Audit report of the 2022–23 annual performance statements

Services Australia

INDEPENDENT AUDITOR'S REPORT on the 2022-23 Annual Performance statements of Services Australia

To the Minister for Finance

Conclusion

I have undertaken a reasonable assurance engagement of the attached 2022–23 Annual Performance Statements of Services Australia.

In my opinion the 2022-23 Annual Performance Statements of Services Australia:

- present fairly Services Australia's performance in achieving its purposes for the year ended 30 June 2023; and

- are prepared, in all material respects, in accordance with the requirements of Division 3 of Part 2-3 of the *Public, Governance, Performance and Accountability Act 2013* (the Act).

Audit criteria

In order to assess whether Service Australia's annual performance statements complied with Division 3 of Part 2-3 of the PGPA Act, I applied the following criteria:

- whether Services Australia's key activities, performance measures and specified targets are appropriate to measure and assess Services Australia's performance in achieving its purposes;

- whether the performance statements are prepared based upon appropriate records that properly record and explain Services Australia's performance; and

- whether the annual performance statements present fairly Services Australia's performance in achieving Services Australia's purposes in the reporting period.

Emphasis of Matter – Performance measure 'customers served within 15 minutes'

I draw attention to the following disclosures within the annual performance statements under the result for the measure 'customers served within 15 minutes'.

> In 2022–23, 3.5 million calls were transferred between queues. Calls transferred internally between telephony queues are counted as separate telephone calls with separate wait times. Our systems are unable to combine call wait times once a call is transferred. This may have an impact on the results for this measure.

> The reported telephony results are based on data from our provider. The agency does not have a process in place to independently validate the data provided.

These disclosures provide information in relation to the limitations of Services Australia's assurance over the result for the telephony component of this measure. Services Australia has not validated the data from the telephony providers system. Services Australia is not able to combine a single customer's wait time if that customer is transferred to two or more queues.

Emphasis of Matter – Performance measure 'work processed within timeliness standards'

I draw attention to the following disclosures within the annual performance statements under the result for the measure 'work processed within timeliness standards'.

> Whilst all three programs are represented within the measure, not all processing work types within these programs are captured. This measure does not capture the full breadth of work processed by the agency.

> As new 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.

> We have been unable to identify the level of bias arising from the application of timeliness standards that are included or excluded from the measure.

These disclosures are fundamental to the reader's understanding of the result for this measure. Without a clearly defined basis for including and omitting timeliness standards, there is a risk of bias (intentional or otherwise) in the methodology.

My conclusion is not modified in respect of these matters.

Accountable Authority's responsibilities

As the Accountable Authority of Services Australia, the Chief Executive Officer is responsible under the Act for:

- the preparation and fair presentation of annual performance statements that accurately reflect Services Australia's performance and comply with the Act and Rule;

- keeping records about Services Australia's performance in accordance with requirements prescribed by the Act; and

- establishing such internal controls that the Accountable Authority determines is necessary to enable the preparation and presentation of the annual performance statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the performance statements

My responsibility is to conduct a reasonable assurance engagement to express an independent opinion on Services Australia's annual performance statements.

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which include the relevant Standard on Assurance Engagements (ASAE) 3000 *Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the Auditing and Assurance Standards Board.

In accordance with this standard, I plan and perform my procedures to obtain reasonable assurance about whether the performance measures and accompanying results presented in the annual performance statements of Services Australia's fairly presents Services Australia's performance in achieving its purpose and comply, in all material respects, with the Act and Rule.

The nature, timing and extent of audit procedures depend on my judgment, including the assessment of the risks of material misstatement, whether due to fraud or error, in the annual

performance statements. In making these risk assessments, I obtain an understanding of internal control relevant to the preparation of the annual performance statements in order to design procedures that are appropriate in the circumstances.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my conclusion.

Independence and quality control

I have complied with the independence and other relevant ethical requirements relating to assurance engagements, and applied Auditing Standard ASQC 1 *Quality Control for Firms that Perform Audits and Reviews of Financial Reports and Other Financial Information, Other Assurance Engagements and Related Services Engagement* in undertaking this assurance engagement.

Inherent limitations

Because of inherent limitations of an assurance engagement, it is possible that fraud, error or non-compliance may occur and not be detected. An assurance engagement is not designed to detect all instances of non-compliance of the annual performance statements with the Act and Rule as it is not performed continuously throughout the period and the assurance procedures performed are undertaken on a test basis. The reasonable assurance conclusion expressed in this report has been formed on the above basis.

Australian National Audit Office

Rona Mellor PSM

Deputy Auditor-General

Delegate of the Auditor-General

Canberra

15 September 2023

Australian Government

Services Australia

Annual report
2022–23

3.1 Annual Performance Statement 2022–23

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Annual Performance Statements

Accountable authority statement

As the accountable authority of Services Australia, I present the 2022–23 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 2022–23 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.*

Rebecca Skinner
Chief Executive Officer
Services Australia

14 September 2023

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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 and welfare, 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

Services Australia is a government agency with key functions to:

- design, develop, deliver, coordinate and monitor government services and payments relating to social security, child support, students, families, aged care and health programs (excluding Health provider compliance)
- provide the government with advice on the delivery of government services and payments
- collaborate with other agencies, providers, and businesses to deliver convenient, accessible, and efficient services to individuals, families and communities
- undertake other relevant tasks the minister may require from time to time.

In addition, the agency:

- performs a number of regulatory functions on behalf of policy entities, including administering, monitoring, enforcing and promoting compliance with regulation, administering payments, and recovering debt
- protects the integrity of government outlays administered by the agency through appropriate fraud prevention, detection, investigation and reporting mechanisms.

OUR KEY ACTIVITIES AND STRATEGIC PERFORMANCE MEASURES

In 2022–23, the key activities that we undertook to achieve our purpose have been revised to better reflect the significant areas of work that the agency delivers. In addition, we have updated the title of Strategic Performance Measure 3 from '*Payment Quality*' to '*Administrative correctness of payments*' to better reflect what is being measured. The methodology underpinning the performance measure has not changed.

The changes to the key activities and title for Strategic Performance Measure 3 supersede those published in the Social Services 2022–23 Portfolio Budget Statements and the agency's Corporate Plan 2022–23. These changes are reflected in the 2023–24 Services Australia Corporate Plan and will be updated in the Social Services 2023–24 Portfolio Additional Estimates Statements.

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Key activities and Strategic Performance Measures for 2022–23		
Previous key activities (as published in the Social Services 2022–23 Portfolio Budget Statements and the 2022–23 Services Australia Corporate Plan)		
Key activity 1: Organisational Health Modernising Services Australia to become a world-leading customer focused government organisation where customer feedback is used at the core of both strategic and operational decision making to drive continual service delivery improvements	**Key activity 2: Service Delivery Modernisation** Deliver improved services, focused on providing customers with a seamless experience that includes high-quality, simplified and efficient access to the services and support customers need	**Key activity 3: Technology Foundation** Improve technology and systems through transformation projects and investment in core technology enabling a more efficient digital experience for customers
Revised key activities		
Key activity 1: Build staff and organisational capability to deliver an enhanced customer experience We have an adaptive workforce, leadership and corporate culture tailored to respond to customer feedback	**Key activity 2: Deliver quality government services and payments to Australians** We provide customers with easy and efficient access to services, support and payments for a seamless experience	**Key activity 3: Deliver digital and technological capability** We invest in our technology and systems to sustain and strengthen the digital experience for customers
Strategic Performance Measures (SPM)		
SPM 1: Customer satisfaction **SPM 2:** Customer trust	**SPM 3:** Administrative correctness of payments **SPM 4:** Customers served within 15 minutes **SPM 5:** Work processed within timeliness standards	**SPM 6:** Availability of digital channels **SPM 7:** Tasks managed by customers in digital channels

SUBSEQUENT EVENTS

Shortly after the reporting period covered by the Annual Performance Statements, the following reports were published:

- 7 July 2023: *'Royal Commission into the Robodebt scheme'*. See *A period of reflection* on page xi in the Annual Report.
- 2 August 2023: The Commonwealth Ombudsman *'Lessons in Lawfulness: Own motion investigation into Services Australia's and the Department of Social Services' response to the question of the lawfulness of income apportionment before 7 December 2020'*.
- 28 August 2023: The Commonwealth Ombudsman *'Making things right insights into Services Australia's handling of the impact of a system error on certain historic child support assessments'*

In 2023–24 the agency will continue to work through the reports and determine next steps and our response to the findings.

PERFORMANCE REPORTING IN 2023–24

In 2023–24 the agency is committed to evolving our performance framework to ensure we meet our obligations against the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

We will continue to transform performance management and reporting, starting with a review of our 7 Strategic Performance Measures. This review is underpinned by recommendations from the Australian National Audit Office's (ANAO) audit of the Annual Performance Statements 2022–23.

The agency will also broaden the focus of Strategic Performance Measure 3: *Administrative correctness of payments*, by expanding the data sources for Social Security and Welfare and Health, and will include Child Support.

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Analysis of performance against purpose

The 2022–23 Annual Performance Statements detail how Services Australia has delivered against the agency's purpose *'to support Australians by efficiently delivering high quality, accessible services and payments on behalf of government'*.

The breadth of services and support the agency delivers to Australians extends beyond the delivery of Social Security and Welfare, Health programs, and Child Support payments. We are an agile service delivery agency that collaborates with other government departments to deliver payments and services on behalf of the Australian Government.

The global pandemic had a significant impact on the volume of payments and support we provided Australians in past years. In 2022–23 the agency started returning to a more business-as-usual posture in terms of the volume of services we provide on behalf of government.

We measure our performance across 7 Strategic Performance Measures, which reflect the agency's 3 major programs: Social Security and Welfare, Health, and Child Support. Our ability to respond effectively is evidenced in our 2022–23 achievements against each of our 7 Strategic Performance Measures where we achieved 4, substantially achieved 1 and partially achieved 2 of the targets across the measures.

The 4 Strategic Performance Measures targets we achieved relate to customer trust, administrative correctness of payments, availability of digital channels and tasks managed by customers in digital channels. In a complex environment, we substantially achieved the performance target for customer satisfaction and partially achieved the targets for customers served within 15 minutes, and work processed within timeliness standards.

The agency continued to focus on Information and Communication Technology (ICT) capability by improving accessibility and usability. Our service delivery channels are working together to bring greater alignment between our processes, tools and digital services. Investment in providing more digital options for customers who prefer this channel also enabled the agency to make more staff available for tailored services. The agency continues to implement and embed a number of strategies to address service demand, including an advanced telephony model to support digital uptake and targeted use of Interactive Voice Response.

Strategic Performance Measure summary of results

The table below provides a summary of the performance outcomes for each of the 7 Strategic Performance Measures for 2022–23.

Table 1: Services Australia's performance against its Strategic Performance Measures

Strategic Performance Measure (SPM)	Target 2022–23	Result 2022–23	Performance Outcome 2022–23
SPM 1: Customer satisfaction	≥85 out of 100	80.2 out of 100	Substantially achieved
SPM 2: Customer trust	≥70 out of 100	78.1 out of 100	Achieved
SPM 3: Administrative correctness of payments	≥98%	98.8%	Achieved
SPM 4: Customers served within 15 minutes	≥70%	60.8%	Partially achieved
SPM 5: Work processed within timeliness standards	≥90%	68.7%	Partially achieved
SPM 6: Availability of digital channels	≥98.5%	99.8%	Achieved
SPM 7: Tasks managed by customers in digital channels	≥81%	91.5%	Achieved

For performance outcomes from 2021–22 please see *Services Australia Annual Report 2021–22*.

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PERFORMANCE MEASURE TOLERANCE LEVELS

To reflect the agency's achievement against its performance measure targets we developed and implemented 4 tolerance levels in 2021–22. These tolerance levels continued to be used to assess the agency's performance outcomes for 2022–23:

- **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.

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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.*

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

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

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

Strategic Performance Measure 1 – Customer satisfaction

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

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

Year	Target	Result	Performance Outcome
2022–23	≥85 out of 100	80.2 out of 100	Substantially achieved

ANALYSIS

The agency substantially achieved its target of ≥85 out of 100 with a result of 80.2 out of 100.

This result indicates most customers are satisfied with the services we deliver. Customer satisfaction results are broken down by program below:

- Social Security and Welfare customer satisfaction was below target this year. Extended wait times for Centrelink customers had a significant impact on satisfaction, which was evidenced in the results for the 'time to receive service' driver. Satisfaction was consistent throughout the financial year with Social Security and Welfare's face to face channel achieving the highest satisfaction score and the online channel achieving the lowest.
- Health customer satisfaction was above target this year. Improved functionality in the digital channels resulted in health customers being able to add a digital Medicare card to their myGov app, allowing customers to self-manage tasks at a time and place that suits them.
- Child Support customer satisfaction was slightly below target as we continue to balance demand for the telephony channel and processing activities to optimise service delivery to customers.

The table below summarises the agency's customer satisfaction results by program for 2022–23.

Table 2: Customer satisfaction results by program 2022–23

Program	Results
Social Security and Welfare	77.8
Health	85.3
Child Support	84.3

Customer satisfaction results are measured across service delivery channels with face to face and mobile apps above target this year. Results were lower for the online and telephony service delivery channels with health provider satisfaction the lowest for the agency.

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The table below summarises the agency's customer satisfaction results and weightings per channel for 2022–23.

Table 3: Customer satisfaction results and weightings per channel 2022–23

Channel	Result	Weighting[a]
Face to face	87.7	7%
Mobile apps	87.6	26%
Telephony	78.6	21%
Online	77.1	42%
Health providers[b]	60.8	4%
Total	**80.2[c]**	**100%**

a) The weighting is derived from transactional volumes from the previous financial year. Volumes can only be calculated and applied retrospectively once available. Using the previous financial year's data allows effects from seasonality to be minimised.
b) Health providers are reported as a 'channel' as the agency is unable to accurately determine the appropriate channel used by the individual surveyed providers.
c) Total is calculated by adding all weighted channel average scores. For more information, please refer to the Calculation Explanation in the Explanatory Notes and Definitions section below.

Customer satisfaction is measured against 6 drivers with the 'fair treatment' driver, measuring customer satisfaction with our staff, recording the highest result.

The 'time to receive service' driver, which measures customer satisfaction with wait times, achieved the lowest result. Satisfaction with wait times was lowest for the telephony service delivery channel and for health providers, and was highest for the mobile apps and face to face service delivery channels. Extended call and face to face wait times for Centrelink customers had a significant impact on satisfaction that is reflected in the results for the 'time to receive services' driver.

The table below summarises the agency's results against our 6 satisfaction drivers for 2022–23.

Table 4: Customer satisfaction driver results 2022–23

Satisfaction drivers	Results
Perceived quality	80.5
Personalised service	83.5
Communications	84.6
Time to receive service	73.7
Fair treatment	88.5
Effort	77.4

The table below summarises the agency's results for customer satisfaction by channel against our 6 satisfaction drivers for 2022–23.

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Table 5: Customer satisfaction results by channel and driver 2022−23

Channel / Driver	Perceived quality	Personalised service	Communication	Time to receive service	Fair treatment	Effort	Overall
Face to face	85.6	88.6	88.3	85.2	94.7	83.8	87.7
Mobile apps	83.9	N/A	92.2	87.1	N/A	87.4	87.6
Telephony	84.7	86.0	86.4	52.2	89.7	73.7	78.6
Online	77.0	N/A	81.2	75.8	N/A	74.2	77.1
Health providers	63.6	62.0	54.5	57.1	71.3	55.2	60.8
Overall[(a)]	80.5	83.5	84.6	73.7	88.5	77.4	80.2

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

The agency uses the results of the satisfaction survey to identify initiatives to improve the services we deliver. Satisfaction results help inform how we prioritise our resources to meet the current and emerging needs of customers.

We implemented a range of initiatives this year aimed at reducing the effort required to interact digitally with the agency, allowing customers to engage with us at a time that is convenient to them. These initiatives include:

- launching the new myGov app to make it easier for customers to access services and information on their mobile devices — A personalised homepage allows customers to see messages, information about payments and linked services in one place
- enabling our customers to tell us information once, by updating their Child Support maintenance details in their Centrelink record when they apply for Child Support
- offering customers with complex matters a future appointment to reduce waiting periods in our service centres.

LIMITATIONS AND EXCLUSIONS

- While we encourage participation to ensure the survey population is representative of the overall customer base, customer participation in all surveys is voluntary.
- The survey sample is designed to produce reliable monthly estimates for the agency and service brands. The agency seeks to offer surveys to a wide variety of customers, noting feedback from some cohorts is not always possible. These cohorts include:
    o   some telephony and face to face customers who have not interacted with a staff member via staff assisted channels, as questions are designed to measure perceptions of interactions with staff for the channels of 'telephony' and 'face to face'
    o   digital Child Support customers due to system functionality barriers. Options for the inclusion of online customers is currently being considered for implementation in future years
    o   Aged Care customers and providers as this falls within the Department of Health and Aged Care's remit
    o   customers who respond to the survey but record responses to less than 3 drivers, contribute to driver responses but not the overall measure
    o   a small group of customers may be temporarily excluded to limit interview burden (for example customers in crisis or customers claiming emergency payments) or due to technical barriers to collections.

EXPLANATORY NOTES AND DEFINITIONS

- The description (only) for this measure has changed to better reflect what is being measured. These changes supersede those published in the Social Services 2022−23 Portfolio Budget Statements and the agency's Corporate Plan 2022−23.
- The performance measure is based on surveyed customers' perceptions of the agency across the telephony, face to face, online, and mobile app channels.
- Feedback is only collected from a random sample of customers, as opposed to every customer, therefore it is likely that some errors will occur, not in terms of the calculation, but in terms of the sampling. Margins of Error (MoEs) are used to show users the maximum amount by which the sample results are expected to differ from

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- results that would have been produced had we surveyed all customers. Previous years' MoEs have been below 1%, using a comparable methodology and sample sizes.
- Satisfaction results are aggregated from a 6-driver model[1] (see *Table 5: Customer satisfaction driver results 2022−23* above).
- Satisfaction results from health providers including pharmacists, practitioners and practice managers are also included in the overall agency result.
- Survey questions are tailored to the audience of the survey and the results for this measure are a combination of different surveys.
- A total of 115,839 customers completed these surveys in 2022−23, together with 3,029 health providers.
- Surveys are undertaken via automated interactive voice response (post-call survey), online or via outbound interviews conducted by an external provider.
- Based on the responses provided to the driver of satisfaction questions, an index score ranging from 0 to 100 is established for every survey respondent. All survey questions align to the 6 drivers and are measured on a 5-point scale, with 3 being neutral.

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

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

Reference	2022−23 Portfolio Budget Statements, page 205 2022−23 Corporate Plan, page 20
Data Source	External Survey provider Kantar Public
Calculation Explanation	Calculated by adding all weighted channel average scores. Scores are gathered from the customer survey responses. The weighting is derived from transactional volumes from the previous financial year. Volumes can only be calculated and applied retrospectively once available. Using the previous financial year's data allows effects from seasonality to be minimised. As this is calculated quarterly, limiting the weighting for that portion of the financial year (i.e. using data that is available for that portion of the current FY) will not allow for the variability that occurs over a full year.
Calculation	(A Result x A Weighting) + (B Result x B Weighting) + (C Result x C Weighting) + (D Result x D Weighting) + (E Result x E Weighting) A = Online channel B = Mobile Apps channel C = Telephony channel D = Face to face channel E = Health Provider channel[2]

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[1] This model is founded on established research detailing drivers of customer satisfaction in public institutions. Refer page 47 of the report "*An Updated Organisation for Economic Cooperation and Development Framework on Drivers of Trust in Public Institutions to meet current and Future Challenges, 2021*"

[2] Health provider are reported as a 'channel' as the agency is unable to accurately determine the appropriate channel used by the individual surveyed providers.

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

Year	Target	Result	Performance Outcome
2022–23	≥70 out of 100[a]	78.1 out of 100	Achieved

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

ANALYSIS

The agency exceeded its target of ≥70 out of 100 with a result of 78.1 out of 100.

All service delivery programs met the trust target this year, with a strong result for Child Support, followed by Health and Social Security and Welfare customers.

The table below summarises the agency's customer trust results by program for 2022–23.

Table 7: Customer trust results by program 2022–23

Program	Results
Social Security and Welfare	75.9
Health	82.6
Child Support	86.9

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

The table below summarises the agency's customer trust results and weightings per channel for 2022–23.

Table 8: Customer trust results and weighting by channel 2022–23

Channel	Result	Weighting[a]
Face to face	83.6	7%
Mobile apps	80.7	26%
Telephony	84.1	21%
Online	73.7	42%
Health providers[b]	67.2	4%
Total	78.1[c]	100%

a) The weighting is derived from transactional volumes from the previous financial year. Volumes can only be calculated and applied retrospectively once available. Using the previous financial year's data allows effects from seasonality to be minimised.
b) Health provider are reported as a 'channel' as the agency is unable to accurately determine the appropriate channel used by the individual surveyed providers.
c) Total is calculated by adding all weighted channel average scores. For more information, please refer to the Calculation Explanation in the Explanatory Notes and Definitions section below.

The agency results for all trust drivers, with the exception of 'responsiveness', exceeded the target. The digital channels had lower responsiveness scores than the staff-assisted channels, with online and mobile apps achieving a higher result.

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Trust in personal data security was the highest performing trust driver, indicating customers have a high level of trust that the agency will keep their personal information safe. Customers reported the highest personal data security trust result for the face to face service delivery channel. The agency continues to prioritise management of customer data noting this is a key priority for customers.

The 'fairness' driver, which indicates if customers feel Services Australia treated them fairly and reasonably, was the second highest performing driver, with all service delivery channels and health providers achieving above the target this year. Fairness was highest for the face to face and telephony channels, and lowest for the online channels and health providers.

The table below summarises the agency's results against our 6 trust drivers for 2022–23.

Table 9: Customer trust driver results 2022–23

Trust drivers	Results
Integrity	80.0
Responsiveness	68.4
Openness and honesty	78.4
Reliability	77.3
Fairness	81.3
Personal data security	83.6

The table below summarises the agency's results for customer trust by channel against our 6 trust drivers for 2022–23.

Table 10: Customer trust driver results by channel and driver 2022–23

Channel / Driver	Integrity	Responsiveness	Honest and Transparent	Reliability	Fairness	Personal data security	Overall
Face to face	84.7	77.5	82.7	82.4	87.2	89.1	**83.6**
Mobile apps	82.4	69.7	79.9	80.4	85.3	87.0	**80.7**
Telephony	86.6	70.1	89.1	84.7	86.9	87.2	**84.1**
Online	75.5	66.3	73.0	71.9	76.1	78.9	**73.7**
Health providers	68.9	57.1	60.7	65.8	71.3	82.2	**67.2**
Overall[a]	**80.0**	**68.4**	**78.4**	**77.3**	**81.3**	**83.6**	**78.1**

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

To build customer trust, the agency implemented a range of initiatives to assist customers to engage with digital channels. This in turn enables staff to better support customers with complex needs. These initiatives include:

- launching the new myGov app to make it easier for customers to access services and information on their mobile devices. A personalised homepage allows customers to see messages, information about payments, and linked services in one place
- introducing digital cards to the myGov app, strengthening the security of personal information and documents
- protecting customer's Medicare card in the myGov wallet against fraud and theft by including a hologram and QR code.

During the year, 78.1% of surveyed customers using myGov reported that it was easy to find the information they needed.

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LIMITATIONS AND EXCLUSIONS

- While we encourage participation to ensure the survey population is representative of the overall customer base, customer participation in all surveys is voluntary.
- The sample for the surveys is designed to produce reliable monthly estimates for the agency and service brands. The agency attempts to offer surveys to a wide variety of customers, however, feedback from some cohorts is not possible. These cohorts include:
    - some telephony and face to face customers who have not interacted with a staff member via staff assisted channels, as questions are designed to measure perceptions of interactions with staff for the channels of 'telephony' and 'face to face'
    - digital Child Support customers due to system functionality barriers. Options for online inclusion are currently being considered for implementation in future years
    - Aged Care customers and providers as this falls within the Department of Health and Aged Care's remit
    - customers who respond to the survey but record responses to less than 3 drivers, contribute to driver responses but not the overall measure
    - a small group of customers may be temporarily excluded to limit interview burden (for example customers in crisis or customers claiming emergency payments) or due to technical barriers to collections.
- Survey questions used to measure trust in the trust survey were refined in July 2022. Comparisons between 2021–22 and 2022–23 should be contextualised by this revised calculation methodology. Prior to this period, trust was measured by a single question within the customer satisfaction survey, asking customers to rate their overall trust in the agency. This has matured to a 6 driver model consistent with industry best practice.

EXPLANATORY NOTES AND DEFINITIONS

- The description (only) for this measure has changed to better reflect what is being measured. These changes supersede those published in the Social Services 2022–23 Portfolio Budget Statements and the agency's Corporate Plan 2022–23.
- when developing the trust measure, the agency incorporated elements of public and private sector best practice to continuously review its methodology for measuring customer trust. This approach combines approaches deployed by the Organisation for Economic Cooperation and Development and other Australian Public Service agencies including the Department of the Prime Minister and Cabinet's *Survey of Trust in the Australian Public Service*. The 6 driver model is an independent measure of customers' belief that the agency will act consistently with their expectations of positive behaviour. This approach supports the agency in monitoring and assessing whether customers trust the information and advice we provide, and whether they perceive that we keep their personal information safe.
- The performance measure is based on customers' surveyed perceptions of the agency.
- Feedback is collected from a random sample of customers, as opposed to every customer, therefore it is likely that some errors will occur in terms of the sampling. Margins of Error (MoEs) are used to show users the maximum amount by which the sample results are expected to differ from results that would have been produced had we surveyed all customers. Previous years' MoEs have been below 1%, using a comparable methodology and sample sizes.
- Trust results are aggregated from a 6-driver model (see *Table 10: Customer trust driver results 2022–23 above*). Customers provide feedback via surveys about their experience interacting with the agency across the telephony, face to face, online and mobile app service delivery channels. Health provider trust results are also included in the overall agency trust result.
- As survey questions are tailored to the audience of the survey, the results for this measure are a combination of different surveys.
- A total of 85,622 customers completed these surveys in 2022–23, together with 3,029 health providers.
- Surveys are undertaken via automated interactive voice response (post-call survey), online or via outbound interviews conducted by the agency's external provider.
- Based on the responses provided to the driver of satisfaction questions, an index score ranging from 0 to 100 is established for each survey respondent. All survey questions align to the 6 drivers and are measured on a 5-point scale, with 3 being neutral.

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Table 11: Customer response Index score

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

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

Reference	2022–23 Portfolio Budget Statements, page 205 2022–23 Corporate Plan, page 20
Data Source	External Survey provider Kantar Public
Calculation Explanation	Calculated by adding all weighted channel average scores. Scores are calculated from the customer survey responses. The weighting is derived from transactional volumes from the previous financial year. Volumes can only be calculated and applied retrospectively once available. Using the previous financial year's data allows effects from seasonality to be minimised. As this is calculated quarterly, limiting the weighting for that portion of the financial year (i.e. using data that is available for that portion of the current FY) will not allow for the variability that occurs over a full year.
Calculation	(A Result x A Weighting) + (B Result x B Weighting) + (C Result x C Weighting) + (D Result x D Weighting) + (E Result x E Weighting) A = Online channel B = Mobile Apps channel C = Telephony channel D = Face to face channel E = Health Provider channel[3]

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[3] Health provider are reported as a 'channel' as the agency is unable to accurately determine the appropriate channel used by the individual surveyed providers.

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KEY ACTIVITY 2: *Deliver quality government services and payments to Australians.*

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

To ensure we are delivering on this key activity, we monitor and assess our performance against the following 3 Strategic Performance Measures.

Strategic Performance Measure 3 – Administrative correctness of payments

The agency is committed to ensuring our processes deliver high quality, correct and reliable payments to customers.

This measure focuses on making the right payment, to the right customer, at the right time.

Year	Target	Result	Performance Outcome
2022–23	≥98%	98.8%	Achieved

ANALYSIS

The agency achieved its target of ≥98% with a result of 98.8%.

The result demonstrates the agency's ability to process payments and services within the agency's agreed quality standards based on the information provided by customers at point of claim.

Administrative correctness of payments results are broken down by programs:

- Social Security and Welfare: administrative correctness result shows that only 1.0% of customers subject to Payment Accuracy Reviews were found to have an incorrect rate, or debt, that was caused by administrative error.
- Health: the administrative correctness of payments target, for the Medicare Benefit Scheme manually and automatically processed and paid services, was achieved. This is a strong result, demonstrating the agency's ability make correct payments.

The table below summarises the agency's program results for correctness rate and weighting factor for 2022–23.

Table 12: Program results 2022–23

Program results	Correctness rate	Weighting factor
Social Security and Welfare	99.0%	64.5%
Health	98.3%	35.5%
Total	**98.8%**	**100%**

The table below summarises the agency's weighting calculations including the financial outlay and percentage of total outlay for 2022–23.

Table 13: Weighting calculations 2022–23

Weighting factor	Financial outlays ($ billion)	% of total outlay
Social Security and Welfare	$140.3	64.5%
Health	$77.3	35.5%
Total	**$217.7**[a]	**100%**

a)   Rounding applied.

To reduce the possibility of administrative error and to support the delivery of high-quality payments, the agency continues to focus on expanding self-service options for customers and the use of customer pre-filled data.

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Debt management, compliance and enforcement

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

In 2022–23, around 1.7 million Social Security and Welfare debts were raised, with a total of $1.85 billion recovered from customers who were not paid the right amount. For debt recovery figures, see *Debt management* on page 112 in the Annual Report.

The agency also focuses on reducing Child Support debt through its compliance and enforcement programs. Whilst Child Support is not included in the results of this measure in 2022–23, 193,440 Child Support compliance and enforcement actions were completed with a total of $220.35 million in Child Support collected/corrected. For further Child Support Compliance and Enforcement actions see *Compliance and Enforcement* on page 79 in the Annual Report.

LIMITATIONS AND EXCLUSIONS

- The scope of this performance measure is limited to:
    - o Social Security and Welfare: Payments which are included in the program as agreed between Services Australia and Department of Social Services (refer list below under "Explanatory notes and definitions")
    - o Health: Medicare Benefit Scheme manually and automatically processed and paid services.
- Child Support is currently not included in the scope of this performance measure as the program previously did not have an approach to measuring administrative correctness of payments that was consistent with Social Security and Welfare and Health. Child Support will be included in scope for this performance measure from 2023–24.
- Emergency payments are excluded from this measure.

EXPLANATORY NOTES AND DEFINITIONS

- The title and description for this measure has changed to better reflect what is being measured. These changes supersede those published in the Social Services 2022–23 Portfolio Budget Statements and the agency's Corporate Plan 2022–23. The methodology underpinning the performance measure did not change.
- The measure focusses on the correct processing of payments based on the information provided to us by customers.
    - o correctness relates to agency administrative and processing errors based on the information provided by customers and health providers
    - o accuracy relates to all errors, based on the customer's circumstances, irrespective of the information provided by customers and health providers.
- A total of 20,508 Payment Accuracy Reviews were completed by the agency in 2022–23 that covered 13 social welfare payments representing 97% of social security and welfare outlays. These include:
    - o ABSTUDY
    - o Age Pension
    - o Austudy
    - o Carer Allowance
    - o Carer Payment
    - o Disability Support Pension
    - o Family Tax Benefit
    - o Jobseeker Payment
    - o Parenting Payment Partnered
    - o Parenting Payment Single
    - o Special Benefit
    - o Youth Allowance (Jobseeker)
    - o Youth Allowance (Student)
- The Department of Social Services has oversight arrangements for the accuracy and timeliness of welfare payments that Services Australia delivers on its behalf.
- A total of around 168 million manually and 291 million automatically processed and paid Health services were used to calculate the Health correctness rate, for a total of around 459 million Health services delivered in 2022–23.
- All automatically processed and paid services are measured as 100% correct.
- A total of 83,665 randomly sampled manually processed Health items were quality checked.

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- Manually processed and paid services include:
    - Medicare Manual and those submitted digitally requiring operator intervention
    - Medicare Eligibility Enrolments
    - Medicare Safety Net Registrations
- Automatically processed and paid services
    - Bulk Bill, Patient Claim and Simplified Billing Services submitted digitally.

The below information relates to Strategic Performance Measure 3: Payment Quality.

Reference	2022–23 Portfolio Budget Statements, page 206
	2022–23 Corporate Plan, page 21
Data Source	Social Security and Welfare Data - Random Review Results System (RRRS)
	Health Data - Data Mining (QBBI)
Calculation	(A×B) + (C×D)
	A = Social Security and Welfare Correctness Rate (Payment Accuracy Reviews)
	B = Social Security and Welfare Weighting Factor
	C = Health Correctness Rate (QBBI)
	D = Health Weighting Factor
	Calculated by adding the weighted Social Security and Welfare quality score (Payment Accuracy Reviews) to the health quality score (QBBI). The weighting methodology is derived from total financial outlays for the same reporting period.

Strategic Performance Measure 4 — Customers served within 15 minutes

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

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

Year	Target	Result	Performance Outcome
2022–23	≥70%[a] [b]	60.8%[c]	Partially achieved

a) The target was set at ≥80% in 2021–22.
b) The 2021–22 result of 68.4% was taken into account when setting the target of ≥70% for 2022–23. Due to natural disasters and other emergency events the 2022–23 target was reset to a more realistic target capable of showing year-on-year improvement.
c) In 2022–23, 3.5 million calls were transferred between queues. Calls transferred internally between telephony queues are counted as separate telephone calls with separate wait times. Our systems are unable to combine call wait times once a call is transferred. This may have an impact on the results for this measure.

ANALYSIS

The agency partially achieved its target of ≥70% with a result of 60.8%.

The performance outcome was influenced by the response to customers in need during disasters and emergency events during the year, and the continued recruitment and upskilling of staff to meet demand. Recruitment and upskilling of staff across customer service delivery was undertaken to increase future capability and capacity in both telephony and processing with impacts felt as a result of experienced staff reprioritised to facilitate training, provide staff support and quality check new staff work.

The agency managed demand for the Australian Government Disaster Recovery Payment (AGDRP) and Disaster Recovery Allowance (DRA), as a result of widespread flooding events and emergency response efforts. We answered around 464,100 calls for emergency payments this financial year. For more information see *Part 2: Our response during disasters and emergencies* on page 12 in the Annual Report.

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The average handling time for calls remained high, with an increase across all programs while newly trained staff gain proficiency.

A number of strategies to address service demand were utilised. Enhanced Tier 1 telephony model targeted driving up digital uptake to keep customers in the online channel, targeted use of Interactive Voice Response (IVR) and Digital Assistant technology and congestion messaging were also implemented. For more information, see *Telephony and Processing* on page 46, *Voice Biometrics and Interactive Voice Response* and *Service Centre* on page 47 in the Annual Report.

The table below summarises the agency's face to face and telephony performance by program for customers served within 15 minutes for 2022−23.

Table 14: Channel results by program of Customers served within 15 minutes 2022−23

Program	Face to face	Telephony
Social Security and Welfare	73.8%	36.0%
Emergency management[(a)]	N/A[(b)]	71.5%
Health customers	75.1%	53.5%
Health providers	N/A[(b)]	97.1%
Health PBS authorities	N/A[(b)]	100%
Child Support	N/A[(b)]	84.5%
Payments and integrity	N/A[(b)]	96.8%

a) Emergency management calls are a subset of Social Security and Welfare calls.
b) No face to face service offering.

The agency carefully balances workforce to meet customer demand across all channels. In 2022−23, the agency prioritised work to support Australians through the dynamic nature of the COVID-19 pandemic and millions of people impacted by multiple national emergencies. This resulted in low performance across some of the telephony channels.

LIMITATIONS AND EXCLUSIONS

- The scope of this measure includes customers served in telephony and face to face channels. Wait times for telephony commence when the customer enters the telephony queue to speak to a Service Officer and face to face wait time begins once customers are booked into the Virtual Wait Room (VWR).
- The scope of this measure excludes:
    - face to face abandons, on the basis the agency does not have means to identify when a customer has left the Service Centre. The time to abandon is based on when the service officer records it as abandoned. On this basis, there are no means to exclude abandons at a particular time interval and therefore they have been excluded altogether.
    - telephone calls that terminate in less than 5 minutes, on the basis that the customer's query may have been addressed by the IVR. The introduction of 'Estimated Wait Time' messaging from June 2023, may have influenced the Social Security and Welfare customer's decision to terminate the call.
    - customers who receive congestion messaging, on the basis that the scope of the measure is to include customers served. In 2022−23, 16.4% of calls handled received a congestion message[4].
        - Congestion message parameters are regularly reviewed and adjusted, including during the day, to allow as many calls to be answered as possible. The possible parameters include:
            - the volume of calls queued
            - the longest wait time
            - the estimated wait time
            - the average speed of answer.
        - In order to support our most vulnerable customers, some callers in high risk circumstances bypass congestion and progress to the queue to speak to a suitably skilled service officer.

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[4]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 (excluding busy signals). The calculation does not take into account a single (unique) customer making repeated calls.

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- The reported telephony results are based on data from our provider. The agency does not currently have a process in place to independently validate the data provided.
- The Front of House app is a customer service streaming tool designed to channel customers to the correct queue types in Customer Service Centres. Limitations with the app restrict the agency's ability to validate the data collected in the tool itself. Controls exist such as a requirement to register all customers attending a Service Centre, and data quality assurances processes exist at the Enterprise Data Warehouse extraction stage.

EXPLANATORY NOTES AND DEFINITIONS

- The description (only) for this measure has changed to better reflect what is being measured. These changes supersede those published in the Social Services 2022–23 Portfolio Budget Statements and the agency's Corporate Plan 2022–23.
- Congestion messaging: are messages that are activated in periods of high demand and provides detail 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 and Welfare – successful IVR calls (includes answered calls)
  - Health customer – answered calls, calls handled in Health Customer IVR applications (Child Dental Benefits Scheme, Office Locator and from 10 July 2017 Tax Statement)
  - Health provider – answered calls, calls handled in the Health Provider IVR application (Optometric and Concessional Entitlement Status Confirmation)
  - Health PBS authorities – answered calls
  - Child Support – answered calls
  - Payments and integrity – successful IVR calls (includes answered calls)
- 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.

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

Reference	2022–23 Portfolio Budget Statements, page 206 2022–23 Corporate Plan, page 21
Data Source	Telstra Computer Telephony Interface (CTI) files SAPUI5 Front of House application Information
Calculation Explanation	Calculated by dividing the sum of all calls and face to face contacts completed within 15 minutes, by the total sum of all calls, face to face contacts and customer terminated calls over five minutes.
Calculation	$(A + B + C) / (C + D + E + F)$ (represented as a percentage) A = Calls answered in 15 minutes B = Face to face VWR contacts served in 15 minutes C = Resolved face to face enquiries D = Total customer terminated calls over 5 minutes E = Total calls answered F = Total face to face VWR contacts served

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Strategic Performance Measure 5 — Work processed within timeliness standards

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

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

Year	Target	Result	Performance Outcome
2022–23	≥90%	68.7%	Partially achieved

ANALYSIS

The agency partially achieved its target of ≥90% with a result of 68.7%.

The performance outcome was influenced by responses to successive large scale emergency events that saw high volumes of claims lodged in the beginning of 2022, continuing into the 2022–23 financial year.

We processed over 2.4 million claims for emergency payments in 2022–23:

- 696,600 Pandemic Leave Disaster Payment
- 103,200 High-Risk Settings Pandemic Payment
- 1,630,300 AGDRP/DRA payments.

See Part 2: Our response during disasters and emergencies on page 12 in the Annual Report.

Claims that are reopened are assessed from the original date of lodgement. This includes where a review of decision is requested after an original claim has been rejected and further information is provided by the customer. The time it takes for customers and/or third parties including employers and nominees to provide the information, to support claim assessment, is included in the overall processing time. The agency makes every effort to contact customers via phone where additional information may be required to finalise a claim.

The agency continues to recruit and upskill staff across all programs to increase capacity in both telephony and processing. It is noted that impacts to performance during the ongoing recruitment period are expected, due to experienced staff reprioritising to facilitate training, provide staff support and undertake quality checking until new recruits gain experience and become proficient.

A significant number of processing work types with different agreed timeliness standards (see Table 16) have been aggregated to provide an overall agency result for this performance measure. Whilst it is helpful to have an aggregated result to report from a whole of agency perspective, we acknowledge individual processing work types may perform at levels higher or lower than the overall agency result for this measure.

The table below summarises the percentage of claims processed within the agreed timeliness standards by work types for 2022–23.

Table 15: Percentage of claims processed within timeliness standards by work type 2022–23

Work types	Percentage of claims processed within timeliness standards
Social Security and Welfare	74.8%
Health	68.7%
Child Support payments	77.8%
Emergency payments	62.4%

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LIMITATIONS AND EXCLUSIONS

- The scope of this performance measure is limited to processing work types with an agreed timeliness standard as listed in the table below:

Table 16: Work types with agreed timeliness standards 2022–23

Processing work types	2022–23 agreed timeliness standards
Social Security and Welfare	
ABSTUDY – claims	≥70% of claims processed within 21 days of claim lodgement
ABSTUDY PES – claims	≥70% of claims processed within 21 days of claim lodgement
Additional Child Care Subsidy – Child Wellbeing Application – claims	100% of claims processed within 28 days of claim lodgement
Additional Child Care Subsidy – Temporary Financial Hardship v claims	100% of claims processed within 28 days of claim lodgement
Age Pension – claims	≥80% of claims processed within 49 days of claim lodgement
Aged Care – Financial Hardship Application Assessment	100% of hardship applications completed within 28 days
Aged Care – Income and Assessment processing – Home Care	≥85% of means assessments processed within 28 days
Aged Care – Means Assessment processing – Residential Care	≥85% of means assessments processed within 28 days
Assistance for Isolated Children (AIC) Student – claims	≥70% of claims processed within 21 days of claim lodgement
Austudy – claims	≥85% of claims processed within 42 days of claim lodgement
Authorised Review Officer Appeals – Reviews	≥70% of reviews are undertaken within 49 days of review request
Carer Allowance – claims	≥80% of claims processed within 49 days of claim lodgement
Carer Payment – claims	≥80% of claims processed within 49 days of claim lodgement
Crisis Payment	≥90% of claims processed within 2 days of claim lodgement (except claims lodged prior to release from prison[5])
Dad and Partner Pay – claims	≥80% of claims processed within 21 days of claim lodgement
Disability Support Pension – claims	≥80% of claims processed within 84 days of claim lodgement
Double Orphan Pension – claims	≥80% of claims processed within 56 days of claim lodgement
Family Tax Benefit – claims	≥70% of claims processed within 31 days of claim lodgement
Farm Household Allowance – claims	≥80% of claims processed within 28 days of claim lodgement
JobSeeker Payment	≥80% of claims processed within 16 days of claim lodgement
Low Income Card – claims	≥80% of claims processed within 28 days of claim lodgement
Mobility Allowance – claims	≥85% of claims processed within 42 days of claim lodgement
Paid Parental Leave – claims	≥80% of claims processed within 21 days of claim lodgement
Parenting Payment Partnered – claims	≥80% of claims processed within 28 days of claim lodgement
Parenting Payment Single – claims	≥90% of claims processed within 21 days of claim lodgement
Pensioner Education Supplement – claims	≥70% of claims processed within 21 days of claim lodgement

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[5] Claims can only be processed when a customer becomes eligible (released from prison). The start date is assessed from the date the customer is eligible, not the date of claim.

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Processing work types	2022–23 agreed timeliness standards
Seniors Health Care Card – claims	≥80% of claims processed within 28 days of claim lodgement
Special Benefit – claims	≥80% of claims processed within 21 days of claim lodgement
Stillborn Baby Payment – claims	≥80% of claims processed within 14 days of claim lodgement
Tasmanian Freight and Bass Straight Equalisation Schemes	≥80% of claims processed within 30 days of claim lodgement
Tertiary Access Payment	≥80% of claims processed within 42 days of claim lodgement
Youth Allowance (Full time student) – claims	≥80% of claims processed within 42 days of claim lodgement
Youth Allowance (Other) – claims	≥70% of claims processed within 21 days of claim lodgement
Health	
Medicare Benefits Schedule – claims submitted digitally at point of service	≥82% of claims processed within 2 days of claim lodgement
Medicare Benefits Schedule – claims submitted digitally, not at point of service	≥82% of claims processed within 7 days of claim lodgement.
Medicare Benefits Schedule – claims submitted manually	≥82% of claims processed within 21 days of claim lodgement
Child Support	
Child Support New Registrations (Domestic)	≥82% of new registrations processed within 28 days
Emergency payments	
Australian Government Disaster Recovery Payment (included from 1 January 2022)	≥90% of claims processed within 2 days
Pandemic Leave Disaster Payment (included from 1 January 2022)	≥90% of claims processed within 2 days
High Risk Setting Pandemic Payment (included from 1 October 2023)	≥90% of claims processed within 2 days

- Whilst all three programs are represented within the measure, not all processing work types within these programs are captured. This measure does not capture the full breadth of work processed by the agency.
- As new 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.
- We have been unable to identify the level of bias arising from the application of timeliness standards that are included or excluded from the measure.
- Social Security and Welfare non-claim activities do not have agreed timeliness standards and are therefore excluded from this measure. Non-claims or non-new claims (NNCL) are activities not attached to a new claim. 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.
- 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.
- Current methodology to measure NNCL involves a tiered allocation approach where work is grouped according to priority. This means higher priority payment affecting work is allocated first.

EXPLANATORY NOTES AND DEFINITIONS

- The description (only) for this measure has changed to better reflect what is being measured. These changes supersede those published in the Social Services 2022–23 Portfolio Budget Statements and the agency's Corporate Plan 2022–23.
- This is a proxy measure of efficiency that reflects the timely processing of work to ensure customers receive payments and services at the right time. The timely delivery of payments and services positively impacts our

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customers' experience. It also supports the agency's operational planning and work prioritisation to meet the needs of our customers. This measure allows the agency's performance to be assessed over time.
- In the ANAO's performance audit into the Accuracy and Timeliness of Welfare Payments it was recommended that the Department of Social Services and Services Australia assess the merit and viability of developing additional key performance measures for the timeliness of non-claim work items. This will be considered for future years.

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

Reference	• 2022–23 Portfolio Budget Statements, page 206 • 2022–23 Corporate Plan, page 21
Data Source	• Enterprise Data Warehouse
Calculation Explanation	Calculated by dividing all work processed within their individual processing standards by the total work processed. Currently, this includes the work types listed under the Limitation and Exclusion heading above.
Calculation	A / B (represented as a percentage) A = Work processed within timeliness standards B = Total work processed

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

Year	Target	Result	Performance Outcome
2022–23	≥98.5%[a]	99.8%	Achieved

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

ANALYSIS

The agency exceeded its target of ≥98.5% with a result of 99.8%.

In 2022–23 this performance measure consistently exceeded its target each quarter, reflecting that the agency's ICT systems were available for customers, both citizens and businesses, when they needed it.

This performance measure supports the delivery of accessible services with a focus on contemporary service delivery and customer experience. It encourages the agency to invest in its ICT systems and to ensure sufficient availability exists to enable customers to manage their business using self-service via online portals and mobile apps at a time that suits them. The agency has continued to tune its release cadence and apply rigorous processes.

The table below summarises the agency's availability of digital channels by program for 2022–23.

Table 17: Availability of digital channels by program 2022–23

Program	Availability of digital channels
Social Security and Welfare	99.8%
Health	99.8%
Child Support	99.7%

LIMITATIONS AND EXCLUSIONS

- The scope of this performance measure is limited to services that allow customers or third-party organisations to self-manage their business with the agency.
- The agency's services, that customers interact with either directly or via a specific authentication service are:
  - Social Security and Welfare
    - Centrelink online accounts
    - Express Plus Centrelink mobile apps
    - Centrelink Business Online Services
    - Business Hub
  - Health
    - Medicare online accounts
    - Express Plus Medicare mobile app
    - Health Professional Online Services
    - Provider Directory System
    - Pharmaceutical Benefits Scheme Online
    - Medicare Easyclaim
    - ECLIPSE

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- o 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 from both the service uptime and the availability window.

EXPLANATORY NOTES AND DEFINITIONS

- The description (only) for this measure has changed to better reflect what is being measured. These changes supersede those published in the Social Services 2022–23 Portfolio Budget Statements and the agency's Corporate Plan 2022–23.
- Availability: The amount of time digital channels and supporting systems are stable and available to support 24/7 customer access to digital channels.
- Outage time: A confirmed disruption to digital channels.
- 24/7 availability of digital channels supports customer up-take of digital services, which may reduce demand for face to face and telephony channels. This measure allows the agency's performance to be assessed over time.

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

Reference	2022–23 Portfolio Budget Statements, page 207
	2022–23 Corporate Plan, page 22
Data Source	Internal data sources including ICT incident records, problem records, and scheduled maintenance periods (planned periods of time systems are unavailable for maintenance), and are utilised to calculate the availability result.
Calculation Explanation	Calculated by dividing the total hours of service uptime by the total hours in the availability window. Excludes scheduled maintenance periods (planned periods of time systems are unavailable for maintenance) and planned outages.
Calculation	A / B (represented as a percentage)
	A = Service uptime (sum of availability window of digital channels minus sum of outage time of digital channels)
	B = Availability window (sum of total service hours of digital channels minus sum of scheduled maintenance periods)

Strategic Performance Measure 7 — Tasks managed by customers in digital channels

The agency endeavours to develop and deliver services that enable customers to manage their own business digitally where possible.

This measure demonstrates the agency's performance against providing customers the ability to use our digital service offering to self-manage their business with the agency.

Year	Target	Result	Performance Outcome
2022–23	≥81%[a]	91.5%	Achieved

a) The target has increased to ≥81% in 2022–23 since the prior year (80%) to strive for improvement over time.

ANALYSIS

The agency exceeded its target of ≥81% with a result of 91.5%.

The performance outcome against this measure was influenced by increased volume of self-managed activities due to introducing additional digital functionalities and promoting digital service.

This result comprises 611.4 million tasks self-managed by customers in digital channels with demand by programs detailed below:

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- Social Security and Welfare: 73.5 million tasks were self-managed to achieve 70.1%
- Health: 536.7 million tasks were self-managed to achieve 96.2%
- Child Support: 1.2 million tasks were self-managed to achieve 25.6%

The result is primarily driven by regular tasks that customers self-manage in high volumes, including:

- Social Security and Welfare: customers completing mutual obligation reporting statements (41.2 million, of which 90.7% were self-managed)
- Health customers accessing PBS scripts (346 million, of which 100% were self-managed)
- Child Support customers updating their details (1.5 million, of which 33.5% were self-managed).

Child Support has a low proportion of self-managed activities as the services provided are often complex and require higher levels of intervention. Some tasks are not currently available through digital channels due to their complexity. These include risk mitigation strategies requiring customers to contact us, depending on their circumstances.

The table below summarises the agency's digital task availability, customer uptake of digital options and self-managed work completed digitally against each program for 2022–23.

Table 18: Availability, uptake and self-managed work completed digitally by program 2022–23

Program	Digital task availability[a]	Customer uptake of digital options [b]	Self-managed work completed digitally
Social Security and Welfare[c]	85.2%	82.2%	70.1%
Health	99.4%	96.7%	96.2%
Child Support	62.9%	40.8%	25.6%
Total [d]	96.9%	94.4%	91.5%

a) Digital task availability is the volume of tasks that are offered in digital channels that can be self-managed by customers, as a proportion of the total tasks completed.
b) Customer uptake of digital options is the volume of tasks that were self-managed by customers, as a proportion of the volume of tasks that were offered in digital channels.
c) Social Security and Welfare includes Emergency payments.
d) Total results are calculated based on the volume of tasks completed within each program. This means the total results represent the proportion of tasks self-managed by customers across the agency.

Performance this year was also influenced by a number of external factors, including:

- Following COVID-19, there has been a growth of the 'normal' influenza and viral seasons, which positively increased use of digital channels. These illnesses increased the volumes of Pharmaceutical Benefits Scheme (PBS) scripts and Medicare Patient claims, both of which are self-managed at high rates (100% and 93.1% respectively).
- Social Security and Welfare was negatively impacted by an 8.7% reduction in JobSeekers between May 2022 and May 2023 as this cohort has high rates for self-managing mutual obligation reporting statements. As these tasks have the largest contribution to the result for Social Security and Welfare (90.7% or 37.4 million tasks self-managed), a reduction in JobSeekers reduces demand for digital channels.
- Health performance has been negatively impacted due to a reduction in COVID-19 impacts. Fewer COVID-19 vaccinations reduces immunisation processing. As these tasks are self-managed at a high rate (97.3% self-managed), a reduction in this task reduces demand for digital channels.

The agency has focused on enabling customers to self-manage their business through a range of initiatives including:

- Introducing additional digital services to allow customers to remove and add individuals to their Medicare card
- Promoting digital services through remote, rural, and low digital usage customers with specialised support services
- Providing additional support for staff to assist customers to self-manage their activities. This includes internal messaging and staff communication campaigns to encourage staff to discuss self-managed digital options with customers.

LIMITATIONS AND EXCLUSIONS

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- Tasks are defined through consultation with business owners and diverse stakeholders throughout the agency. Through these consultations, as well as responding to changing systems and processes, we undertake regular reviews to continuously improve the data supporting this measure. This ensures the data remains current, taking into account any data changes which may impact task counts[6].
- Therefore, different time periods should not be used to comparatively measure performance improvements. While differences occur between the previous methodology and the enhanced method, there is increased confidence that the effort transfer is improved.
- Tasks that are inappropriate to be made available to customers to self-manage, such as social worker interactions and internal reviews, are excluded from the calculation.

EXPLANATORY NOTES AND DEFINITIONS

- The description (only) for this measure has changed to better reflect what is being measured. These changes supersede those published in the Social Services 2022–23 Portfolio Budget Statements and the agency's Corporate Plan 2022–23.
- Task: A task represents a discrete and identifiable process related to a customer and/or their record. A task may be an interaction with a customer (e.g. a phone call where no other tasks were completed during the call), an interaction with a customer's record (e.g. processing a customers claim), or a transaction completed by the customer digitally or with staff assistance (e.g. updating their phone number).
- Self-managed tasks are completed by customers through digital channels:
  - Customer online accounts
  - Express Plus mobile apps
  - Interactive Voice Response
  - Third party health claiming channels
- This is a proxy measure of efficiency with increased customer up-take of self-managed digital services enabling the agency to shift resources towards other activities which support improved customer outcomes and operating efficiencies.

The below information relates to Strategic Performance Measure 7: Tasks managed by customers in digital channels.

Reference	2022–23 Portfolio Budget Statements, page 207
	2022–23 Corporate Plan, page 22
Data Source	Electronic Data Warehouse
Calculation Explanation	This measure is calculated by taking the total volume of tasks self-managed by customers in digital channels in the period over the total number of tasks completed in the same period.
Calculation	A / B (represented as a percentage)
	A = Total volume of tasks self-managed by customers in digital channels
	B = Total volume of tasks completed.

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[6] This includes changes to the underlying data captured or changes to business rules used to define tasks (due to improved understanding of processes).

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