in a defined benefits scheme, such as PSS and CSS, this will include the Notional Employer Contribution Amount and Employer Productivity Superannuation Contribution.

(c) Includes benefits such as the provision of car parking, where applicable.

(d) Figures are reported on an accrual basis and reference employee expenses incurred by the agency over the financial year.

## PGPA Rule section 17AE(1)(aa)(i)-(iii) accountable authority

Table 62: Details of accountable authority during 2025–26

| Name             | Position title/<br>position held | Period as the<br>accountable authority<br>within the reporting<br>period – Start date | Period as the<br>accountable authority<br>within the reporting<br>period – End date |
|------------------|----------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| David Hazlehurst | Chief Executive<br>Officer       | 1 July 2025                                                                           | 30 June 2026                                                                        |

## PGPA Rule section 17AG(4)(aa) management of human resources

Table 63: Australian Public Service Act ongoing employees 2025–26 (as at 30 June 2026)

|                      | Man/male     |            |               | Woman/female  |              |               | Non-binary |           |            | Prefers not to answer |           |          | Uses a different term |           |          | Total         |
|----------------------|--------------|------------|---------------|---------------|--------------|---------------|------------|-----------|------------|-----------------------|-----------|----------|-----------------------|-----------|----------|---------------|
|                      | Full-time    | Part-time  | Total         | Full-time     | Part-time    | Total         | Full-time  | Part-time | Total      | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    | Total         |
| NSW                  | 1,818        | 173        | 1,991         | 4,359         | 1,658        | 6,017         | 37         | 7         | 44         | 0                     | 0         | 0        | 0                     | 0         | 0        | 8,052         |
| Qld                  | 1,907        | 200        | 2,107         | 3,859         | 1,476        | 5,335         | 37         | 21        | 58         | 0                     | 0         | 0        | 0                     | 0         | 0        | 7,500         |
| SA                   | 1,046        | 100        | 1,146         | 1,325         | 474          | 1,799         | 25         | 7         | 32         | 0                     | 0         | 0        | 0                     | 0         | 0        | 2,977         |
| Tas                  | 413          | 61         | 474           | 572           | 401          | 973           | 12         | 4         | 16         | 0                     | 0         | 0        | 0                     | 0         | 0        | 1,463         |
| Vic                  | 1,842        | 190        | 2,032         | 2,976         | 1,286        | 4,262         | 52         | 5         | 57         | 0                     | 0         | 0        | 0                     | 0         | 0        | 6,351         |
| WA                   | 537          | 69         | 606           | 1,160         | 514          | 1,674         | 16         | 5         | 21         | 0                     | 0         | 0        | 0                     | 0         | 0        | 2,301         |
| ACT                  | 1,737        | 117        | 1,854         | 1,963         | 394          | 2,357         | 39         | 12        | 51         | 0                     | 0         | 0        | 0                     | 0         | 0        | 4,262         |
| NT                   | 84           | 7          | 91            | 230           | 55           | 285           | 3          | 1         | 4          | 0                     | 0         | 0        | 0                     | 0         | 0        | 380           |
| External territories | 0            | 0          | 0             | 0             | 0            | 0             | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 0             |
| Overseas             | 0            | 0          | 0             | 0             | 0            | 0             | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 0             |
| <b>Total</b>         | <b>9,384</b> | <b>917</b> | <b>10,301</b> | <b>16,444</b> | <b>6,258</b> | <b>22,702</b> | <b>221</b> | <b>62</b> | <b>283</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>33,286</b> |

Table 64: Australian Public Service Act ongoing employees 2024–25 (as at 30 June 2025)

|                      | Man/male     |            |               | Woman/female  |              |               | Non-binary |           |            | Prefers not to answer |           |          | Uses a different term |           |          | Total         |
|----------------------|--------------|------------|---------------|---------------|--------------|---------------|------------|-----------|------------|-----------------------|-----------|----------|-----------------------|-----------|----------|---------------|
|                      | Full-time    | Part-time  | Total         | Full-time     | Part-time    | Total         | Full-time  | Part-time | Total      | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    |               |
| NSW                  | 1,928        | 156        | 2,084         | 4,554         | 1,658        | 6,212         | 42         | 6         | 48         | 0                     | 0         | 0        | 0                     | 0         | 0        | 8,344         |
| Qld                  | 2,004        | 194        | 2,198         | 4,059         | 1,458        | 5,517         | 58         | 21        | 79         | 0                     | 0         | 0        | 0                     | 0         | 0        | 7,794         |
| SA                   | 1,122        | 82         | 1,204         | 1,452         | 462          | 1,914         | 28         | 8         | 36         | 0                     | 0         | 0        | 0                     | 0         | 0        | 3,154         |
| Tas                  | 439          | 62         | 501           | 628           | 397          | 1,025         | 16         | 5         | 21         | 0                     | 0         | 0        | 0                     | 0         | 0        | 1,547         |
| Vic                  | 1,914        | 191        | 2,105         | 3,118         | 1,280        | 4,398         | 62         | 6         | 68         | 0                     | 0         | 0        | 0                     | 0         | 0        | 6,571         |
| WA                   | 581          | 56         | 637           | 1,265         | 496          | 1,761         | 20         | 8         | 28         | 0                     | 0         | 0        | 0                     | 0         | 0        | 2,426         |
| ACT                  | 1,830        | 107        | 1,937         | 2,137         | 389          | 2,526         | 47         | 10        | 57         | 0                     | 0         | 0        | 0                     | 0         | 0        | 4,520         |
| NT                   | 85           | 7          | 92            | 262           | 53           | 315           | 3          | 0         | 3          | 0                     | 0         | 0        | 0                     | 0         | 0        | 410           |
| External territories | 0            | 0          | 0             | 0             | 0            | 0             | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 0             |
| Overseas             | 0            | 0          | 0             | 0             | 0            | 0             | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 0             |
| <b>Total</b>         | <b>9,903</b> | <b>855</b> | <b>10,758</b> | <b>17,475</b> | <b>6,193</b> | <b>23,668</b> | <b>276</b> | <b>64</b> | <b>340</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>34,766</b> |

Table 65: Australian Public Service Act non-ongoing employees 2025–26<sup>(a)</sup> (as at 30 June 2026)

|                      | Man/male  |           |           | Woman/female |            |            | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|----------------------|-----------|-----------|-----------|--------------|------------|------------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|                      | Full-time | Part-time | Total     | Full-time    | Part-time  | Total      | Full-time  | Part-time | Total    | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    |            |
| NSW                  | 0         | 3         | 3         | 3            | 18         | 21         | 0          | 1         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 25         |
| Qld                  | 1         | 5         | 6         | 3            | 11         | 14         | 1          | 0         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 21         |
| SA                   | 0         | 5         | 5         | 1            | 6          | 7          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 12         |
| Tas                  | 0         | 1         | 1         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 1          |
| Vic                  | 0         | 17        | 17        | 2            | 24         | 26         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 43         |
| WA                   | 0         | 2         | 2         | 4            | 21         | 25         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 27         |
| ACT                  | 12        | 4         | 16        | 6            | 8          | 14         | 3          | 1         | 4        | 0                     | 0         | 0        | 0                     | 0         | 0        | 34         |
| NT                   | 0         | 1         | 1         | 1            | 13         | 14         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 15         |
| External territories | 0         | 0         | 0         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| Overseas             | 0         | 0         | 0         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b>         | <b>13</b> | <b>38</b> | <b>51</b> | <b>20</b>    | <b>101</b> | <b>121</b> | <b>4</b>   | <b>2</b>  | <b>6</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>178</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 66: Australian Public Service Act non-ongoing employees 2024–25<sup>(a)</sup> (as at 30 June 2025)**

|                      | Man/male  |           |            | Woman/female |            |            | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|----------------------|-----------|-----------|------------|--------------|------------|------------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|                      | Full-time | Part-time | Total      | Full-time    | Part-time  | Total      | Full-time  | Part-time | Total    | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    |            |
| NSW                  | 2         | 13        | 15         | 7            | 47         | 54         | 0          | 1         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 70         |
| Qld                  | 5         | 10        | 15         | 13           | 32         | 45         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 60         |
| SA                   | 2         | 11        | 13         | 4            | 16         | 20         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 33         |
| Tas                  | 4         | 3         | 7          | 3            | 3          | 6          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 13         |
| Vic                  | 5         | 38        | 43         | 10           | 80         | 90         | 1          | 0         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 134        |
| WA                   | 1         | 11        | 12         | 6            | 44         | 50         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 62         |
| ACT                  | 18        | 6         | 24         | 12           | 14         | 26         | 2          | 0         | 2        | 0                     | 0         | 0        | 0                     | 0         | 0        | 52         |
| NT                   | 2         | 0         | 2          | 5            | 6          | 11         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 13         |
| External territories | 0         | 0         | 0          | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| Overseas             | 0         | 0         | 0          | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b>         | <b>39</b> | <b>92</b> | <b>131</b> | <b>60</b>    | <b>242</b> | <b>302</b> | <b>3</b>   | <b>1</b>  | <b>4</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>437</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

## PGPA Rule section 17AG(4)(b)(i)-(iv) Australian Public Sector (APS) classification and gender

Table 67: Australian Public Service Act ongoing employees 2025–26 (as at 30 June 2026)

| Substantive classification | Man/male     |            |               | Woman/female  |              |               | Non-binary |           |            | Prefers not to answer |           |          | Uses a different term |           |          | Total         |
|----------------------------|--------------|------------|---------------|---------------|--------------|---------------|------------|-----------|------------|-----------------------|-----------|----------|-----------------------|-----------|----------|---------------|
|                            | Full-time    | Part-time  | Total         | Full-time     | Part-time    | Total         | Full-time  | Part-time | Total      | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    |               |
| SES3                       | 4            | 0          | 4             | 4             | 0            | 4             | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 8             |
| SES2                       | 14           | 1          | 15            | 20            | 0            | 20            | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 35            |
| SES1                       | 53           | 0          | 53            | 80            | 0            | 80            | 1          | 0         | 1          | 0                     | 0         | 0        | 0                     | 0         | 0        | 134           |
| EL2                        | 467          | 12         | 479           | 460           | 50           | 510           | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 989           |
| EL1                        | 1,056        | 54         | 1,110         | 1,428         | 268          | 1,696         | 6          | 1         | 7          | 0                     | 0         | 0        | 0                     | 0         | 0        | 2,813         |
| APS6                       | 1,911        | 121        | 2,032         | 3,121         | 1,066        | 4,187         | 20         | 7         | 27         | 0                     | 0         | 0        | 0                     | 0         | 0        | 6,246         |
| APS5                       | 1,070        | 58         | 1,128         | 1,645         | 508          | 2,153         | 24         | 6         | 30         | 0                     | 0         | 0        | 0                     | 0         | 0        | 3,311         |
| APS4                       | 3,772        | 516        | 4,288         | 7,743         | 3,653        | 11,396        | 137        | 34        | 171        | 0                     | 0         | 0        | 0                     | 0         | 0        | 15,855        |
| APS3                       | 919          | 138        | 1,057         | 1,784         | 687          | 2,471         | 30         | 12        | 42         | 0                     | 0         | 0        | 0                     | 0         | 0        | 3,570         |
| APS2                       | 11           | 0          | 11            | 12            | 7            | 19            | 0          | 1         | 1          | 0                     | 0         | 0        | 0                     | 0         | 0        | 31            |
| APS1                       | 11           | 4          | 15            | 10            | 5            | 15            | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 30            |
| Other                      | 96           | 13         | 109           | 137           | 14           | 151           | 3          | 1         | 4          | 0                     | 0         | 0        | 0                     | 0         | 0        | 264           |
| <b>Total</b>               | <b>9,384</b> | <b>917</b> | <b>10,301</b> | <b>16,444</b> | <b>6,258</b> | <b>22,702</b> | <b>221</b> | <b>62</b> | <b>283</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>33,286</b> |

Table 68: Australian Public Service Act ongoing employees 2024–25 (as at 30 June 2025)

| Substantive classification | Man/male     |            |               | Woman/female  |              |               | Non-binary |           |            | Prefers not to answer |           |          | Uses a different term |           |          | Total         |
|----------------------------|--------------|------------|---------------|---------------|--------------|---------------|------------|-----------|------------|-----------------------|-----------|----------|-----------------------|-----------|----------|---------------|
|                            | Full-time    | Part-time  | Total         | Full-time     | Part-time    | Total         | Full-time  | Part-time | Total      | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    |               |
| SES3                       | 4            | 0          | 4             | 2             | 0            | 2             | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 6             |
| SES2                       | 12           | 1          | 13            | 19            | 0            | 19            | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 32            |
| SES1                       | 46           | 0          | 46            | 78            | 2            | 80            | 1          | 0         | 1          | 0                     | 0         | 0        | 0                     | 0         | 0        | 127           |
| EL2                        | 496          | 13         | 509           | 464           | 50           | 514           | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 1,023         |
| EL1                        | 1,098        | 43         | 1,141         | 1,424         | 282          | 1,706         | 7          | 1         | 8          | 0                     | 0         | 0        | 0                     | 0         | 0        | 2,855         |
| APS6                       | 1,858        | 114        | 1,972         | 2,996         | 1,054        | 4,050         | 15         | 7         | 22         | 0                     | 0         | 0        | 0                     | 0         | 0        | 6,044         |
| APS5                       | 1,047        | 58         | 1,105         | 1,644         | 513          | 2,157         | 24         | 5         | 29         | 0                     | 0         | 0        | 0                     | 0         | 0        | 3,291         |
| APS4                       | 3,946        | 475        | 4,421         | 8,080         | 3,563        | 11,643        | 164        | 32        | 196        | 0                     | 0         | 0        | 0                     | 0         | 0        | 16,260        |
| APS3                       | 1,275        | 132        | 1,407         | 2,629         | 698          | 3,327         | 60         | 18        | 78         | 0                     | 0         | 0        | 0                     | 0         | 0        | 4,812         |
| APS2                       | 13           | 1          | 14            | 14            | 8            | 22            | 0          | 1         | 1          | 0                     | 0         | 0        | 0                     | 0         | 0        | 37            |
| APS1                       | 13           | 5          | 18            | 10            | 7            | 17            | 0          | 0         | 0          | 0                     | 0         | 0        | 0                     | 0         | 0        | 35            |
| Other                      | 95           | 13         | 108           | 115           | 16           | 131           | 5          | 0         | 5          | 0                     | 0         | 0        | 0                     | 0         | 0        | 244           |
| <b>Total</b>               | <b>9,903</b> | <b>855</b> | <b>10,758</b> | <b>17,475</b> | <b>6,193</b> | <b>23,668</b> | <b>276</b> | <b>64</b> | <b>340</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>34,766</b> |

Table 69: Australian Public Service Act non-ongoing employees 2025–26<sup>(a)</sup> (as at 30 June 2026)

| Substantive classification | Man/male  |           |           | Woman/female |            |            | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|----------------------------|-----------|-----------|-----------|--------------|------------|------------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|                            | Full-time | Part-time | Total     | Full-time    | Part-time  | Total      | Full-time  | Part-time | Total    | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    |            |
| SES3                       | 0         | 0         | 0         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES2                       | 0         | 0         | 0         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES1                       | 0         | 0         | 0         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| EL2                        | 3         | 0         | 3         | 0            | 1          | 1          | 1          | 0         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 5          |
| EL1                        | 3         | 1         | 4         | 0            | 2          | 2          | 2          | 1         | 0        | 1                     | 0         | 0        | 0                     | 0         | 0        | 7          |
| APS6                       | 1         | 0         | 1         | 2            | 0          | 2          | 2          | 0         | 2        | 0                     | 0         | 0        | 0                     | 0         | 0        | 5          |
| APS5                       | 2         | 0         | 2         | 1            | 0          | 1          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 3          |
| APS4                       | 2         | 2         | 4         | 5            | 2          | 7          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 11         |
| APS3                       | 1         | 34        | 35        | 12           | 93         | 105        | 0          | 1         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 141        |
| APS2                       | 1         | 1         | 2         | 0            | 3          | 3          | 0          | 1         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 6          |
| APS1                       | 0         | 0         | 0         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| Other                      | 0         | 0         | 0         | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b>               | <b>13</b> | <b>38</b> | <b>51</b> | <b>20</b>    | <b>101</b> | <b>121</b> | <b>4</b>   | <b>2</b>  | <b>6</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>178</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 70: Australian Public Service Act non-ongoing employees 2024–25<sup>a)</sup> (as at 30 June 2025)**

| Substantive classification | Man/male  |           |            | Woman/female |            |            | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |          | Total      |
|----------------------------|-----------|-----------|------------|--------------|------------|------------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|----------|------------|
|                            | Full-time | Part-time | Total      | Full-time    | Part-time  | Total      | Full-time  | Part-time | Total    | Full-time             | Part-time | Total    | Full-time             | Part-time | Total    |            |
| SES3                       | 0         | 0         | 0          | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES2                       | 0         | 0         | 0          | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| SES1                       | 0         | 0         | 0          | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| EL2                        | 1         | 0         | 1          | 2            | 2          | 4          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 5          |
| EL1                        | 6         | 1         | 7          | 4            | 4          | 8          | 2          | 0         | 2        | 0                     | 0         | 0        | 0                     | 0         | 0        | 17         |
| APS6                       | 6         | 2         | 8          | 7            | 3          | 10         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 18         |
| APS5                       | 7         | 0         | 7          | 1            | 4          | 5          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 12         |
| APS4                       | 13        | 4         | 17         | 31           | 11         | 42         | 1          | 0         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 60         |
| APS3                       | 6         | 85        | 91         | 13           | 218        | 231        | 0          | 1         | 1        | 0                     | 0         | 0        | 0                     | 0         | 0        | 323        |
| APS2                       | 0         | 0         | 0          | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| APS1                       | 0         | 0         | 0          | 2            | 0          | 2          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 2          |
| Other                      | 0         | 0         | 0          | 0            | 0          | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0        | 0          |
| <b>Total</b>               | <b>39</b> | <b>92</b> | <b>131</b> | <b>60</b>    | <b>242</b> | <b>302</b> | <b>3</b>   | <b>1</b>  | <b>4</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>437</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

## PGPA Rule section 17AG(4)(b)(i)-(iii) employees by full-time and part-time status

Table 71: Australian Public Service Act employees by full-time and part-time status 2025–26<sup>(a)</sup> (as at 30 June 2026)

| Substantive classification | Ongoing       |              |               | Non-ongoing <sup>(a)</sup> |            |                   |
|----------------------------|---------------|--------------|---------------|----------------------------|------------|-------------------|
|                            | Full-time     | Part-time    | Total Ongoing | Full-time                  | Part-time  | Total Non-ongoing |
| SES3                       | 8             | 0            | 8             | 0                          | 0          | 0                 |
| SES2                       | 34            | 1            | 35            | 0                          | 0          | 0                 |
| SES1                       | 134           | 0            | 134           | 0                          | 0          | 0                 |
| EL2                        | 927           | 62           | 989           | 4                          | 1          | 5                 |
| EL1                        | 2,490         | 323          | 2,813         | 4                          | 3          | 7                 |
| APS6                       | 5,052         | 1,194        | 6,246         | 5                          | 0          | 5                 |
| APS5                       | 2,739         | 572          | 3,311         | 3                          | 0          | 3                 |
| APS4                       | 11,652        | 4,203        | 15,855        | 7                          | 4          | 11                |
| APS3                       | 2,733         | 837          | 3,570         | 13                         | 128        | 141               |
| APS2                       | 23            | 8            | 31            | 1                          | 5          | 6                 |
| APS1                       | 21            | 9            | 30            | 0                          | 0          | 0                 |
| Other                      | 236           | 28           | 264           | 0                          | 0          | 0                 |
| <b>Total</b>               | <b>26,049</b> | <b>7,237</b> | <b>33,286</b> | <b>37</b>                  | <b>141</b> | <b>178</b>        |
|                            |               |              |               |                            |            | <b>33,464</b>     |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 72: Australian Public Service Act employees by full-time and part-time status 2024–25<sup>(a)</sup> (as at 30 June 2025)**

| Substantive classification | Ongoing       |              |               | Non-ongoing <sup>(a)</sup> |            |                   | Total         |
|----------------------------|---------------|--------------|---------------|----------------------------|------------|-------------------|---------------|
|                            | Full-time     | Part-time    | Total Ongoing | Full-time                  | Part-time  | Total Non-ongoing |               |
| SES3                       | 6             | 0            | 6             | 0                          | 0          | 0                 | 6             |
| SES2                       | 31            | 1            | 32            | 0                          | 0          | 0                 | 32            |
| SES1                       | 125           | 2            | 127           | 0                          | 0          | 0                 | 127           |
| EL2                        | 960           | 63           | 1,023         | 3                          | 2          | 5                 | 1,028         |
| EL1                        | 2,529         | 326          | 2,855         | 12                         | 5          | 17                | 2,872         |
| APS6                       | 4,869         | 1,175        | 6,044         | 13                         | 5          | 18                | 6,062         |
| APS5                       | 2,715         | 576          | 3,291         | 8                          | 4          | 12                | 3,303         |
| APS4                       | 12,190        | 4,070        | 16,260        | 45                         | 15         | 60                | 16,320        |
| APS3                       | 3,964         | 848          | 4,812         | 19                         | 304        | 323               | 5,135         |
| APS2                       | 27            | 10           | 37            | 0                          | 0          | 0                 | 37            |
| APS1                       | 23            | 12           | 35            | 2                          | 0          | 2                 | 37            |
| Other                      | 215           | 29           | 244           | 0                          | 0          | 0                 | 244           |
| <b>Total</b>               | <b>27,654</b> | <b>7,112</b> | <b>34,766</b> | <b>102</b>                 | <b>335</b> | <b>437</b>        | <b>35,203</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

## PGPA Rule section 17AG(4)(b)(v) Australian Public Service Act

**Table 73: Australian Public Service Act employees by employment type by location 2025–26 (as at 30 June 2026)**

|                      | Ongoing       | Non-ongoing <sup>(a)</sup> | Total         |
|----------------------|---------------|----------------------------|---------------|
| NSW                  | 8,052         | 25                         | 8,077         |
| Qld                  | 7,500         | 21                         | 7,521         |
| SA                   | 2,977         | 12                         | 2,989         |
| Tas                  | 1,463         | 1                          | 1,464         |
| Vic                  | 6,351         | 43                         | 6,394         |
| WA                   | 2,301         | 27                         | 2,328         |
| ACT                  | 4,262         | 34                         | 4,296         |
| NT                   | 380           | 15                         | 395           |
| External territories | 0             | 0                          | 0             |
| Overseas             | 0             | 0                          | 0             |
| <b>Total</b>         | <b>33,286</b> | <b>178</b>                 | <b>33,464</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 74: Australian Public Service Act employees by employment type by location 2024–25 (as at 30 June 2025)**

|                      | Ongoing       | Non-ongoing <sup>(a)</sup> | Total         |
|----------------------|---------------|----------------------------|---------------|
| NSW                  | 8,344         | 70                         | 8,414         |
| Qld                  | 7,794         | 60                         | 7,854         |
| SA                   | 3,154         | 33                         | 3,187         |
| Tas                  | 1,547         | 13                         | 1,560         |
| Vic                  | 6,571         | 134                        | 6,705         |
| WA                   | 2,426         | 62                         | 2,488         |
| ACT                  | 4,520         | 52                         | 4,572         |
| NT                   | 410           | 13                         | 423           |
| External territories | 0             | 0                          | 0             |
| Overseas             | 0             | 0                          | 0             |
| <b>Total</b>         | <b>34,766</b> | <b>437</b>                 | <b>35,203</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

## PGPA Rule section 17AG(4)(b)(vi) Indigenous employment

**Table 75: Australian Public Service Act employees by Indigenous employment 2025–26 (as at 30 June 2026)**

|                            | 2025–26      |
|----------------------------|--------------|
| Ongoing                    | 1,832        |
| Non-ongoing <sup>(a)</sup> | 7            |
| <b>Total</b>               | <b>1,839</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

**Table 76: Australian Public Service Act employees by Indigenous employment 2024–25 (as at 30 June 2025)**

|                            | 2024–25      |
|----------------------------|--------------|
| Ongoing                    | 1,878        |
| Non-ongoing <sup>(a)</sup> | 20           |
| <b>Total</b>               | <b>1,898</b> |

(a) Non-ongoing employees include irregular/intermittent staff.

## PGPA Rule section 17AG(4)(c)(i) employment arrangements of SES and non-SES employees

**Table 77: Australian Public Service Act employees by employment arrangements 2025–26 (as at 30 June 2026)**

|                                                     | SES                | Non-SES                     | Total                       |
|-----------------------------------------------------|--------------------|-----------------------------|-----------------------------|
| Section 24(1) of the <i>Public Service Act 1999</i> | 177 <sup>(a)</sup> | 0                           | 177                         |
| Individual flexibility agreements                   | 0                  | 181 <sup>(b)</sup>          | 181                         |
| Enterprise agreement                                | 0                  | 33,106 <sup>(c)</sup>       | 33,106                      |
| Common law contract                                 | 0                  | 0                           | 0                           |
| <b>Total</b>                                        | <b>177</b>         | <b>33,287<sup>(c)</sup></b> | <b>33,464<sup>(c)</sup></b> |

(a) Numbers include staff that are not included in the total nominal SES headcount. These additional SES have been included as they still have an active employment arrangement but are currently on a secondment.

(b) Individual Flexibility Agreements (IFAs) data includes IFAs that are temporarily ceased due to temporary higher duties allowance at another classification level.

(c) Numbers exclude nominal SES and medical officers but include employees on IFAs.

**Table 78: Australian Public Service Act employees by employment arrangements 2024–25 (as at 30 June 2025)**

|                                                     | SES                | Non-SES                     | Total                       |
|-----------------------------------------------------|--------------------|-----------------------------|-----------------------------|
| Section 24(1) of the <i>Public Service Act 1999</i> | 167 <sup>(a)</sup> | 0                           | 167                         |
| Individual flexibility agreements                   | 0                  | 155 <sup>(b)</sup>          | 155                         |
| Enterprise agreement                                | 0                  | 35,029 <sup>(c)</sup>       | 35,029                      |
| Common law contract                                 | 0                  | 0                           | 0                           |
| <b>Total</b>                                        | <b>167</b>         | <b>35,184<sup>(c)</sup></b> | <b>35,351<sup>(c)</sup></b> |

(a) Numbers include staff that are not included in the total nominal SES headcount. These additional SES have been included as they still have an active employment arrangement but are currently on a secondment.

(b) IFAs data includes IFAs that are temporarily ceased due to temporary higher duties allowance at another classification level.

(c) Numbers exclude nominal SES and Medical Officers but include employees on IFAs.

## PGPA Rule section 17AG(4)(c)(ii) salary ranges by classification level

**Table 79: Australian Public Service Act employment salary ranges by classification level (minimum/maximum) 2025–26 (as at 30 June 2026)**

|                                                                   | Minimum salary <sup>(a)</sup><br>\$ | Maximum salary <sup>(b)</sup><br>\$ |
|-------------------------------------------------------------------|-------------------------------------|-------------------------------------|
| SES3                                                              | 403,344                             | 466,560                             |
| SES2                                                              | 293,868                             | 354,723                             |
| SES1                                                              | 225,928                             | 282,491                             |
| EL2                                                               | 141,751                             | 168,571                             |
| EL1                                                               | 122,493                             | 135,731                             |
| APS6                                                              | 99,734                              | 113,242                             |
| APS5                                                              | 88,834                              | 96,829                              |
| APS4                                                              | 79,322                              | 87,886                              |
| APS3                                                              | 71,170                              | 79,320                              |
| APS2                                                              | 64,202                              | 69,288                              |
| APS1                                                              | 57,497                              | 61,603                              |
| Medical Officer Class 4                                           | 203,279                             | 216,618                             |
| Medical Officer Class 3                                           | 187,056                             | 195,473                             |
| Medical Officer Class 2                                           | 147,710                             | 175,636                             |
| Deputy General Counsel – EL2 (Legal Job Stream)                   | 179,018                             | N/A                                 |
| Senior Rehabilitation Consultant – APS6 (Professional Job Stream) | 119,334                             | N/A                                 |
| Rehabilitation Consultant 2+ – APS6 (Professional Job Stream)     | 113,616                             | N/A                                 |
| Graduate APS                                                      | 71,170                              | 87,886                              |
| Digital Trainee                                                   | 57,497                              | 68,432                              |
| Digital and Data Cadet                                            | 64,202                              | 79,322                              |
| APS Trainee (Apprentice)                                          | 64,202                              | 87,886                              |
| Cadet APS                                                         | 32,751                              | 71,170                              |
| Minimum/maximum range                                             | 32,751                              | 466,560                             |

(a) The salary ranges in this table cover base salary rates only. They do not include reportable fringe benefits, allowances, and salary sacrifice arrangements.

(b) The salary ranges in this table are as at 30 June 2026.

# Appendix B – Satisfaction Research Program

The agency's Satisfaction Research Program includes several survey modules that measure satisfaction with, and trust in, the services we deliver:

- The satisfaction and experience survey measures customer and health provider perceptions of the quality of service they received in their most recent interaction with the agency. Results are reported in Strategic Performance Measure (SPM) 1 on pages 18–23.
- The trust survey measures customer and health provider trust in the agency's ability to deliver services impartially and consistently, including confidence in how we manage personal data. Results are reported in SPM 2 on pages 24–27 .
- The health provider survey is conducted monthly and includes health provider satisfaction, digital services usage and preferred communication channels. The results are used to inform future program and service delivery improvements. Results are reported in SPM 1 and SPM 2 on pages 18–27.
- The customer perception survey, formerly the strategic survey, is conducted bi-annually and measures the proportion of customers who report being satisfied with the services they received over a 3-month period.

**Table 80: Proportion of customers satisfied with the agency's services over the preceding 3-month period by financial year**

| Survey title               | Target audience, timing and sample size                                                                                                                                                                      | Results 2024–25                                                                                                                              | Results 2025–26                                                                                                                              |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Customer perception survey | Random selection of customers who have had one or more interactions with the agency in the previous 3 months.<br><br>Conducted every 6 months.<br><br>4,880 surveys completed in the 2025–26 financial year. | Satisfied with: <ul style="list-style-type: none"><li>• Medicare: 67.7%</li><li>• Centrelink: 68.5%</li><li>• Child Support: 38.6%</li></ul> | Satisfied with: <ul style="list-style-type: none"><li>• Medicare: 71.5%</li><li>• Centrelink: 66.3%</li><li>• Child Support: 41.7%</li></ul> |

## Feedback on services

We are committed to delivering high-quality services to the Australian people. We value the feedback we receive as it helps us improve our business processes and deliver better services.

We established the Lived Experience Reference Group to hear from our customers and the communities that represent them. Customers and their representatives now regularly share their experiences and personal stories with us. We:

- heard what it is like interacting with us across our service delivery channels
- heard what is going well, and how we can improve
- are taking these insights and making real change.

We are hopeful about the ongoing impact of the group on the customer experience and are grateful to the group members for courageously sharing their stories with us.

We are committed to ensuring that people are aware of their right to submit complaints and provide feedback. Customers can contact the agency:

- by calling the complaints and feedback line on **1800 132 468**
- online from their myGov account, the Services Australia website, or by calling one of our international numbers from overseas. This information can be found at **[servicesaustralia.gov.au](https://servicesaustralia.gov.au)**
- by mail (no postage stamp required)
- by calling the National Relay Service for people who are deaf, have hearing loss or have speech disability
- by speaking to a service officer at any service centre or on the phone.

In 2025–26, we received 8,156 compliments. Of these, 80.7% were about the service provided by staff, 15.1% were about programs and 4.2% were about products.

We encourage feedback and suggestions about programs, services and new initiatives. In 2025–26, we received 7,691 suggestions.

## Medicare feedback

In 2025–26, we recorded 9,868 feedback contacts about Medicare services. Of these, 8,240 were complaints. The top 3 complaint reasons, by volume, were:

- dissatisfaction with a claim, application or assessment process including waiting too long, incorrect information and reviews (29.6%)
- dissatisfaction with a decision, outcome or payment including not receiving a payment or service, rejection of an application or claim and the amount of a payment (21.2%)
- dissatisfaction with a digital service including being unable to access a digital service, being unable to update details and information being incorrect, not available or unclear (16.6%).

We resolved 82% of Medicare complaints within 10 working days.

## Centrelink feedback

In 2025–26, we recorded 133,494 feedback contacts about Centrelink services. Of these, 119,502 were complaints. The top 3 complaint reasons, by volume, were:

- dissatisfaction with a decision, outcome or payment, including cancelling or suspending a payment or service, the amount of a payment and waiting too long (34.7%)
- dissatisfaction with a claim, application or assessment process including waiting too long, not being updated on claim progress and appeals or objections (33.0%)
- dissatisfaction with a debt, deduction or collection, including the amount of a debt, the repayment options and fees or penalties (8.2%).

We resolved 91% of Centrelink complaints within 10 working days.

## Child Support feedback

In 2025–26, we recorded 26,173 feedback contacts about Child Support services. Of these, 25,946 were complaints. The top 3 types of complaints, by volume, were:

- collection, including lack of collection, issues with account balance and issues with employer withholdings (34.2%)
- quality of service, including processing delays, poor advice and lack of courtesy (26.3%)
- assessment, including income used, care level used and change of assessment (25.3%).

We resolved 83% of Child Support complaints within 10 working days.

## Appendix C – Scheme for Compensation for Detriment caused by Defective Administration

The information below relates to compensation under the Commonwealth's Scheme for Compensation for Detriment caused by Defective Administration (CDDA).

Table 81 shows the number of customer compensation claims received and decided from 2023–24 to 2025–26, the percentage of CDDA claims decided within 90 days, and the average number of days taken to decide CDDA claims.

**Table 81: CDDA claims received, decided and paid**

| Year                                             | 2023–24       | 2024–25       | 2025–26       |
|--------------------------------------------------|---------------|---------------|---------------|
| Total claims received                            | 1158          | 1701          | 1224          |
| Total claims decided                             | 1125          | 1588          | 1231          |
| Percentage of CDDA claims decided within 90 days | 74%           | 80%           | 42%           |
| Average days to decide CDDA claims               | 70            | 60            | 115           |
| Number of payments made                          | 507           | 903           | 270           |
| Total compensation paid                          | \$2.4 million | \$1.9 million | \$1.1 million |

# Appendix D – Other legislative requirements

## Data matching program

The Data-matching Program is governed by the *Data-matching Program (Assistance and Tax) Act 1990* (DMP Act). Under section 12(4) of the DMP Act, participating agencies are required to table reports in both houses of parliament. This appendix has been prepared in accordance with section 21 of the Data matching (Assistance and Tax) Rules 2021.

The agency performed program activities in 2025–26 solely on behalf of the DVA.

For results of program activities required under section 12(4) of the DMP Act, go to the DVA 2025–26 annual report on DVA’s website.

The program was paused in 2023–24 following the publication of the Royal Commission into the Robodebt Scheme report, pending a review of the data exchange. As a result, no cycles were run in 2024–25 or 2025–26.

Table 82 shows the number of residual debts raised under the DMP Act in previous financial years that were paid in full or for which a repayment arrangement started in 2025–26.

**Table 82: Results for matters relating to DMP Act activity in 2025–26**

| Cases                                                                                                            | Number |
|------------------------------------------------------------------------------------------------------------------|--------|
| Number of matches produced                                                                                       | 0      |
| Number and proportion of matches that resulted in discrepancies                                                  | 0      |
| Number and proportion of discrepancies that resulted in the agency giving notice under section 11 of the DMP Act | 0      |
| Number and proportion of discrepancies that resulted in action being taken                                       | 0      |
| Number of cases in which an overpayment was identified                                                           | 0      |
| Number of cases in which action proceeded despite a challenge to accuracy of the data                            | 0      |
| Number of cases not proceeded with after contacting the individual who is the subject of the match               | 0      |
| Cases where recovery action was initiated <sup>(a)</sup>                                                         | 16     |
| Cases where the debt was fully recovered <sup>(b)</sup>                                                          | 105    |

(a) The number of cases where recovery action started on a debt. The agency recovers debts through withholding part of a customer’s payment or through cash repayments.

(b) Recovery of a debt can take place over several years, so the number and value of debts raised in a year does not necessarily correspond to the number and value of recoveries.

## Program savings and costs

The program has direct savings components from:

- downward variations in rate or stopping payments
- raised debts of social security payments
- ceasing payments to new recipients for failure to comply with tax file number requirements.

As we do not use the program for compliance review activity, savings from the program are solely generated from new recipients failing to comply with tax file number requirements.

In 2025–26, the program achieved \$6.8 million in savings.

**Administrative costs:** The equipment used to run the program cycles has some ongoing administrative costs associated with computer hardware and software maintenance.

**Salary costs:** The program's main salary costs were associated with:

- managing and supporting the program within the agency
- the agency's operational network activity including its management and coordination.

Direct cost–benefit summary: The net benefit of the program was \$6.7 million in 2025–26.

Table 83 shows a summary of direct cost benefit during 2025–26.

**Table 83: Direct cost–benefit summary**

|                                   | 2025–26 actual |
|-----------------------------------|----------------|
| Benefits <sup>(a)</sup>           | \$6,869,000    |
| Costs                             | \$93,000       |
| Net benefits <sup>(b)</sup>       | \$6,776,000    |
| Cost–benefit ratio <sup>(c)</sup> | 1:74           |

(a) Net savings, including the effect of upward variations.

(b) Calculated by subtracting costs from benefits.

(c) Calculated by dividing benefits by costs.

## Chronology

No data-matching cycles were run with the OAIC in accordance with the DMP Act during 2025–26.

## Notices under section 42 *Human Services (Medicare) Act 1973*

Part IID of the *Human Services (Medicare) Act 1973* provides the agency with investigative powers relevant to offences against the Medicare programs we deliver.

The CEO, as the Chief Executive Medicare, may authorise the exercise of these powers in connection with an investigation. There was one authorised officer appointed under section 8M, and 196 section 8P notices issued in 2025–26.

## Reporting required by the *Private Health Insurance Act 2007*

Services Australia processes claims by private health insurers for the Private Health Insurance Rebate. Our determination of a claim is defined as an administrative action under the *Private Health Insurance Act 2007*. Division 333 of the Act provides for the automation by a computer program of determinations and oversight and safeguards for the process, including reporting where an automated action has been substituted with a manual decision.

In 2025–26, there were 6 substituted actions. This occurred when a monthly claim by an insurer contained incorrect information and the agency worked with the insurer to manually correct the information before making a payment.

## Environmental management

The agency's net zero action plan guides how we manage and report on the environmental impacts of our operations, including greenhouse gas emissions, energy use, resource use and waste, ICT, procurement, motor vehicle use and travel. Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) requires Australian Government agencies to report annually on how their activities accord with ecologically sustainable development (ESD) principles and measures taken to minimise their effect on the environment.

The ESD principles are set out in section 3A of the EPBC Act.

### How administered programs accord with ESD principles – section 516A(6)(A)

In 2025–26, the agency delivered Medicare, Centrelink, Child Support, and myGov, according to ESD principles.

Fundamental considerations in administering these programs are the economic, environmental, equity and social consequences of short-term and long-term decision-making.

The agency aims to design and operate accessible and secure services while reducing avoidable environmental impacts where feasible. This includes, for example, incorporating green lease schedules into lease agreements, co-locating staff in shared premises and consolidating sites into precincts reducing the agency footprint.

## How Outcome 1 contributed to ESD principles – section 516A(6)(B)

In 2025–26, agency activities that made a direct contribution to ESD included:

- increasing customers using online self-service
- reducing staff travel by using video-conferencing and modern document collaboration workflows more
- exploring new ways of providing digital services through our technology innovation centre and digital innovation service hub
- enhancing myGov and the myGov app to make it easier for people to connect with different government services in a way that is convenient for them, in an intuitive and personalised way
- using the digital Commonwealth statutory declaration capability through myGov, which means Australians use myGov and their connected Digital ID to create, sign and download a Commonwealth statutory declaration.

## Effect of activities on the environment – section 516A(6)(c)

The agency's environmental sustainability policy guides our efforts to minimise the effect of our activities on the environment and to drive better practice, performance and accountability. The activities that generally most affect the environment are those that consume considerable resources and generate significant waste. They include:

- energy use
- building operations and refurbishments
- ICT
- fleet
- management and communication
- procurement
- travel
- waste.

## How we minimise the effect of activities on the environment – section 516A(6)(d)

In January 2026, the agency updated its net zero action plan, replacing the agency's environmental sustainability policy, to align with the Australian Government's policy (APS Net Zero 2030) and Net Zero in Government Operations (NZGO) Strategy for the APS to reduce its greenhouse gas emissions to net zero by 2030. The agency's net zero action plan guides our efforts to minimise the effect of our activities on the environment and to drive better practice, performance and accountability.

Table 84 shows the measures taken in 2025–26 to minimise the agency's effect on the environment.

**Table 84: Measures taken to minimise effect on the environment**

| Activity            | Measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Energy use          | <p>To reduce emissions from electricity usage, the agency continued to include 50% green power in electricity contracts for agency sites located in NSW, Vic, Tas, Qld and SA.</p> <p>The agency recognises that some AI uses can increase energy demand, particularly where services rely on data centre and cloud computing. The agency manages these impacts with measures including increasing the proportion of renewable electricity in our contracts, maintaining highly energy-efficient data centre arrangements and continuing server virtualisation and rationalisation to minimise additional hardware. When considering third-party supplier AI offerings, the agency considers sustainability and energy performance as part of procurement and assurance processes, alongside security, privacy and value-for-money requirements.</p> |
| Building operations | <p>Agency leases for offices are guided by the green lease schedule for landlords and tenants.</p> <p>We conduct National Australian Built Environment Rating System energy assessments at offices over 1,000m<sup>2</sup> with green lease schedules.</p> <p>All leases incorporate environmental sustainability initiatives where possible. This includes upgrading to LED lighting and installing photovoltaic solar systems and electric vehicle chargers to support fleet transition to electric vehicles.</p> <p>We use reputable eco-labels, certifications and other environmental standards to improve environmental performance, such as Green Star for selected building designs and fit out and the Energy Rating Label for electrical appliances.</p>                                                                                   |
| ICT                 | <p>Our data centres are in highly energy-efficient premises and our contract renewal processes review energy consumption performance.</p> <p>We continue to virtualise server applications, which reduces the need to purchase extra servers.</p> <p>During 2025–26, we considered the agency's 2024–25 ICT architecture review recommendations and identified short, medium and long-term prioritised investment to address ICT efficiencies through rationalisation.</p>                                                                                                                                                                                                                                                                                                                                                                           |

| Activity                                                 | Measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ICT                                                      | <p>We continue to roll out docked laptops to enable better workforce mobility as these have lower electricity consumption than desktop PCs.</p> <p>Our desktop computers and televisions automatically shut down after 3 hours of inactivity.</p> <p>Our printers and multifunction devices are allocated to maximise resource efficiency.</p> <p>As part of natural ICT refresh cycles, energy efficient hardware standards are stipulated in the requirements.</p>                                                                                                                                                                                                                                                                                                                                            |
| Fleet                                                    | <p>We procure low emission vehicles (LEVs) in line with the Australian Government Fleet Vehicle Selection Policy and have maintained the Net Zero in Government Operations target of 75% new passenger vehicle orders to be LEV.</p> <p>The agency has installed EV chargers at 62 sites for fleet charging bringing our total sites with chargers to 83.</p> <p>The agency uses an electronic log-book system to accurately monitor and manage vehicle use and to improve reporting quality.</p>                                                                                                                                                                                                                                                                                                               |
| Management and communication                             | <p>The agency supports and implements emissions reduction initiatives set by the NZGO Strategy.</p> <p>Our net zero action plan supports NZGO targets and measures.</p> <p>We use an online sustainability reporting system to improve reporting and performance capability.</p> <p>We promote and communicate environmental initiatives in our offices. We are committed to enhancing digital correspondence, where appropriate, to give customers a choice of communication channels while reducing paper use and environmental impact. To support this, we review all correspondence as it is developed, applying principles aligned with the Services Australia 2030 Vision. This includes a focus on digital-first design, accessibility and improving how customers interact with our communications.</p> |
| Sustainable procurement and stationery (including paper) | <p>The agency uses reputable eco-labels and environmental standards in making relevant procurement decisions to improve environmental performance at product and supplier levels.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Activity                                                 | Measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sustainable procurement and stationery (including paper) | <p>In 2025–26, the paper we purchased for internal use, such as for printers, photocopiers and multifunction devices, was:</p> <ul style="list-style-type: none"> <li>• 98.26% Forest Stewardship Council (FSC) or Programme for the Endorsement of Forest Certification (PEFC) certified</li> <li>• 55.45% carbon neutral paper</li> <li>• 25.46% recycled content (100% recycled).</li> </ul> <p>In 2025–26, the paper procured by the agency for letters to customers was 86.05% carbon neutral paper and 13.95% was recycled carbon neutral paper.</p> <p>75% of the paper purchased for PBS prescription forms was FSC or PEFC certified.</p>                                                                                                                                                                                                                                            |
| Corporate wardrobe                                       | The agency supports the use of recycled alternatives where possible in our corporate wardrobe items. Swing tags are made using 100% recycled paper with soy ink printing and garment labels are made from 100% recycled polyester.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Travel                                                   | Official travel should only occur when there is a clear and essential business need and no suitable alternatives, such as virtual or remote options, are available. Consistent with the NZGO Strategy, employees are encouraged to minimise emissions by choosing lower-emission transport options wherever practical, including land-based travel and more sustainable ways of travelling to and from airports when air travel is required.                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Waste                                                    | <p>Our agency supports transforming the components from mobile phone waste into valuable materials for reuse. In 2025–26, we collected 767 devices of which 100% had their data securely erased. The devices are being reused or donated with 353 (46%) devices repurposed and resold and 414 (54%) devices recycled. The agency diverted 148kg of e-waste from landfill.</p> <p>In 2025–26, the agency increased recycling across its operations, supporting improved waste management outcomes and reinforcing its commitment to environmental sustainability.</p> <p>The agency supports fluorescent lamp recycling to ensure lamps are recovered, recycled and disposed of in an environmentally responsible manner.</p> <p>The agency supports battery recycling to recover and recycle non-renewable resources from all battery types. This keeps toxic substances out of landfill.</p> |

Table 85 outlines the resource use from 2023–24 to 2025–26.

**Table 85: Resource use**

|                                     | Units         | 2023–24 | 2024–25 | 2025–26 |
|-------------------------------------|---------------|---------|---------|---------|
| Internal paper use                  | tonnes        | 248     | 230     | 229     |
| Letters to customers <sup>(a)</sup> | tonnes        | 299     | 281     | 294     |
| Property use <sup>(b)</sup>         | square metres | 672,349 | 623,451 | 634,334 |

(a) This figure includes paper procured by the agency and letters printed by an external print provider.

(b) Figures are for the commercial lease portfolio only and exclude car parking licences and staff housing.

Table 86 outlines annual waste, resource recovery and pollution from 2022–23 to 2025–26.

**Table 86: Waste, resource recovery and pollution**

|                                                          | Measure                              | 2023–24 | 2024–25 | 2025–26 |
|----------------------------------------------------------|--------------------------------------|---------|---------|---------|
| Net greenhouse gas emissions – energy use <sup>(a)</sup> | tonnes of carbon dioxide equivalents | 66,724  | 62,480  | 47,022  |
| Mobile phone reuse and recycling                         | kilograms                            | 824     | 235     | 148     |
| Fluorescent and other lamps recycled                     | units                                | 1,504   | 1,222   | 55      |

(a) The net greenhouse gas emissions for energy use for 2025–26 excludes accrued data.

The 2023–24 and 2024–25 data now includes accrued data for missing invoices and retrospective changes to emissions calculation methodology. For this reason, the data presented does not match data in previous annual reports.

### **Mechanisms to review and increase the effectiveness of these measures – section 516A(6)(e)**

In 2025–26, we continued to review and report on environmental performance and identify opportunities for improvement. The agency uses an online sustainability reporting platform to support consistent data collection and drive long-term performance.

The greenhouse gas emissions inventory and electricity emissions disclosures in this section (Tables 88–89) support transparency, documenting emissions sources, accounting approaches (location based and market based for electricity), and known data limitations where reporting maturity is still developing.

As part of the reporting requirements under section 516A of the EPBC Act and in line with the NZGO Strategy, the agency will publicly report on the emissions from our operations.

Table 87 shows our greenhouse gas emissions inventory in 2025–26.

**Table 87: Greenhouse gas emissions inventory 2025–26 (location-based method)<sup>(a)</sup>**

| Emission source                                  | Scope 1<br>t CO2-e | Scope 2<br>t CO2-e | Scope 3<br>t CO2-e | Total<br>t CO2-e |
|--------------------------------------------------|--------------------|--------------------|--------------------|------------------|
| Electricity<br>(location-based<br>approach)      | N/A                | 40,359             | 3,042              | 43,401           |
| Natural gas                                      | 116                | N/A                | 24                 | 140              |
| Solid waste <sup>(d)</sup>                       | 0                  | N/A                | 243                | 243              |
| Refrigerants <sup>(b)</sup>                      | 0                  | N/A                | N/A                | 0                |
| Fleet vehicles                                   | 659                | N/A                | 164                | 823              |
| Domestic<br>commercial<br>flights <sup>(c)</sup> | N/A                | N/A                | 1,508              | 1,508            |
| Domestic hire<br>car <sup>(c)(d)</sup>           | N/A                | N/A                | 57                 | 57               |
| Domestic travel<br>accommodation <sup>(c)</sup>  | N/A                | N/A                | 850                | 850              |
| Other energy                                     | 0                  | N/A                | 0                  | 0                |
| <b>Total t CO2-e</b>                             | <b>775</b>         | <b>40,359</b>      | <b>5,888</b>       | <b>47,022</b>    |

(a) The table above presents emissions related to electricity usage using the location-based accounting method. CO2-e = Carbon Dioxide Equivalent.

(b) Reporting on refrigerants is being phased in over time as emissions reporting matures.

(c) Domestic travel emissions may contain reservations for non-Services Australia employees. Whilst attempts have been made to separate and remove associated flight, accommodation and hire car bookings, this report may contain some emissions from non-employee travel.

(d) Not all solid waste and hire car data was available at the time of the report and data amendments may be required in future reports. The quality of data is expected to improve over time as emissions reporting matures.

Table 88 shows the agency's electricity greenhouse gas emissions in 2025–26.

**Table 88: Electricity greenhouse gas emissions 2025–26<sup>(a)</sup>**

| Emission source                                             | Scope 2<br>t CO <sub>2</sub> -e | Scope 3<br>t CO <sub>2</sub> -e | Total<br>t CO <sub>2</sub> -e | Electricity<br>kWh |
|-------------------------------------------------------------|---------------------------------|---------------------------------|-------------------------------|--------------------|
| Location-based electricity emissions                        | 40,359                          | 3,042                           | 43,401                        | 64,139,576         |
| Market-based electricity emissions                          | 2,175                           | 295                             | 2,470                         | 2,684,757          |
| <b>Total renewable electricity consumed</b>                 | <b>N/A</b>                      | <b>N/A</b>                      | <b>N/A</b>                    | <b>61,454,819</b>  |
| Renewable power percentage <sup>(b)</sup>                   | N/A                             | N/A                             | N/A                           | 11,089,733         |
| Jurisdictional renewable power percentage <sup>(c)(d)</sup> | N/A                             | N/A                             | N/A                           | 23,311,272         |
| GreenPower <sup>(c)</sup>                                   | N/A                             | N/A                             | N/A                           | 15,312,172         |
| Large-scale generations certificate <sup>(c)</sup>          | N/A                             | N/A                             | N/A                           | 11,741,643         |

(a) The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO<sub>2</sub>-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

(b) The renewable power percentage accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target.

(c) Jurisdictional Renewable Power refers to the Jurisdictional Power Percentage (JRPP). Currently, the ACT is the only jurisdiction with a JRPP.

(d) Total renewable electricity excludes behind-the-meter solar other than generation used to create large-scale generation certificates (LGCs).

Table 89 shows agency's progress towards the APS Net Zero 2030 target during 2025–26.

**Table 89: Progress towards the APS Net Zero target<sup>(a)</sup>**

| APS Net Zero 2030 target<br>emission sources | 2022–23 <sup>(b)(c)</sup><br>t CO2-e | 2025–26<br>t CO2-e | Percentage<br>change since<br>2022–23 |
|----------------------------------------------|--------------------------------------|--------------------|---------------------------------------|
| <b>Total scope 1</b>                         | <b>741</b>                           | <b>775</b>         | <b>4.6%</b>                           |
| Natural gas                                  | 116                                  | 116                | 0%                                    |
| <b>Fleet and other vehicles</b>              | <b>625</b>                           | <b>659</b>         | <b>5.4%</b>                           |
| Refrigerants                                 | N/A                                  | –                  | N/A                                   |
| Other energy                                 | –                                    | –                  | N/A                                   |
| <b>Total scope 2</b>                         | <b>35,752</b>                        | <b>2,175</b>       | <b>-93.9%</b>                         |
| Electricity (market based)                   | 35,752                               | 2,175              | -93.9%                                |
| <b>Total scope 1 and scope 2</b>             | <b>36,493</b>                        | <b>2,950</b>       | <b>-91.9%</b>                         |

(a) The table above presents emissions related to electricity usage using the market-based accounting method. CO2-e = Carbon Dioxide Equivalent.

(b) Emissions reported may differ from previously published emissions due to reconciliation of natural gas and electricity data or updates to emission factors and calculation methods.

(c) Baseline year 2022–23.

## Commonwealth Climate Disclosure

The Commonwealth Climate Disclosure policy requires all Commonwealth entities and companies to publicly report on their exposure to climate-related risks and opportunities, and their actions to manage them. Our climate disclosure report was prepared in accordance with the policy reporting provisions and is available on the Transparency Portal website.

## Corporate record keeping

The Australian Government's policy, Building Trust in the Public Record: Managing Information and Data for Government and Community, identifies key requirements for managing government information assets (records, information and data). For more information on the policy, go to the National Archives of Australia website.

The agency promotes, creates and maintains digital administrative records, reducing paper records. This is in line with our goal to transition to a digital record keeping model, including converting incoming paper to digital records whenever possible.

## Appendix E – List of requirements

| PGPA Rule Reference | Description                                                                                                                                                                                                                                                                                                | Requirement | Location in the report (# number) |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------|
| <b>17AD(g)</b>      | <b>Letter of transmittal</b>                                                                                                                                                                                                                                                                               |             |                                   |
| 17AI                | A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report. | Mandatory   | vi                                |
| <b>17AD(h)</b>      | <b>Aids to access</b>                                                                                                                                                                                                                                                                                      |             |                                   |
| 17AJ(a)             | Table of contents (print only).                                                                                                                                                                                                                                                                            | Mandatory   | iv–v                              |
| 17AJ(b)             | Alphabetical index (print only).                                                                                                                                                                                                                                                                           | Mandatory   | 275                               |
| 17AJ(c)             | Glossary of abbreviations and acronyms.                                                                                                                                                                                                                                                                    | Mandatory   | 272–274                           |
| 17AJ(d)             | List of requirements.                                                                                                                                                                                                                                                                                      | Mandatory   | 261–271                           |
| 17AJ(e)             | Details of contact officer.                                                                                                                                                                                                                                                                                | Mandatory   | ii                                |
| 17AJ(f)             | Entity's website address.                                                                                                                                                                                                                                                                                  | Mandatory   | ii                                |
| 17AJ(g)             | Electronic address of report.                                                                                                                                                                                                                                                                              | Mandatory   | ii                                |
| <b>17AD(a)</b>      | <b>Review by accountable authority</b>                                                                                                                                                                                                                                                                     |             |                                   |
| 17AD(a)             | A review by the accountable authority of the entity.                                                                                                                                                                                                                                                       | Mandatory   | ix–xii                            |
| <b>17AD(b)</b>      | <b>Overview of the entity</b>                                                                                                                                                                                                                                                                              |             |                                   |
| 17AE(1)(a)(i)       | A description of the role and functions of the entity.                                                                                                                                                                                                                                                     | Mandatory   | 2                                 |
| 17AE(1)(a)(ii)      | A description of the organisational structure of the entity.                                                                                                                                                                                                                                               | Mandatory   | 4–5                               |

| PGPA Rule Reference | Description                                                                                                                                                                                                                                                                                  | Requirement                       | Location in the report (# number) |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------|
| 17AE(1)(a)(iii)     | A description of the outcomes and program administered by the entity.                                                                                                                                                                                                                        | Mandatory                         | 10–47<br>167–218                  |
| 17AE(1)(a)(iv)      | A description of the purposes of the entity as included in corporate plan.                                                                                                                                                                                                                   | Mandatory                         | 2                                 |
| 17AE(1)(aa)(i)      | Name of the accountable authority or each member of the accountable authority.                                                                                                                                                                                                               | Mandatory                         | 231                               |
| 17AE(1)(aa)(ii)     | Position title of the accountable authority or each member of the accountable authority.                                                                                                                                                                                                     | Mandatory                         | 231                               |
| 17AE(1)(aa)(iii)    | Period as the accountable authority or member of the accountable authority within the reporting period.                                                                                                                                                                                      | Mandatory                         | 231                               |
| 17AE(1)(b)          | An outline of the structure of the portfolio of the entity.                                                                                                                                                                                                                                  | Portfolio departments – mandatory | Not applicable                    |
| 17AE(2)             | Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change. | If applicable, mandatory          | Not applicable                    |
| <b>17AD(c)</b>      | <b>Report on the Performance of the entity</b>                                                                                                                                                                                                                                               |                                   |                                   |
|                     | <b>Annual Performance Statements</b>                                                                                                                                                                                                                                                         |                                   |                                   |
| 17AD(c)(i); 16F     | Annual Performance Statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.                                                                                                                                                                                  | Mandatory                         | 10–47                             |
| <b>17AD(c)(ii)</b>  | <b>Report on Financial Performance</b>                                                                                                                                                                                                                                                       |                                   |                                   |
| 17AF(1)(a)          | A discussion and analysis of the entity's financial performance.                                                                                                                                                                                                                             | Mandatory                         | 170–213                           |

| PGPA Rule Reference | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Requirement               | Location in the report (# number) |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------------------------|
| 17AF(1)(b)          | A table summarising the total resources and total payments of the entity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Mandatory                 | 214–218                           |
| 17AF(2)             | <p>If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including:</p> <ul style="list-style-type: none"> <li>the cause of any operating loss of the entity</li> <li>how the entity has responded to the loss and the actions that have been taken in relation to the loss</li> <li>any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.</li> </ul> | If applicable, mandatory. | Not applicable                    |
| <b>17AD(d)</b>      | <b>Management and Accountability</b><br><br><b>Corporate Governance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                           |                                   |
| 17AG(2)(a)          | Information on compliance with section 10 (fraud and corruption systems).                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Mandatory                 | 118–124                           |
| 17AG(2)(b)(i)       | A certification by accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared.                                                                                                                                                                                                                                                                                                                                                                                                         | Mandatory                 | vi                                |
| 17AG(2)(b)(ii)      | A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.                                                                                                                                                                                                                                                                                         | Mandatory                 | vi                                |

| PGPA Rule Reference      | Description                                                                                                                                                                         | Requirement              | Location in the report (# number) |
|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|
| 17AG(2)(b)(iii)          | A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.                       | Mandatory                | vi                                |
| 17AG(2)(c)               | An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.                                                      | Mandatory                | 132–135                           |
| 17AG(2)(d) – (e)         | A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to noncompliance with finance law and action taken to remedy noncompliance. | If applicable, mandatory | 165                               |
| <b>Audit Committee</b>   |                                                                                                                                                                                     |                          |                                   |
| 17AG(2A)(a)              | A direct electronic address of the charter determining the functions of the entity's audit committee.                                                                               | Mandatory                | 133                               |
| 17AG(2A)(b)              | The name of each member of the entity's audit committee.                                                                                                                            | Mandatory                | 133–134                           |
| 17AG(2A)(c)              | The qualifications, knowledge, skills or experience of each member of the entity's audit committee.                                                                                 | Mandatory                | 133–134                           |
| 17AG(2A)(d)              | Information about the attendance of each member of the entity's audit committee at committee meetings.                                                                              | Mandatory                | 133–134                           |
| 17AG(2A)(e)              | The remuneration of each member of the entity's audit committee.                                                                                                                    | Mandatory                | 133–134                           |
| <b>External Scrutiny</b> |                                                                                                                                                                                     |                          |                                   |
| 17AG(3)                  | Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.                                                                    | Mandatory                | 136–141                           |

| PGPA Rule Reference                  | Description                                                                                                                                                                                                                                                                                                    | Requirement              | Location in the report (# number) |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|
| 17AG(3)(a)                           | Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.                                                                                                                 | If applicable, mandatory | 137–138                           |
| 17AG(3)(b)                           | Information on any reports on operations of the entity by the Auditor General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.                                                                                                                       | If applicable, mandatory | 136–141                           |
| 17AG(3)(c)                           | Information on any capability reviews on the entity that were released during the period.                                                                                                                                                                                                                      | If applicable, mandatory | Not applicable                    |
| <b>Management of Human Resources</b> |                                                                                                                                                                                                                                                                                                                |                          |                                   |
| 17AG(4)(a)                           | An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.                                                                                                                                                                                                 | Mandatory                | 148–161                           |
| 17AG(4)(aa)                          | Statistics on the entity's employees on an ongoing and non ongoing basis, including the following: <ul style="list-style-type: none"> <li>• statistics on full time employees</li> <li>• statistics on part time employees</li> <li>• statistics on gender</li> <li>• statistics on staff location.</li> </ul> | Mandatory                | 232–235                           |
| 17AG(4)(b)                           | Statistics on the entity's APS employees on an ongoing and non ongoing basis; including the following: <ul style="list-style-type: none"> <li>• statistics on staffing classification level</li> <li>• statistics on full time employees</li> </ul>                                                            | Mandatory                | 236–243                           |

| PGPA Rule Reference      | Description                                                                                                                                                                                                            | Requirement              | Location in the report (# number) |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|
| 17AG(4)(b)               | <ul style="list-style-type: none"> <li>statistics on gender</li> <li>statistics on staff location</li> <li>statistics on employees who identify as Indigenous.</li> </ul>                                              | Mandatory                | 236–243                           |
| 17AG(4)(c)               | Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> . | Mandatory                | 161                               |
| 17AG(4)(c)(i)            | Information on the number of SES and non SES employees covered by agreements identified in paragraph 17AG(4)(c).                                                                                                       | Mandatory                | 243–244                           |
| 17AG(4)(c)(ii)           | The salary ranges available for APS employees by classification level.                                                                                                                                                 | Mandatory                | 245                               |
| 17AG(4)(c)(iii)          | A description of non-salary benefits provided to employees.                                                                                                                                                            | Mandatory                | 226–230                           |
| 17AG(4)(d)(i)            | Information on the number of employees at each classification level who received performance pay.                                                                                                                      | If applicable, mandatory | 161                               |
| 17AG(4)(d)(ii)           | Information on aggregate amounts of performance pay at each classification level.                                                                                                                                      | If applicable, mandatory | 161                               |
| 17AG(4)(d)(iii)          | Information on the average amount of performance payment, and range of such payments, at each classification level.                                                                                                    | If applicable, mandatory | 161                               |
| 17AG(4)(d)(iv)           | Information on aggregate amount of performance payments.                                                                                                                                                               | If applicable, mandatory | 161                               |
| <b>Assets Management</b> |                                                                                                                                                                                                                        |                          |                                   |
| 17AG(5)                  | An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.                                                                                           | If applicable, mandatory | 166                               |

| PGPA Rule Reference                     | Description                                                                                                                                                                                                                                                                                                                                                                                                       | Requirement | Location in the report (# number) |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------|
| <b>Purchasing</b>                       |                                                                                                                                                                                                                                                                                                                                                                                                                   |             |                                   |
| 17AG(6)                                 | An assessment of entity performance against the Commonwealth Procurement Rules.                                                                                                                                                                                                                                                                                                                                   | Mandatory   | 219–221                           |
| <b>Reportable consultancy contracts</b> |                                                                                                                                                                                                                                                                                                                                                                                                                   |             |                                   |
| 17AG(7)(a)                              | A summary statement detailing the number of new reportable consultancy contracts entered into during the period, the total actual expenditure on all such contracts (inclusive of GST), the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period, and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST). | Mandatory   | 220–221                           |
| 17AG(7)(b)                              | A statement that <i>'During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]'</i> .                                                 | Mandatory   | 220                               |
| 17AG(7)(c)                              | A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.                                                                                                                                                                                                                                              | Mandatory   | 220                               |

| PGPA Rule Reference                         | Description                                                                                                                                                                                                                                                                                                                                                                                                           | Requirement | Location in the report (# number) |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-----------------------------------|
| 17AG(7)(d)                                  | A statement that <i>'Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.'</i>                                                                                                                                                                                        | Mandatory   | 220                               |
| <b>Reportable non-consultancy contracts</b> |                                                                                                                                                                                                                                                                                                                                                                                                                       |             |                                   |
| 17AG(7A)(a)                                 | A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period, the total actual expenditure on such contracts (inclusive of GST), the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period, and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST). | Mandatory   | 221                               |
| 17AG(7A)(b)                                 | A statement that <i>'Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.'</i>                                                                                                                                                                                | Mandatory   | 221                               |
| <b>17AD(daa)</b>                            | <b>Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts</b>                                                                                                                                                                                                                                                                    |             |                                   |
| 17AGA                                       | Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.                                                                                                                                                                                                                                       | Mandatory   | 220–221                           |

| PGPA Rule Reference                                    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Requirement              | Location in the report (# number) |
|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|
| <b>Australian National Audit Office access clauses</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          |                                   |
| 17AG(8)                                                | If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.                                                                                                         | If applicable, mandatory | 224                               |
| <b>Exempt contracts</b>                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          |                                   |
| 17AG(9)                                                | If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST), which has been exempted from being published in AusTender because it would disclose exempt information under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters. | If applicable, mandatory | 222                               |
| <b>Small business</b>                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          |                                   |
| 17AG(10)(a)                                            | A statement that ' <i>[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.</i> '                                                                                                                                                                                            | Mandatory                | 222                               |

| PGPA Rule Reference                        | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Requirement              | Location in the report (# number) |
|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|
| 17AG(10)(b)                                | An outline of the ways in which the procurement practices of the entity support small and medium enterprises.                                                                                                                                                                                                                                                                                                                                                                           | Mandatory                | 222                               |
| 17AG(10)(c)                                | If the entity is considered by the department administered by the Finance Minister as material in nature—a statement that <i>'[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.'</i>                                                                                                                                | If applicable, mandatory | 222                               |
| <b>Financial Statements</b>                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          |                                   |
| 17AD(e)                                    | Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.                                                                                                                                                                                                                                                                                                                                                                                            | Mandatory                | 170–213                           |
| <b>Executive Remuneration</b>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          |                                   |
| 17AD(da)                                   | Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.                                                                                                                                                                                                                                                                                                                                                                       | Mandatory                | 226–230                           |
| <b>17AD(f) Other Mandatory Information</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                          |                                   |
| 17AH(1)(a)(i)                              | If the entity conducted advertising campaigns, a statement that <i>'During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website.'</i> | If applicable, mandatory | Not applicable                    |

| PGPA Rule Reference | Description                                                                                                                                           | Requirement              | Location in the report (# number) |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------|
| 17AH(1)(a)(ii)      | If the entity did not conduct advertising campaigns, a statement to that effect.                                                                      | If applicable, mandatory | 223                               |
| 17AH(1)(b)          | A statement that ' <i>Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website].;</i> | If applicable, mandatory | Not applicable                    |
| 17AH(1)(c)          | Outline of mechanisms of disability reporting, including reference to website for further information.                                                | Mandatory                | 155                               |
| 17AH(1)(d)          | Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.                         | Mandatory                | 139                               |
| 17AH(1)(e)          | Correction of material errors in previous annual report.                                                                                              | If applicable, mandatory | 286                               |
| 17AH(2)             | Information required by other legislation.                                                                                                            | Mandatory                | 150–152, 156<br>223, 250–260      |

## Appendix F – Glossary of abbreviations and acronyms

|          |                                                               |
|----------|---------------------------------------------------------------|
| AASB     | Australian Accounting Standards Board                         |
| ABS      | Australian Bureau of Statistics                               |
| ACC      | approved collection centre                                    |
| ACT      | Australian Capital Territory                                  |
| ADHA     | Australia Digital Health Agency                               |
| ADHD     | attention deficit/hyperactivity disorder                      |
| AGDIS    | Australian Government Digital Identity System                 |
| AGDRP    | Australian Government Disaster Recovery Payment               |
| AI       | artificial intelligence                                       |
| AIR      | Australian Immunisation Register                              |
| ANAO     | Australian National Audit Office                              |
| APAs     | approved pathology authorities                                |
| AoS      | Assurance of Support                                          |
| APS      | Australian Public Service                                     |
| APSC     | Australian Public Service Commission                          |
| ARC      | Audit and Risk Committee                                      |
| ART      | Administrative Review Tribunal                                |
| ATO      | Australian Taxation Office                                    |
| AVTOP    | Australian Victims of Terrorism Overseas Payment              |
| BBPIP    | Bulk Billing Practice Incentive Program                       |
| CALD     | culturally and linguistically diverse                         |
| CCeS     | Centrelink Confirmation eServices                             |
| CCO      | Chief Customer Officer                                        |
| CDDA     | Compensation for Detriment caused by Defective Administration |
| CDPP     | Commonwealth Director of Public Prosecutions                  |
| CFEEM    | Centrelink Feedback Enhanced Escalation Model                 |
| CEO      | Chief Executive Officer                                       |
| CIDO     | Chief Information and Digital Officer                         |
| COO      | Chief Operating Officer                                       |
| CPSOs    | Community Partnership Specialist Officers                     |
| CWPO Act | <i>Commonwealth Workplace Protection Orders Act 2025</i>      |
| DCEOs    | Deputy Chief Executive Officers                               |
| DEWR     | Department of Employment and Workplace Relations              |
| DFAT     | Department of Foreign Affairs and Trade                       |
| DHDA     | Department of Health, Disability and Ageing                   |

|              |                                                                                                    |
|--------------|----------------------------------------------------------------------------------------------------|
| DMP          | Data-matching Program                                                                              |
| DPO          | Departure Prohibition Order                                                                        |
| DRA          | Disaster Recovery Allowance                                                                        |
| DSP          | Disability Support Pension                                                                         |
| DSS          | Department of Social Services                                                                      |
| DVA          | Department of Veterans' Affairs                                                                    |
| EC           | Executive Committee                                                                                |
| ECLIPSE      | Electronic Claim Lodgement Information Processing Service Environment                              |
| EFT          | Electronic Funds Transfer                                                                          |
| EL           | Executive Level                                                                                    |
| EPBC Act     | <i>Environment Protection and Biodiversity Conservation Act 1999</i>                               |
| EMEP         | Essential Medical Equipment Payment                                                                |
| ESAts        | employment services assessments                                                                    |
| ESD          | ecologically sustainable development                                                               |
| FFT          | Fraud Fusion Taskforce                                                                             |
| Finance      | Department of Finance                                                                              |
| FIS          | Financial Information Service                                                                      |
| FOI          | freedom of information                                                                             |
| FSC          | Forest Stewardship Council                                                                         |
| FTB          | Family Tax Benefit                                                                                 |
| GM           | General Manager                                                                                    |
| GP           | general practitioner                                                                               |
| GPACI        | General Practice in Aged Care Incentive                                                            |
| Home Affairs | Department of Home Affairs                                                                         |
| HPAU         | Health Professional Advisory Unit                                                                  |
| HPOS         | Health Professional Online Services                                                                |
| ICT          | information and communications technology                                                          |
| IPS          | Information Publication Scheme                                                                     |
| ISO          | Indigenous service officer                                                                         |
| ISPP         | Indigenous Servicing Pathway Plan                                                                  |
| JCA          | Job Capacity Assessment                                                                            |
| JRPP         | Jurisdictional Renewable Power Percentage                                                          |
| LEVs         | low emission vehicles                                                                              |
| LGBTQIA+     | Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and other sexually or gender diverse |
| MAT          | Medical Assessment Team                                                                            |
| MBS          | Medicare Benefits Schedule                                                                         |
| MHFAO        | mental health first aid officer                                                                    |

|           |                                                                   |
|-----------|-------------------------------------------------------------------|
| MIRS      | myGov Incident Response System                                    |
| MPIS      | Midwife Professional Indemnity Scheme                             |
| MSOs      | multicultural service officers                                    |
| NDIA      | National Disability Insurance Agency                              |
| NDIS      | National Disability Insurance Scheme                              |
| NECCSC    | National Emergency Call Centre Surge Capability                   |
| NEMA      | National Emergency Management Agency                              |
| NGOs      | non government organisations                                      |
| NHSC      | National Health and Safety Committee                              |
| NIC       | National Indigenous Coalition                                     |
| NSH       | National Security Hotline                                         |
| NSW       | New South Wales                                                   |
| NT        | Northern Territory                                                |
| NZDRA     | New Zealand Disaster Recovery Allowance                           |
| NZDRP     | New Zealand Disaster Recovery Payment                             |
| NZGO      | Net Zero in Government Operations                                 |
| OAIC      | Office of the Australian Information Commissioner                 |
| OSA       | Office of the System Administrator                                |
| PBS       | Pharmaceutical Benefits Scheme                                    |
| PEFC      | Programme for the Endorsement of Forest Certification             |
| PGPA      | Public Governance, Performance and Accountability                 |
| PGPA Act  | <i>Public Governance, Performance and Accountability Act 2013</i> |
| PGPA Rule | Public Governance, Performance and Accountability Rule 2014       |
| PLP       | Parental Leave Pay                                                |
| PRODA     | Provider Digital Access                                           |
| Qld       | Queensland                                                        |
| RPBS      | Repatriation Pharmaceutical Benefits Scheme                       |
| RSC       | Reporting Sub-Committee                                           |
| SA        | South Australia                                                   |
| SES       | Senior Executive Service                                          |
| SMEs      | small to medium enterprises                                       |
| SPM       | Strategic Performance Measure                                     |
| STP       | Single Touch Payroll                                              |
| TAP       | Tertiary Access Payment                                           |
| Tas       | Tasmania                                                          |
| TGA       | Therapeutic Goods Administration                                  |
| Vic       | Victoria                                                          |
| WA        | Western Australia                                                 |
| WHS       | work health and safety                                            |

## Appendix G – Index

### A

- abbreviations and acronyms 272–4
- Aboriginal and Torres Strait Islander peoples
  - Agency service highlights 104
  - employment 156–7, 243
  - Indigenous Apprenticeships Program 157
  - Indigenous Servicing Pathway Plan 104
  - interpreting services 105
  - Joint Committee on Aboriginal and Torres Strait Islander Affairs 141
  - PBS, access to 73
  - remote servicing 99
  - service delivery 103–5
  - staff 156–7
- ABSTUDY 63
- access clauses, ANAO 224
- accessibility, workplace 156
- accountable authority
  - details 231
  - statement vi, 10
- Acknowledgement of Country ii
- Administrative Review Tribunal (ART) 137–8
- advertising campaigns 223
  - costs 223
- Age Pension 59
- aged care programs 74–5
  - General Practice in Aged Care Incentive (GPACI) 79
  - improving services 75
- Aged Care Specialist Officers 101
- agency capability
  - review 142
- agency resource statement 214–5
- agency snapshot iii
- Allied Health Exceptional Claims Scheme 87
- Allied Health High Cost Claims Scheme 86
- Annual Performance Statements 2025–26 10–47
- appeals 128
- apprentices
  - Indigenous Apprenticeships Program 157
  - Youth Allowance 63
- APS see Australian Public Service (APS)
- artificial intelligence (AI) 55
  - AI for Operational Blueprint project 55
  - engagement with xi, 55
  - learning and development 159
- Aspiring Program 157
- assessments
  - changing the conversation 66
  - medical conditions and work capacity 64
  - services 64
- assessors 64
- asset management 166
- Assistance for Isolated Children 63
- assistive technology support 156
- Assurance of Support (AoS) scheme 102
- asylum seekers, support for 101–2
- Attorney-General's Department
  - fraud and corruption control 119
- Audit and Risk Committee 133
  - enterprise risk management 135
  - membership 133–4
  - Reporting Sub-Committee 133
- audit reports 139
- Auditor-General reports 139
- Aurora Neuroinclusion Program 155
- Auslan
  - interpreters 98
  - On Demand services, expansion of x
- Australia Day Achievement Awards 160
- Australian Breastfeeding Association 154
- Australian Bureau of Statistics (ABS)
  - 2026 Census 51, 53
- Australian Digital Health Agency 89
- Australian Federal Police (AFP) 119
- Australian Government Disaster Recovery Payment (AGDRP) 95

Australian Graduate School of Management  
Executive Indigenous Leaders Program 157

Australian Immunisation Register (AIR) 83

Australian Information Commissioner 140

Australian National Audit Office (ANAO)  
access clauses 224  
audits 139

Australian Organ Donor Register 84

Australian Public Service (APS) xii  
Academy Campus initiative 153  
CALD Employment Strategy and  
Action Plan 154  
census 149, 155, 160  
Health and Wellbeing Framework  
2021–2026 152  
Net Zero 2030 253, 258, 260  
Strategic Commissioning Framework  
143

Australian Public Service Commission  
(APSC)  
agency capability review 142

Australian Taxation Office (ATO)  
Serious Financial Crime Taskforce 119

Australian Thalidomide Survivors Support  
Program 84–5

Australian Transaction Reports and  
Analysis Centre  
Fintel Alliance 119

Australian Victims of Terrorism Overseas  
Payment (AVTOP) 95–6

Australian Workplace Equality Index 154

Australia's Disability Strategy 2021–2031  
155

Austudy 63

awards  
external 160–1  
internal 160

## B

Bass Strait Passenger Vehicle  
Equalisation Scheme 102

bereavement payments 65

bill-paying service 106

bulk-billing 68–70, 79, 82

Bulk Billing Practice Incentive Program  
(BBPIP) 79

## C

cadetships  
digital and data 153

capability reviews 142

Carer Allowance 60

Carer Payment 59

*Carer Recognition Act 2010*  
report 156

carers 59–60

Centrelink  
AI, and 55  
bill-paying service 106  
Centrepay 106  
digital services 52  
feedback on services 248  
identity management 121  
processing x, 36–8, 53  
voice biometrics 53

Centrelink Confirmation eServices (CCeS)  
107

Centrelink Feedback Enhanced Escalation  
Model (CFEEM) 55

Centrepay 106

Chief Executive Officer  
executive responsibilities 6  
review ix–xii

Child Care Subsidy 61

Child Dental Benefits Schedule 83

child support 90–4  
digital services 52  
feedback on services 248  
identity management 121  
processing x, 36–8, 53  
service delivery 90–4  
transfers 90–1  
weaponising, report on 136

Child Support Program  
change of assessment 91  
compliance and enforcement 92–4  
Departure Prohibition Order (DPO)  
92–3  
employer withholding payments 94  
Private Collect 90–1

- children and young people
    - Child Safe Framework 143
    - child safety risk assessment 143
    - child support review xi
  - citizenship testing 102
  - Civil Society Advisory Group 115
  - claims processing x, 36–8, 53
  - climate disclosure 260
  - Comcare 151
    - incidents notified to 151
  - Commonwealth Child Safe Framework 143
  - Commonwealth Director of Public Prosecutions (CDPP)
    - referrals 119
  - Commonwealth Fraud Control Framework 118
  - Commonwealth Fraud Prevention Centre 119
  - Commonwealth Ombudsman 140
    - report on weaponising child support 136
  - Commonwealth procurement
    - see procurement
  - community engagement officers 101
  - Community Partnerships Program
    - xi, 98, 110
  - Community Partnership Specialist Officers (CPSOs) 110
  - community peak bodies
    - engagement with 114–5
  - Compensation for Detriment caused by Defective Administration (CDDA) 249
  - complaints 247
    - Centrelink feedback 248
    - Child Support feedback 248
    - Medicare feedback 247
  - compliance programs 125
    - income compliance 125
  - consultancy contracts 220–1
  - Continence Aids Payment Scheme 77
  - contracts
    - consultancy 220–1
    - exempt 222
  - Corporate Enabling 4
    - executive responsibilities 7
  - corporate governance 132–6
    - enterprise risk management 135
    - executive responsibilities 6
    - regulatory commitment 135–6
  - Corporate Plan 2025–26
    - strategic performance measures, and 12–3
  - corporate record keeping 260
  - corruption
    - collaboration across government 119–20
    - detection and response 118–9
  - COVID-19 Vaccination Claims Scheme 85
  - crisis payments 97
  - culturally and linguistically diverse (CALD)
    - customers 98
    - language services 98
    - staff xii, 154
  - customer(s)
    - agency snapshot iii
  - Customer Committee 132
  - customer experience
    - case study 56
    - improving 50
    - staff retention, and 162
    - strategic performance measure results 18–27
  - Customer Service Delivery
    - executive responsibilities 6
    - strategic performance measure results 26–40
  - cyber-security 119, 121–2
    - identity management
      - see identity management
- ## D
- Data and Digital Cadet Program 153
  - Data-matching program 250–1
    - chronology 251
    - costs 251
    - savings 251
  - debt management 125–7
  - dental services 76
    - Child Dental Benefits Schedule 83
  - Department of Finance
    - digital IDs, and 121

Department of Foreign Affairs and Trade (DFAT) 96

Department of Health, Disability and Ageing (DHDA) 67, 74–5, 141

    bulk-billing programs 82

    COVID-19 Vaccine Claims Scheme 85

    digital health 89

Department of Home Affairs 95–6, 102, 122, 150

    citizenship testing services 102

Department of Social Services (DSS)

    shared services 112

Department of Veterans' Affairs (DVA)

    data-matching 250

    health services 71, 76

    shared services 112

Departure Prohibition Order (DPO) 92–3

diagnostic imaging services 71, 76

digital health services 89

digital identity x, 121–2

    Australian Government Digital ID System (AGDIS) 121

    Digital ID Exchange 121

    identity theft 122

    scams 122

    third party data breaches 122

    trust, and 145

    Trust Exchange proof of concept 121–2

digital services 51–2

    case study 56

Digital Traineeship Program 153

disability see also diversity and inclusion

    employment of people with 155

    Hidden Disabilities Sunflower program 155

    Joint Standing Committee on the NDIS 141

    reporting mechanisms 155

Disability Inclusion Alliance 155

Disability Peak Bodies Forum 115

Disability Support Pension (DSP) 60

Disaster Health Care Assistance Scheme 96

Disaster Recovery Allowance (DRA) 95

disasters

    see natural disasters and emergencies

diversity and inclusion 154–7

    Aboriginal and Torres Strait Islander staff 156–7

    CALD staff 154

*Carer Recognition Act 2010* report 156

    disability see disability

    initiatives 154

    neurodivergent staff 155

    SES diversity champions 154

    workplace accessibility 156

    Workplace Belonging Strategy 2025 to 2029 154

Diversity Council Australia 154

document verification service 121

domestic violence, people affected by 97

Double Orphan Pension 62

## E

Ecologically Sustainable Development (ESD) 252–60

emergencies

    see natural disasters and emergencies

Emergency Reserve 96

Employ for Ability 155

employees and employment see staff

Enhanced Income Management 108–9

Enterprise Agreement 2024–27 161

enterprise risk management 135

entity resource statement 214–5

environmental management 252–60

    activities, effect of 253–60

    climate disclosure 260

Essential Medical Equipment Payment (EMEP) 60

Exceptional Claims Scheme 86

    Allied Health Exceptional Claims Scheme 87

Executive

    enterprise risk management 135

    executive and management structure 3

    remuneration 226–30, 245

    responsibilities 6

Executive Committee 132

exempt contracts 222

expenses by outcomes 164, 215–8  
 resource statement 214–5  
 External Breast Prostheses  
 Reimbursement Program 77  
 external scrutiny 136–43  
 Extraordinary Assistance Fund 84

## F

face to face services 54  
 financial information service 106  
 Indigenous interpreting services 105  
 remote servicing teams 99  
 families  
 family violence, support for people  
 affected by 97  
 service delivery 60–2  
 specialist officers 101  
 Family Tax Benefit 61  
 Farm Household Allowance 56, 65  
 feedback on services 247  
 Centrelink 248  
 Child Support 248  
 Medicare 247  
 Financial Information Service (FIS) 106  
 financial performance 164–6  
 asset management 166  
 Consolidated Revenue Fund 165  
 significant non-compliance 165  
 financial statements 170–213  
 first contact resolution xi  
 flexible working arrangements 161  
 floods 95, 100  
 fraud control and compliance 118–20  
 collaboration across government  
 119–20  
 corruption prevention 118–9  
 detection and response 118–9  
 public tip-offs 120  
 Fraud and Corruption Control Plan 2025–26  
 118  
 Fraud Fusion Taskforce 119  
 freedom of information 139

## G

Gallagher, Hon Katy 2  
 greenhouse gas emissions 252–3, 257–60

## H

Hazlehurst, David (Chief Executive Officer)  
 vi, xii, 231  
 health  
 digital see digital health services  
 DVA see Department of Veterans'  
 Affairs (DVA)  
 service delivery 67–81, 83–9  
 Health Care Assistance Fund 84  
 Health Professional Advisory Unit (HPAU)  
 64  
 health professionals and providers  
 Allied Health Exceptional Claims  
 Scheme 87  
 Allied Health High Cost Claims  
 Scheme 86  
 Exceptional Claims Scheme 86  
 High Cost Claims Scheme 86  
 Incurred-But-Not-Reported Indemnity  
 Scheme 86  
 Midwife Professional Indemnity  
 Run-off Cover Scheme 88  
 Midwife Professional Indemnity  
 Scheme (MPIS) 88  
 Premium Support Scheme 87  
 professional indemnity insurance  
 85–8  
 Run-off Cover Scheme 87  
 Healthcare Identifiers Service 89  
 High Cost Claims Indemnity Scheme 86  
 Allied Health High Cost Claims  
 Scheme 86  
 Home Equity Access Scheme 59  
 human resources management see staff  
*Human Services (Medicare) Act 1973*  
 notices under 252  
 Humanitarian Settlement Program 101

## I

identity management 121–2  
identity theft 122  
inclusion and diversity  
    see diversity and inclusion  
Income Compliance Program 125  
Income Management (IM) 107–8  
    enhanced 108–9  
Incurred-But-Not-Reported Indemnity Scheme 86  
Independent Advisory Board 137  
Independent Auditor's Report 167–9  
Indigenous Apprenticeships Program 157  
Indigenous Employees Network 157  
Indigenous interpreting services 105  
Indigenous people see Aboriginal and Torres Strait Islander peoples  
Indigenous service officers (ISO) 101, 104  
Indigenous Servicing Pathway Plan 104  
individual flexibility arrangements 161  
information and communications  
    technology (ICT)  
    shared services 112  
Information Publication Scheme (IPS) 139  
interactive voice response (IVR)  
    technology 53  
international partnerships 115  
interpreters and translators  
    Auslan x, 98  
    Indigenous interpreting services 105

## J

Job Capacity Assessments (JCAs) 64  
job seekers 62  
JobSeeker Payment 62  
Joint Committee of Public Accounts and Audit 141  
Joint Committee on Aboriginal and Torres Strait Islander Affairs 141  
Joint Policing Cybercrime Coordination Centre 119  
Joint Standing Committee on the NDIS 141  
judicial decisions 137

## K

key activities 12  
    customer service delivery 28–40  
    strategy and corporate enabling 18–27  
    technology and transformation 41–7  
Koomarri JobMatch 155

## L

language services 98  
Lead2Inspire 159  
leadership programs 159  
Leadership Unlimited 159  
Learn2Lead 159  
Learning Academy 159  
learning and development 159  
    leadership programs 159  
    talent development 159  
Legal Advocates Channel 97  
Legal Compliance and Remediation Program xi  
Letter of transmittal vi  
LGBTQIA+ inclusion 154  
list of requirements 261–71  
Lived Experience Reference Group xii, 247

## M

management and accountability  
    corporate governance 132–5  
    external scrutiny 136–43  
    privacy 144  
management structure 3  
market research payments 223  
Medical Assessment Team (MAT) 64  
medical practice incentives 78–9  
    Bulk Billing Practice Incentive Program (BBPIP) 79  
    General Practice in Aged Care Incentive (GPACI) 79  
MyMedicare 78  
Practice Incentives Program 79  
Workforce Incentive Program  
    – Doctor Stream 80  
Workforce Incentive Program  
    – Practice Stream 80  
Workforce Incentive Program  
    – Rural Advanced Skills Stream 81

- medical professional indemnity insurance 85–8
  - Medicare x, 67–72
    - access to benefits 68
    - bulk-billing 68–9, 70, 79, 82
    - claiming 68–70
    - compensation recovery 71–2
    - digital services 52
    - enrolments 67
    - ESD principles 252
    - feedback on services 247–8
    - health professionals, eligible 71
    - identity management 121
    - processing x, 36–8, 53
    - services and benefits by claim type 69
    - services by payment type 69
    - services transmitted digitally 70
  - Medicare Benefits Schedule (MBS)
    - changes to 68
  - Medicare Entitlement Statements 67
  - Medicare provider numbers 71
  - Medicare safety nets 68
  - medicines
    - Aboriginal and Torres Strait Islander Australians, access for 73
    - access to 72–4
    - authority-required 74
    - online claiming and payments 74
    - PBS concessions 73
    - PBS Safety Net 73
    - travelling with 74
  - mental health and wellbeing
    - mental health services 67
    - staff 152
  - Midwife Professional Indemnity Run-Off Cover Scheme 88
  - Midwife Professional Indemnity Scheme (MPIS) 85, 88
  - Minister for Government Services 2
  - mobile service centres 100
  - Mobility Allowance 60
  - money management 106–9
  - multicultural service officers 101
  - multicultural services 101
  - My Health Record 89
  - myGov 51
    - ESD principles 252
    - messaging 116
    - myGov Incident Response System (MIRS) 120
    - verification x, 121
  - myGov User Audit
    - government response, implementation of 137
    - Independent Advisory Board 137
  - MyMedicare 78
- ## N
- National Agreement on Closing the Gap 103
  - National Authentication Service for Health 89
  - National Consultative Committee 160
  - National Disability Insurance Agency (NDIA)
    - shared services 112
  - National Disability Insurance Scheme Quality and Safeguards Commission
    - shared services 112
  - National Emergency Call Centre Surge Capability (NECCSC) 95–6
  - National Emergency Management Agency (NEMA) 95
  - National Graduate Program 153
  - National Indigenous Coalition (NIC) 104
  - National Indigenous Employees Network 157
  - National Multicultural Advisory Group 115
  - National Security Hotline (NSH) 96
  - natural disasters and emergencies 95–6
    - 2025 Bali Commemorative Services Travel Assistance Payment 96
    - Australian Victims of Terrorism Overseas Payment 95–6
    - community engagement officers 101
    - Disaster Health Care Assistance Scheme 96
    - National Security Hotline 96
    - payments and support 96
    - reporting year, in 95–6
    - service delivery 95–6
    - support in affected communities 95

neurodivergent staff  
    see diversity and inclusion  
New Zealand Disaster Recovery  
    Allowance (NZDRA) 95  
New Zealand Disaster Recovery Payment  
    (NZDRP) 95  
Newborn Supplement 62  
Newborn Upfront Payment 62

## O

older Australians 59  
omissions and errors  
    previous annual report 277  
organ and tissue donation 84  
organisational structure 3–5  
our people see staff  
outcomes  
    ESD principles 253  
    expenses by 164, 214–8

## P

Paid Parental Leave Scheme 61  
Parenting Payment 61  
parliamentary committees 140–1  
    Joint Committee of Public Accounts  
        and Audit 141  
    Joint Committee on Aboriginal and  
        Torres Strait Islander Affairs 141  
Joint Standing Committee on the NDIS 141  
    Parliamentary Standing Committee on  
        Public Works 141  
    Senate Standing Committee on  
        Community Affairs 141  
    Senate Standing Committee on Legal  
        and Constitutional Affairs 141  
partnerships and collaboration 113–5  
    Australian Government agencies 113  
    community peak bodies 114–5  
    international 115  
    other organisations 114  
    state and territory governments, with  
        114  
Pat Turner Scholarships 157

payment accuracy  
    correctness and 123–4  
    customer experience, and 129  
    payment assurance program 124  
    reform program 113  
    reviews 123  
    strategic performance measure results  
        28–30  
Payments and integrity  
    executive responsibilities 6  
payments and services  
    outside Australia 102  
    reform program 113  
performance 10–47  
    key activities 12  
    purpose, analysis against 11–2  
    reporting 12  
    staff management, and 160–1  
    Strategic Plan, changes from 10–1  
    summary 12–47  
    target results overview 13–5  
performance measure tolerance levels 15  
performance pay 161  
Pharmaceutical Benefits Scheme (PBS)  
    Aboriginal and Torres Strait Islander  
        Peoples' access 73  
    access to medicines 72–4  
    authority-required medicines 74  
    concessions 73  
    online claiming and payments 74  
    safety net 73  
    travelling with PBS medicines 74  
Portfolio Management and Investments  
    Committee 132  
portfolio structure 2  
Practice Incentives Programs 81–3  
    see also medical practice incentives  
    Workforce Incentive Program  
        – Doctor Stream 80  
    Workforce Incentive Program  
        – Practice Stream 80  
    Workforce Incentive Program  
        – Rural Advanced Skills Stream 81  
Premium Support Scheme 87  
Pride in Diversity 154  
privacy 144

Private Collect 90–1  
*Private Health Insurance Act 2007*  
 reporting required 252  
 Private Health Insurance Rebate 76–7  
 procurement and consultancy 219–24  
 ANAO access clauses 224  
 communication and advertising  
 campaigns 223  
 contracts 220–1  
 exempt contracts 222  
 market research costs 223  
 small business support 222  
 Product Management and Organisational Reform  
 executive responsibilities 7  
 Program Design  
 executive responsibilities 6  
*Public Governance, Performance and Accountability Act 2013* vi, 10, 132, 135, 165, 219  
 Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) 118, 133, 135, 220, 226, 231–2, 236, 240, 242–3, 245  
 Public Sector Gender Equality Reporting program 154  
*Public Service Act 1999* 132  
 purpose 11  
 performance, measuring 12–4  
 vision, and 2

## R

reconciliation 158  
 Reconciliation Action Plan 2024 to 2026 158, 222  
 Recovery of Compensation for Health Care and Other Services Special Account 165  
 recruitment 153  
 refugees and humanitarian entrants  
 Assurance of Support (AoS) scheme 102  
 citizenship testing services 101  
 Status Resolution Support Services  
 Payment 102  
 support for 101

regional, rural and remote servicing 99–100  
 access points 99  
 agents 99  
 mobile service centres 100  
 remote servicing teams 99  
 service centres 99  
*Regulatory Reform Omnibus Act 2025* 116  
 remote servicing teams 99  
 remuneration  
 classification level 245  
 executive 226–30, 245  
 Rent Deduction Scheme 107  
 Repatriation Pharmaceutical Benefits Scheme (RPBS)  
 access to medicines 72  
 Reporting Sub-Committee (RSC) 133  
 requirements, list of 261–71  
 review, applications for 128  
 risk management 135  
 security review xi, 150, 153  
 Risk Management Policy and Framework 135  
 Robodebt Royal Commission xii, 125, 136  
 role and function 2, 11  
 Run-off Cover Scheme 87

## S

salaries see remuneration  
 Satisfaction Research Program 246–48  
 scams 122  
 Scams and Identity Theft Helpdesk 122  
 Security Risk Management Review xi, 150  
 Senate Standing Committee on Community Affairs 141  
 Senate Standing Committee on Legal and Constitutional Affairs 141  
 Serious Financial Crime Taskforce 119  
 service centres 54, 99

- service delivery xi, 49–56
  - Aboriginal and Torres Strait Islander Australians 103–5
  - child support 90–1
  - disasters and emergency events 95–6
  - feedback on 247–8
  - health 67–89
  - improvements 116
  - money management 106–9
  - social security 58–66
  - tailored support services 97–102
- Service Delivery Excellence
  - executive responsibilities 6
- Services Australia
  - 2030 Strategy ix, 142
  - about this report vii–viii
  - Enterprise Agreement 2024–2027 161
- Shadow Economy Standing Taskforce 119
- shared services 112
- Single Touch Payroll (STP) 92, 123
- Six Countries Working Group on Benefit Fraud 119
- small business
  - support for 222
- social security
  - older Australians 59
  - payments while outside Australia 102
  - service delivery 58–65
- social work services 100
- Speak Up Hub 149
- Special Benefit 65
- specialist officers 101
- staff
  - Aboriginal and Torres Strait Islander 156–7
  - Child support smart centres 162
  - classification and gender 236–9
  - cultural and linguistic diversity (CALD) 154
  - disability, with 155
  - diversity and inclusion 154–7
  - employment arrangements 161, 243–4
  - employment type by location 232–5, 242
  - engagement and recognition 160
  - external awards 160–1
  - full-time and part-time status 240–1
  - harassment contact officers 152
  - Indigenous employment 156–7, 243
  - individual flexibility arrangements 161
  - internal awards 160
  - leadership programs 159
  - learning and development 159
  - LGBTQIA+ 154
  - mental health and wellbeing 152
  - neurodivergent 155
  - non-ongoing 238–9
  - ongoing 236–7
  - our culture 149
  - performance management 160–1
  - performance pay 161
  - psychological safety 152
  - recruitment 153
  - remuneration see remuneration
  - statistics 226–45
  - talent management 159
  - work health and safety
    - see work health and safety
  - workforce strategies and planning 148
- Stakeholder Consultative Group (SCG) 115
- stakeholder engagement xi–xii, 113–5
- Statement for Australia's Carers 156
- Status Resolution Support Services
  - Payment 102
- Stillborn Baby Payment 62
- Strategic Commissioning Framework 143
- Strategic Performance Measures 9–48
  - changes from Corporate Plan 2025–26 12–3
  - results 16–47
  - summary of results 12–15
- Strategic Workforce Plan 2025 to 2027 148
- Strategy and Performance
  - 2030 Strategy ix, 142
  - executive responsibilities 6
- students 63
- Supply Nation 222
- support services, tailored 97–102

**T**

talent management 159  
 Taskforce Morpheus 119  
 Tasmanian Freight Equalisation Scheme 102  
 Tasmanian transport schemes 102  
 Tax Deduction Service 107  
 Technology and Digital Platforms  
   executive responsibilities 7  
 Technology and Transformation  
   strategic performance measure results  
     41–7  
 telephone services 53  
   strategic performance measure results  
     32–5  
 terrorism 96  
 Tertiary Access Payment (TAP) 63  
 thalidomide survivors 84–5  
 third party compromise events 122  
 tip-offs, public 120

**V**

vision 2  
 voice biometrics 53  
 vulnerable customers xi, 55, 97, 136  
   community partnerships 98, 110  
   partnerships with state and territory  
     governments 114

**W**

work health and safety 150–2  
   Positive Duty Prevention and  
     Response Plan 152  
   psychological safety 151  
   reporting 151  
   Security Risk Management Review xi,  
     150–1, 153  
   strategy 150  
   wellbeing 151  
*Work Health and Safety Act 2011*  
   reporting under 151  
 Workforce Incentive Program  
   – Doctor Stream 80  
 Workforce Incentive Program  
   – Practice Stream 80  
 Workforce Incentive Program  
   – Rural Advanced Skills 81  
 workforce participation see staff  
 workforce strategies and planning 148  
 workplace  
   accessibility 156  
   breastfeeding 154  
 Workplace Belonging Strategy 154

**Y**

Youpla Support Program 104  
 Youth Allowance  
   apprentices 63  
   job seekers 62  
   students 63

## Appendix H – Omissions and errors

The Services Australia Annual Report 2024–25 contained the following omission/error:

### **Page 59 – Parent Pathways**

Incorrect information: DEWR administers Parent Pathways, which is delivered by contracted service providers in the Playford, Gawler and surrounding local government areas of South Australia.

The correct information is: The Parent Pathways program is delivered by contracted service providers in locations across Australia, while the program is delivered in Playford, Gawler and surrounding local government areas of South Australia by the Australian Public Service.



**[servicesaustralia.gov.au](https://servicesaustralia.gov.au)**