



Corporate Plan 2017-18

Department of Human Services

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Introduction

This corporate plan has been prepared for the 2017-18 reporting year and covers the period from 2017-18 to 2020-21, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Purpose

The department delivers payments and associated services on behalf of partner agencies, and provides related advice to government on social welfare, health and child support service delivery policy.

The department delivers payments to the community on behalf of the Australian Government either directly via face-to-face and telephone or through digital channels. A key aim of the department is to deliver digital services that support individuals, families and communities to be self-sufficient and manage their own affairs.

Priorities

Improving and enhancing digital service delivery: Digital services have changed the way the government interacts with Australians. The department is at the forefront of this change.

The Welfare Payments Infrastructure Transformation Programme (WPIT) will continue to be the primary transformation activity in the department, providing new initiatives that support simplification and improving user experience through end to end digital services. WPIT is a transformation agenda that will not only replace the ageing welfare payment ICT system but will also reform our business processes. It will enable the department to provide digital services comparable to the private sector.

Simpler services and communication: Simpler, easier to access services that are clearly understood are essential for the continued provision of services that meet citizen needs and expectations.

The ongoing implementation of the channel optimisation strategy and the Digital Transformation Agenda will continue to shape the delivery of efficient and connected services. The focus will be on increasing the convenience of digital services that support individuals and families to be self-sufficient, while identifying and supporting those most in need.

Channel optimisation and the introduction of an outsourced telephony provider will also improve the efficiency of telephony. The goal is reduced call wait times and faster processing.

With the commencement of the JobSeeker Payment from March 2020, simplification of the welfare system continues. The department has a strong role to play in simplifying the system by working with partner departments on proposals.

Citizen centric design approach keeps the end-user at the heart of policy in service delivery process leading to improved government and citizen outcomes. The Chief Citizen Experience Officer will lead the incorporation of citizen centric design as we transform.

Supporting greater self-sufficiency and prevent fraud and non-compliance: The department will continue to deliver the compliance measures introduced in the Budget 2015-16 and expanded at the Mid-Year Economic and Fiscal Outlook (MYEFO) 2015-16 and MYEFO 16-17. A greater focus on the effect of how we deliver these measures is already underway.

We will also develop proposals to build the resilience and self-sufficiency of recipients, and lessen reliance on government. This will include proposals to ensure that each interaction of recipients with the welfare system encourages individual responsibility. We will work to enhance the financial management skills of recipients.

Implementing Budget Measures 2017-18: The Budget 2017-18 included over 40 new measures for the department to deliver, generally with partner agencies. The department will work with those agencies to deliver those measures.

Delivering Whole of Government Platforms: The department will continue delivering platforms and services to assist multiple agencies to meet the requirements of the government. This includes: myGov, Veteran Centric Reform, GovPass and support for the Child Care Subsidy IT programme.

Environment

The department is the face of government to the majority of Australians and underpins the Commonwealth's relationship with its people – as children and parents; as patients and carers; in study, in work and in retirement. The department provides support to Australians facing financial hardship or structural adjustment and works with them through every stage of their lives.

The broader environment affecting the department includes the following factors:

- **Responsiveness to government priorities:** The department is working to improve communication with the public by simplifying our website, forms and publications. Another key priority is transforming our business, including through digital and self-service options. Our service delivery is expected to be more efficient, cost-effective, scalable, connected and convenient and comparable to other online services like banking and shopping.
- **Community engagement:** The community has a continuing expectation that service delivery will be designed with their needs and expectations met. Design must meet community expectations whilst also meeting government priorities.
- **Community expectations:** Australians are increasingly familiar with digital services and many expect to be able to manage their interactions with us through integrated and secure end-to-end digital channels. We are developing our systems to support greater self-sufficiency. As people take more responsibility for managing their own affairs, we must also continue to support people with more complex needs.
- **Welfare Payments Infrastructure Transformation (WPIT) Programme:** WPIT is aimed at providing faster, more connected and automated digital services that harness technological change. Further development of our digital strategies will assist in aligning our plans for service delivery channels, technology and people capability.
- **Health and Aged Care payments systems modernisation:** Led by the Department of Health, the Health and Aged Care Payments Programme will replace outdated systems supporting health, aged care and related veterans' payments with a new digital payments platform. This will be fit for purpose, more responsive and able to handle changes in the way claims and payments are processed. It will support the level of flexibility and service innovation that users and the government expect.
- **Social media changing the landscape:** Service delivery issues can now be captured, shared and escalated through social media. This places an acute emphasis on the department's end-to-end service experience and its ability to deliver policy outcomes. Service issues can rapidly receive wide media attention and can lead to a loss of confidence in government services, the department and the government. We need to continue to explain how we are working with the community.
- **Protecting privacy:** We have a strong privacy culture and adhere to our obligations to protect the personal information of the public and staff. As we transform our functions, we must maintain the public's confidence in our ability to protect their private information, including through working with the Office of the Australian Information Commissioner.
- **Safeguarding against cyber threats:** Protecting our data and systems from cyber security and identity fraud threats is a priority. We will continue to assess risks and work closely with national and international agencies to ensure our safeguards follow global best practice.
- **Physical security:** The security and safety of our staff, recipients and claimants is critical. Challenges within society affect interactions across the department, so we continually assess the security environment. This includes collaborating with other specialist agencies to implement strategies due to increased terrorism threats globally.

- **Digital standards:** The Digital Transformation Agency's Digital Service Standard states criteria to ensure that digital services are simpler, faster and easier to use. We will apply the standard across all of our digital touchpoints, continuing to build strong relationships with other agencies to deliver seamless, whole-of-government digital services.
- **Doing more with data:** We need to continue to strengthen our data analytics capability. This will help us to better understand the needs of recipients, support business integrity, and make service delivery data more accessible to policy makers. We are building a workforce that better understands the value of its data as well as strengthening the evidence base to improve the policy and services design.
- **Strengthening payment integrity:** We place great emphasis on protecting the integrity of government outlays. We have developed a comprehensive risk-based compliance program across all payments. As well as detecting and pursuing non-compliant and fraudulent behaviour, there is a strong focus on preventing inaccurate payments and encouraging voluntary compliance through timely and appropriate interventions. We closely monitor current and emerging risks.
- **Rapid mobilisation for natural disasters:** As the payment delivery agency for Australian Government payments, we need to be able to respond quickly to crisis situations and natural disasters. We will continue to develop our capability, to prepare for these situations and design systems that are efficient, easy-to-mobilise and scalable.
- **Workforce adaptability and service excellence:** We need a resilient, adaptable and diverse workforce – reflecting our community – that helps us to deliver service excellence. We will continue to recruit, develop and retain staff with Information and Communications Technology (ICT), design, innovation, change management and leadership skills necessary to transform delivery of our services and deliver on the government's priorities.

Performance

The department's mission is 'connecting Australians to the services they need'.

The department's three programs and their performance criteria are set out in the *Portfolio Budget Statements 2017-18, Budget related paper No. 1.15B Social Services Portfolio (Department of Human Services)* (the departmental PB Statements).

Performance is reported regularly to the Secretary, with annual performance published in the department's Annual Performance Statement. Performance measurement frequency varies for individual measures, from real-time systems to annual surveys. The performance measurement covers a range of activities across the department. These include: service delivery, payment integrity and quality standards, processing service level standards, child support collection and the delivery of key initiatives/budget measures.

Performance measures for the department are listed in the tables from page 6 (Detailed performance measures). The order of the performance measures follows the order that appeared in the departmental PB Statements and the department's first Annual Performance Statement.

Capability

The department's strategic priorities helps it to meet its purpose, through focussing on delivery in three key areas: service delivery – 'business as usual', transformation and people.

Service Delivery – business as usual: We are focussed on delivering payments and services to individuals, communities and providers across our service channels. We deliver outcomes for government through the implementation of decisions of government, and improving the efficiency of our services. The ongoing implementation of the Channel Strategy and the Digital Transformation Agenda will continue to shape the delivery of efficient and connected services.

Transformation: We will continue to transform all aspects of the department's work. The way we deliver services will gradually evolve through expanding digital services and opportunities for increased automation through new ICT infrastructure and emerging technologies. The Welfare Payments Infrastructure Transformation (WPIT) Programme will continue to be the primary transformation activity in the department, providing new initiatives that support simplification, improving business processes and providing a cohesive multi-channel user experience.

Our people: Our people are the key to delivering day-to-day activities while transforming the work we do. We must ensure our staff have the capabilities, understanding and support they need to meet these challenges. Continuing to build and invest in our people will give our workforce the capability to meet current and future service delivery needs.

In achieving our strategic priorities, our progress is measured through our performance measures, which are linked to the programs in outcome 1 as set out in the departmental PB Statements.

We aim to achieve a balance between our business as usual responsibilities of delivering payments and services to millions of people daily, while transforming our operations which remains a core focus of the department.

The department's ability to deliver excellence in government services relies on the capability of our people and our technology. We have a range of plans to build capability, contribute to the management of strategic and operational risks and deliver the department's purpose, in particular:

- **Strategic Workforce Plan:** This Plan provides an outlook of our key business opportunities and workforce priorities. It outlines the operating environment and provides a snapshot of the current workforce and trends, including workforce planning priorities. It is supported by group workforce plans and specific workforce strategies and people strategies, where required.
- **Human Services Capability Framework:** The department has identified key capabilities to ready us for the challenges of the future public sector. There is a strong emphasis on accountability, leadership and management, along with increasing our ability to manage risk, change and performance. Our capability framework has been developed in consultation with our staff to develop the behavioural attributes for a changing public sector environment.
- **Reconciliation Action Plan (RAP):** Our RAP outlines our vision and commitment to be leaders in reconciliation, setting out the next steps in our reconciliation journey. It covers our leadership across the Australian Public Service in strengthening relationships with Aboriginal and Torres Strait Islander peoples and their communities. It gives staff the opportunity to learn, share and promote respect and appreciation of indigenous culture and values, while creating more ways for Aboriginal and Torres Strait Islander peoples and businesses to work and learn with us.
- **Technology Plan:** Our Plan defines our desired ICT future state and the transformational activities we will undertake. It sets the direction for a Digital Services Platform to bring our business and technology initiatives together into an integrated system of planning. It supports digital transformation and stability of core services while fostering agility and innovation. We will align our business and technology strategies to accelerate the delivery of digital services and enable the department's service transformation journey.
- **Capital Investment Strategy – Property:** Our property strategy continues the ongoing program of work to improve and transform the property portfolio to deliver an efficient footprint, meeting the evolving needs of the department and recipients, as well as whole of government requirements. We will improve the quality of remote service centres through a replacement and upgrade program, and considering co-location with other agencies to deliver value for money solutions for the department and government.

- **Capital Investment Strategy – ICT Capital:** Our ICT Capital Investment Strategy will ensure delivery of highly scalable, available and agile ICT architecture and infrastructure able to deliver the services people need, when they need them. It builds on the consolidation and rationalisation of infrastructure assets already achieved, including the majority of core ICT infrastructure assets being rationalised into two major data centres. Our strategy will continue to build on this work by:
 - delivering high availability and disaster recovery failover for core ICT systems
 - positioning the department as a provider of whole of government ICT services through the provision of a highly scalable infrastructure environment
 - maximising expected benefits from adoption of new technology and increasing opportunity for staff flexibility
 - positioning the department’s ICT infrastructure environment to respond to policy change
 - ‘business as usual’ replacement of ageing infrastructure.

Risk oversight and management

The department’s risk management policy and framework draw on the PGPA Act, the *Commonwealth Risk Management Policy* and the *Australian/New Zealand Standard ISO31000:2009 Risk Management*. To meet the department’s purpose, our business planning and risk management focuses on the risks that the department:

1. does not make payments and deliver services, including through ICT systems
2. does not have a safe environment
3. does not maintain the integrity of payments, including paying the right amount to the right person
4. does not protect information from unauthorised access, use or release
5. fails to engage with Australians in order to deliver on government priorities
6. fails to plan and innovate for the future, including our workforce.

Business areas consider the departmental risks as part of developing their business objectives, ensuring that the departmental risks have appropriate controls in place. Departmental risks inform our planning through a top-down approach to the high level risks facing the department. Operational risk management informs decision making for individual business areas, programs and projects.

Annually, Deputy Secretaries are responsible for developing operational risk plans and determining the extent of risk management planning in their groups. We participate in the annual Comcover Risk Management Benchmarking Survey, which measures the department’s risk management practices and maturity level.

Our Risk, Business Continuity and Security Committee provides advice and assurance about those functions to the department’s Executive Committee. The Audit Committee’s functions include reviewing the appropriateness of the department’s system of oversight and risk management.

Detailed Performance Measures

Performance measures for the department's three programs are listed in the following tables.

Program 1.1 Services to the Community - Social Security and Welfare

1. Customer satisfaction: Achievement of customer satisfaction standards.

Description	The percentage of customers who are satisfied overall with the Social Security and Welfare services they receive.			
Method	Survey.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The percentage of survey respondents that are satisfied overall with their most recent interaction.			
	2017-18	2018-19	2019-20	2020-21
	≥85%	≥85%	≥85%	≥85%

2. Achievement of digital service level standards: Departmental interactions completed through digital channels.

Description	The increase in the total number of social security and welfare interactions completed by customers and third parties via digital channels.			
Method	Data mining.			
Rationale	Encouraging customers into digital channels is a key objective of the department.			
Target	The percentage increase in the total number of interactions conducted via digital channels compared to previous year.			
	2017-18	2018-19	2019-20	2020-21
	≥5% increase on previous year	≥5% increase on previous year	≥5% increase on previous year	≥5% increase on previous year

3. Achievement of digital service level standards: Availability of ICT systems that support 24/7 customer access.

Description	The availability of 24/7 customer access channels and includes online services and mobile applications provided by the department.			
Method	Data mining.			
Rationale	Continuous access to digital claiming is a key objective of the department.			
Target	The percentage of time ICT systems that support 24/7 customer access are available.			
	2017-18	2018-19	2019-20	2020-21
	≥98%	≥98%	≥98%	≥98%

4. Achievement of payment quality standards: Centrelink: Delivery of correct customer payments.

Description	The percentage of social welfare customer payments delivered correctly.			
Method	Data mining.			
Rationale	The delivery of high quality payments is a key objective of the department.			
Target	The percentage of Centrelink customer payments delivered correctly.			
	2017-18	2018-19	2019-20	2020-21
	≥95%	≥95%	≥95%	≥95%

5. Key initiatives delivered as agreed within timeframes and on budget: Welfare Payments Infrastructure Transformation Budget measure.

Description	This measures whether the Welfare Payments Infrastructure Transformation Budget measure initiatives are delivered within the specified timeframes and on budget.			
Method	Evaluation.			
Rationale	Transforming the department's ICT environment is a key objective of the department.			
Target	The delivery of Welfare Payments Infrastructure Transformation Budget measure initiatives as agreed within timeframes and on budget is achieved.			
	2017-18	2018-19	2019-20	2020-21
	Achieved	Achieved	Achieved	Achieved

6. Key initiatives delivered as agreed within timeframes and on budget: Strengthening the integrity of welfare payments Budget measure.

Description	This measures whether the Strengthening the integrity of welfare payments Budget measure initiatives are delivered within the specified timeframes and on budget.			
Method	Evaluation.			
Rationale	The Strengthening the integrity of welfare payments Budget measure package is aimed at providing greater assurance to Australians that the integrity of taxpayer dollars is protected by reducing the impact of erroneous/fraudulent outlays.			
Target	The delivery of the Strengthening the integrity of welfare payments Budget measure initiatives as agreed within timeframes and on budget is achieved.			
	2017-18	2018-19	2019-20	2020-21
	Achieved	Achieved	Achieved	Achieved

7. Key initiatives delivered as agreed within timeframes and on budget: Jobs Budget measures.

Description	This measures whether the Jobs Budget measure initiatives delivered by the department are delivered within the specified timeframes and on budget.			
Method	Evaluation.			
Rationale	The Jobs Budget measure package focuses on supporting the government's agenda to implement a range of measures for job seekers.			
Target	The delivery of the Jobs Budget measures as agreed within timeframes and on budget is achieved.			
	2017-18	2018-19	2019-20	2020-21
	Achieved	Achieved	Achieved	Achieved

8. Key initiatives delivered as agreed within timeframes and on budget: Families Budget measures.

Description	This measures whether the Families Budget measure initiatives are delivered within the specified timeframes and on budget.			
Method	Evaluation.			
Rationale	The Families Budget measure package focuses on supporting the government's agenda to implement a range of measures across Families and Child Care programs.			
Target	The delivery of the Families Budget measure initiatives as agreed within timeframes and on budget is achieved.			
	2017-18	2018-19	2019-20	2020-21
	Achieved	Achieved	Achieved	Achieved

9. Key initiatives delivered as agreed within timeframes and on budget: Income Management Budget measure.

Description	This measures whether the Income Management Budget measure initiatives are delivered within the specified timeframes and on budget.			
Method	Evaluation.			
Rationale	The Income Management Budget measure will help customers manage their money to meet essential household needs and expenses.			
Target	The delivery of Income Management Budget measure initiatives as agreed within timeframes and on budget is achieved.			
	2017-18	2018-19	2019-20	2020-21
	Achieved	Achieved	Achieved	Achieved

10. Support economic and social participation of Indigenous Australians through the timely delivery of appropriate departmental payments and services: Centrelink: Delivery of correct payments for Indigenous Australians.

Description	The percentage of Centrelink Indigenous customer payments delivered correctly.			
Method	Data mining.			
Rationale	The delivery of high quality payments is a key objective of the department.			
Target	The percentage of Centrelink Indigenous customer payments delivered correctly.			
	2017-18	2018-19	2019-20	2020-21
	≥95%	≥95%	≥95%	≥95%

11. 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 in the department's service centres.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The average length of time a customer waits to access face-to-face services in the department's service centres.			
	2017-18	2018-19	2019-20	2020-21
	≤15 minutes	≤15 minutes	≤15 minutes	≤15 minutes

12. Achievement of telephony service level standards: Average speed of answer.

Description	The average length of time a social security and welfare customer waits to have a call answered through the department's telephony services.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The average length of time a customer waits to have a call answered through the department's telephony services.			
	2017-18	2018-19	2019-20	2020-21
	≤16 minutes	≤16 minutes	≤16 minutes	≤16 minutes

13. 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.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The percentage of claims processed within standard.			
	2017-18	2018-19	2019-20	2020-21
	≥82%	≥82%	≥82%	≥82%

14. Internal reviews: Percentage of reviews finalised within standard.

Description	The efficiency and timeliness of finalised internal reviews. 'Reviews finalised' refers to reviews of decisions finalised via the internal review process within the reporting period. An 'internal review' is a review of a decision requested by the customer or their nominee.			
Method	Data mining.			
Rationale	Finalising reviews within agreed timeframes is a key objective of the department.			
Target	The percentage of internal reviews that are finalised within the 49 day standard.			
	2017-18	2018-19	2019-20	2020-21
	≥70%	≥70%	≥70%	≥70%

15. 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.			
Rationale	Reducing the number and value of debts is a key objective of the department.			
Target	The percentage of Centrelink debt that has a current debt recovery arrangement in place.			
	2017-18	2018-19	2019-20	2020-21
	≥60%	≥60%	≥60%	≥60%

Program 1.2 Services to the Community - Health

1. Satisfaction with Medicare provider service delivery: Practitioners.

Description	The percentage of General Practitioners who are satisfied with the service they receive from the department.			
Method	Survey.			
Rationale	The provision of provider services is a key objective of the department.			
Target	The percentage of General Practitioners that are satisfied or neutral with the services provided.			
	2017-18	2018-19	2019-20	2020-21
	≥70%	≥70%	≥70%	≥70%

2. Satisfaction with Medicare provider service delivery: Pharmacists.

Description	The percentage of pharmacists who are satisfied with the service they receive from the department.			
Method	Survey.			
Rationale	The provision of provider services is a key objective of the department.			
Target	The percentage of pharmacists that are satisfied or neutral with the services provided.			
	2017-18	2018-19	2019-20	2020-21
	≥70%	≥70%	≥70%	≥70%

3. Satisfaction with Medicare provider service delivery: Practice managers.

Description	The percentage of practice managers who are satisfied with the service they receive from the department.			
Method	Survey.			
Rationale	The provision of provider services is a key objective of the department.			
Target	The percentage of practice managers that are satisfied or neutral with the services provided.			
	2017-18	2018-19	2019-20	2020-21
	≥70%	≥70%	≥70%	≥70%

4. Customer satisfaction: Achievement of customer satisfaction standards.

Description	The percentage of customers who are satisfied overall with the health services they receive.			
Method	Survey.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The percentage of survey respondents that are satisfied overall with their most recent interaction.			
	2017-18	2018-19	2019-20	2020-21
	≥85%	≥85%	≥85%	≥85%

5. 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.			
Rationale	Encouraging digital claiming is a key objective of the department.			
Target	The percentage of Medicare services claimed digitally across all Medicare claiming channels.			
	2017-18	2018-19	2019-20	2020-21
	≥96%	≥96%	≥96%	≥96%

6. Achievement of digital service level standards: Departmental interactions completed via digital channels.

Description	The increase in the total number of health interactions completed by customers and third parties via digital channels. This performance measure is reaching maturity and is under review.			
Method	Data mining.			
Rationale	Encouraging digital claiming is a key objective of the department.			
Target	The percentage increase in the total number of interactions conducted via digital channels compared to the previous year.			
	2017-18	2018-19	2019-20	2020-21
	≥5% increase on previous year	≥5% increase on previous year	≥5% increase on previous year	≥5% increase on previous year

7. Achievement of digital service level standards: Availability of ICT systems that support 24/7 customer access.

Description	The availability of 24/7 customer access channels including online services and mobile applications provided by Medicare to the community.			
Method	Data mining.			
Rationale	Continuous access to digital claiming is a key objective of the department.			
Target	The percentage of time ICT systems that support 24/7 customer access are available.			
	2017-18	2018-19	2019-20	2020-21
	≥98%	≥98%	≥98%	≥98%

8. 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.			
Rationale	The delivery of accurate medical benefits and services is a key objective of the department.			
Target	The percentage of medical benefits and services that are delivered accurately.			
	2017-18	2018-19	2019-20	2020-21
	≥98%	≥98%	≥98%	≥98%

9. 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 in the department's service centres.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The average length of time a customer waits to access face-to-face services in the department's service centres.			
	2017-18	2018-19	2019-20	2020-21
	≤15 minutes	≤15 minutes	≤15 minutes	≤15 minutes

10. Achievement of telephony service level standards - Average speed of answer: Pharmaceutical Benefits Scheme Authorities and My Health Record Providers.

Description	The average length of time Pharmaceutical Benefits Scheme (PBS) Authorities and My Health Record Providers wait to have a call answered through the department's telephony services.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The average length of time a PBS Authority or My Health Record Provider waits to have a call answered through the department's telephony services.			
	2017-18	2018-19	2019-20	2020-21
	≤30 seconds	≤30 seconds	≤30 seconds	≤30 seconds

11. Achievement of telephony service level standards - Average speed of answer: Providers.

Description	The average length of time a health provider (excluding Pharmaceutical Benefits Scheme Authorities and My Health Record Providers) waits to have a call answered through the department's telephony services.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The average length of time a provider waits to have a call answered through the department's telephony services.			
	2017-18	2018-19	2019-20	2020-21
	≤2 minutes	≤2 minutes	≤2 minutes	≤2 minutes

12. Achievement of telephony service level standards - Average speed of answer: Customers.

Description	The average length of time a health customer waits to have a call answered through the department's telephony services.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The average length of time a customer waits to have a call answered through the department's telephony services.			
	2017-18	2018-19	2019-20	2020-21
	≤7 minutes	≤7 minutes	≤7 minutes	≤7 minutes

13. Achievement of processing service level standards: Claims processed within standard.

Description	The percentage of health claims processed within standard.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The percentage of claims processed within standard.			
	2017-18	2018-19	2019-20	2020-21
	≥82%	≥82%	≥82%	≥82%

14. Achievement of payment integrity standards: Medicare: Completed interventions with customers for compliance purposes.

Description	The total number of completed interventions with Medicare customers for compliance purposes. This work is designed to protect the integrity and accuracy of health payments to patients and members of the public. The compliance activities focus on compliance with requirements of the Medicare Program, legislative guidelines, regulations and policy requirements, based on which, members of the public receive payment of benefits.			
Method	Data mining.			
Rationale	Protecting the integrity and accuracy of health payments to members of the public and addressing risks of non-compliance are key objectives of the department.			
Target	The number of completed interventions with customers for compliance purposes.			
	2017-18	2018-19	2019-20	2020-21
	≥300	≥300	≥300	≥300

Program 1.3 Child Support

1. Customer satisfaction: Achievement of customer satisfaction standards.

Description	The percentage of customers who are satisfied overall with the child support services they receive.			
Method	Survey.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The percentage of survey respondents that are satisfied overall with their most recent interaction.			
	2017-18	2018-19	2019-20	2020-21
	≥85%	≥85%	≥85%	≥85%

2. Achievement of digital service level standards: Departmental 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.			
Rationale	Encouraging digital claiming is a key objective of the department.			
Target	The percentage increase in the total number of interactions conducted via digital channels compared to previous year.			
	2017-18	2018-19	2019-20	2020-21
	≥5% increase on previous year	≥5% increase on previous year	≥5% increase on previous year	≥5% increase on previous year

3. Achievement of digital service level standards: Availability of ICT systems that support 24/7 customer access.

Description	The availability of 24/7 access channels including online services and mobile applications provided by Child Support.			
Method	Data mining.			
Rationale	Continuous access to digital claiming is a key objective of the department.			
Target	The percentage of time ICT systems that support 24/7 customer access are available.			
	2017-18	2018-19	2019-20	2020-21
	≥98%	≥98%	≥98%	≥98%

4. Child Support collection: Child Support collection rate (Child Support collect only).

Description	The value of payments (credits) received as a percentage of liabilities raised since the beginning of the Child Support scheme. Credits Applied Total includes payments received, account discharges and any upwards and downward variation to the account.			
Method	Data mining.			
Rationale	Ensuring that child support is transferred in a timely fashion for the benefit of children is a key objective of the department.			
Target	The percentage of all child support liabilities raised since the inception of the Child Support scheme that have been credited.			
	2017-18	2018-19	2019-20	2020-21
	≥91.7%	≥91.7%	≥91.7%	≥91.7%

5. Child Support collection: Percentage of domestic active paying parents with less than one month liability outstanding (Child Support collect only).

Description	The percentage of domestic active paying parents, in child support collect cases, with less than one month liability outstanding.			
Method	Data mining.			
Rationale	Ensuring that child support is transferred in a timely fashion for the benefit of children is a key objective of the department.			
Target	The percentage of domestic active paying parents, in child support collect cases, that have less than one month liability outstanding.			
	2017-18	2018-19	2019-20	2020-21
	≥63%	≥63%	≥63%	≥63%

6. Achievement of telephony service level standards: Average speed of answer.

Description	The average length of time a child support parent waits to have a call answered through the department's telephony services.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The average length of time a parent waits to have a call answered through the department's telephony services.			
	2017-18	2018-19	2019-20	2020-21
	≤3 minutes	≤3 minutes	≤3 minutes	≤3 minutes

7. Achievement of processing service level standards: Claims processed within standard.

Description	The percentage of child support claims processed within standard.			
Method	Data mining.			
Rationale	The provision of customer service is a key objective of the department.			
Target	The percentage of claims processed within standard.			
	2017-18	2018-19	2019-20	2020-21
	≥82%	≥82%	≥82%	≥82%

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