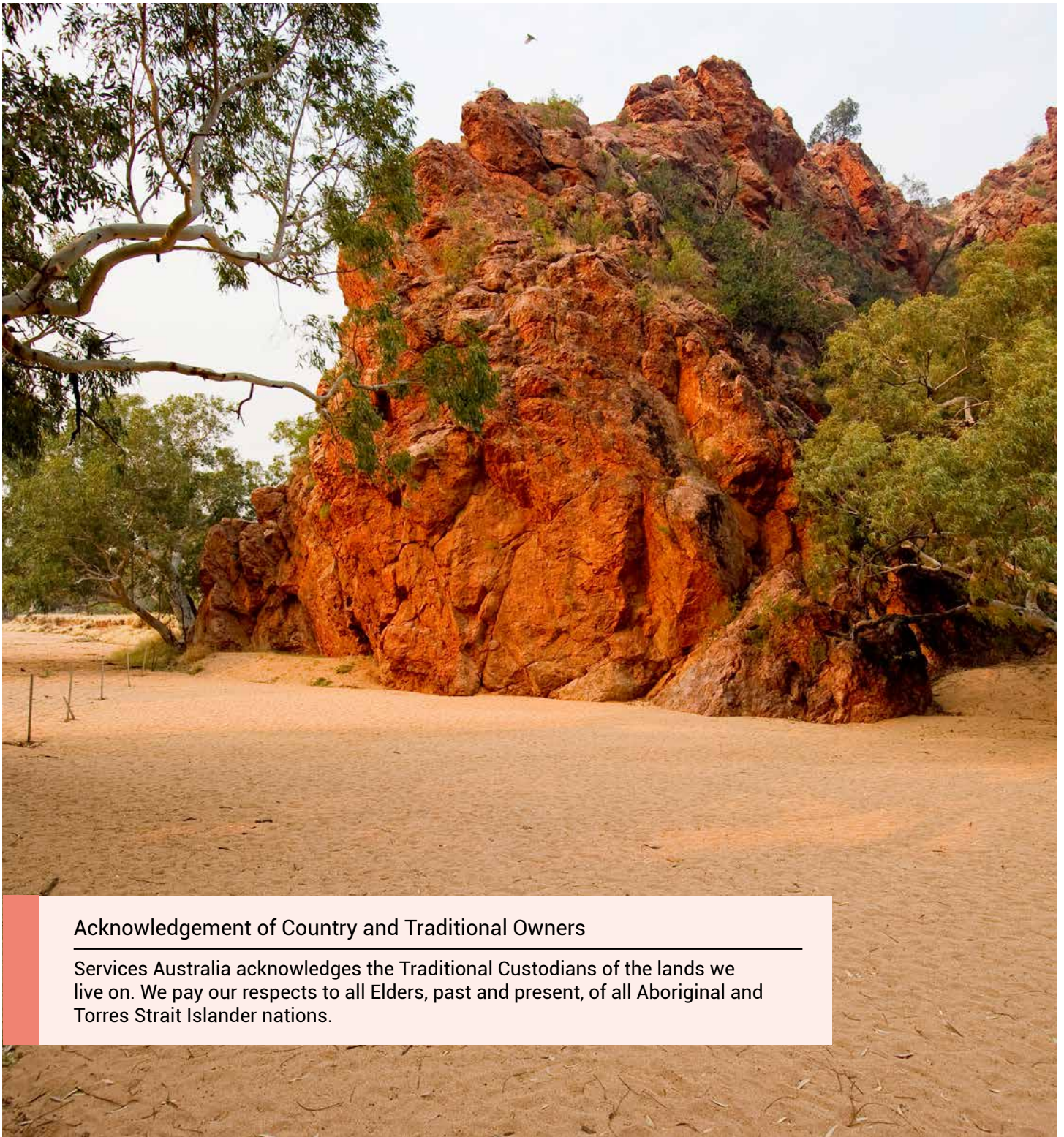


2020–21 Corporate Plan



Australian Government
Services Australia



Acknowledgement of Country and Traditional Owners

Services Australia acknowledges the Traditional Custodians of the lands we live on. We pay our respects to all Elders, past and present, of all Aboriginal and Torres Strait Islander nations.

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Every hour of every day in Australia, people in need will turn to the Australian Government for help. In those moments, it is our privilege to be an agency that responds.

Our vision can be expressed in a few words—*to make government services simple so people can get on with their lives*. Our customers have told us they want a 'simple', 'helpful' and 'respectful' service, and for the system to be 'transparent'. We have embraced these four words as our guiding principles as we transform and work towards modernising the customer experience.

Achieving that *simple* service for millions of customers is a complex task that demands relentless focus and continual change. Many systems must work together, from corporate services to technology, from service delivery to communications, from process design to compliance. We must effectively allocate our resources to meet the needs of our national network. We must support our dedicated and capable staff to meet the expectations of our customers.

This is true in times we describe as 'normal', —it has been even more necessary given the heartbreak and hardship of a truly historic year, when Australians have relied more than ever on our ability to adapt.

There were many aspects of the bushfire crisis and COVID-19 pandemic that we could not have anticipated. What we did foresee, however, was that digital services in 2020 and beyond have to expand, that customers will expect a modern and seamless experience across different government programs and service delivery channels, and that those services would have to anticipate and adapt to customers' diverse needs.

Progress towards achieving all of this proved vital to the speed and scale of our crisis responses. We went where communities needed us after the bushfires and helped them to get back on their feet. We accelerated digital services. We reconfigured the way our service centres operate and the way we work with our customers. Our people stepped up when put in challenging situations and different roles under exceptional circumstances. We were focused on what matters: helping our customers and keeping our communities safe.

In 2020–21, we are committed to hastening that progress, and delivering the improvements our customers need and expect—to make things better for customers all the time, not just during a crisis.

With that commitment in mind, I am pleased to present the 2020–21 Corporate Plan for Services Australia, covering the period of 2020–21 to 2023–24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and in accordance with section 16E of the *Public Governance and Performance Accountability Rule 2014* (PGPA Rule). It is a plan we are proud to deliver with our focus on what counts—Australians.

I thank our staff for their outstanding efforts, I am incredibly proud of what we have achieved and I look forward to the year ahead.



Rebecca Skinner
Chief Executive Officer



...customers will expect a modern and seamless experience across different government programs and service delivery channels...

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Purpose

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



Vision

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

Our task is to transform the way we work to deliver a simple, helpful, respectful and transparent experience for customers.

STRATEGIC OUTLOOK

Our task is to transform the way we work to deliver a simple, helpful, respectful and transparent experience for customers. The urgency and scale of the COVID-19 response has reaffirmed the importance of the work we do every day, for many Australians. We've shown we can bring services online, re-train and mobilise staff with speed, simplify processes and support people and our communities. We do this with empathy, compassion and while building trust along the way.

Our response to the pandemic also highlighted that while our staff are skilled and dedicated, we have more work to do to make customer service and customer experience the core focus of our many complex systems.

We'll continue our transformation journey to become a leading, customer-focused service delivery agency. We'll need to make changes across every aspect of our business. We'll work together to improve systems that work for and support all Australians while continuing to ensure the integrity of government outlays. This requires robust governance, a collaborative and customer-centric culture, strong leadership, and a workforce that is engaged, connected and informed.

Vision (continued)

AGENCY PRINCIPLES

Four principles will guide our modernisation of the customer experience.



Simple

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



Helpful

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



Respectful

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

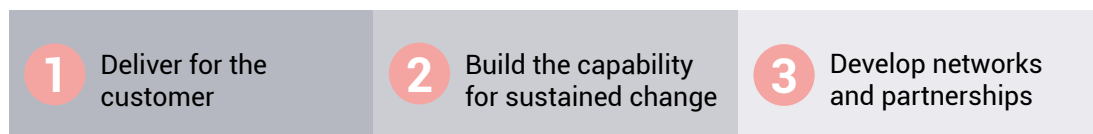


Transparent

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

CORE PHASES TO DELIVER

There are 3 core parts to ensure we achieve our vision of making government services simple so people can get on with their lives.



We will start with delivering tangible, practical changes quickly and build over time to become a leader in customer service delivery.

The key activities we will undertake over 2020–21 to support our vision are outlined below, together with what we envisage success will look like for Services Australia from 2024. We will be accountable for these activities through internal reporting and executive oversight, with our achievements made transparent through our Annual Report and associated Annual Performance Statement.

	Deliverables by mid-2021	What success will look like beyond 2024
SERVICE DELIVERY MODERNISATION —tangible improvements to our services driven through work streams and priority projects, focused on improving customer experience		
Digital experience	<p>A full range of digital services available</p> <p>New digital experience app with a focus on self service</p> <p>Customers can prove their identity and authenticate from their mobile phone</p> <p>Built on COVID-19 online identity processes to enable customers to verify identity online</p>	<p>Customers can go to 1 place to access, explore, apply for and interact with Australian Government services</p>
Telephony	<p>Built on COVID-19 related improvements to telephony and online performance</p> <p>Reduced the number of calls that need Service Officer support through increased personalised services with interactive voice response (IVR)</p>	<p>Our telephony automated and has artificial intelligence to resolve most customer enquiries instantly. However customers in need have access to phone calls and intensive support</p>
Face-to-face services	<p>Initiated and supported the transformation of face-to-face services, with 2 concept trial sites</p> <p>Piloted co-location and integration of Australian Government and state and territory service delivery—Service NSW (mobile service centre) and Service Tasmania (service centre)</p>	<p>We provide quick service to help people self-serve and have expert staff to provide specialised support for complex customer needs</p> <p>Our collaboration with state and community partners expands the support available from 1 location</p>
Policy and service delivery simplification	<p>Built on COVID-19 related process improvements and delivered policy simplification with other agencies</p> <p>Implemented the first wave of service delivery simplification to drive customer and government outcomes</p>	<p>Service delivery is understood as a priority across the public service and factored systematically into program and policy design</p> <p>Better use of formal governance and partnership agreements to define and act on customer experience focused metrics across government</p> <p>Policy agencies and Services Australia co-design policy to ensure we achieve both policy and customer outcomes</p> <p>We make the right payments to the right people at the right time</p>

Key deliverables 2020–21 (continued)

	Deliverables by mid-2021	What success will look like beyond 2024
<p>SERVICE DELIVERY MODERNISATION—tangible improvements to our services driven through work streams and priority projects, focused on improving customer experience</p>		
Network and partnerships	<p>Refreshed and deepened partnerships across the Australian Government to design, develop and coordinate the delivery of government services by common customer groups, for example, Children and Families, Working Age, Seniors and Health</p> <p>Piloted the delivery of services with the states and territories</p> <p>Partnered with Australian Government agencies and departments to accelerate our technology update</p> <p>Customer insights are used to design customer experiences from the beginning of the policy cycle and throughout as insights arise</p>	<p>We are a trusted source of advice and a flexible delivery platform for partners across the government, third-party and community sectors</p> <p>We collaborate across government jurisdictions to resolve common customer problems and to provide a seamless customer journey for our shared customers</p> <p>We work across government and with private sector partners to maximise access to new technologies while promoting high standards for privacy, security and identity protection</p> <p>Policy agencies and Services Australia co-design policy to ensure achievement of both policy and customer outcomes</p>
Life events redesign	<p>Streamlined set of 2 to 3 customer journeys for significant life events, for example, looking for work and transitioning into aged care</p> <p>Starting with the Children and Families Group, built the dynamic claim question set so that questions are tailored and personalised to the customer's experience</p>	<p>A seamless customer experience that includes proactive communication, simplified processes and integrated data tailored to customer needs when experiencing a life event</p>
<p>TECHNOLOGY FOUNDATIONS—our technology and systems will be improved through transformational projects and investment in core technology enablers</p>		
Investment in infrastructure	<p>Our technology architecture is moving towards a simpler, flexible ecosystem so that business changes can be implemented faster and value for money</p> <p>Capability to easily integrate our processes, data and applications is starting to be utilised by business projects</p> <p>Our technology infrastructure is transformed to support our service promise of scalability, security and availability</p>	<p>Customers have a seamless digital experience, allowing them to go to 1 place to access multiple Australian Government services</p>

	Deliverables by mid-2021	What success will look like beyond 2024
ORGANISATIONAL HEALTH —we will modernise our organisation to set ourselves up for sustained performance and ongoing change		
Measurements and accountability	We have a well-defined and comprehensive measurement system that includes customer and staff feedback	A leading and customer-focused government organisation where customer experience measures are used at the core of both strategic and operational decision-making
People, skills and behaviours	<p>Culture and skills transformation well underway, with learning frameworks developed</p> <p>Senior executive performance targets are aligned with customer experience metrics, driving a unified focus on our customers</p> <p>Opportunities for customer experience development are provided and encouraged through formal training and coaching</p> <p>A strong integrity framework guides how we develop, promote and maintain a culture of integrity across our agency</p>	<p>Customer experience is entrenched in the way staff perform their day to day tasks—it is part of their business as usual</p> <p>Leaders are highly visible and staff feel recognised and rewarded for bringing forward ideas and developing their skills</p> <p>We have the skills and capability required to deliver on current and emerging customer needs</p> <p>We are a highly regarded institution, trusted by both government and community</p>
Embedding a focus on customer experience	All areas of the agency work collaboratively using human centred design and the latest data and insights to re-imagine the customer experience in line with our agency's vision	Customers engage with government services that are designed around their current and emerging needs
Ways of working	Multi-disciplinary teams aligned to customer products and journeys are formed	Our workforce combines multiple skillsets to deliver customer outcomes with routine engagement between the technology development and service delivery teams
Data and analytics	<p>Clear understanding of agency data assets</p> <p>Trustworthy and ethical approach to use of data</p> <p>Stronger data governance and quality practices</p> <p>Enhanced operational intelligence to improve performance</p>	<p>Build on potential of data holdings to provide an improved customer and staff experience</p> <p>More intuitive, personalised services</p> <p>Reductions in repetitive requests for the same data</p> <p>Enhanced public trust in the agency's use of data</p>

We are the face of government to many Australians, supporting families, job seekers, students, carers and many others daily and in times of crisis. Government and the people of Australia expect us to deliver high quality services, effective responses and rapid progress.

In future, we will carry out our business in different ways. We need to be flexible, adaptive and put the needs of people at the centre of our service design and delivery. We will operate as one workforce, delivering on the agency's outcomes.

Our focus will remain on significant transformation as we progress our goal of being a leader in customer service delivery. We will accelerate our digital and seamless service offer, while also working to improve our traditional service channels.

Key transformation programs of work, such as Welfare Payment Infrastructure Transformation, Health Delivery Modernisation, Aged Care and enhanced myGov, will assist in enabling this—as will providing common reusable capability across government initiatives.

Strong collaboration and partnerships with other government and private entities remain essential to ensure we succeed and deliver. It also allows us to contribute our service delivery expertise and input to government initiatives, direction and decisions.

The need for strong collaboration and partnerships was highlighted during recent emergency responses. Our agency worked alongside other entities and rose to the challenge of serving Australians in new ways, often condensing weeks of work into days to achieve results during periods of heightened need. This effective collaboration resulted in the redeployment of more than 2,000 APS-wide staff to Services Australia to handle the unprecedented surge in demand.

AGENCY CAPABILITY

Strong agency capability is essential in delivering on government commitments, meeting the expectations of Australians and transforming our business. It also ensures we are well prepared to respond to challenges and emergencies, and to optimise opportunities. Our capability comprises our governance, systems, technology, processes, knowledge and most importantly—our people.

Our people are essential in delivering high quality, accessible government services and payments. We will ensure our people have the support, skills and information they need to do their jobs.

We will continue to build staff capability across a complex, diverse and changing business, and maintain an agile core of highly skilled people to drive continued improvement. We will embrace a customer-centric culture and strengthen skills and leadership to match. We will focus on customer satisfaction and develop relevant and meaningful metrics to drive desired outcomes. We are committed to achieving meaningful improvements for our customers.

Strong agency capability is essential in delivering on government commitments, meeting the expectations of Australians and transforming our business.

INCLUSION AND DIVERSITY

As an agency that supports all Australians, it is important that our workforce reflects the community we serve. As a result, we focus on cultivating a diverse and inclusive workplace at every level.

Our Workplace Inclusion and Diversity Strategy 2019–23 sets a roadmap to building diversity in our workforce and promoting respect and inclusion in all parts of the agency. The strategy underscores our belief that diversity is central to innovation, creativity and the ability to adapt. Inclusive behaviours also allow us to work in a way that allows everyone to feel respected, valued and safe to share their ideas and contributions.

RECONCILIATION

We have a long-term commitment to reconciliation, continuing to make great strides in our reconciliation journey and in helping to shape the journey of the APS.

Our Reconciliation Action Plan 2018–22 outlines more actions to strengthen our record on reconciliation. We will develop and engage more Indigenous leaders, improve our servicing to Aboriginal and Torres Strait Islander peoples, share capabilities across the APS, help preserve Indigenous languages, and support the APS to play a key role in the national reconciliation conversation.

ENTERPRISE GOVERNANCE

Governance is key to effectively delivering our outcomes and achieving high performance levels, consistent with our applicable legal and policy obligations. It creates our authorising environment, allowing us to innovate and shape our organisation to meet community and government requirements, ethically, effectively and appropriately. Through our governance structures, we will continue to make decisions in the best possible way—with fairness and transparency, based on good information and data, genuine consultation with stakeholders and in a way that stands up to scrutiny.

With the establishment of Services Australia as an executive agency within the Social Services portfolio, we will review and improve our existing agency governance framework and arrangements to ensure they are fit-for-purpose and meet our executive and business requirements.

ENTERPRISE RISK MANAGEMENT

Effective risk management is key to delivering on our vision of making government services simple, so people can get on with their lives. Our Risk Management Policy establishes a consistent method of identifying and managing risk as a tool for performance. This policy is underpinned by the Enterprise Risk Management Model and Risk Management Framework and is prepared in accordance with the Agency's Accountable Authority Instructions (AAI) section 1.5, the Commonwealth Risk Management Policy 2014 and PGPA Act.

The Chief Executive Officer, as the Accountable Authority of the agency, is ultimately responsible for establishing and maintaining appropriate systems of risk oversight, management and internal control and sets the agency's appetite and tolerance for risk. Deputy Chief Executive Officers are accountable to the Chief Executive Officer for day-to-day management of risk in the agency. They are empowered to use their professional judgement and experience to make risk-informed decisions and provide direction for applying risk management approaches that are fit-for-purpose.

The Executive Committee supports the Chief Executive Officer by overseeing enterprise risk management and driving continuous improvements in how enterprise risk is managed across the agency. Advice on the effectiveness and maturity of risk management practices in the agency is reported to the Executive Committee to support appropriate oversight. All staff actively contribute to risk management by identifying, assessing, controlling, communicating, monitoring and reporting risks in accordance with the Risk Management Framework and the agency's risk appetite and tolerance. This creates a culture that promotes an open and proactive approach to managing risk.

We will develop and engage more Indigenous leaders, improve our servicing to Aboriginal and Torres Strait Islander peoples...

Environment (continued)

TOP AGENCY RISKS

Transforming our work to provide customer-centred, trusted services that are respectful, simple, helpful, and transparent, requires us to accept and encourage more risk to allow us to embrace new opportunities and technologies. We have identified the top 8 risks for the agency, which are interrelated and align to our purpose.

1.	Government, Ministers, key government partners and the community have lost trust in the agency.
2.	The agency is unable to deliver required services.
3.	Major programs and projects do not deliver the intended outcomes.
4.	Inability to implement required change or program refinements.
5.	Failure to attract, retain and develop staff capabilities.
6.	Failure to support the safety and wellbeing of our staff.
7.	System outage(s) significantly disrupt access to payments and other critical services.
8.	Failure to maintain the integrity of customer data.

By embedding a continuous improvement culture and maintaining a firm focus on our vision, we will continue to evolve and adapt to deliver for government and the community.

To manage these risks, the agency employs a range of strategies, in proportion to threat and opportunity. We are working to strengthen existing control mechanisms. By embedding a continuous improvement culture and maintaining a firm focus on our vision, we will continue to evolve and adapt to deliver for government and the community.

The top risks identified by the agency consider the challenges posed by crisis or emergencies, such as the recent pandemic and bushfires.

COLLABORATION

We will continue to collaborate with Australian Government entities to deliver on government and community expectations. An example is the COVID-19 pandemic response where the demand for government services reached unprecedented levels and the APS moved more than 2,000 staff to support our agency to make outbound calls and process claims. Other examples include shared services arrangements, data exchange, whole-of-government projects, service delivery co-design and co-location, myGov and ICT infrastructure support, and sharing expertise on customer-centric approaches and user testing.

We administer formal social security agreements with 31 countries, and manage bilateral arrangements with state and territory government agencies and third-party organisations for a range of services.

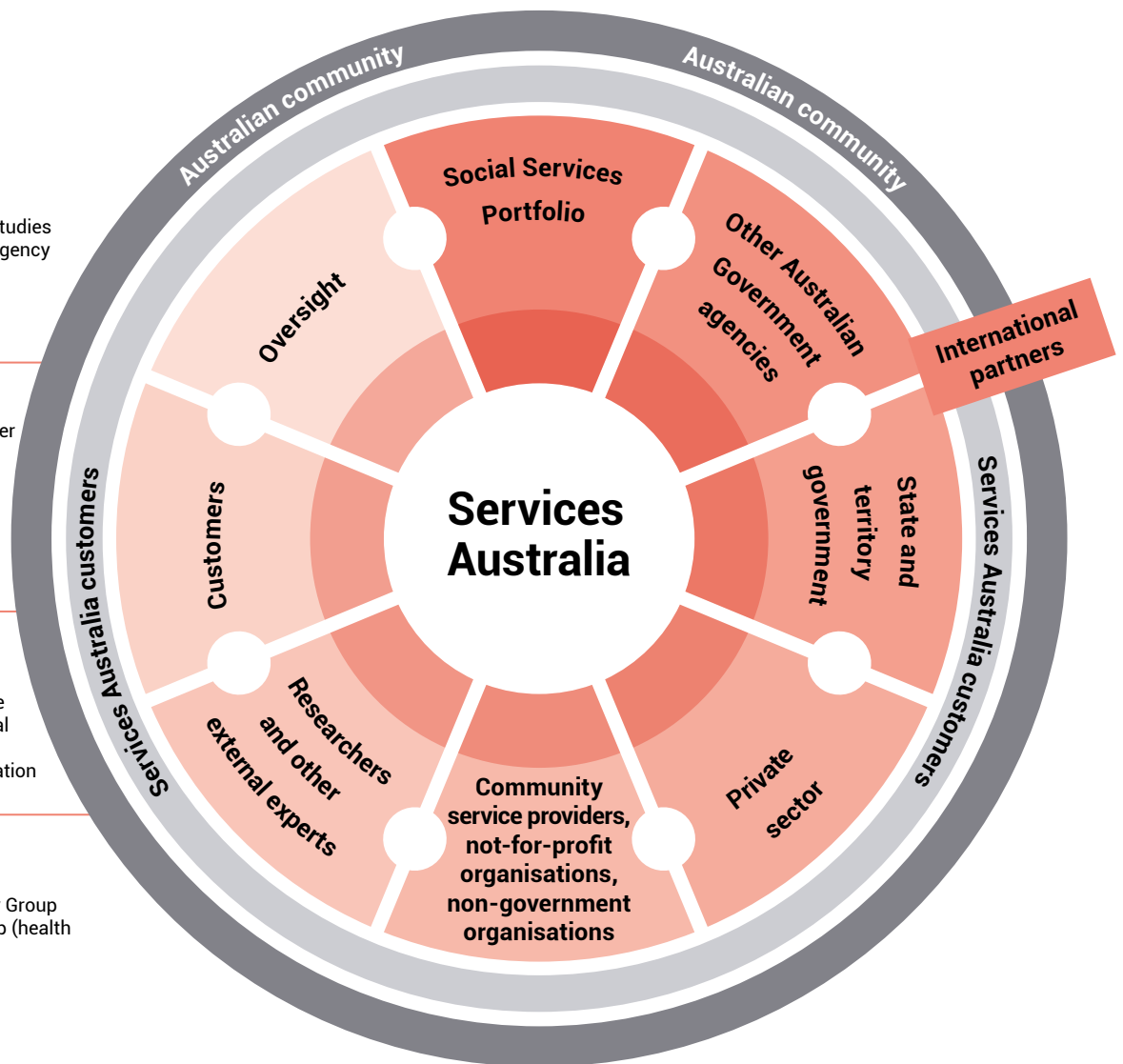
We will build on all these experiences and deepen our collaboration and integration with state and territory governments and third-party organisations, including co-design with customers.

- Social Services Portfolio**
- Ministers
 - Department of Social Services
 - Australian Institute of Family Studies
 - National Disability Insurance Agency
 - NDIS Quality and Safeguards Commission
 - Australian Hearing Services
 - Digital Transformation Agency

- Other Australian Government agencies**
- Department of the Prime Minister and Cabinet
 - Department of Finance
 - Department of Education, Skills and Employment
 - Department of Health
 - Department of Veterans' Affairs
 - Others

- Oversight**
- Parliamentary committees
 - Commonwealth Ombudsman
 - Australian National Audit Office
 - Administrative Appeals Tribunal
 - Annual report
 - Office of the Australian Information Commissioner

- Customers**
- Australian citizens
 - Civil Society Advisory Group
 - National Multicultural Advisory Group
 - Stakeholder Consultative Group (health and aged care)



Performance

Our focus is to make services simple, helpful, respectful and transparent for our customers and improving our outcomes for government and the community. Measuring our performance and its impact is fundamental to achieving this goal.

We deliver social, health and child support services on behalf of the Australian Government. This section sets out the performance measures that contribute to our purpose as funded by government, and should be read in collaboration with the Portfolio Budget Statements, the Portfolio Additional Estimate Statements and the agency’s Annual Report.

To support the delivery of this outcome, we currently have 27 performance measures across our 3 programs—Social Security and Welfare, Health and Child Support.

Given the establishment of Services Australia as an executive agency within the Social Services portfolio, we will review these 27 performance measures and test a range of possible new measures to ensure alignment with our vision. We will also review our outcome statement to ensure it remains appropriate and reflects our progress moving forward.

In 2020–21 we will develop a new set of performance measures for 2021–22, which will help drive government services that are simple, helpful, respectful and transparent, so people can get on with their lives.

We will also review our outcome statement to ensure it remains appropriate and reflects our progress moving forward.

PBS Outcome Statement

Support individuals, families and communities to achieve greater self-sufficiency; through the delivery of advice and high quality accessible social, health and child support services and other payments; and support providers and businesses through convenient and efficient service delivery.



PROGRAM 1.1 SERVICES TO THE COMMUNITY—SOCIAL SECURITY AND WELFARE

There are 9 performance measures in the Social Security and Welfare program for 2020–21, delivered under the Centrelink service delivery program. Noting the performance measure review underway, the tables below only show the criteria and targets for 2020–21.

Customer satisfaction

1. Customer satisfaction: achievement of customer satisfaction standards			
Description	The level of satisfaction customers have with the Social Security and Welfare services they receive.		
Method	Customer survey	2020–21 target	≥85 out of 100

Correct payments

2. Achievement of payment quality standards: Centrelink: delivery of correct customer payments			
Description	The percentage of social welfare customer payments delivered correctly.		
Method	Data mining	2020–21 target	≥95 %
3. Internal reviews: percentage of decision reviews requested by Centrelink customers finalised within standard			
Description	The percentage of internal reviews finalised within 49 days.		
Method	Data mining	2020–21 target	≥70 %
4. Achievement of payment integrity standards: Centrelink: debt under recovery			
Description	The percentage of Centrelink debt with a current debt recovery arrangement in place.		
Method	Data mining	2020–21 target	≥60 %

Ease and timeliness of service

5. Achievement of face-to-face service level standards: average wait time			
Description	The average length of time a customer waits to access face-to-face social security and welfare services.		
Method	Data mining	2020–21 target	≤15 minutes
6. Achievement of telephony service level standards: average speed of answer			
Description	The average length of time a customer waits to have a call answered.		
Method	Data mining	2020–21 target	≤16 minutes

Performance (continued)

7. Achievement of processing service level standards: claims processed within standard			
Description	The percentage of social security and welfare claims processed within standard.		
Method	Data mining	2020–21 target	≥82%

Customers interacting digitally

8. Achievement of digital service level standards: interactions completed through digital channels			
Description	The increase in the total number of social security and welfare interactions completed by customers and third parties through digital channels.		
Method	Data mining	2020–21 target	≥5% increase

9. Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access			
Description	The availability of 24/7 customer access channels, including online services and mobile applications.		
Method	Data mining	2020–21 target	≥98%

PROGRAM 1.2 SERVICES TO THE COMMUNITY—HEALTH

There are 11 performance measures in the Health program for 2020–21, delivered under the Medicare service delivery program. Noting the performance measure review underway, the tables below only show the criteria and targets for 2020–21.

Customer satisfaction

1. Satisfaction with Medicare provider service delivery: practitioners, pharmacists and practice managers			
Description	The percentage of practitioners, pharmacists and practice managers who are satisfied with the service they receive.		
Method	Provider survey	2020–21 target	≥70%

2. Customer satisfaction: achievement of customer satisfaction standards			
Description	The level of satisfaction customers have with the Health services they receive.		
Method	Customer survey	2020–21 target	≥85 out of 100

Correct payments

3. Achievement of payment quality standards: Medicare: delivery of accurate medical benefits and services			
Description	The percentage of sampled transactions that have been processed and paid accurately.		
Method	Data mining	2020–21 target	≥98%

Ease and timeliness of service

4. Achievement of face-to-face service level standards: average wait time			
Description	The average length of time a customer waits to access face-to-face health services.		
Method	Data mining	2020–21 target	≤15 minutes
5. Achievement of telephony service level standards: average speed of answer—Pharmaceutical Benefits Scheme (PBS) authorities			
Description	The average length of time providers wait to have a PBS Authority's call answered.		
Method	Data mining	2020–21 target	≤30 seconds
6. Achievement of telephony service level standards: average speed of answer—providers			
Description	The average length of time a health provider [excluding PBS authorities] waits to have a call answered.		
Method	Data mining	2020–21 target	≤2 minutes
7. Achievement of telephony service level standards: average speed of answer—customers			
Description	The average length of time a customer waits to have a call answered.		
Method	Data mining	2020–21 target	≤7 minutes
8. Achievement of processing service level standards: claims processed within standard			
Description	The percentage of health claims processed within standard.		
Method	Data mining	2020–21 target	≥82%

Performance (continued)

Customers interacting digitally

9. Achievement of digital service level standards: Medicare Benefits Schedule digital claiming rate			
Description	The percentage of Medicare services claimed digitally across all Medicare claiming channels.		
Method	Data mining	2020–21 target	≥97%
10. Achievement of digital service level standards: interactions completed via digital channels			
Description	The increase in the total number of health self-service interactions completed by customers, providers and third parties via digital channels.		
Method	Data mining	2020–21 target	≥5% increase
11. Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access			
Description	The availability of 24/7 customer access channels, including online services and mobile applications.		
Method	Data mining	2020–21 target	≥98%

PROGRAM 1.3 CHILD SUPPORT

There are 7 performance measures in the Child Support program for 2020–21. Noting the performance measure review underway, the tables below only show the criteria and targets for 2020–21.

Customer satisfaction

1. Customer satisfaction: achievement of customer satisfaction standards			
Description	The level of satisfaction customers have with the Child Support services they receive.		
Method	Customer survey	2020–21 target	≥85 out of 100

Correct payments

2. Child Support collection: percentage of domestic active paying parents with less than 1 month Child Support collect liability			
Description	The percentage of domestic active paying parents, in child support collect cases, with less than 1 month liability outstanding.		
Method	Data mining	2020–21 target	≥63%

3. Achievement of payment quality standards: Child Support: debt under arrangement			
Description	The percentage of child support debt under arrangement.		
Method	Data mining	2020–21 target	≥41%

Ease and timeliness of service

4. Achievement of telephony service level standards: average speed of answer			
Description	The average length of time a customer waits to have a call answered.		
Method	Data mining	2020–21 target	≤3 minutes

5. Achievement of processing service level standards: registrations completed within standard			
Description	The percentage of child support registrations processed within standard.		
Method	Data mining	2020–21 target	≥82%

Customers interacting digitally

6. Achievement of digital service level standards: interactions completed via digital channels			
Description	The increase in the total number of child support interactions completed by customers via digital channels.		
Method	Data mining	2020–21 target	≥5% increase

7. Achievement of digital service level standards: availability of ICT services excluding scheduled maintenance periods that support 24/7 customer access			
Description	The availability of 24/7 customer access channels, including online services and mobile applications.		
Method	Data mining	2020–21 target	≥98%



Australian Government

Services Australia