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The Hon Tanya Plibersek MP
Minister for Human Services; Minister for Social Inclusion
Parliament House
CANBERRA ACT 2600

Dear Minister

I am pleased to present to you Centrelink’s annual report for the year ending 30 June 2010.

The report has been prepared as required under subsection 40(1) of the Commonwealth Services Delivery Act 1997. Subsection 40(2) of the Act requires you to present this report to each House of Parliament within 15 sitting days of the day after which you receive it.

I also certify that this report has been prepared in accordance with the Requirements for annual reports—for departments, executive agencies and FMA Act bodies,
Department of Prime Minister and Cabinet, 23 June 2010.

In 2009–10 Centrelink employees worked hard with their colleagues in the Department of Human Services and Medicare Australia to implement the Government’s service delivery reform agenda, including portfolio integration. Demonstrating their commitment and professionalism, they also focused on our core role and continued to deliver payments and services, assistance to communities during emergencies and an increased level of customer satisfaction.

Yours sincerely

Carolyn Hogg, PSM
14th September 2010
About this report

This year annual reports for the Department of Human Services, Centrelink and Medicare Australia reflect the move to integration within the Human Services portfolio. Although three separate reports are required under relevant legislation, the aim was to achieve some common content and design elements to signify the increasingly close working relationships between the three organisations.

Given the implementation of service delivery reform across the Human Services portfolio, this report can be read as a companion with the Department of Human Services and Medicare Australia annual reports.

This Centrelink annual report was prepared according to the Requirements for Annual Reports, issued by the Department of the Prime Minister and Cabinet on 23 June 2010. The report focuses on Centrelink’s accountability and performance during 2009–10.

Because of the challenges of reporting against only one program—Program 1.1: Service delivery—the structure of this annual report is based on Centrelink’s strategic priorities outlined in the Department of Human Services Portfolio Budget Statements 2009–10.

Chapter 1: Overview—contains the review of the Centrelink Chief Executive Officer, Carolyn Hogg, as well as an overview of the Human Services portfolio, information about service delivery reform, and Centrelink’s structure, reporting framework, new committee arrangements and risk management.

Chapter 2: Improve service delivery—sets out how Centrelink connects services to people, for example, during emergencies and for job seekers, and performance in delivering services on behalf of a number of Australian Government policy departments and other organisations.

Chapter 3: Support our people to deliver government commitments—reports on Centrelink employees and Centrelink workplace initiatives, and a variety of government measures implemented during the year.

Chapter 4: Reduce red tape—highlights innovative measures designed to streamline processes and make Centrelink services more accessible to customers and the community.

Chapter 5: Address fraud, compliance and payment accuracy—covers debt management, internal and external scrutiny, freedom of information, privacy, and compliance measures such as payment reviews, data-matching and investigations.

Chapter 6: Support Indigenous Australians—sets out how Centrelink delivers services and payments to Indigenous customers and their communities.

Chapter 7: Improve services in rural and regional locations—includes Centrelink’s focus on delivering services to farmers and farming families and communities, particularly to people affected by drought.

Chapter 8: Meet diverse needs—explains the many ways that Centrelink delivers payments and services to individuals and various groups of customers, and engages customers, communities and the business sector.

Chapter 9: Deliver integrated customer service through ICT—illustrates how Centrelink uses the latest technology to support the organisation and to deliver services to customers.

Chapter 10: Financial reporting—provides an overview of financial performance and other areas such as property, procurement, and consultancies, and contains Centrelink’s financial statements audited by the Australian National Audit Office.

Fifteen appendices respond to a number of mandatory reporting requirements including the Compliance index, and expand on other areas of interest.

The back part of the report contains a glossary, shortened forms list, general index, and a list of Centrelink telephone contact numbers.
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Calling Centrelink 290
In the past 12 months Centrelink has faced perhaps the most demanding organisational and service delivery challenges since the agency’s inception in 1997. Our workload and reach expanded and we implemented the first steps of the government’s vast agenda for service delivery reform.

**Taking steps towards service delivery reform**

The scope of the new reform agenda means we can now do much more about something that I have always been passionate about—to be at the heart of changes in service delivery that really put the customer at the centre.

Service delivery reform is not just about change for its own sake. It is about making a real difference to the way we deliver services and fundamentally rethinking how to achieve better outcomes for all Australians. The reforms are also giving staff an opportunity to work in an even more exciting, innovative and world-class service delivery environment.

Within the Human Services portfolio, integrating enabling support services by pooling our resources went smoothly. This meant shifting staff and responsibilities across a number of areas in the Department of Human Services, Centrelink and Medicare Australia.

Centrelink took responsibility for integrating communication, audit and assurance, emergency management, Indigenous services and corporate support enablers for the portfolio. Already this integration has significantly strengthened cross-agency collaboration.

**Co-locating services to improve customer access**

People’s experiences in Customer Service Centres are also set to change as part of service delivery reform. While Centrelink and Medicare Australia branding is staying the same, co-location of our services began in April 2010. Four sites were co-located in 2009–10 and have Medicare Australia providing services from an existing Centrelink office or vice versa. By 2012 about 40 sites will be co-located. There are also 28 existing sites at which Centrelink and the Child Support Program are co-located.

The Local Connections to Work initiative is another version of co-location that targets young disadvantaged job seekers and long-term unemployed people. Using a wrap around service model, the trials offer a range of services from the Australian Government, state and local governments, Job Services Australia, and community welfare and service organisations in four Customer Service Centres.
When I visited one of the Local Connections to Work sites at the Frankston Customer Service Centre in south-east Victoria, I saw first-hand what service delivery may look like in future. Friendly staff with hand-held computers greeted me, ready to show me where I needed to go. The self-service area was very busy, and colleagues from Medicare Australia and the Child Support Program, together with representatives from a variety of other providers, were on hand to help customers.

Pilot place-based services programs in seven Customer Service Centres are also using co-location to give customers with complex needs better access to local services such as health, housing and accommodation, personal support and vocational services. Apart from the benefits to customers, these place-based programs are helping Centrelink to gain a better understanding of how we can effectively work with local services to respond to the needs of marginalised and disadvantaged people.

Engaging customers and communities

The year brought a greater focus on engaging communities and customers. Job Expos held in 22 priority areas—involving Centrelink’s Financial Information Service, employers, Job Services Australia providers and recruitment and training providers—led to more than 9300 unemployed Australians being placed in jobs.

Extensive community consultations provided valuable input to shaping the first four service delivery reform customer service offers being developed for families and working people, job seekers, older Australians and Indigenous people. Twenty Customer Service Offer Forums sought customer perspectives and experiences about how easy, high-quality and ‘Works for You’ services should translate to better service delivery across the service network.

Simplifying and automating services

During the year we have continued to strengthen our online access for customers with an increase of 38 per cent in online transactions.

New ways of doing things included introducing Centrelink Express on personal computers in Customer Service Centres, so that customers can choose self-service to print income statements, applications for payment and rent certificates, and apply for advance payments. Pre-populating self-service customer data fields for a number of online claims has reduced the time customers need to spend filling out claim forms. Increasing the number of customer documents scanned as digital images is reducing the need for processing hard copy or original documents and gives all staff the capacity to view them when needed. The online Child Care Estimator, the ‘Report Your Income’ capability and online registration for Newstart Allowance will cut red tape and the length of queues in Customer Service Centres.

Our website is consistently among the top three government websites, with more than 110 million pages viewed by 85 million visitors over the year.
Achieving positive results

On top of service delivery reform demands and ongoing service improvements, Centrelink continued to deliver its business-as-usual services, many of which produced some pleasing performance results. For example, we achieved increases in overall customer satisfaction with Centrelink Customer Service Centres and Centrelink Call (90.8 per cent in 2009–10, compared to 89.3 per cent in 2008–09), the percentage of calls answered within two-and-a-half minutes, the number of customer reviews completed within the target of 28 days and the volume of compliments received.

Centrelink also managed to boost figures in delivering high-demand services, for example in supporting greater numbers of income-managed customers, distances covered by Mobile Offices in rural and regional communities, referrals to Centrelink Social Workers for reasons of homelessness, onsite and phone interpreter services, Multicultural Call traffic and Job Capacity Assessments.

Customer approaches to the Commonwealth Ombudsman decreased by 28 per cent compared to 2008–09.

Managing our funding arrangements

From 1 July 2009 Centrelink’s appropriation arrangements were streamlined, with the majority of funding directly appropriated from the Budget. These revenue changes reflect the Australian Government’s move to outcome-based governance and recognise the interdependence between policy formulation, service design and service delivery. New multilateral and bilateral management and other agreements with partner departments are outcome focused and give Centrelink more flexibility in designing and delivering services on behalf of our partners.

At the end of 2009–10 we reported an operating surplus of $24 million. This equates to 0.8 per cent of total revenue of $2.98 billion. We again maintained a positive cash position, with a closing balance of $31 million. Appropriation and rendering of services revenue was $2.98 billion compared to $2.87 billion in 2008–09. This is an increase of 3.8 per cent because of additional work delivered in 2009–10 for Budget measures.

Making a difference

Next financial year the pace of change will not diminish. Indeed, it is likely to quicken as we move towards reconstituting the Human Services portfolio as a single department.

I genuinely believe all our achievements during the year are down to the commitment, expertise and professionalism of Centrelink staff.

It is a great privilege to lead dedicated Centrelink staff who every day make a difference to the lives of so many Australians. I would like to thank them for their achievements throughout the year.

In September we saw the departure of our former CEO, Finn Pratt, to become the Secretary of the Department of Human Services. My thanks also go to Finn for his leadership and vision for the Human Services portfolio. Together we can make an even bigger difference.

Carolyn Hogg, PSM
Chief Executive Officer
Human Services portfolio overview

The Human Services portfolio was established in October 2004 to improve the development and delivery of social and health-related services, including financial assistance, to the Australian people. The portfolio brings together the service delivery agencies Centrelink, Medicare Australia and Australian Hearing, and the Department of Human Services. The Department of Human Services includes the Child Support Program and CRS Australia.

MINISTER

On 9 June 2009 the Hon. Chris Bowen, MP, was appointed the Minister for Human Services. The Minister is responsible for administering the following legislation:

- **Australian Hearing Services Act 1991**, except to the extent that it is administered by the Minister for Health and Ageing
- **Child Support (Assessment) Act 1989**, insofar as it relates to the exercise of the powers and functions conferred on the Registrar under the Act
- **Child Support Legislation Amendment (Reform of the Child Support Scheme—Initial Measures) Act 2006**, insofar as it relates to the exercise of the powers and functions conferred on the Registrar under the Act
- **Child Support Legislation Amendment (Reform of the Child Support Scheme—New Formula and Other Measures) Act 2006**, insofar as it relates to the exercise of the powers and functions conferred on the Registrar under the Act
- **Child Support (Registration and Collection) Act 1988**, insofar as it relates to the appointment of the Registrar and the exercise of the powers and functions conferred on the Registrar under the Act
- **Commonwealth Services Delivery Agency Act 1997**
- **Medicare Australia Act 1973**.

PORTFOLIO STRUCTURE

The **Department of Human Services** consists of the central department, the Child Support Program and CRS Australia.

- The central department directs, coordinates and brokers improvements to service delivery, provides policy advice on service delivery matters to government and ensures efficient implementation of government service delivery.
- The Child Support Program provides support to separated parents to provide the financial and emotional support necessary for their children’s wellbeing.
- CRS Australia helps people with a disability, injury or health condition to get and keep a job, by providing individualised vocational rehabilitation, and helping employers to keep their workplaces safe.

**Centrelink** delivers a range of government payments and services to Australians—including retirees, families, carers, parents, people with disability, Indigenous people, and people from diverse cultural and linguistic backgrounds—and provides services at times of major change and emergency.

**Medicare Australia** looks after the health of Australians through efficient services and payments, such as Medicare, the Pharmaceutical Benefits Scheme, the Australian Childhood Immunisation Register and the Australian Organ Donor Register.

**Australian Hearing** is a statutory authority that provides a full range of hearing services for children and young people up to the age of 21, eligible adults and age pensioners, and most war veterans.

Across the Human Services portfolio there are more than 39 000 employees. Of these, approximately three-quarters work in front-line services. Front-line service staff deal with customers either in offices, or through phone and processing centres.

Figure 1 shows the structure of the Human Services portfolio as at 30 June 2010.
SERVICE DELIVERY REFORM

On 16 December 2009 the Minister for Human Services announced the start of reform to government service delivery to develop a modern, flexible, whole-of-government service delivery system. This will enable the Australian Government to better meet the needs and expectations of the Australian people, and to achieve policy outcomes, while delivering services more efficiently.

Service delivery reform represents a fundamental transformation of government services delivered through the Human Services portfolio. The portfolio has a combined customer base almost equal to the entire Australian population and a workforce which comprises nearly a quarter of the Australian Public Service.

The reform is focused on several areas of service delivery improvement that will:

- provide more convenient services through the co-location of offices and the integration of portfolio websites and phone numbers to bring services together
- deliver more coordinated services through improved assistance and case coordination support for those who suffer from multiple disadvantages
- use technological advances to provide modern services such as online forms and letters, single online accounts and the automation of customer transactions to reduce the time people have to interact with government
- provide tailored services that are targeted to the needs of people and their particular circumstances
- improve mobile and visiting services for people living in rural and remote areas or who are socially isolated.
Service delivery reform aims to deliver government social and health-related services that are ‘Easy, High Quality and Works for You’:

- **Easy**—meaning it is easier for people to do business with government at a time and manner that suits their circumstances.
- **High Quality**—meaning people get better quality services and more intensive help and support at times in their lives when they need it.
- **Works for You** (the Australian people)—meaning people get service from government that ensures they receive the benefits and support they are entitled to in ways that work for them.

Services will be transitioned from fragmented and separated program and process-based approaches to service offers that are coordinated, tailored and put people first. Services will be simplified and automated, giving people the option to self-manage their interactions with government. Moving away from a fragmented approach will progressively enable front-line staff to provide more managed services and improved case coordination for those in need of more intensive support. This will help to prevent people falling through the cracks and provide better policy outcomes for government.

For the 2010 calendar year, the government gave specific commitments to:

- co-locate 21 Centrelink and Medicare Australia offices by the end of 2010, and around 40 by 2012
- implement a single phone number and a single website for the portfolio by the end of 2010
- integrate enabling support services, including information and communication technology, ministerial and parliamentary, legal services, people services, communications, corporate support, audit and assurance functions, finance, property management, procurement and human resources.

As part of the reform, the Department of Human Services, Centrelink and Medicare Australia are planning to reconstitute as a single department in 2011, subject to the views of government on the proposal.

During 2009–10 work began on implementing service delivery reform. Progress of this work is detailed throughout this report and the Department of Human Services and Medicare Australia annual reports.
Centrelink overview

Table 1—Centrelink at a glance

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner policy departments and other organisations</td>
<td>36</td>
</tr>
<tr>
<td>Value of payments made on behalf of policy departments</td>
<td>$84.2 billion</td>
</tr>
<tr>
<td>Customers</td>
<td>7.02 million</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>90.8%</td>
</tr>
<tr>
<td>Individual entitlements</td>
<td>11.4 million</td>
</tr>
<tr>
<td>New claims granted</td>
<td>2.78 million</td>
</tr>
<tr>
<td>Phone calls</td>
<td>32.7 million</td>
</tr>
<tr>
<td>Letters to customers</td>
<td>113.8 million</td>
</tr>
<tr>
<td>Customer self-service transactions, including online</td>
<td>more than 30 million</td>
</tr>
<tr>
<td>(update and view)</td>
<td></td>
</tr>
<tr>
<td>Website visits</td>
<td>85 million</td>
</tr>
<tr>
<td>Eligibility and entitlement reviews</td>
<td>3.5 million</td>
</tr>
<tr>
<td>Customer Service Centres</td>
<td>313</td>
</tr>
<tr>
<td>Call Centres</td>
<td>25</td>
</tr>
<tr>
<td>Centrelink Agents and Access Points</td>
<td>574</td>
</tr>
<tr>
<td>Employees</td>
<td>27 305</td>
</tr>
<tr>
<td>Employee job satisfaction</td>
<td>76.4%</td>
</tr>
</tbody>
</table>

LEGISLATION

Centrelink was established under the Commonwealth Services Delivery Agency Act 1997, which came into effect on 1 July 1997. In establishing Centrelink, the Australian Government aimed to link government services wherever possible in one place, and achieve best practice in service delivery. (See Appendix A: Commonwealth legislation relevant to Centrelink on page 204.)

The Financial Management and Accountability Act 1997 sets out the Chief Executive Officer’s functions and responsibilities relating to Centrelink financial management.

Centrelink is accountable for its actions within the framework of ministerial responsibility to the government, the Parliament and the Australian public under section 10(1)(e) of the Public Service Act 1999. In 2009–10 in a letter to the Chief Executive Officer, the Minister outlined Centrelink’s directions for the financial year.

This annual report includes appendices on reports required by the following legislation:

- section 74 of the Occupational Health and Safety Act 1991—see Appendix B: Occupational health and safety on page 206
- section 8 of the Freedom of Information Act 1982—see Appendix C: Freedom of information on page 208
- section 311A of the Commonwealth Electoral Act 1918—see Appendix D: Advertising and market research on page 210

This report also includes reporting under the Disability Discrimination Act 1992—see Appendix F: Commonwealth Disability Strategy on page 220.
OUR PARTNERSHIPS

Various partner arrangements and agreements between Centrelink and Australian Government policy departments and other organisations, state and territory governments and agencies, and the private sector set out what services Centrelink is expected to deliver. See Achieving policy department outcomes on page 32 and Appendix G: Centrelink services delivered on behalf of our partners on page 222.

FUNDING ARRANGEMENTS

The Australian Government announced that Centrelink’s appropriation arrangements would be streamlined, with the majority of funding from 1 July 2009 to be directly appropriated from the Budget. (Centrelink still receives minimal revenue from some external parties.) The new arrangements reflect the Australian Government’s move to outcome-based governance and recognise the interdependence between policy formulation, design and implementation.

PLANNING AND REPORTING

Outcome and program

In 2009–10 Centrelink had one outcome and one program—see Figure 2. This is based on the outcome and program structure set out in the Department of Human Services Portfolio Budget Statements and Portfolio Additional Estimates Statements for 2009–10.

Figure 2—Outcome and program structure, 2009–10

<table>
<thead>
<tr>
<th>OUTCOME 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self sufficiency for individuals and families through access to personalised assistance and coordinated delivery of payments and services on behalf of government</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROGRAM 1.1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service delivery</td>
</tr>
</tbody>
</table>

Centrelink plans, monitors and reports on its performance towards achieving its outcome and program through its strategic planning and reporting framework—see Figure 3 on page 10.

STRATEGIC DIRECTIONS

Centrelink’s Strategic Directions for 2009–10 set out Centrelink’s outcome statement, strategic priorities and core values—its reason for being, what it wants to achieve and how it wants to be seen by customers, policy departments, the Minister and other stakeholders.

The Strategic Directions are the foundations for organisational, group, division, branch and local area business planning. Centrelink strategic priorities guide activities to help the organisation achieve its purpose. Centrelink has only one program (service delivery), which is reported against each strategic priority in chapters 2–9.

The Strategic Directions have a one-year focus. They are reviewed each year to reflect any changes in government priorities, the Minister’s expectations, or policy department directions.
Our outcome statement

Self sufficiency for individuals and families through access to personalised assistance and coordinated delivery of payments and services on behalf of government.

Our strategic priorities

- support the Minister and the Department of Human Services to improve service delivery
- support our people to deliver the Government’s Budget and other commitments
- contribute to and implement proposals to reduce red tape for our customers and providers
- reduce fraud and non-compliance, and increase payment accuracy
- support the development of Indigenous initiatives and ensure that service delivery is sensitive and effective for Indigenous Australians
- improve service delivery to rural and regional locations to better meet the needs of their communities
- ensure our service delivery is convenient, accessible and suits the diverse needs of individuals and providers
- ensure workforce and information and communication technology (ICT) systems capacity underpins Centrelink’s ability to deliver integrated customer service in a complex and evolving environment with short-term and long-term policy objectives.

Our core values

- responsiveness to the government of the day
- excellence in service delivery
- respect for customers and each other
- accountability.

MEASURING OUR PERFORMANCE

As part of the Australian Government’s reform agenda to enhance budget transparency and accountability, in 2009–10 the Centrelink Portfolio Budget Statement included performance areas and supporting key performance indicators (KPIs) as well as its outcome statement and program level structure. These are reflected in Centrelink’s 2009–10 Strategic Balanced Scorecard. The Strategic Balanced Scorecard is an overview of Centrelink business, which is reported to Centrelink’s Chief Executive Officer and Executive each quarter (see Figure 4 on page 11).

The scorecard shows KPIs developed to monitor progress against Centrelink’s three performance areas and demonstrate its success in achieving its outcome and program. Supporting the three performance areas are three key drivers of success against the KPIs—performance indicators relating to financial performance, ICT infrastructure and employees.
Centrelink uses the scorecard as a communication, performance reporting and management tool. It identifies the objectives that have been set, and shows how our planned actions are assisting us to achieve them. It also helps to make Centrelink employees and managers accountable for their performance.

The scorecard forms the basis for regular performance checks for Centrelink and its stakeholders. These checks highlight areas for review and action to ensure Centrelink continues to deliver consistently high-quality service. Results for individual KPIs are reported throughout chapters 2–9.

**Figure 4—2009–10 Strategic Balanced Scorecard**

<table>
<thead>
<tr>
<th>Performance area 1—Government and stakeholders</th>
<th>Performance area 2—Ongoing and emerging services</th>
<th>Performance area 3—Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>KPI 1.1 Manage and achieve service delivery improvements as required by the Minister</td>
<td>KPI 2.1 Achieve expected program outlay accuracy standards and minimise fraud</td>
<td>KPI 3.1 Customers are satisfied with the ease of access to and quality of service provided by Centrelink</td>
</tr>
<tr>
<td>KPI 1.2 Implement government decisions on time and within budget</td>
<td>KPI 2.2 Support delivery of the government’s emergency response</td>
<td>KPI 3.2 Centrelink provides services and referrals that are timely and appropriate</td>
</tr>
<tr>
<td>KPI 1.3 Connect individuals to programs that provide educational, social and economic opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPI 1.4 Support social, educational, economic and community engagement for Indigenous and regional Australians</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KPI 1.5 Support individuals and families to participate economically and socially through payments and support services</td>
<td></td>
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<tr>
<td>KPI 1.6 Minister is satisfied with the quality, timeliness and relevance of advice for decision making</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Key drivers**

- **Finance PI**
  - (i) Revenue within Budget
  - (ii) Expenditure within Budget
  - (iii) Net operating result

- **IT Infrastructure PI**
  - Proportion of information technology services meeting agreed service levels for staff

- **Employees PI**
  - Centrelink people measure
Figure 5—Centrelink organisational structure as at 30 June 2010

<table>
<thead>
<tr>
<th>CHIEF EXECUTIVE OFFICER</th>
</tr>
</thead>
<tbody>
<tr>
<td>DCEO BUSINESS DEVELOPMENT</td>
</tr>
<tr>
<td><strong>STRATEGY AND RELATIONSHIPS</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>National Managers</td>
</tr>
<tr>
<td>Families, Social Inclusion and New Policy</td>
</tr>
<tr>
<td>Strategy and Service Delivery Relationships</td>
</tr>
<tr>
<td>Business Process, Demand and Change Management</td>
</tr>
<tr>
<td>Channel Development</td>
</tr>
<tr>
<td>Participation and Partnerships</td>
</tr>
<tr>
<td><strong>EDUCATION, EMPLOYMENT AND SUPPORT PROGRAMS</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>National Managers</td>
</tr>
<tr>
<td>Education, Employment and Disability Programs</td>
</tr>
<tr>
<td>Multicultural</td>
</tr>
<tr>
<td>Rural and Climate Change</td>
</tr>
<tr>
<td>Education, Employment and Disability Network</td>
</tr>
<tr>
<td>Strategic Project Ends: 30 June 2010</td>
</tr>
<tr>
<td>Keeping Australia Working Initiative Ends: 31 October 2010</td>
</tr>
<tr>
<td>Local Connections to Work Ends: 30 June 2010</td>
</tr>
<tr>
<td><strong>SENIORS, FAMILIES AND CARERS</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>National Managers</td>
</tr>
<tr>
<td>Seniors, Carers and International</td>
</tr>
<tr>
<td>Families and Child Care Programs</td>
</tr>
<tr>
<td>Families and Child Care Network</td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>Seniors and Carers Network</td>
</tr>
<tr>
<td><strong>CENTRELINK APPLICATIONS</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>National Managers</td>
</tr>
<tr>
<td>Business Integrity and Workflow Systems</td>
</tr>
<tr>
<td>Employment and Online Systems</td>
</tr>
<tr>
<td>Service Network Systems</td>
</tr>
<tr>
<td>Corporate and Payment Systems</td>
</tr>
<tr>
<td>Network Support Tools</td>
</tr>
<tr>
<td>Enterprise Architecture</td>
</tr>
<tr>
<td>Seniors and Customer Contact Systems</td>
</tr>
<tr>
<td><strong>BUSINESS INTEGRITY</strong></td>
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<tr>
<td>General Manager</td>
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<tr>
<td>National Managers</td>
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<tr>
<td>Payment Reviews</td>
</tr>
<tr>
<td>Debt Management</td>
</tr>
<tr>
<td>Fraud and Intelligence</td>
</tr>
<tr>
<td>Payment Accuracy</td>
</tr>
<tr>
<td>BI Strategic Projects Ends: 30 June 2010</td>
</tr>
<tr>
<td><strong>CHILD SUPPORT AND FAMILIES SYSTEMS</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>National Managers</td>
</tr>
<tr>
<td>Families Systems Ends: 9 August 2010</td>
</tr>
<tr>
<td>Child Support Delivery Systems</td>
</tr>
<tr>
<td>Child Support Information Management</td>
</tr>
<tr>
<td><strong>DCEO CUSTOMER SERVICE</strong></td>
</tr>
<tr>
<td><strong>NETWORK OPERATIONS</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>National Managers</td>
</tr>
<tr>
<td>Centrelink Call Operations</td>
</tr>
<tr>
<td>Channel Operations</td>
</tr>
<tr>
<td>National Processing Services Ends: 9 January 2011</td>
</tr>
<tr>
<td>Service Delivery Reform Customer Access Ends: 31 August 2010</td>
</tr>
<tr>
<td><strong>AREA MANAGERS</strong></td>
</tr>
<tr>
<td>Area South and East Queensland</td>
</tr>
<tr>
<td>Area Sydney West</td>
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<tr>
<td>Area Hunter</td>
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<tr>
<td>Area South East Victoria</td>
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<td>Area West Victoria</td>
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<tr>
<td>Area North Central Victoria</td>
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<tr>
<td>Area South Australia</td>
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<tr>
<td>Area West Australia</td>
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<tr>
<td>Area Tasmania</td>
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<tr>
<td>Area Pacific Central</td>
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<tr>
<td>Area South West New South Wales</td>
</tr>
<tr>
<td>Area South and West Queensland</td>
</tr>
<tr>
<td>Area Sydney East</td>
</tr>
<tr>
<td><strong>NETWORK PERFORMANCE</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>National Managers</td>
</tr>
<tr>
<td>Centrelink Call Performance</td>
</tr>
<tr>
<td>Social Work</td>
</tr>
<tr>
<td>Network Coordination</td>
</tr>
<tr>
<td>Portfolio Manager</td>
</tr>
<tr>
<td>Portfolio Emergency Management</td>
</tr>
<tr>
<td><strong>INDIGENOUS AND REMOTE SERVICING</strong></td>
</tr>
<tr>
<td>General Manager</td>
</tr>
<tr>
<td>Area Managers</td>
</tr>
<tr>
<td>Area North Australia</td>
</tr>
<tr>
<td>Area Central and Northern Queensland</td>
</tr>
<tr>
<td>National Manager</td>
</tr>
<tr>
<td>Income Management</td>
</tr>
<tr>
<td>Portfolio Manager</td>
</tr>
<tr>
<td>Portfolio Indigenous Services</td>
</tr>
</tbody>
</table>
### Notes
- General Manager Network Operations and General Manager Network Performance have shared responsibility for Area Managers.
- This organisational chart reflects changes to organisational structures within the Human Services portfolio as part of the government’s service delivery reform agenda. From 1 March 2010 enabling services across the portfolio were integrated to provide services for the whole of the portfolio. The enabling services included ICT infrastructure, finance, legal, corporate support, communication, property management, procurement and human resources functions. Centrelink has lead responsibility for the integration of corporate functions. Medicare Australia has lead responsibility for managing the integration of staff within the portfolio and the development of the portfolio’s staff capability and services. The integration of the portfolio’s information and communications technology platform is led by the Department of Human Services.
GOVERNANCE

Governance in Centrelink is the way we shape, enable, oversee and evaluate ourselves and our business to deliver outcomes in a controlled, transparent and accountable manner.

Centrelink’s governance framework has its foundation in the legislation that sets out the Chief Executive Officer’s role and responsibilities. It outlines the key elements of governance and consists of direction, authority, accountability, support tools, outputs and measurements.

Centrelink is working with the Department of Human Services and Medicare Australia to align governance frameworks and component parts, with a view to achieving a common framework during 2011–12.

Executive

The Centrelink Executive supports the Chief Executive Officer (CEO) in setting Strategic Directions and organisational priorities. The Executive includes the CEO and three Deputy CEOs. Each Deputy CEO is accountable for performance against specific areas of Centrelink business.

- **Deputy CEO, Business Development**—responsible for managing and maintaining relationships with policy departments and developing Centrelink’s strategic direction and associated planning to implement cost-effective and customer-focused service delivery arrangements.
- **Deputy CEO, Customer Service**—responsible for ensuring the ongoing effective operations of the customer service, online/ self-service and call networks and identifying areas for improvement and enhancement to meet the expectations and requirements of government, policy partners and customers.
- **Deputy CEO, Corporate Support**—responsible for continuing to ensure the effective management of Centrelink’s resources, planning and information management.

Human Services portfolio committees

In October 2009 the Secretary and Chief Executive Officers’ Committee was introduced, replacing the agency heads’ meeting. In line with the service delivery reform agenda, five other portfolio committees were formed in March 2010 and met regularly. The portfolio committees are:

- ICT Infrastructure Integration Program Steering Committee
- ICT Governance Committee
- Portfolio Finance Committee
- Portfolio Customer Committee
- Portfolio People and Leadership Committee.

Figure 6 on page 15 shows the Human Services portfolio governance committee structure as at 30 June 2010.

To guide work on service delivery reform across the portfolio, the Service Delivery Reform Board was formed. The board is made up of the Secretary of the Department of Human Services, the Chief Executive Officers of Centrelink and Medicare Australia, and all of the Deputy Secretaries and Deputy Chief Executive Officers from the Department of Human Services, Medicare Australia and Centrelink.

The work of the Service Delivery Reform Board and each of the five portfolio committees sitting under the Secretary and Chief Executive Officers’ meeting is outlined further below.

**Service Delivery Reform Board**—responsible for driving and setting the direction for service delivery reform. The board also ensures that key goals and agreed outcomes are achieved and are in line with government objectives. Various committees sit under the board and assist with service delivery reform planning, performance management, communication and coordination.

The portfolio committees provide assurance to the Secretary of the Department of Human Services and the Chief Executive Officers of Centrelink and Medicare Australia in the following areas:
ICT Infrastructure Integration Program Steering Committee—oversees the progress of the DHS ICT Infrastructure Integration Program so that it meets its stated outcomes and returns value to government.

ICT Governance Committee—provides assurance that government expectations relating to SDR are delivered through the building of an integrated, innovative and responsive ICT capability. The ICT Investment Sub-committee sits under the ICT Governance Committee and is responsible for the review and assessment of ICT investment proposals.

Portfolio Finance Committee—provides assurance that the management of financial resources is aligned with, and supports, the portfolio’s strategic direction and government priorities. The Portfolio Investment Sub-committee sits under the Portfolio Finance Committee and provides advice to, and supports, the SDR Board in relation to funding and financial management of SDR activities.

Portfolio Customer Committee—provides assurance that all aspects of customer service in the portfolio support the implementation and progression of the portfolio’s strategic directions.

Portfolio People and Leadership Committee—provides assurance on all cross-portfolio people matters including service delivery reform and integration within the Human Services portfolio. It also provides advice to the portfolio agencies on agency-specific people matters.
EXTERNAL GOVERNANCE

Several external governance forums create the opportunity to reinforce the interdependence between policy formulation, design and implementation and to more effectively deliver outcomes for the government.

**Strategic Partnerships Interdepartmental Committee**

The Strategic Partnerships Interdepartmental Committee (IDC) provides strategic oversight of the Centrelink service delivery system. This includes strategic management of service delivery performance as well as capability development that is in line with the government’s service delivery reform agenda. It also focuses on ensuring current service delivery approaches are effectively implemented and not compromised by the implementation of service delivery reform initiatives. The IDC consists of the Secretaries of the Department of Human Services (Chair); the Department of Education, Employment and Workplace Relations; and the Department of Families, Housing, Community Services and Indigenous Affairs; and the CEO of Centrelink.

**Service delivery reform committees**

The Service Delivery Reform Interdepartmental Committee, chaired by the Department of Human Services, first met in January 2010. Its role is to ensure alignment between service delivery reform and the outcomes of the government’s broader reform agenda.

Membership of the committee is drawn from central agencies, key policy departments, service delivery organisations and the Office of the Privacy Commissioner.

The Department of Human Services is also represented on the Secretaries’ Committee on Service Delivery, which is chaired by the Department of the Prime Minister and Cabinet.

CENTRELINK GOVERNANCE

**Centrelink strategic committee framework**

The integration of enabling services provided the opportunity to review the Centrelink strategic committee framework in the broader context of Human Services portfolio responsibilities. As a result, some committees were altered to reflect portfolio governance, rather than for Centrelink alone. For example, service delivery reform means looking at the way Centrelink, Medicare Australia, the Child Support Program, CRS Australia and Australian Hearing together provide services to customers. The Portfolio Customer Committee addresses this broader responsibility.

Figure 7 on page 17 shows the Centrelink strategic committee framework.

**Centrelink Executive Committee**

The Centrelink CEO chairs the Centrelink Executive Committee, which is the peak body in Centrelink’s strategic committee framework. The Centrelink Executive Committee is responsible for setting and leading Centrelink Strategic Directions by:

- responding to government issues
- determining Centrelink priorities
- determining Centrelink corporate and business investment strategy
- ensuring Centrelink’s capability is robust.
Strategic Management Committee

The Centrelink CEO chairs the Strategic Management Committee, which has responsibility to implement and progress Centrelink Strategic Directions. In addition the Strategic Management Committee:

- considers, evaluates and provides direction on current strategies, future capability and excellence in service delivery
- oversees the effectiveness of Centrelink’s business, corporate and ICT activities
- ensures Centrelink’s governance frameworks are appropriate and robust
- ensures sound communication and information sharing across the organisation.

Audit Committee

Established in line with the Financial Management and Accountability Act 1997, the Audit Committee provides assurance to the Centrelink CEO on the appropriateness of the agency’s accountability and control framework, particularly those aspects concerning the proper use of Commonwealth resources and the management of risks. It is chaired by an external member and is directly accountable to the CEO. The Audit Committee usually meets quarterly.
RISK MANAGEMENT

Applying consistent risk management principles enables Centrelink to improve management and control of its business. The Centrelink Executive and the Centrelink Audit Committee encourage all levels of business (organisational, divisional, area/branch and project) to apply good risk management practices. A specialist Risk Management Team provides support to Centrelink teams to help manage business and project risks.

Effective risk management enables Centrelink to:
- achieve program objectives through improved decision making
- improve resource allocation, reduce costs and increase savings
- increase stakeholder confidence in Centrelink.

In 2009–10 Centrelink revised its Risk Management Framework to ensure it was consistent with best practice and the new international standard for risk management—AS/NZS ISO 31000:2009 Risk Management: Principles and guidelines. The Risk Management Framework is the foundation for effective risk management within Centrelink. It outlines the key elements for identifying and managing risks.

During the year Centrelink maintained planning for business continuity. Business continuity plans were reviewed and updated to ensure they were current and reflected changes to business priorities and addressed potential risks. Centrelink also participated in the new Portfolio Business Continuity Community of Practice, which met regularly to discuss better practices.

Comcover Risk Management Benchmarking Program

In March 2010 Centrelink participated in the annual Comcover Risk Management Benchmarking Program and was awarded a 6.7 per cent discount (out of a possible 10 per cent) on the 2009–10 insurance premium, resulting in $337,949 in savings.
Improve service delivery

Strategic priority—Support the Minister and the Department of Human Services to improve service delivery
PERFORMANCE HIGHLIGHTS

- Successfully introduced Pension Reform, Student Income Support Reforms, cutting through Job Capacity Assessment red tape, and new Disability Employment Services arrangements.
- Continued to play a lead role in responding to emergencies and disasters.
- Participated in new service delivery partnership arrangements, including a Multilateral Strategic Partnership between the Department of Human Services, Centrelink, the Department of Families, Housing, Community Services and Indigenous Affairs and the Department of Education, Employment and Workplace Relations; a Strategic Partnerships Inter-Departmental Committee; and Bilateral Management Arrangements.
- Co-located four Centrelink and Medicare Australia sites in 2009–10 to provide better access to services for customers.

MAIN RESULTS

Table 2—Centrelink targets and results for 2009–10—Support the Minister and the Department of Human Services to improve service delivery

<table>
<thead>
<tr>
<th>Strategic measure</th>
<th>Target</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manage and achieve service delivery improvements as required by the Minister</td>
<td>Centrelink meets ministerial expectations and achieves specified outcomes</td>
<td>Centrelink met the expectations set out by the Minister, in particular progressing the service delivery reform agenda and continuing to deliver on Portfolio Budget Statement outcomes and outputs.</td>
</tr>
<tr>
<td>Connect individuals to programs that provide educational, social and economic opportunities</td>
<td>Centrelink meets all agreed referral standards to third party providers to support these elements</td>
<td>97% of activity-tested Newstart Allowance recipients were connected to an Employment Services Provider.</td>
</tr>
<tr>
<td>Support individuals and families to participate economically and socially through payments and services</td>
<td>Positive response to this element in our Customer Satisfaction survey</td>
<td>78.6% of surveyed customers agree that Centrelink payments and services are good at helping people live their daily lives.</td>
</tr>
<tr>
<td>Minister is satisfied with the quality, timeliness and relevance of advice for decision making</td>
<td>95% of briefs are submitted within agreed timeframes and meet a standard of satisfactory or above</td>
<td>100%</td>
</tr>
<tr>
<td>Support delivery of government’s emergency response</td>
<td>Provide service delivery support in the event of emergency/disaster situations (all emergency response activities occur within the agreed timeframes)</td>
<td>100%</td>
</tr>
</tbody>
</table>
CO-LOCATING SERVICES

Centrelink and Medicare Australia are co-locating services to provide easy access to a range of government services under one roof.

The Minister for Human Services signed off the criteria for the co-location of Centrelink and Medicare Australia face-to-face services on 12 March 2010.

On 21 May the Minister announced the first 21 sites to be co-located by the end of 2010 as part of service delivery reform. He also announced that 60 remote and rural communities will have access to Medicare Australia facilities at Centrelink sites by the end of 2010.

Four sites were co-located during 2009–10 and these sites now have Medicare Australia providing services from an existing Centrelink office or vice versa. About 40 Centrelink and Medicare Australia sites will be co-located by 2012.

There are also 28 existing sites at which Centrelink and the Child Support Program are co-located.

The co-location program builds on the work Centrelink has already undertaken to improve customer access to services. For example, in May 2010 construction began on a community hub at Batemans Bay on the south coast of New South Wales. The community hub will make it easier and more convenient for customers to access integrated services.

CONNECTING SERVICES TO PAYMENTS

Referrals to Employment Services Providers

Centrelink is the gateway to services offered by Employment Services Providers, which consist of a national network of private, community and government organisations contracted to provide services to job seekers. Providers cover a range of organisations including Job Services Australia and Disability Employment Services.

Centrelink is responsible for initial referrals of job seekers to Employment Services Providers, playing a key role in connecting customers to services that will assist them along their pathway to employment or to address any barriers that might prevent them from engaging with the labour market.

As part of its broader role in supporting Australians to access community services, Centrelink also refers customers to community agencies and not-for-profit organisations. As a customer’s circumstances can change, referrals can be made at any time. In this way Centrelink plays a critical role in supporting vulnerable people by ensuring they have specialist support when they need it.

Performance

Centrelink and the Department of Education, Employment and Workplace Relations (DEEWR) have agreed to a timeliness measure for referrals to employment services providers that will allow for reporting from 2010–11.
Job Capacity Assessments
A Job Capacity Assessment provides a comprehensive assessment of an individual’s work capacity and barriers to finding employment, including the impact of any medical conditions on their ability to work. (See also Cutting through Job Capacity Assessment red tape on page 60.)

Centrelink uses Job Capacity Assessments to help determine an individual’s eligibility for income support and any participation requirements. Centrelink also uses the assessments to refer customers to Employment Services Providers or other programs to help people improve their work capacity.

Centrelink delivers Job Capacity Assessments from Customer Service Centres across Australia, as well as through visiting services in rural and remote locations. The Centrelink Job Capacity Assessor workforce of more than 700 health and allied health professionals includes psychologists, social workers, occupational therapists, registered nurses, physiotherapists and exercise physiologists. These professionals may also deliver short-term pre-vocational interventions funded through the Job Capacity Account.

Centrelink has responded to the outcomes of the government’s Job Capacity Assessment Review with a strong and continuing focus on improving all aspects of the assessment process and the customer experience.

Performance
In 2009–10 Centrelink completed 307 767 Job Capacity Assessments. Of these, 282 482 identified that the customer could benefit from a program of assistance and recommended a referral to the most appropriate service. In 2008–09 Centrelink completed 246 219 Job Capacity Assessments, 212 838 of which recommended a referral to appropriate services.

Job Capacity Account
Job Capacity Assessors can access the Job Capacity Account to fund short-term interventions such as cognitive behaviour therapy, behaviour management and modification, pain management, social casework and counselling programs. These programs help job seekers overcome barriers to workforce participation and improve their ability to benefit from Job Services Australia assistance. A range of health professionals, within and external to Centrelink, delivered these interventions.

Performance
In 2009–10 Centrelink Job Capacity Assessors referred 11 906 customers to Job Capacity Account interventions. This compares to 13 822 referrals in 2008–09. Referral numbers can fluctuate from year to year as participation in the program is voluntary. Centrelink achieved a 12.02 per cent result to March 2010 against the referral rate performance indicator of between 10 and 20 per cent. At the time of writing, data for the June 2010 quarter was not available.
Establishing a community hub

Set to open in 2012, a new community hub has been a long-awaited development for Batemans Bay on the south coast of New South Wales.

On 7 May 2010 a ‘turning of the sod’ event celebrated the start of the major initiative, which will bring benefits to the local community and customers alike.

The ceremony marked the start of construction of a purpose-built facility to house a call centre, a Centrelink Customer Service Centre and other Human Services agencies. There is also space for other Australian Government, state government and non-government agencies, which will make the new facility a one-stop shop.

Centrelink's Business Manager, Neal Gaston, said: ‘Batemans Bay was chosen for a number of reasons, but especially to provide opportunities for people living in a community with high unemployment. The community hub will also make it easier and more convenient for customers to access integrated services under one roof.

‘Key to our success has been strong community support and working in partnership with the Eurobodalla Shire Council to get the project up and running.’

The co-location of a range of community services reflects the Australian Government’s service delivery reform program, which aims to improve the way health, social and welfare services are delivered to Australians.

In line with Centrelink’s commitment to reduce its environmental impact, the new building is designed to achieve five stars under the National Australian Built Environment Rating System.

The rating represents exceptional energy performance. In the case of the Batemans Bay building this will include energy-saving insulation, air conditioning and lighting; rainwater capture; and use of recycled materials.

The project is expected to create approximately 120 local jobs.
For many job seekers, gone are the days when they had to go for an interview at Centrelink to claim an income support payment. With the new National Jobseeker Claims Network, customers can now register for a payment and have their interview over the phone, from their home.

The new service is part of Centrelink’s overall approach to supporting job seekers, which includes assessing payment eligibility and making referrals to Employment Services Providers and other support services.

Centrelink’s work in this area is geared towards giving customers the advice, support and referrals necessary to help them to gain employment.

Centrelink Customer Service Adviser Annette says: ‘The feedback is very positive. Customers are eager to get everything done over the phone and will do all they can during the interview to have their claim finalised.

‘Customers are saying things like “the whole process was easy” and “you’ve been so wonderful during this confusing time and helped us a lot”, which is great to hear.’
Compliance framework for customers with participation or activity test requirements

The compliance framework closely links the payment of income support to an individual’s participation in the labour market and adherence to satisfying personalised activities included in their Employment Pathway Plan. The plan sets out the steps a job seeker must take to become employed or increase their chances of becoming employed. The current compliance framework affects job seekers who have a compulsory activity test or participation requirements while receiving Newstart Allowance, Youth Allowance (job seeker), Parenting Payment or Special Benefit.

When a job seeker fails to meet a compulsory requirement, centralised teams (see Participation Solutions Team on this page) fully investigate the circumstances leading to a participation failure, which may be applied if the job seeker does not have a reasonable excuse. A failure may involve a financial penalty of up to eight weeks without payment when a job seeker refuses or fails to accept or commence suitable work without a reasonable excuse, leaves a job voluntarily or is dismissed from employment due to misconduct, or is assessed as persistently and deliberately non-compliant following a Comprehensive Compliance Assessment (see Comprehensive Compliance Assessment on page 123). In certain situations when the job seeker is prepared to re-engage with requirements, payment may be reinstated.

Performance

Centrelink and DEEWR have agreed to three key performance measures regarding job seeker participation which relate to participation reports, contact requests and Comprehensive Compliance Assessments. Centrelink has continued to work with DEEWR to develop an appropriate framework to measure performance against these key performance measures that will allow for reporting from 2010–11.

Participation Solutions Team

Centrelink’s Participation Solutions Team carries out actions in line with the job seeker compliance framework legislation and policy. The team is located ‘virtually’ across the country under a one-governance arrangement. The team’s main role is to assess cases of customers not meeting their participation requirements. Centrelink Customer Service Advisers and contracted Job Services Australia providers report potential non-compliance cases to the Participation Solutions Team for investigation.

The Participation Solutions Team considers all factors that may have contributed to a participation failure, especially taking account of a customer’s ability to comply. Customer Service Advisers in the Participation Solutions Team carry out a full investigation of the circumstances leading to the failure and re-engage the customer with the most appropriate service. When needed, the team uses specialists, including Indigenous cultural consultants and Centrelink Social Workers.

The Participation Solutions Team is also the ‘front door’ to Centrelink for Job Services Australia providers.

Performance

In 2009–10 the Participation Solutions Team investigated 414 657 participation reports and 266 457 contact requests. The participation reports were made up of 411 762 participation failures and 2895 serious failures. Unemployment non-payment periods amounted to 52 093. There were 7304 Comprehensive Compliance Assessments conducted.
NATIONAL JOBSEEKER CLAIMS NETWORK

The National Jobseeker Claims Network commenced on 15 March 2010 to improve service delivery to job seekers claiming a payment. The network aims to:

- finalise high volumes of less complex Newstart and Youth Allowance (job seeker) new claims in as few contacts as possible with the customer
- reduce the number of contacts a customer has with Centrelink in the new claim process.

Customers are required to attend a face-to-face contact to lodge proof of identity documents and to sign the Customer Declaration Form. Where the Jobseeker Claims Network has finalised the claim this contact is scheduled to take place in the local customer service centre on the due-to-lodge date of the customer’s first application for payment form or within 14 days of the claim being finalised.

Before 15 March 2010 Centrelink Areas operated a range of consolidated processing teams to action job seeker claims. The National Jobseeker Claims Network now operates on a national inbound call arrangement.

Performance

From 15 March to 25 June 2010 the National Jobseeker Claims Network registered 168,208 claims and finalised 30,649 less complex claims. Claims that are more complex are referred for a face-to-face interview with a Customer Service Adviser.

DELIVERING EFFECTIVE EMERGENCY MANAGEMENT

As part of service delivery reform, emergency management was one of the first areas to become an integrated function across the Human Services portfolio. Centrelink took on lead responsibility for this function during 2009–10.

Centrelink plays a key role in responding rapidly to and assisting in situations when an emergency or disaster has seriously affected a community or communities.

Centrelink works with other agencies, including the Department of Human Services and Medicare Australia to help people and communities devastated by natural disasters, including floods, cyclones, storms and bushfires.

In responding to emergencies or disasters, Centrelink continues to provide its normal services to the community as well as extra help and support to the most affected people. It quickly deploys phone, counselling, processing and payment capabilities.

In the event of a disaster the Prime Minister in consultation with his or her Ministers will determine if the Australian Government Disaster Recovery Payment (AGDRP) will be paid to adversely affected people. The AGDRP is a one-off payment of $1000 to adults and $400 for children.

The Prime Minister may also approve ex gratia payments such as Income Recovery Subsidy (IRS) to people who have experienced a loss of income as a direct result of the disaster and ex gratia funeral/memorial payments to immediate families of dead or missing Australians. When approved, Centrelink is responsible for the delivery of the AGDRP, IRS and funeral/memorial payments.

During 2009–10 the Human Services portfolio successfully negotiated formal National Emergency Call Centre Surge Capability agreements with other Australian Government agencies and state, territory and local governments.
Centrelink Emergency Reserve

The Centrelink Emergency Reserve was established to improve Centrelink’s response to emergencies by having a skilled and prepared Emergency Reserve ready to respond immediately to an emergency.

The Centrelink Emergency Reserve has been in operation since November 2009 and since then reservists have been used to assist in the response to the New South Wales mid-north coast floods in November 2009, the Western Australian bushfires in December 2009 and the south-west Queensland floods in March 2010.

There are 1871 reservists within Centrelink. Work is under way to increase the volunteer base to ensure widespread distribution of reservists across all states and territories through increased awareness strategies.

Online emergency claiming

Online services are available to all customers through the Centrelink website. In times of emergency, online services allow existing customers and new customers to lodge a claim for an AGDRP from their home. This negates the need for them to call Centrelink or attend a Customer Service Centre or Recovery Centre. The service is particularly helpful to customers who may be home-bound or too distressed to leave their home to make a claim.

If a customer emails or calls to request assistance with their online claim, a Customer Service Adviser is able to view the claim and help with any queries.

The online claim option is becoming increasingly popular for customers in an emergency. Centrelink is continuing to build the capability of the service. During 2009–10 online claiming was offered during the response to the Samoan tsunami in September 2009, the Sumatran earthquakes in September and October 2009, and the south-west Queensland floods and the Victorian storms in March 2010.

Emergency and disaster responses

In 2009–10 Centrelink responded to a number of disasters and emergencies and also prepared for other possible events.

As at 30 June 2010 Centrelink had:
- paid 35,071 AGDRP claims, totalling $42.8 million
- paid 1,702 ex gratia claims, totalling $6.2 million.

South-west Queensland floods—March 2010

The AGDRP was activated to assist people adversely affected by the storm damage and associated flooding that began in Queensland on 1 March 2010. Areas immediately affected were the Murweh, Maranoa, Quilpie and Western Downs regional council areas and, later, areas downstream.

Centrelink started accepting claims on 5 March 2010. Claims had to be lodged by 6 September 2010.

As at 30 June 2010 Centrelink had:
- paid 9,148 AGDRP claims, totalling $11.0 million
- answered 10,765 calls relating to this disaster.

Victorian storms—March 2010

The AGDRP was activated to assist people adversely affected by a series of storms in Victoria from 5–7 March 2010.

Centrelink started accepting claims on 19 March 2010. Claims had to be lodged by 20 September 2010.

As at 30 June 2010 Centrelink had:
- paid 3,842 AGDRP claims, totalling $4.9 million
- answered 5,339 calls relating to this disaster.
Western Australian bushfires—December 2009

The AGDRP was activated to assist people adversely affected by the bushfires in Toodyay, Dandaragan and Corrow shires in Western Australia on 29 December 2009.

Centrelink started accepting claims on 31 December 2009. Claims were accepted until 30 June 2010.

At the cut-off for claims Centrelink had:
- paid 443 AGDRP claims, totalling $0.5 million
- answered 316 calls relating to this disaster.

New South Wales mid-north coast floods—November 2009

The AGDRP was activated to assist people adversely affected by floods on 5 November 2009 in the mid-north coast and northern rivers region of New South Wales.

Centrelink started accepting claims on 9 November 2009. Claims were accepted until 10 May 2010.

At the cut-off for claims Centrelink had:
- paid 8952 AGDRP claims, totalling $10.8 million
- answered 10 470 calls relating to this disaster (lines closed 17 May 2010).

Sumatran earthquakes—September and October 2009

The AGDRP was activated to assist Australians adversely affected by the significant earthquake damage in Sumatra on 30 September and 1 October 2009. This payment included assistance for up to three immediate family members for Australian citizens or residents who were declared missing, dead, injured or adversely affected.

Centrelink started accepting claims on 6 October 2009. Claims were accepted until 6 April 2010.

On 6 October, the Prime Minister also announced ex gratia funeral/memorial assistance for the immediate family members of Australians killed or missing in the earthquake.

Centrelink started accepting claims on 6 October 2009. Claims were accepted until 6 April 2010.

At the cut-off for claims Centrelink had:
- paid 82 AGDRP claims, totalling $0.09 million
- answered 2821 calls relating to this disaster and the Samoan tsunami (lines closed 26 March 2010).
**Samoan tsunami—September 2009**

The AGDRP was activated to assist Australians adversely affected by the Samoan tsunami on 30 September 2009. This payment included assistance for up to three immediate family members for Australian citizens or residents who were declared missing, dead, injured or adversely affected.

Centrelink started accepting claims on 6 October 2009. Claims were accepted until 6 April 2010.

On 6 October the Prime Minister announced ex gratia funeral/memorial assistance for the immediate family members of Australians killed or missing in the tsunami. Centrelink Social Workers had contact with immediate family members of those affected and helped them to complete their claims.

Centrelink started accepting claims on 6 October 2009. Claims were accepted until 6 April 2010.

At the cut-off for claims Centrelink had:
- paid 344 AGDRP claims, totalling $0.4 million
- paid five funeral/memorial claims, totalling $0.02 million
- answered 2821 calls relating to this disaster and the Sumatran earthquakes (lines closed 26 March 2010).

**New South Wales mid-north coast floods—March/April 2009**

Ex Gratia Sustained Financial Hardship Assistance was activated to assist individuals with demonstrated sustained financial hardship as a result of the flooding between 31 March and 1 April 2009 in the mid-north coast region of New South Wales.

Centrelink started accepting claims on 20 November 2009. Claims were accepted until 18 December 2009.

At the cut-off for claims Centrelink had:
- paid 256 Sustained Financial Hardship Assistance claims, totalling $0.3 million
- answered 822 calls relating to this disaster (lines closed 18 December 2010).

**Other emergency management activations**

During the year emergency payments also continued to be administered for a number of events that were activated in 2008–09 and 2007–08.

In total $15.1 million was provided through the AGDRP to 12,260 individuals for the storms and floods in south-east Queensland and northern New South Wales (May 2009), Victorian bushfires, north Queensland floods, south-east Queensland storms and the Mumbai crisis.

In total, $5.9 million was provided through ex gratia emergency payments to 1441 individuals in 2009–10 for the Victorian bushfires and north Queensland floods.

**Note:** Total amount paid is the total value of the payments completed and delivered to the Reserve Bank of Australia. These figures are considered total gross payments and do not take into consideration debts, returns, accruals and adjustment journals. Claims granted is the claim workflows processed, and not customer numbers, finalised up to 2 July 2010.
ACHIEVING POLICY DEPARTMENT OUTCOMES

From 1 July 2009 Centrelink’s appropriation arrangements were streamlined, with the majority of its funding directly appropriated from the Budget. These new arrangements reflect the Australian Government’s move to outcome-based governance and recognise the interdependence between policy formulation, design and implementation.

Under the new arrangements, a Multilateral Strategic Partnership between the Department of Human Services (DHS), Centrelink, the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) and the Department of Education, Employment and Workplace Relations (DEEWR) provides an overarching framework for the collaboration required to develop and deliver government programs. The document outlines our joint approach to the development, delivery and achievement of Australian Government outcomes. The framework supports our strategic partnerships and captures the notion that while the responsibilities for policy and service delivery are separate, responsibility for program outcomes is shared.

The Multilateral Strategic Partnership document includes arrangements for a Strategic Partnerships Interdepartmental Committee, which ensures that policy and service delivery are effectively interconnected to achieve program outcomes.

The Strategic Partnerships Interdepartmental Committee has four permanent members:
- Secretary, DHS (Chair)
- Chief Executive Officer, Centrelink
- Secretary, FaHCSIA
- Secretary, DEEWR.

High-level representatives of the Department of the Prime Minister and Cabinet, the Department of Finance and Deregulation, and other policy departments may attend committee meetings when issues relevant to their responsibilities are considered.

Program outcomes depend on both the soundness of policy formulation and the quality of service delivery policy and design, with a shared responsibility for alignment between the two. The strategic partnerships between Centrelink and policy departments to achieve quality program outcomes are characterised by early engagement, regular consultation, recognition of expertise and sharing of information.

In 2009–10 direct appropriation of funding applied to the work Centrelink undertakes on behalf of:
- DEEWR
- FaHCSIA
- the Department of Agriculture, Fisheries and Forestry
- the Department of Broadband, Communications and the Digital Economy
- the Department of Health and Ageing
- the Department of Immigration and Citizenship
- the Department of Innovation, Industry, Science and Research (AusIndustry)
- the Department of the Environment, Water, Heritage and the Arts.
Australian Electoral Commission

Centrelink played a key role in assisting the Australian Electoral Commission (AEC) to deliver federal elections in 2004 and 2007 and will support the 2010 federal election. Centrelink assists the AEC with call centre support, displaying AEC material and data matching.

Performance

There are no specific performance measures for this agency, however, Centrelink has delivered the services in accordance with the agreement with the AEC.

Department of Agriculture, Fisheries and Forestry

Centrelink and the Department of Agriculture, Fisheries and Forestry (DAFF) signed a Business Partnership Agreement in June 2005. The agreement focuses on Centrelink’s delivery of specific programs for farmers and rural and regional communities.

The agreement includes four performance indicators:

• payments made in a timely manner
• products and services delivered with high levels of correctness
• agreed management information provided in a timely manner
• customer satisfaction with the quality of Centrelink’s people, services and information.

For example, in 2009–10, 97.18 per cent of Exceptional Circumstances Relief Payment claims were actioned within 42 days of the receipt of the claim. The performance indicator is 80 per cent.

The Australian Government, in partnership with the Western Australian Government, is conducting a pilot of drought reform measures in part of Western Australia. The pilot will test a package of new measures to better support farmers, their families and rural communities in preparing for future challenges. Centrelink and DAFF will conduct the pilot from 1 July 2010 to 30 June 2011.

Performance

Centrelink met 100 per cent of the performance indicator targets in 2009–10.
Department of Broadband, Communications and the Digital Economy

Centrelink is assisting the Department of Broadband, Communications and the Digital Economy in the switchover from analogue to digital TV signals from 2010 to 2013. Around 1.9 million maximum rate Centrelink and Department of Veterans’ Affairs households across Australia are potentially eligible for the Household Assistance Scheme.

Performance

There are no specific performance measures for this department, however, Centrelink has delivered the services in accordance with the agreement.

Department of Education, Employment and Workplace Relations

During 2009–10 the Strategic Partnerships Interdepartmental Committee was established and a new Bilateral Management Arrangement between DEEWR and Centrelink was signed on 24 November 2009.

The Bilateral Management Arrangement outlines how DEEWR and Centrelink will work together to deliver services and programs needed by the Australian community. Centrelink and DEEWR are focused on the integration of policy and service delivery design, improved joint program management, collaborative responses to government priorities and effective and transparent financial arrangements. In developing the new Bilateral Management Arrangement, a wide range of governance and reporting processes were reviewed and re-engineered.

In addition, during the year Centrelink and DEEWR worked together to:

• finalise the implementation of the new Employment Services Model, which took effect from 1 July 2009
• implement the new Disability Employment Services arrangements from March 2010
• connect people to services that they need, including language, literacy and numeracy programs and other educational opportunities
• respond to the Australian Government’s commitment to support people affected by the global financial crisis, with individuals offered additional support and referrals
• implement elements of the Australian Government’s Education Revolution.
The Bilateral Management Arrangement commits the partners to strengthening their relationship to support program design and delivery, thereby developing bilateral assurance.

**Performance**

There are five key performance measures for this department. They are:

- Policy Integration
- Client Engagement
- Payment Assurance and Debt Minimisation
- Job Seeker Participation (Job Seeker Compliance)
- Business Continuity Management.

Underpinning these measures are 16 indicators. Centrelink met 14 out of the 16 indicators, representing 87.5 per cent of measures met. The remaining two indicators were slightly below the agreed performance standard (achieving an amber rating).

**Department of the Environment, Water, Heritage and the Arts**

In October 2009 Centrelink started paying claims for the Small Block Irrigator Exit Grants on behalf of the Department of Environment, Water, Heritage and the Arts (DEWHA). This program is part of the Australian Government's Water for the Future Plan.

The grants help small irrigators stay in their communities while moving out of the business of irrigation. Grants are conditional on irrigators selling their water entitlements to the Australian Government, with the water retained for environmental flows. (See *Small Block Irrigator Exit Grant* on page 98). The vast majority of the eligible irrigators were paid in 2009–10.

DEWHA is responsible for the administration associated with the sale of water entitlements.

**Performance**

The performance measure is that claims are assessed in a timely manner. Only two of the eligible claims were unable to be actioned by 30 June 2010 because not all irrigators had finalised the sale of their water entitlements.
Department of Families, Housing, Community Services and Indigenous Affairs

Centrelink and FaHCSIA maintained a strong and productive relationship, which featured open communication to maximise cooperation and achieve policy outcomes.

On 24 November 2009 the former Business Partnership Agreement between FaHCSIA and Centrelink was replaced by new governance arrangements.

A new FaHCSIA and Centrelink Bilateral Management Arrangement outlines the business operations required to develop and deliver government programs for which the parties have shared responsibility. The document is designed to:

- specify Australian Government services to be provided by Centrelink and conditions applying to the provision of those services
- strengthen cooperation for the development, implementation, operation and monitoring of programs and services to achieve government outcomes
- improve assurance arrangements to provide greater transparency of Centrelink’s performance in meeting service delivery outcomes, risk management and accuracy in administering appropriations.

Under the Bilateral Management Arrangement a new confidence framework replaced the previous five service delivery indicators. This guides regular discussion and reporting between DHS, Centrelink and FaHCSIA. The CEO of Centrelink and the Secretary of FaHCSIA provide each other with an annual statement of achievement in accordance with this framework.

The 26 protocols that existed under the Business Partnership Agreement have been redefined under the new governance arrangements. There are now 11 corporate protocols, and seven service arrangements aligned to FaHCSIA’s outcome groups. These service arrangements detail the programs and services that Centrelink delivers on behalf of FaHCSIA. All protocols and service arrangements exist alongside the Bilateral Management Arrangement to ensure ease and efficiency in maintaining currency and relevance.

Information to support the service arrangements is exchanged between Centrelink and FaHCSIA at quarterly joint strategic business discussions.

Performance

The transition from the Business Partnership Agreement to the new Bilateral Management Agreement involved introducing a new reporting regime against the confidence framework in Quarter 3 of 2009–10 (January–March 2010). Although the reporting process is significantly streamlined, performance ratings of Red (significant issues), Amber (delayed) and Green (on track) remain. Amber and Red ratings are escalated to the Executive, as these issues usually require Executive attention.

Table 3—Centrelink FaHCSIA quarterly business report ratings, Quarter 4 2009 to Quarter 3 2010

<table>
<thead>
<tr>
<th>Quarterly business report ratings</th>
<th>RED</th>
<th>AMBER</th>
<th>GREEN</th>
<th>Total ratings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage and number</td>
<td>1.2% (7)</td>
<td>1.4% (8)</td>
<td>97.4% (553)</td>
<td>568</td>
</tr>
</tbody>
</table>
Reasons for Red ratings

- Quarter 4, June 2009—two Red ratings related to the timeliness of weekly management information for emergency activations. (Note that Quarter 4 is always reported retrospectively because the reporting timeframes do not meet the annual report’s timeframes.)
- Quarter 1, September 2009—three Red ratings related to the timeliness of weekly management information for emergency activations and a historical payment correctness issue relating to partners of compensation recipients.
- Quarter 2, December 2009—two Red ratings related to Australian Government Disaster Recovery Payment and ex gratia payments, and were subsequently resolved with the Department of Finance and Deregulation.

Department of Foreign Affairs and Trade

In October 2006 Centrelink signed a three (+two)-year memorandum of understanding with the Department of Foreign Affairs and Trade (DFAT) to operate the Australian Passport Information Service (APIS). The first of two 12-month extensions was exercised by DFAT in September 2009.

APIS provides information on all passport-related matters to Australians in Australia, New Zealand, Singapore and the United Kingdom. It also provides information to passport agency and Australia Post staff. APIS issues renewals and application forms, responds to email enquiries, makes appointments for customers needing to visit passport offices around Australia, and takes credit card payments over the phone for priority services and lost and stolen passports.

APIS also manages the Smartraveller Advisory Service on behalf of the Consular Division of DFAT.

Centrelink revenue for providing these services was $5.63 million in 2009–10.

Performance

In 2009–10 APIS received approximately 1.67 million calls (1.6 million in 2008–09), answered 142,000 emails (118,400 in 2008–09) and issued 275,000 forms (224,100 in 2008–09). In addition 16,292 Smartraveller calls were received, compared to 16,376 calls in 2008–09.

In 2009–10 APIS met all performance indicators, which require high-level service in addition to measuring service quality and output.

Department of Health and Ageing

During 2009–10 Centrelink continued to undertake income and assets assessments for aged care residents on behalf of the Department of Health and Ageing (DoHA).

The performance indicators in the Business Partnership Agreement between Centrelink and DoHA are:

- 98 per cent of automatic matching of resident data against social security pension records is undertaken within three days
- 98 per cent of manual matching of resident details against social security pension records is undertaken within eight days
- 98 per cent of obtaining and providing assessed income information for self-funded retiree residents is undertaken within 70 days.

Performance

All three performance measures were met during 2009–10.
Department of Immigration and Citizenship

**Citizenship testing**

Under a memorandum of understanding with the Department of Immigration and Citizenship (DIAC), Centrelink provides facilities for the department to administer citizenship tests in locations where it does not have its own premises—that is, in Newcastle, Wollongong, Coffs Harbour and South Hedland.

Some other Centrelink Customer Service Centres provide a link to online testing technology that allows applicants to know immediately if they passed or have to re-sit the test.

**Domestic and family violence assessments**

DIAC can assist certain visa applicants who have had to leave an abusive relationship with a former spouse or partner and who have subsequently applied for a permanent visa. Applicants may receive permanent residency without having to remain in an abusive situation.

Since 2005 DIAC has contracted Centrelink Social Workers to provide an independent expert assessment service for more complex cases. The Migrant Review Tribunal can also request an independent expert assessment service from a Centrelink Social Worker. Applicants are interviewed and their claims assessed to determine whether they have experienced domestic or family violence, in line with the DIAC definition and provisions for domestic and/or family violence.

**Performance**

In 2009–10, 122 referrals were received from DIAC and 43 referrals were received from the Migrant Review Tribunal. This compares to 112 referrals from DIAC and 29 referrals from the Migrant Review Tribunal in 2008–09.

Department of Infrastructure, Transport, Regional Development and Local Government

**Domestic and family violence assessments**

DIAC can assist certain visa applicants who have had to leave an abusive relationship with a former spouse or partner and who have subsequently applied for a permanent visa. Applicants may receive permanent residency without having to remain in an abusive situation.

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**Performance**

There was a considerable increase in the number and complexity of claims made, resulting in performance measures failing to be met. The performance indicators for the department and the results for 2009–10 are as follows:

- 80 per cent of TFES claims finalised within 15 days—a result of 57 per cent
- 95 per cent of TFES claims finalised within 30 days—a result of 72 per cent
- less than 150 TFES claims on hand from July 2009 to March 2010—result as at 31 March was 515. The average number of claims on hand during this period was 1117
- less than 200 TFES claims on hand April–June 2010—result as at 30 June was 228. The average number of claims on hand during this period was 192.
Centrelink delivers the LPG (liquefied petroleum gas) Vehicle Scheme on behalf of the Department of Innovation, Industry, Science and Research in a joint service delivery model between Centrelink, Medicare Australia and AusIndustry.

The LPG Vehicle Scheme assists private-use vehicle owners who decide to have LPG systems in their vehicles.

The grant amount for LPG conversions on new vehicles before their first registration is $2000. The grant amount for conversions on existing vehicles changed from $2000 to $1750 from 1 July 2009, and will continue to reduce by $250 each financial year from July 2010 until the end of June 2012. The program will close on 30 June 2014.

During the year both the Australian National Audit Office and the Commonwealth Ombudsman conducted reviews into the scheme. (See the Australian National Audit Office report on the LPG Vehicle Scheme on page 245 and the Commonwealth Ombudsman Report on Administration of Liquefied Petroleum Gas Scheme on page 248.)

**Performance**

Centrelink met the performance indicator to process 80 per cent of applications within 10 working days. As at 30 June 2010, 39 153 grants had been paid, worth more than $70.89 million. This compares to 85 065 grants and $170 million in 2008–09.

**Department of Veterans’ Affairs**

Under a memorandum of understanding with the Department of Veterans’ Affairs (DVA), Centrelink continued to deliver the Veterans’ Information Service in 15 regional Customer Service Centres—eight in New South Wales, six in Queensland and one in South Australia.

Coffs Harbour and Port Macquarie Customer Service Centres in New South Wales deliver Community Support Services on behalf of DVA, and four sites in South Australia deliver Veterans’ Agency Services.

Centrelink signed a new schedule with DVA for three centres in South Australia to maintain Veterans’ Information Kiosks. In addition, Centrelink and DVA continue to work in partnership on measures such as managed investments, welfare payments, compliance and fraud initiatives, online concessions and the administration of the Defence Force Income Support Allowance.

Under a memorandum of understanding, Centrelink worked with DVA to complete a feasibility assessment on the provision of all DVA ICT services (excluding business applications and application development) by Centrelink.

Centrelink revenue for providing these services was $1 339 000 in 2009–10.

**Performance**

There are no specific performance measures for this department, however, Centrelink has delivered the services in accordance with the agreement with DVA.
Please wait here for a Customer Liaison Officer
Support our people to deliver government commitments

Strategic priority—Support our people to deliver the Government’s Budget and other commitments
Supporting our people

INTEGRATION OF HUMAN RESOURCES FUNCTIONS

The human resources (HR) functions of the Department of Human Services, Centrelink and Medicare Australia came together on 1 March 2010. The People Capability and People Services divisions are based within Medicare Australia and are responsible for a broad range of portfolio issues, including:

• diversity and strategic recruitment
• people development
• leadership
• employee relations
• performance improvement and awards
• change management
• ethics and values
• payroll
• workforce planning
• workplace health and safety.

STRATEGIC PEOPLE PLAN

After extensive consultation across the organisation, the new Centrelink Strategic People Plan was launched in December 2009. This rolling three-year plan supports the achievement of Centrelink’s operational and strategic objectives by focusing on mutually beneficial people initiatives. The plan’s aim is to position Centrelink to attract, develop, support and retain the best people.

The document is relevant to leaders, managers and HR practitioners across the organisation as it outlines goals, key principles and activities that should be used as a practical guide to shape future HR activities, as well as guide everyday decision making.

Some of the key initiatives identified as HR goals include:

• developing and monitoring a Performance Management framework that supports the Centrelink Agreement and cultural alignment
• establishing reporting standards for all training and development activity effectiveness
• developing pathways to support leadership, talent and career management
• developing tailored recruitment and retention tools for allied health professionals, Indigenous employees, remote localities and HR professionals.

PERFORMANCE HIGHLIGHTS

• Developed and introduced a new Centrelink Strategic People Plan.
• Significantly improved people survey results, with 98.5 per cent of employees indicating they clearly understood Centrelink’s purpose, and increasing numbers of employees expressing satisfaction with their job and the workplace.
• Achieved a significant cost reduction by lowering the worker’s compensation premium rate from 1.68 per cent to 1.38 per cent.
• Significantly reduced the number of reports of customer aggression, through improved customer service strategies, increased security and safety programs.
• Implemented a positive workplace strategy, resulting in a reduction in the number of staff who report experiences of bullying and harassment.
• 97.6 per cent of employees had a verified performance agreement in place, exceeding the 90 per cent target.
• Launched new National Indigenous Employees and Disability Action Plans.

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A program was established to review every goal at the end of each financial year (and then adjust them to reflect existing priorities). However, the review program is now on hold pending development of strategic workforce and strategic people plans for the whole Human Services portfolio.

CENTRELINK AGREEMENT 2009–2011

As a key enabler in supporting our people to deliver government commitments, the Centrelink Agreement 2009–2011 builds on Centrelink’s strategic objectives through stronger links to performance, learning and development, attractive pay and conditions, and more flexibility for employees.

The agreement ensures communication, consultation, cooperation and input from our employees and their representatives on issues that affect their workplace.

During the year consultation with the Community and Public Sector Union led to Human Services Access Protocols and Facilities Arrangements for the Community and Public Sector Union, and a framework for consulting with the union on service delivery reform.

PERFORMANCE MANAGEMENT

The performance management system applies to all employees in Centrelink and full participation is the responsibility of every employee. The system aims to:

- provide employees with a clear understanding of their role and what is expected of them at work
- measure employee business outcomes
- provide incentives for improved performance through salary advancement
- support Centrelink’s business planning process
- link an employee’s performance, learning and development needs with Centrelink’s strategic directions
- help develop a high performance culture in Centrelink
- support a work culture that seeks to improve performance through discussion and constructive feedback.

The system is also designed to increase productivity across Centrelink.

Performance pay

Centrelink’s new salary advancement model will start in September 2010 based on July 2009 to June 2010 performance. It includes percentage-based salary increases which depend on annual performance ratings. To ensure a consistent rating scale is applied, a five-step consistency process was incorporated in the online performance management system, as well as automated salary advancement and more accurate reporting methods.

During the annual performance review, employees who have performed duties at a higher classification for 18 weeks or more will receive individual performance ratings of between one and five for both their nominal and temporary performance. Salary advancement then takes effect if the employee gains a rating of 3 (‘fully effective’) or above. (See also Appendix H: Employee remuneration overview on page 226.)

Workforce attendance

The 2009–10 unscheduled absence result was 13.77 days per full-time equivalent (FTE) employee, a small increase on the 2008–09 result of 13.6 days per FTE employee. This is a significant improvement from the peak of 15.88 days absence per FTE employee in 2003–04. Centrelink is committed to achieving high levels of workforce availability through effective people management, health and safety and high levels of employee engagement.
Senior executive remuneration

Senior executive remuneration is determined by the Centrelink Chief Executive Officer and reflects work value, individual capability, contribution and performance. Relevant market factors and the organisational performance of Centrelink are also taken into account. Remuneration is reviewed at the end of the annual performance cycle.

Conditions of employment for all senior executives are provided through a determination made under section 24(1) of the Public Service Act 1999.

(See also Appendix H: Employee remuneration overview on page 226.)

Individual agreements

For most employees covered by the Centrelink Agreement 2009–2011, Centrelink’s performance management cycle is 12 months, starting in July each year. After the business planning process (around June/July each year), each employee and their team leader/manager together develop a performance agreement in line with Centrelink’s outcome statement.

As part of their performance management cycle, each employee receives ongoing performance feedback throughout the year, a mid-way performance review and an annual performance review.

Performance

At the end of the June quarter in 2010:

• 97.6 per cent of employees had a verified performance agreement in place—the target is 90 per cent
• more than 60 per cent of Centrelink employees performed to a high standard following significant investment in the performance management system.

PEOPLE CAPABILITY FRAMEWORK

During the year Centrelink continued to work with managers across the organisation to develop and update competency-based job descriptions for a number of job roles. The People Capability Framework continued to support a number of key projects including:

• employee skill tagging to build on HR system enhancements, establish a data collection and reporting methodology, and conduct workshops to collect customer service skill tags
• job coding to develop functionality to record generic job descriptors against each establishment position and trial recording methodology for all information technology positions
• advising specific business projects on work level assessments and job statement development for new positions and job families.

In preparing for portfolio integration, work began to develop portfolio-wide work level standards and capability frameworks.
WORKFORCE PLANNING

Throughout 2009–10 Centrelink continued to develop innovative ways to attract and retain employees and respond quickly to changing business requirements.

Centrelink has a workforce planning framework that is embedded in the normal business planning process. Local managers are provided with tools and personnel to ensure people issues are considered in the context of business-as-usual and more strategic or long-term business initiatives. Managers are encouraged to consider supply and demand of personnel with key skills within the context of local labour market conditions and emerging business needs.

Key workforce planning activities in 2009–10 included:

- implementing revised Executive HR reporting on current and emerging workforce trends
- providing specific workforce planning advice for all new policy proposals
- analysing employee and exit survey results to inform development of tailored recruitment and retention initiatives
- providing initial (and then more refined) advice to help develop business continuity plans in support of a possible flu pandemic
- monitoring externally hosted workforce reporting tools to ensure continued utility and training personnel to enable them to deliver tailored local reports
- developing an internal workforce reporting tool to enable enduring provision of user-friendly, real-time and tailored workforce data
- providing workforce planning input and responses for internal and external reports.

(See Appendix I: Staffing statistics on page 228 for information about the number and make-up of Centrelink employees.)

RECRUITMENT

Centrelink's effectiveness in delivering outcomes depends on our capacity to have the best people with the right skills in the right jobs.

In 2009–10 Centrelink focused on lifting the standards of recruitment and selection practices. This was part of driving better business and providing flexibility in recruitment processes.

To support the strategy a concerted recruitment training program across the Centrelink network gave managers and employees involved in selection processes a better understanding of their roles and responsibilities. The training program provided a consistent message about best practice to ensure selection of the best people with the right skills for Centrelink jobs.

As part of the strategy to attract the best applicants, a more flexible approach was taken by simplifying selection documentation and the job application process.

Centrelink’s recruitment strategies are closely aligned to our diversity action plans that include strategies to employ people with disability. Centrelink advertises employment opportunities in the Australian Government Gazette as open to all eligible members of the community, consistent with Australian Public Service (APS) values.
WORKPLACE DIVERSITY

Centrelink is committed to creating a workplace culture where individual differences are recognised and valued.

Workplace diversity assists Centrelink to provide effective customer service for our wide range of customers, including:

- Indigenous Australians
- people from new and emerging communities, particularly refugees and humanitarian entrants
- Australians from diverse cultural and linguistic backgrounds
- Australians with disability and/or Australians with dependent caring responsibilities.

Workplace diversity assists Centrelink to design, support and deliver services in sensitive, equitable and accessible ways. This is achieved by ensuring Centrelink’s workforce reflects and understands the diversity of the community it serves. (See Appendix I: Staffing statistics on page 228 for equity and diversity workforce data.)

Employment of people with disability

The Centrelink Disability Action Plan 2010–13 was scheduled for launch in August 2010 under the Commonwealth Disability Strategy (see Appendix F: Commonwealth Disability Strategy on page 220).

During the year Centrelink carried out a variety of activities to encourage employment and retention of people with disability.

Coaching for Diversity—this provides staff with disability the opportunity to set goals and develop an action plan with an accredited coach who can assist in clarifying and meeting the goals. In 2009–10, 23 employees completed the Coaching for Diversity Program. These participants provided excellent feedback. Centrelink is calling for nominations for the 2010–11 program.

Reasonable Adjustment—a Reasonable Adjustment Checklist and request form was developed and promoted among staff. These assist employees, managers and HR practitioners to consistently apply reasonable adjustment policy in the workplace. Training on Reasonable Adjustment was also developed and delivered to HR teams.

Promotion and maintenance of the Network for Employees with Disability—the network enables employees to provide feedback on their experiences within Centrelink. It is a ‘virtual’ network offering an opportunity for collaboration and exchange of ideas, information, research and resources. The information gathered helps shape policies and processes on the employment of people with disability. Currently there are 80 network members.

Membership of the Australian Employers Network on Disability—Centrelink is a Bronze Member of the Australian Network on Disability. The network works to advance the inclusion of people with disability in all aspects of business. It also facilitates an employer network on disability for mutual learning and information sharing and assists organisations to comply with the Disability Discrimination Act 1992.

Accessible Parking Guidelines—these guidelines provide a form of reasonable adjustment for employees with disability to access their workplace.

Accessibility Steering Committee and Working Group—this provides clear direction to ensure a coordinated approach to the provision of services to current and future Centrelink users of assistive technology. Approval has been given to establish an assistive technology advisory unit to coordinate support and training to employees and ICT teams.
Performance

In 2009–10, 1232 Centrelink employees were identified as having disability, compared to 1267 in 2008–09.

(See also Communicating with people with disability and their carers on page 135, and Appendix I: Staffing statistics on page 228.)

Indigenous employment

In 2009–10 Centrelink’s 3.8 per cent employment rate of Indigenous Australians (3.6 per cent in 2008–09) was higher than the Australian Public Service average of 2.1 per cent and higher than Indigenous representation in the community at 2.3 per cent.

As part of Centrelink’s recruitment strategy, during the year Centrelink focused on attracting more Indigenous applicants, particularly in northern Australia.

In September 2009 Centrelink’s National Indigenous Employees Plan 2009–12 was launched in Darwin. The Centrelink Acting Chief Executive Officer, Deputy Chief Executive Officers and Centrelink staff—including Indigenous employees—attended the ceremony. Centrelink is committed to providing a workplace of choice for Indigenous Australians in line with the plan.

The plan aims to:

- improve the employment circumstances and future prospects of Centrelink employees
- increase understanding of the identity and experiences of Indigenous Australians among Centrelink employees
- reflect this awareness in internal relationships and external service delivery.

Based on extensive research and staff consultation, the plan includes:

Indigenous mentoring—this program uses experienced and qualified Indigenous employees as mentors to help other Indigenous employees develop the confidence and skills to build their careers, and balance being an Australian Public Service employee and a community member.

Identified positions—these positions ensure the most suitably qualified people are recruited to help develop and deliver Centrelink services and programs to Indigenous Australians.

Special Measures Provision—Centrelink uses this provision in recruiting Indigenous people through School Based Apprenticeships, Apprenticeships, Scholars, Cadets and Indigenous Graduates.

Table 4—Centrelink National Indigenous Employees Plan results

<table>
<thead>
<tr>
<th>National plan elements</th>
<th>2008–09</th>
<th>2009–10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indigenous employees</td>
<td>1003</td>
<td>1038</td>
</tr>
<tr>
<td>Qualified Indigenous mentors</td>
<td>42</td>
<td>56</td>
</tr>
<tr>
<td>Indigenous identified positions</td>
<td>265</td>
<td>267</td>
</tr>
<tr>
<td>Participants in cultural awareness training</td>
<td>&gt;1000</td>
<td>1581</td>
</tr>
<tr>
<td>Cultural awareness facilitators</td>
<td>72</td>
<td>51</td>
</tr>
<tr>
<td>Indigenous employees accepted in the Scholarship Program</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Indigenous cadetships</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Centrelink Call Indigenous Apprenticeships</td>
<td>30</td>
<td>36</td>
</tr>
<tr>
<td>Stepping Stones</td>
<td>21</td>
<td>19</td>
</tr>
</tbody>
</table>
Aboriginal and Torres Strait Islander
cultural awareness training—the aim is to
promote better communication with Indigenous
employees and improve services to Indigenous
customers and their communities. The training
is designed to increase staff knowledge and
understanding of Indigenous culture and how
to deal with the issues affecting Indigenous
customers in culturally sensitive ways. During
the year Centrelink delivered cultural awareness
training to more than 1000 Centrelink
employees as well as employees from other APS
agencies such as those involved in the Human
Services portfolio, Australian Public Service
Commission, Attorney-General’s Department
and Australian Taxation Office.

Cultural Trainers Network—this network
of Indigenous employees delivers cultural
awareness training across a range of service
delivery environments, including other Human
Services portfolio agencies.

Indigenous scholarships—offered under the
Centrelink Indigenous Scholarship Program,
these help Indigenous employees gain tertiary
level qualifications and develop their career
potential.

Indigenous cadetships—assist Indigenous
students doing their first undergraduate degree
with pathways to employment in Centrelink.

Centrelink Call Indigenous Apprenticeship
Program—provides training and employment
opportunities through entry level programs,
allowing opportunities to increase the
number of Indigenous employees in the
Centrelink Call network.

Stepping Stones Program—is a two-year
career development program that provides a
succession plan pathway for Aboriginal and
Torres Strait Islander staff at the APS6 level
and above, who want to progress their careers in Centrelink.

Performance

Table 4 on page 47 shows Centrelink 2008–09
and 2009–10 results for elements of the
National Indigenous Employees Plan. (See also
Appendix I: Staffing statistics on page 228.)

Learning and Development

The focus of learning across the Centrelink
network during the year was on developing
quality, flexible and blended technical learning
products to support new policy implementation.
These provide a greater level of consistency in
program implementation phases, especially for
employees in remote areas who can now use
self-paced, high-quality e-learning.

This approach was well received, with analysis of
service delivery network employee satisfaction
ratings for training continuing to increase in
successive staff surveys for the past three years.

Change Management Toolbox

In 2009–10 a comprehensive change
management toolbox was developed and
hosted on Centrelink’s intranet service. The
 toolbox provides easy access to a broad range
of practical information, templates and process
guides that relate to change management
practices. The toolbox contents are aligned
around the Kotter and ADKAR (Awareness,
Desire, Knowledge, Ability, Reinforcement)
change management frameworks for complex
strategic change and change at the business
unit level. Centrelink is continuing to monitor
and improve the scope and effectiveness of
the toolbox to ensure it meets user needs and
priorities.

A change management workshop was
developed and delivered to the regional
customer service delivery network. The
workshops focused on Centrelink’s suite of
projects to improve productivity.
On 8 April 2010 the Minister for Human Services endorsed portfolio change management arrangements for the implementation of service delivery reform.

Ethics and Code of Conduct

Centrelink is committed to supporting employees to meet their obligations to adhere to APS Values and comply with the Code of Conduct. On commencement with Centrelink, all employees are provided with the Ethics Resources Kit, which contains a copy of the Ethics Framework and Ethics and Conduct Handbook, and the APS Values and Code of Conduct are discussed.

Centrelink College

As a Registered Training Authority, Centrelink continues to deliver a range of services for the Human Services portfolio. These include the Diploma of Government and the Diplomas of Government Management and Human Resources. Centrelink also delivers Trainer Certification and supports an innovative approach to enrolment in a single university.

LEADERSHIP DEVELOPMENT

Centrelink leadership development initiatives were reviewed over the year to:
- provide a stronger focus on group coaching
- put greater emphasis on applying learning in the workplace
- ensure partnerships between participant and their manager
- build organisational capability
- ensure return on investment through demonstrated changes to leadership behaviours.

Delivery of nationally-coordinated leadership development programs (see Table 5) continued. Targeting leaders across the organisation from AP55 to EL2 levels, the programs included:
- 360-degree capability appraisal and feedback processes
- peer partnering and networking
- cross-portfolio participation
- group project work with SES Band 1 sponsor and results reported back to the Executive
- guest speaker segments.

Leadership strategy

During the year Centrelink continued to focus on embedding its leadership strategy to ensure that leadership program development and investments align with organisational requirements and expectations. The strategy was incorporated into the Centrelink Strategic People

Table 5—National leadership development program participation for 2008–09 and 2009–10

<table>
<thead>
<tr>
<th>Classification</th>
<th>2008–09 participants</th>
<th>2009–10 participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Executive Service</td>
<td>6</td>
<td>35</td>
</tr>
<tr>
<td>Executive Level 2</td>
<td>121</td>
<td>92</td>
</tr>
<tr>
<td>Executive Level 1</td>
<td>162</td>
<td>251</td>
</tr>
<tr>
<td>AP55 and APS6</td>
<td>225</td>
<td>573</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>514</strong></td>
<td><strong>937</strong></td>
</tr>
</tbody>
</table>
Plan 2009–2012 as Organisational HR Goal 4: ‘Centrelink displays authentic united leadership’. A series of key principles, implementation priorities and performance measures were identified to guide the implementation of the strategy to 2012. Discussions also started on developing an integrated Human Services portfolio people strategy.

The leadership strategy principles are:

- We ensure leaders are accountable for their behaviours through online Integrated Leadership System appraisals.
- We ensure our leaders model the APS Values and Code of Conduct.
- We focus leadership development and learning opportunities around critical role transitions.
- We invest in leaders who build positive workplaces.
- We clearly articulate expectations of leadership roles and behaviour.
- We embed leadership capability in all business and human resource management practices.
- We conduct transparent succession management.

The successful Leadership Arena series and Leadership Dialogues continued. These create dialogue on relevant issues throughout the year. Presentations to the leadership group in the context of ongoing planning and organisational renewal featured a range of external speakers, including Phil Ruthven and Bernard Salt on social trends and aspects of the impact of the global financial crisis on Australian business and the community, and Dr Chris Gibbon on global perspectives on leadership and change.

The senior executive also undertook a strategic benchmarking evaluation of its leadership maturity to identify areas for consolidation and development as well as areas of strength in the face of ongoing and rapid organisational transformation.

**Human Services Leadership Forum**

On 18 June 2010 the inaugural Human Services Leadership Forum was held in Canberra. The forum brought together 45 EL1s and EL2s from across the portfolio to build relationships, share ideas, discuss key issues, identify priorities and engage in two-way dialogue with the Executive.

The event explored issues around future directions, organisational change, information and communication technology, workloads, staff identity and communication.

Overall, participant feedback was positive, with 84 per cent of staff rating the event seven out of 10 or higher.

**Australia and New Zealand School of Government**

Centrelink continued to support a number of scholarship programs, including the Australia and New Zealand Graduate School of Government, by sponsoring two places on the Executive Masters of Public Administration Program and two places on the Executive Fellows Program. These programs aim to enhance the breadth and depth of policy and management skills in the public sector.

**Australian Rural Leadership Foundation**

The Australian Rural Leadership Foundation’s annual Australian Rural Leadership Program identifies, develops and supports highly effective leaders in rural and regional Australia. Centrelink recognises the challenges facing leaders in rural and regional areas and provides an annual scholarship to an employee.

**Coaching**

In 2009–10 Centrelink focused on developing a coaching culture among its managerial staff. Approximately 800 senior staff received training in coaching skills for managers. Relevant leadership courses also included a coaching component.
OCCUPATIONAL HEALTH AND SAFETY

Centrelink health and safety programs aim to identify, adopt and develop best practice in health and safety management to reduce the social and financial cost of occupational injury and illness. Centrelink’s health and safety management arrangements provide information to all employees about the health and safety structures, procedures, roles and responsibilities that support Centrelink’s health and safety programs.

Centrelink’s National Health and Safety Committee identified five national priorities for 2010:
• body stress injury prevention
• health issues associated with sedentary work
• psychological health
• fieldwork/out-servicing
• customer aggression.

The committee also provided an annual report detailing its activities and priority areas to Centrelink workplaces.

Centrelink’s workers compensation premium is 1.38 per cent for 2010–11, which is a significant reduction from the revised premium rate of 1.68 per cent for 2009–10. Centrelink’s long-term injury trend shows a reduction in the number of workers compensation claims for body stressing (muscular skeletal) injuries and psychological (mental health) injuries. Staff also reported a significant improvement in feeling safe and secure at work in the Centrelink people survey.

Centrelink’s claim frequency is well below the targets set by the Centrelink Health and Safety Plan 2004–12. Figure 8 demonstrates the significance of body stressing injuries to Centrelink, making up 59 per cent of the accepted claims in 2009–10.

Performance

Centrelink’s health and safety outcomes in 2009–10 included:
• establishing a safety assurance program to ensure consistent and effective implementation of health and safety
• implementing a communicable disease program in response to Pandemic Influenza H1N1 (2009)
• implementing new health and safety training standards and products, including a new training program for managers—Monitor and Maintain Workplace Safety
• continuing to reduce workers compensation claim numbers (0.14 claims per $million salary for 2010–11) and total costs

Figure 8—Accepted claims for 2009–10 by mechanism of injury
• reducing the number of customer aggression reports by 24 per cent, through improved customer service, safety and security procedures
• implementing a psychological injury risk management program and the body stress injury prevention strategy
• improving health and safety policy and practice, including incorporation of health and safety in procurement procedures and implementing electrical and chemical safety procedures.

(For reporting under the Occupational Health and Safety Act 1991, see Appendix B: Occupational health and safety on page 206.)

Workplace security

The protective security functions within the Human Services portfolio were consolidated on 1 March 2010. The new team comprising all existing Department of Human Services, Centrelink and Medicare Australia physical and personnel security employees is managed by the Human Services Agency Security Adviser, a new role that rationalises the roles previously performed by the Centrelink, DHS and Medicare Australia Agency Security Advisers. The team reports to the Branch Manager, People Support Branch.

The new Human Services Workplace Security Team is managed from Centrelink’s National Support Office and has nine outposted Security Advisers deployed across the Human Services network. It has a portfolio-wide responsibility for the following strategic and operational security elements:
• the physical security of all Human Services portfolio employees and customers
• the physical security of all buildings and office space
• the physical security of Human Services portfolio assets and hard-copy information
• personnel security for all current and prospective Human Services portfolio employees and contractors.

The following tasks are associated with those responsibilities:
• physical security incident management
• physical security reviews
• policy advice and development
• employee awareness and training
• personnel security.

CENTRELINK PEOPLE SURVEY

Centrelink completed its annual people survey in March 2010. The survey gathers employee feedback about workplace issues such as communication, leadership, training and performance management. Seventy-one per cent of Centrelink employees participated in the 2010 survey.

Overall, sustained national performance in most areas of the 2010 survey was encouraging. Results from the survey demonstrated an increased level of employee job satisfaction (at 76.4 per cent) and access to training. There was an increase in respondents who considered their team leader/supervisor had undertaken constructive action since past employee surveys. There was also greater confidence from employees that their safety and security was protected.

The results demonstrated that employees clearly understood Centrelink’s purpose (98.5 per cent of employees) and had experienced open and motivating interactions with their supervisors.

Other results from the 2010 people survey included:
• an increase in respondents’ understanding of Centrelink’s purpose and the Customer Service Charter
• an increase in the number of respondents who have a current performance agreement in place
• an increase in time spent on formal training within the organisation
• a decrease in the percentage of employees experiencing bullying and harassment.
Presentation sessions were conducted to de-brief employees on survey results and to promote action planning, including planning at the local level. A survey results toolkit was also developed to assist managers to deliver the survey results to their people.

AWARDS AND RECOGNITION PROGRAMS

National award and recognition activities are integral to strategic and cultural links within Centrelink. They recognise individuals, and inspire and motivate excellence in performance and exemplary effort, where success can be shared. This makes achievement real and tangible for many people.

The Centrelink Awards and Recognition Program includes the External Awards Program, Centrelink National Awards Program, and Centrelink Employee Service Recognition Program. As well, Centrelink has local regional, area or site award programs across the service delivery network and encourages informal acknowledgement of special performance.

External Awards Program

- Public Service Medal
- Prime Minister’s Award for Excellence in Public Sector Management
- Executive Assistant/Personal Assistant of the Year Awards
- Apprenticeship of the Year Awards

Centrelink National Awards Program

- Ross Divett Memorial Award
- Centrelink Gold Business Award
- CEO Special Commendation
- Minister for Human Services Award for Excellence in Customer Service to Customers and Stakeholders
- Australia Day Achievement Awards
- National Youth Awards
- NAIDOC Awards

Employee service recognition

The Employee Service Recognition Program acknowledges length of service by Centrelink employees in the Australian Public Service for 10, 20, 25, 30 and 40+ years of service.

COMMUNICATING WITH CENTRELINK EMPLOYEES

From 1 March 2010, when corporate communication teams from across the Human Services portfolio integrated under Centrelink leadership, Centrelink began providing integrated solutions to keep staff up to date with the latest corporate information. This ensured staff understood the services and programs offered by their individual agencies and the portfolio more broadly.

Centrelink CEO Carolyn Hogg shared and received information through fortnightly organisational messages, fortnightly video-on-demand messages, Centrelink staff emails and through an ‘Ask Carolyn’ mailbox. As well, each fortnight Centrelink produced Centrelink Update for all Centrelink staff and NSO News for National Support Office staff.
Delivering government commitments in 2009–10

PERFORMANCE HIGHLIGHTS

- Successfully introduced 100 per cent of Government Budget commitments involving Centrelink that were due to start in 2009–10, on time and within budget.
- Implemented Family Tax Benefit measures, including changes designed to avoid overpayment.
- Completed major reforms to pension payments, involving updates to 3.3 million customer records.
- Implemented the first phase of Student Income Support Reforms and prepared for implementing further changes in July 2010 and January 2011.

MAIN RESULTS

Table 6—Centrelink targets and results for 2009–10—deliver the Government’s Budget and other commitments

<table>
<thead>
<tr>
<th>Strategic measure</th>
<th>Target (%)</th>
<th>Result (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement government decisions on time and within budget</td>
<td>Less than 5% of Budget initiatives are rated ‘Red’ in a traffic light report structure¹</td>
<td>0</td>
</tr>
</tbody>
</table>

¹ A rating of Red indicates implementation is highly problematic and requires intervention to move ahead.

IMPLEMENTATION OF MEASURES

In 2009–10 Centrelink implemented a number of Australian Government initiatives. To ensure successful service delivery, this included complex program and human resource planning and major work on information and communication technology and other systems.

Following are some summary examples of government measures implemented in 2009–10. (See also Chapters 2 and 4–9 for information about other government initiatives.)

- Various changes to Family Tax Benefit (FTB) Part A and Part B
- Economic Security Strategy Payments and Household Stimulus Package Administrative Schemes
- Maternity Immunisation Allowance
- Early School Leavers
- Student Income Support Reforms
- Student portability
- National Green Jobs Corps
- Youth Connections
- Pension Reform
- Disability Employment Services changes
- Centrelink debts—increase in repayment rate
- Weekly Payments for vulnerable customers
- Adult Migrant English Program—portability of English Language Tuition
- Digital television switchover.

Centrelink’s implementation strategies included:

- an extensive communication activity for 3.3 million customers affected by Pension Reform (including letters, articles in Centrelink’s News for Seniors publication, consultation with peak bodies for seniors and outbound phone calls by Centrelink to pensioners)
- major changes to ICT systems, including allowing pensioners with variable earned income to report their earnings online each fortnight
- updates to numerous forms, products and publications, including the Centrelink website, to inform customers about changes to legislation
- a live webcast to publicise the Student Income Support changes to students, parents and educational institutions
- providing extensive training, support tools and resources to Centrelink front-line staff.
Supporting vulnerable customers

Support for vulnerable and at-risk customers includes an option to receive weekly income support payments.

Giving eligible Centrelink customers the option to have their income support paid weekly is an important new way of assisting vulnerable customers going through difficult times.

‘Following a relationship breakdown with her mother, a young customer recently asked to have her Youth Allowance paid each week. She had never before had any money of her own. With weekly payments it was easier for her to work out a budget for her school fees and day-to-day living expenses,’ Project Manager Louise said.

Senior officers in Customer Service Centres can decide to offer this option to vulnerable and at-risk customers, along with a range of other support, including financial management and counselling services.

‘Along with weekly payments, as part of our service offer to vulnerable customers we can refer eligible customers to programs which deal with the causes of their problems, for example, mental health issues and alcohol, drug and gambling addictions,’ Louise said.

‘Although it’s early days, we are convinced that this new initiative will contribute to better outcomes for people who really need our help.’
Reduce red tape

Strategic priority—Contribute to and implement proposals to reduce red tape for our customers and providers
Reporting on this strategic priority draws on reducing red tape initiatives implemented across Centrelink’s network. The initiatives take an innovative approach to service delivery and are designed to make it easier for customers or providers to access services and payments and conduct their business with Centrelink.

This strategic priority aligns with key performance indicator 3.1 ‘Customers are satisfied with the ease of access to and quality of service provided by Centrelink’ set out in Centrelink’s Portfolio Budget Statement 2009–10. (See Measuring customer satisfaction on page 105 for information about customer satisfaction with access and services.)

LEADING-EDGE CONCEPT LAB

Centrelink’s innovative Concept Lab helped develop and evaluate products, processes, forms and letters to improve services to customers, third parties, the community and staff. This involved staff, customer and community consultation and resulted in the evaluation of five customer forms, nine customer letters, five information products and eight staff and customer online processes.

The Concept Lab is viewed by many as providing a leading edge in the development of processes and products through consultative and agile development.

The Concept Office acts as a fully operational Customer Service Centre. Once a concept is tested, it then proceeds to full development for introduction to the service delivery network.

CENTRELINK EXPRESS

Centrelink has introduced Centrelink Express, an innovative new self-service facility in Customer Service Centres (CSCs). The facility gives customers an easier and faster way to complete some of the most common Centrelink transactions.

Improvements target high-volume, lower value-add transactions, and allow customers to:
- print an Income Statement
- print a duplicate Application for Payment
- print a duplicate Rent Certificate
- apply for an Advance Payment.

In 2009–10 Centrelink Express was installed on self-service personal computers (PCs) in all Centrelink CSCs. At some sites, touch screens have replaced the existing screen on some self-service PCs. Touch screens make it easier for customers to transition to using self service.

Customers who have used the new service have indicated a strong preference to continue to use Centrelink Express and can see the value of being able to choose whether they want to speak to a Customer Service Adviser or ‘do it themselves’ using the onsite self-service facilities. Centrelink employees have also provided positive feedback and can see that customers like the service.

In 2010–11 Centrelink Express will include the ability for most customers with income reporting obligations to report their employment income online. Other services are likely to be added in future.
MAKING SELF SERVICE SIMPLER

Centrelink is continuing to develop a one-time access option to enable unregistered customers to provide information online for specially selected one-off business processes. When Centrelink requires a customer to supply information, the customer will be issued with an access code which will enable them to update specified details online.

As a trial, in March 2010 Centrelink provided customers with options as to how they could provide information regarding Family Tax Benefit for a child aged 16–20 years. One of those options was to use a one-off access code in conjunction with their Customer Reference Number. More than 64 000 reviews were completed online between 15 March and 30 June using this option.

PRE-POPULATING ONLINE CLAIM DATA FIELDS

The introduction of the ability to re-use data for existing customers registered to use self service has significantly reduced the time needed to complete an online claim. Customers can also view data that is held within Centrelink and change their details if required.

Pre-populating data fields for online family assistance claims has vastly improved customer experiences and simplified processes. Similarly, a limited number of data fields for other online claims have also been pre-populated.

Online claims may be pre-populated with data that is held by Centrelink to reduce the amount of data entry required by customers when making online claims. This will improve the overall user experience and remove the need for customers to provide the same information to Centrelink on multiple occasions.

FAMILY ASSISTANCE ONLINE

From July 2009 the Family Assistance Office introduced an enhanced online process for customers claiming Family Assistance. Previously customers were required to call Centrelink to provide additional details to support their claim, with the average duration of calls being approximately 30 minutes. Since the introduction of the new service offer more than 80 per cent of first-time mothers now claim family payments online, and there has been an improvement in both customer satisfaction and timeliness of processing.

Customers unable to access the internet can still lodge a paper claim. These claims are converted to digital images to allow enrolment of newborn babies into Medicare Australia programs, and to ensure processing of family payments is undertaken in the same way and within the same timeframes as online claims.

Specific arrangements help customers from remote Indigenous communities to complete their claims by phone. Customers with language or literacy barriers are offered assistance by staff in Customer Service Centres to complete paper forms or an online claim. Customers who are not able to read or write English can also access this assistance through Centrelink Multilingual Call.

As a further enhancement, from December 2009 current customers claiming for an additional child can be assessed by phone or at their local Family Assistance Office by providing answers to a small number of questions. Approximately 50 000 customers a year will benefit from this service.
CHILD CARE ESTIMATOR ONLINE

The Child Care Estimator became available on the Centrelink and Family Assistance Office websites in January 2010. It is able to provide customers with an estimated dollar amount for the Child Care Benefit and Child Care Rebate entitlements.

STREAMLINING TRANSFER TO AGE PENSION

In 2009–10 Centrelink started streamlining the Age Pension transfer form, making it easier for more than 50,000 customers annually to switch from an income support payment to Age Pension when they reach the qualifying age. This measure removed the need for existing customers to provide full descriptions of their income and assets when they reach Age Pension age. Instead, better use has been made of the information already held by Centrelink. This has made it easier for customers by reducing the time taken to complete the form without the need to restate their income and asset details if there are no changes.

CUTTING THROUGH JOB CAPACITY ASSESSMENT RED TAPE

The Job Capacity Assessment Red Tape Reduction initiative was implemented on 6 March 2010. It aims to reduce red tape and unnecessary Job Capacity Assessments for people claiming and receiving Disability Support Pension (DSP), as well as job seekers seeking exemption from participation requirements because they are temporarily incapacitated for work. Measures include:

• **Reducing the reporting burden for people with a serious illness**—job seekers suffering from and undergoing treatment for a serious illness such as cancer/leukaemia, severe burns, severe physical injuries or stroke may be eligible for an extended period of exemption from their participation requirements, without having to repeatedly provide a new medical certificate every 13 weeks.

• **Streamlining the DSP claim process for Department of Veterans’ Affairs**—Totally and Permanently Incapacitated customers—people who are already assessed by the Department of Veterans’ Affairs as entitled to Totally and Permanently Incapacitated payment no longer need to provide a new medical report or undergo a Job Capacity Assessment when claiming a DSP from Centrelink.

• **Avoiding unnecessary Job Capacity Assessments for customers who are temporarily incapacitated for work**—when a job seeker lodges a medical certificate Centrelink staff now have more discretion to grant an exemption from participation requirements, without requiring the job seeker to undergo a Job Capacity Assessment.
• **Avoiding unnecessary Job Capacity Assessments for current DSP recipients**—Centrelink can now make a determination about a customer’s continuing eligibility for DSP based on available medical evidence from the customer’s treating doctor, when it is clear that the customer’s condition has deteriorated or has not improved. A Job Capacity Assessment will not be required in these circumstances.

**IMPROVING ASSESSMENTS FOR DISABILITY SUPPORT PENSION**

Announced in the 2009–10 Budget, creating Centrelink’s Health Professional Advisory Unit is part of the Better and Fairer Assessment of Disability Support Pension initiative. Due to start operating from 1 July 2010, the unit will include a dedicated team of medical professionals and support staff employed within government to provide medical advice and opinion to Job Capacity Assessors and Centrelink staff. Unit staff will also consult treating doctors to clarify medical evidence relating to income support and support program entitlements.

The Health Professional Advisory Unit aims to increase the accuracy of decisions made in relation to a person’s eligibility for Disability Support Pension and Temporary Incapacity Exemptions, by providing medical advice and opinion.

**NATIONAL JOBSEEKER CLAIMS NETWORK**

The National Jobseeker Claims Network commenced on 15 March 2010. It aims to reduce the number of customer contacts needed in the new claim process (see National Jobseeker Claims Network on page 28).

**RECEIVING AND RETRIEVING DIGITAL IMAGES**

Centrelink’s digitisation program will allow employees to receive and retrieve digital images of documents that may have been scanned anywhere in Australia. Employees then use these images to process a particular action on a customer record without the need for a hard copy of the original document. ICT components developed to support this initiative included:

- local and bulk scanning capability
- a national work queue
- streamlined forms processing, for example, Family Assistance Office claims and Tax File Number Declaration reviews
- service messaging, discovery and orchestration capability.

Once scanning for families’ claims is fully implemented, work can easily be redirected to available processing staff, which will result in claims being processed more quickly and in any location.

**TIME-EFFICIENCY GAIN FOR PASSENGER CARD PROCESS**

To assist in assessing residence requirements, improve accuracy of portability assessment and various related activities, a limited number of Centrelink staff now have direct access to the Department of Immigration and Citizenship’s web-based Passenger Card Imaging system.

The new Passenger Card Imaging system gives Centrelink faster access to information provided to the Department of Immigration and Citizenship on both Incoming and Departing Passenger Cards, which can assist Centrelink with fraud investigations and in reviewing residence decisions at all levels.
Making it easier to estimate child care costs online

The new Child Care Estimator gives families peace of mind when it comes to budgeting child care costs.

Parents and carers have jumped at the chance to use the new online Child Care Estimator, designed to help families budget for their child care costs.

Using the estimator, families can find out about their child care entitlements based on their individual circumstances, such as their income and assets, child care fees and the number of hours of child care they need.

This new online tool means families can make more accurate and well-informed decisions about available child care services and what best suits their child.

Centrelink Business Manager Sarah said: ‘We’ve had very positive indications from families using the estimator. In the first few months after going online we had more than 370 000 people look at the estimator and more than 270 000 calculate their child care entitlements. The estimator is really easy to use and helps families to plan better for their future child care needs.’

The estimator is available through both the centrelink.gov.au and mychild.gov.au websites. The mychild website also includes important early learning, child care, parenting support and child care payment information in one convenient location.
LINKING WITH BUSINESSES IN NEW WAYS

Improvements to eServices Business Authentication mean that businesses can use AUSkey to access Centrelink Business Online Services. AUSkey is the new security pass that allows businesses to log into a range of government websites or lodge government information using Standard Business Reporting. It is a much stronger authentication credential than just a password, offering a higher level of security. Businesses no longer need to remember a password just for online access to Centrelink.

The pass can be used at a range of government agencies. It offers streamlined registration, a variety of installation options, online management and automatic renewal if it is used at least once a year. Centrelink is encouraging existing and new business users to adopt AUSkey.

Improvements to Business Registration also mean that businesses can register online for Employment Separation Certificates and the Tasmanian Freight Equalisation Scheme. Businesses will be able to register for Paid Parental Leave online from October 2010.

As an alternative to existing paper-based systems, business can use a simple and convenient online registration process. Centrelink will carry out the necessary background checks and finalise the registration within two business days. To save time for the applicant and increase data quality, information about the business is pre-filled from the Australian Business Register.

TRIALLING LOCAL CONNECTIONS TO WORK

Local Connections to Work is a trial of a new approach to service delivery in four Customer Service Centres. The objective is to help disadvantaged job seekers and their families better access existing high-quality services.

Local Connections to Work aims to assist job seekers overcome disadvantage and barriers to social inclusion and economic participation by providing a range of government and non-government services.

Australian, state and local government services, employment services providers, education providers and community welfare and service organisations are being invited to join Centrelink in providing better connection to services for disadvantaged job seekers. These community partners may deliver their services on a rostered basis from a Centrelink CSC.
PROVIDING EXTRA MOBILE OFFICE CAPACITY

Australian Government Mobile Offices, formerly known as the Centrelink Drought Buses, continued to travel around rural Australia to provide information and assistance to farmers and small business owners, their families and rural communities.

In October 2009 two new Mobile Offices were launched to replace buses used since November 2006. The new Mobile Offices use the latest technology to provide more accessible, efficient and streamlined services to customers.

Centrelink Rural Services Officers, Customer Service Advisers, Social Workers, Rural Psychologists and Medicare Australia employees provide services from the Mobile Offices. Australian Hearing has also established a visiting service using purpose-built, sound-proof rooms in each Mobile Office.

Each Mobile Office has three workstations, two private interview rooms and a special bay where customers can use Centrelink’s self-service facilities. As well, the new offices have a small waiting area and wheelchair access.

BETTER DELIVERY OF FAMILY TAX BENEFIT

From 1 July 2009 Family Tax Benefit payments were continuously adjusted to help prevent reconciliation overpayments. A customer’s Family Tax Benefit rate is automatically adjusted if they notify a change to their income estimate that may lead to an overpayment.

CENTRELINK AND CSIRO RESEARCH ALLIANCE

In 2009 Centrelink and CSIRO entered into the Human Services Delivery Research Alliance, which is helping to develop the knowledge and tools to transform Australia’s human services delivery system to meet the challenges of a new customer demographic, economic capacity constraints and complex service delivery problems.

Ultimately the aim of the research is to better inform Centrelink’s input into government reform agendas, help produce a stronger evidence base to influence social policy design, and identify opportunities to reduce expenditure and improve cost effectiveness. The research themes include developing a human services ecosystem approach model, design and delivery of place-based services, and using new tools and technologies to improve the efficiency and effectiveness of Centrelink’s service delivery.
Address fraud, compliance and payment accuracy

Strategic priority—Reduce fraud and non-compliance and increase payment accuracy
PERFORMANCE HIGHLIGHTS

• Continued to exceed the 95 per cent benchmark for the achievement of expected program outlay accuracy standard.
• Through customer data exchange between Centrelink and the United Kingdom Department of Work and Pensions savings of $25.6 million were achieved, compared to $9.9 million in savings in 2008–09.
• The Commonwealth Ombudsman received a total of 5199 approaches concerning Centrelink—a decrease of 28 per cent on the previous year.
• 89 per cent of merit reviews were completed within the target of 28 days in 2009–10, which far exceeded the target of 75 per cent and the performance of 78 per cent in 2008–09.

MAIN RESULTS

Table 7—Centrelink targets and results for 2009–10—Reduce fraud and non-compliance and increase payment accuracy

<table>
<thead>
<tr>
<th>Strategic measure</th>
<th>Target</th>
<th>Result (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve expected program outlay accuracy standards and minimise fraud</td>
<td>A high standard of program accuracy achieved</td>
<td>96.5</td>
</tr>
</tbody>
</table>

COMPLIANCE ACTIVITY

Review of fraud and non-compliance

In response to the Strategic Review of Fraud and Non-Compliance, the Australian Government has adopted a more targeted approach to addressing high risk areas of fraud and non-compliance. From 2009–10 onwards, the government has an Annual Social, Health and Welfare Payments Compliance Plan that outlines the direction for fraud and non-compliance strategies, including management of the outstanding debt base.

The compliance plan enables Centrelink and other agencies within the Human Services portfolio to determine the best mix of activities to address fraud and non-compliance issues, so that accurate customer payments are made and taxpayers’ funds go where they are intended.

The 2009–10 Department of Human Services Annual Compliance Plan was a transitional plan to guide Centrelink and other agencies within the Human Services portfolio through the first year of an integrated approach to fraud and compliance. Centrelink’s compliance activity aims to provide fair and appropriate responses to customer behaviour based on their demonstrated ability and willingness to comply with their payment and reporting requirements.

Improving payment accuracy and reducing debt

Payment inaccuracy and customer debt occur when a customer fails to notify Centrelink of a change in circumstance that affects their rate of payment. In 2009–10 Centrelink worked to move the detection of compliance issues as close as possible to when the customer’s change in circumstance occurred. Identifying the change in circumstance earlier allows Centrelink to correct
payment inaccuracy and reduce customer debt. Sickness Allowance was identified as an area of inaccuracy and an effective treatment, associated with moving the timing of the intervention, has been tested and will be implemented in 2010–11.

Data analysis

In 2009–10 Centrelink continued to use advanced data analysis techniques to identify customers at risk of non-compliance. New predictive models to identify customers at risk of incorrect payment were also developed, trialled and implemented. Centrelink is exploring the application of data mining to assist in debt recovery strategies for non-current customers and to manage risks associated with online declaration.

SERVICE PROFILING

Service profiling helps to identify Centrelink customers most at risk of unsuccessful program outcomes, tailors services to individuals, and improves opportunities for people most in need of assistance. Service profiling aims to help reduce incorrect payments, ensure ongoing eligibility compliance, and improve economic and social participation outcomes for customers.

Performance

In 2009–10 Centrelink completed 844,478 service profile updates, compared to 945,030 in 2008–09. The reduction in the number of service profiles for 2009–10 is attributable to enhanced targeting and increased complexity and effort associated with certain profiles, and has resulted in a reduced level of debt through earlier identification.

As a result of the service profile updates Centrelink identified:

- 154,836 (18.3 per cent) reductions to payments, which led to $21.7 million in fortnightly savings (that is, yearly savings of $564 million)
- 100,095 (11.9 per cent) debts identified and raised worth $23.4 million.

This compares to $22.5 million in fortnightly savings and $22.4 million in debts identified and raised in 2008–09.

PAYMENT CORRECTNESS

Delivering the right payment to the right person at the right rate on the right date is a priority. Centrelink aims to achieve a benchmark of 95 per cent of payment correctness and measures its performance using random sample surveys in sufficient numbers to ensure confidence in the results.

The payment correctness result used in reports is defined as the proportion of surveys that are found not to include errors made by Centrelink that have a dollar impact. The payment correctness figure does not account for customer error or Centrelink errors that do not affect a customer’s payment. It reflects the impact of Centrelink errors on government outlays, rather than the proportion of customers correctly paid.

The Department of Families, Housing, Community Services and Indigenous Affairs and the Department of Education, Employment and Workplace Relations also sampled for payment accuracy.

Performance

For 2009–10 Centrelink achieved payment correctness of 96.5 per cent, compared to 96.62 per cent in 2008–09.
COMPLIANCE MEASURES

To comply with the Commonwealth Fraud and Control Guidelines 2002, in 2009–10 the Chief Executive Officer certified that Centrelink complies with the guidelines (see Appendix J: Commonwealth fraud control guidelines certification on page 244 for a copy of the Chief Executive Officer’s signed certificate). Centrelink’s Fraud Control Plan and its prevention, detection, investigation, reporting and data collection procedures and processes comply with the guidelines.

Techniques Centrelink use to detect incorrect payments and fraud include:
- identity checks
- data-matching information held by Centrelink with information from other agencies/organisations
- public tip-offs
- inter-agency compliance activities
- data analysis and data mining
- selecting customers for review based on their circumstances, duration of payments, or a specific event.

Performance

In 2009–10 Centrelink completed 3.5 million reviews of eligibility and entitlement on behalf of the Department of Education, Employment and Workplace Relations and the Department of Families, Housing, Community Services and Indigenous Affairs (see Table 8). This compares to 3.9 million reviews in 2008–09. The reduction in the number of reviews for 2009–10 is attributed to enhanced targeting and increased complexity and effort associated with certain reviews.

Investigations

In 2009–10 Centrelink continued its key relationships with the Australian Crime Commission and the Australian Federal Police. Centrelink applied an intelligence-led model for the assessment of cases against criteria to determine the relative seriousness and priority of potential investigations. This approach enabled improved targeting of cases for investigation or review, and resulted in a reduced number of costly investigations, as an increased number of matters were finalised through review processes.

Centrelink built on its existing relationships with the Australian Crime Commission and AUSTRAC to address payment risk, in particular organised fraud. Centrelink established new memoranda of understanding with the Australian Fisheries Management Authority and the Australian Business Registration area of the Australian Taxation Office. This has enabled acquisition of new data holdings in these areas, which has helped to improve targeting for investigation.

The ongoing development of intelligence procedures using multiple data acquisition and profiling enhancements continues to improve case selection processes for all elements of investigation activity. The more holistic approach addresses a combination of payment risks at one time, such as unexplained wealth/income, employment circumstances and broader identity issues.

Performance

In 2009–10 Centrelink carried out 22,693 reviews or investigations into serious non-compliance or fraud. This resulted in $103.3 million in debts and savings.

Table 8—Review activity, 2009–10

<table>
<thead>
<tr>
<th>Reviews completed</th>
<th>Reductions in payment</th>
<th>Total fortnightly savings</th>
<th>Debts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>Number</td>
<td>%</td>
<td>$</td>
</tr>
<tr>
<td>Total</td>
<td>3 506 431</td>
<td>575 715</td>
<td>92 445 262</td>
</tr>
</tbody>
</table>

70 // CHAPTER 5—Address fraud, compliance and payment accuracy
Australian Crime Commission

Centrelink maintained its relationship with the Australian Crime Commission through participation in key determinations. The Australian Crime Commission disseminates intelligence reports to Centrelink where it has identified persons or industry groups suspected of fraudulently receiving or claiming a Centrelink payment.

Centrelink has two intelligence staff out-posted to the Australian Crime Commission working as part of a multi-agency team. They work with members from seven other government agencies to jointly develop and share leading-edge intelligence.

In 2009–10 the Australian Crime Commission conducted briefing sessions with partner agencies, including Centrelink, on the proposed Criminal Intelligence Fusion Capability. The Fusion Centre is a multi-disciplinary and multi-agency team concept that will maximise the effective use of public and private sector data holdings and facilitate intelligence sharing in relation to serious and organised crime.

Australian Federal Police

During the year Centrelink and the Australian Federal Police agreed to a new memorandum of understanding in relation to the 10 Australian Federal Police agents out-posted to Centrelink Fraud Investigation Teams. These agents are responsible for providing advice, training and assistance to Centrelink investigators.

Prosecution referrals

In 2009–10 Centrelink referred 4608 matters to the Commonwealth Director of Public Prosecutions (CDPP) for consideration of prosecution action in relation to payments made on behalf of the Department of Education, Employment and Workplace Relations and the Department of Families, Housing, Community Services and Indigenous Affairs.

Performance

The CDPP prosecuted 3461 Centrelink cases for fraud with a successful conviction rate of 99.3 per cent (see Table 9). This compares to 3388 cases and a conviction rate of 99 per cent in 2008–09.

Identity-related fraud

Identity-related fraud involves people using fabricated, manipulated, stolen or borrowed identities to claim payments from Centrelink. Intelligence analysts and fraud investigators use advanced detection and investigation techniques to combat this type of serious fraud.

A further aspect to the intelligence-led model for investigations was the continued enhancement to profiling, particularly identity-related risks associated with the various Australian Government disaster recovery payments.

Table 9—Prosecution activity

<table>
<thead>
<tr>
<th></th>
<th>Prosecuted</th>
<th>Acquitted</th>
<th>Convicted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cases 2009–10¹</td>
<td>3461</td>
<td>25</td>
<td>3073</td>
</tr>
<tr>
<td>Cases 2008–09</td>
<td>3388</td>
<td>34</td>
<td>2973</td>
</tr>
</tbody>
</table>

¹. In 2009–10, 363 cases resulted in the offence being proven, but no conviction was recorded.
**Performance**

In 2009–10 Centrelink carried out 7333 identity-related fraud investigations or reviews compared to 3873 in 2008–09. This resulted in $9.4 million in debts and savings, compared to $15.1 million in 2008–09.

Improvement measures that were put in place have had a positive effect, resulting in identity-related fraud being detected earlier and reducing the average debt. The 2009–10 data includes compliance reviews (incorporating identify fraud) which were not included in the 2008–09 data.

**Public tip-offs**

The Australian Government Services Fraud Tip-off Line provides people with a place to report suspected fraud against Centrelink, Medicare, the Pharmaceutical Benefits Scheme or the Child Support Program.

Most people are honest and use government services fairly. Information from the public about people who misuse these services is used to carry out investigations and build community confidence in the integrity of the income support system.

People can phone the Australian Government Services Fraud Tip-off Line on **13 1524**, visit or write to Centrelink with tip-off information, or report a suspected fraud online via the Centrelink website at [www.centrelink.gov.au](http://www.centrelink.gov.au).

**Data-matching initiatives**


In accordance with social security law, Centrelink also undertook data-matching activities with other agencies. These included data provided by:

- the Australian Securities and Investments Commission
- the Australian Taxation Office, other than as per the *Data-matching Program (Assistance and Tax) Act 1990*
- the Commonwealth Superannuation Administration
- the Department of Education, Employment and Workplace Relations
- the Department of Health and Ageing
- the Department of Immigration and Citizenship
- the Defence Housing Authority
- public and private education providers
- state and territory departments of corrective services
- state and territory registrars of births, deaths and marriages.

The details of these data-matching initiatives are reported to the Commonwealth Office of the Privacy Commissioner and are publicly available through the *Privacy Information Digest* available at [www.privacy.gov.au](http://www.privacy.gov.au).
With major advances in technology since the agency formed in 1997, Centrelink now has one of the most sophisticated electronic data-matching systems in Australia.

Used as one of the main ways to detect welfare fraud, each year Centrelink matches millions of customer records during regular data-matching cycles.

Put simply, data matching involves Centrelink comparing customer records or files with agencies such as the Australian Taxation Office and the Department of Veterans’ Affairs and with other state-based organisations such as universities, corrective services departments and road and transport authorities.

Data matching is used, for example, to detect whether customers have used a false identity, have not disclosed their income from working, or have been overpaid.

Portfolio General Manager, Communication Division, Hank Jongen says: ‘Australia’s about giving people a fair go, and our welfare system gives people who are genuinely in need a safety net when they cannot support themselves.

‘While the vast majority of people are honest and use government services fairly, when we do detect fraud, the law applies and committing a serious offence can lead to prosecution and sometimes a prison sentence.

‘At the same time, data matching can also identify whether customers were underpaid and, in some cases, their payment rates may go up.’

To avoid any discrepancies, the most important thing customers can do is tell Centrelink if their circumstances change—for instance, if they have any earnings, finish their studies, stop caring for someone or change their address.
INTERNATIONAL FRAUD AND COMPLIANCE

Centrelink continued to develop its international fraud and compliance regime.

Performance

In 2009–10 Centrelink completed 3213 reviews and investigations of customers living overseas that resulted in $12 million in debts and savings. This compares to 2856 reviews and investigations and $10.6 million in debts and savings in 2008–09.

Foreign Pension Data Exchange program

The Foreign Pension Data Exchange program continues to develop and implement electronic data exchange processes with many countries to reduce the risk of incorrect payment. The exchanges enable foreign pension rate increases to be applied automatically to a customer’s record, resulting in a reassessment of their Centrelink entitlement. The focus on increased information sharing is enhanced through a heads of department agreement between Australia, Canada, Ireland, New Zealand, the United Kingdom (UK) and the United States that provides for mutual cooperation on fraud. During the year data exchange was successfully undertaken with Cyprus, Denmark, Finland, Germany, Ireland, Italy, Japan, the Republic of Korea, Malta, the Netherlands, Portugal, Slovenia, Spain and the UK.

Performance

In 2009–10 the program led to 170,309 foreign pension data exchange reviews, delivering savings of more than $33.48 million. This compares to $22.5 million in savings in 2008–09.

DEBT MANAGEMENT

Debt raising

In 2009–10 Centrelink raised 2.2 million debts to the value of $1747 million, compared to $1926 million in 2008–09 (see Table 10 on page 75).

Debt recovery

Customers have a range of options to make repayments, including Australia Post, Bpay, telephone, mail, the internet and direct debit. When a customer has problems repaying a debt, Centrelink organises a repayment agreement that ensures the customer is not put in financial hardship. Sometimes Centrelink uses a contracted mercantile agent to manage the recovery of a debt, with commission only paid on the recovered amount. Debts are only referred to mercantile agents when a person is no longer receiving Centrelink payments and has failed to make or maintain a recovery arrangement directly with Centrelink.

Performance

In 2009–10 Centrelink recovered $1094 million in customer debts, compared to $1091 million in 2008–09.
Compensation recovery

The compensation provisions in the Social Security Act 1991 are structured to encourage people to use private financial resources, such as compensation payments, before accessing the taxpayer-funded social security system. The provisions also ensure that people who receive compensation for an injury or illness have those payments considered in the calculation of any social security benefits.

Compensation provisions provide for:
- compelling people to claim for compensation where compensation may be payable
- recovery of past payments of social security from arrears payments of periodic compensation payments and lump sum compensation payments
- preclusion periods within which social security payments cannot be paid due to the receipt of lump sum compensation payments
- periodic payments, such as weekly workers’ compensation payments, to reduce directly, dollar for dollar, the rate of social security payments payable. Any excess is treated as income for partners of compensation recipients.

To ensure that the community understands the effect of compensation on social security benefits, the Centrelink website provides information for compensation recipients, compensation authorities, and legal, insurance, union and community representatives.

Application of the compensation provisions across all income support payments made under the Social Security Act, administered by the Department of Families, Housing, Community Services and Indigenous Affairs and the Department of Education, Employment and Workplace Relations, achieves estimated savings to outlays of around $590 million over the period affected by the relevant compensation payments.

Table 10—Debts raised during 2009–10

<table>
<thead>
<tr>
<th>Type of debts</th>
<th>Number of debts</th>
<th>Amount raised ($million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total debts raised, including Family Assistance Office debts 2009–10</td>
<td>2 201 192</td>
<td>1747</td>
</tr>
<tr>
<td>Total debts raised, including Family Assistance Office debts 2008–09</td>
<td>2 187 821</td>
<td>1926</td>
</tr>
</tbody>
</table>
EXTERNAL SCRUTINY

Commonwealth Ombudsman

Centrelink enjoys a strong and productive working relationship with the Ombudsman’s Office. Regular meetings occurred during the year to discuss issues and areas of concern.

In 2009–10 the Commonwealth Ombudsman received a total of 5199 approaches concerning Centrelink—a decrease of 28 per cent on the previous year. Of these approaches, 22 per cent were investigated, covering 1153 issues. (See Appendix K: External scrutiny on page 245.)

External audits

In 2009–10 the Australian National Audit Office (ANAO) issued several audit reports that involved Centrelink—for detailed information, see Appendix K: External scrutiny on page 245.

Centrelink actively responds to all ANAO recommendations, and the Centrelink Audit Committee monitors progress. ANAO representatives attend all Audit Committee meetings as observers.

In many cases ANAO recommendations directly involve the responsibilities of policy departments. As the service delivery agency, Centrelink works with policy departments to help them effectively respond to the recommendations.

The Joint Committee of Public Accounts and Audit is required by the Public Accounts and Audit Committee Act 1951 to examine all Auditor-General reports tabled in parliament. The joint committee reviews are built around a series of public hearings, in which evidence is provided by agencies that have been subject of recent ‘significant’ audit findings. Centrelink did not attend any hearings in 2009–10.

INTERNAL SCRUTINY

Internal audits

Centrelink has an active and effective audit function which carries out internal audits to identify risks and opportunities for improvement. The audit program is developed through consultation with business areas within Centrelink and addresses corporate strategic risks to correctly target audit and assurance activities. The audits provide independent assurance on management performance in maintaining Centrelink Strategic Directions, achieving operational objectives in line with organisational and legislative requirements, and ensuring that high standards of probity and accountability are met.

Additionally, Centrelink:
• works closely with the ANAO and provides advice to the Joint Committee of Public Accounts and Audit
• undertakes periodic external benchmarking to ensure it continues to conform to best practices
• ensures its employees undertake professional development activities
• fosters external relationships with private and public sector audit organisations
• maintains external networks within the Human Services portfolio and other audit areas within public sector departments and agencies and the broader audit community.

Action on audit recommendations is monitored and reported to the Centrelink Executive, the Centrelink Audit Committee and the ANAO.

During the year internal audits covered:
• financial management and operational compliance
• human resource management and processes
• business and service delivery performance
• project assurance
• information and communication technology applications and projects.
**Performance**

In 2009–10 Centrelink conducted 61 internal audits.

**MANAGING INTERNAL FRAUD**

Centrelink has various confidential methods for the public and employees to report internal fraud. All allegations of inappropriate staff involvement are assessed and suspected fraud or misconduct is investigated. When necessary, cases are referred to the Australian Federal Police and/or the Commonwealth Director of Public Prosecutions for criminal proceedings.

During the year Centrelink internal fraud prevention and control initiatives included:

- fraud control planning
- conducting fraud prevention and ethics training
- developing programs for detecting and investigating potential fraud and misconduct
- regular reporting to the Centrelink Audit Committee.

**MERIT REVIEWS**

Centrelink first reviews decisions internally. Customers are given the option of having their decision reviewed by the person who made the decision or an Authorised Review Officer (ARO). If a customer chooses to talk with the person who made the decision first and they are not satisfied, they can ask for review by an Authorised Review Officer.

Customers can then apply for review by the Social Security Appeals Tribunal (SSAT), and then the Administrative Appeals Tribunal (AAT).

Decisions most commonly challenged in merit reviews are:

- recovery of debts, including Family Tax Benefit reconciliation debts
- rejection of claim for payment
- Newstart Allowance participation failure
- rate of payment
- cancellation of payment
- start date of payments.

**Table 11—Merit review applications, 2008–09 and 2009–10**

<table>
<thead>
<tr>
<th>Applications</th>
<th>2008–09</th>
<th>2009–10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal reviews</td>
<td>207 871</td>
<td>186 718</td>
</tr>
<tr>
<td>SSAT</td>
<td>16 319</td>
<td>12 617</td>
</tr>
<tr>
<td>AAT—Customer applications</td>
<td>2531</td>
<td>2467</td>
</tr>
<tr>
<td>AAT—Secretary applications</td>
<td>108</td>
<td>79</td>
</tr>
</tbody>
</table>

The performance target for internal review is for 75 per cent to be completed within 28 days.
 CHAPTER 5 — Address fraud, compliance and payment accuracy

Timeliness requirements for SSAT applications are:
• applications lodged with Centrelink must be forwarded to the SSAT within seven days
• a statement of the findings of fact, referring to the evidence and the reasons for the decision under review, together with every relevant document, must be sent to the SSAT within 28 days of receiving notice of an application.

For AAT applications, Centrelink must lodge, within 28 days of receiving notice of an application, a statement of the findings of fact, referring to the evidence, and the reasons for the decision under review, together with a copy of every relevant document.

**Table 12—Merit review timeliness**

<table>
<thead>
<tr>
<th>Performance Indicators—internal measures</th>
<th>Target (%)</th>
<th>2008–09 (%)</th>
<th>2009–10 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal reviews within 28 days</td>
<td>75</td>
<td>78</td>
<td>89</td>
</tr>
<tr>
<td>SSAT applications sent within 7 days</td>
<td>100</td>
<td>92</td>
<td>94</td>
</tr>
<tr>
<td>SSAT documents sent within 28 days</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>AAT documents lodged within 28 days</td>
<td>100</td>
<td>96</td>
<td>96</td>
</tr>
</tbody>
</table>

**Table 13—Merit review outcomes**

<table>
<thead>
<tr>
<th></th>
<th>Unchanged decisions¹</th>
<th>Changed decisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>AROs</td>
<td>69.2%</td>
<td>66.7%</td>
</tr>
<tr>
<td></td>
<td>(57 259)</td>
<td>(40 482)</td>
</tr>
<tr>
<td>SSAT</td>
<td>70.1%</td>
<td>70.5%</td>
</tr>
<tr>
<td></td>
<td>(10 780)</td>
<td>(9054)</td>
</tr>
<tr>
<td>AAT—Customer applications</td>
<td>72.0%</td>
<td>72.5%</td>
</tr>
<tr>
<td></td>
<td>(1533)</td>
<td>(1900)</td>
</tr>
<tr>
<td>AAT—Secretary applications²</td>
<td>63.6%</td>
<td>59.6%</td>
</tr>
<tr>
<td></td>
<td>(124)</td>
<td>(65)</td>
</tr>
</tbody>
</table>

¹ Unchanged decisions include withdrawals for a number of reasons.
² Secretary applications are managed in accordance with policy departments’ instructions.

**FREEDOM OF INFORMATION**

**Freedom of information reforms**

New freedom of information (FOI) reforms were passed by the parliament on 13 May 2010 and received Royal Assent on 31 May 2010 with a commencement date on 1 November 2010. The principal objective of the reforms is to promote a pro-disclosure culture across the Australian Public Service to build a stronger foundation for more openness in government. Department of Human Services agencies will proactively ‘push’ information into the public arena, to supplement the current ‘pull’ approach when customers and journalists pull that information out of Australian Government agencies through FOI requests.
Some of the reform changes include no fees for FOI applications, no charges for FOI requests for personal information, the ability for FOI applications to be submitted online, a database for non-personal FOI decisions available online and an Information Publication Scheme (IPS) plan to be available by 1 May 2011.

The IPS plan requires Human Services agencies to publish a range of information on the internet or advertise how the information can be obtained. The range of information includes operational information held by the agency to assist in exercising powers and functions when making decisions or recommendations affecting customers, as well as any other information that the agency may wish to publish.

**Freedom of information requests**

Centrelink handles requests for access to documents in accordance with the *Freedom of Information Act 1982*. All Centrelink Customer Service Advisers can release a range of documents to a particular individual outside the formal FOI process. Centrelink Customer Service Advisers can also assist an applicant to lodge a formal FOI request.

FOI fees and processing charges generally do not apply when a Centrelink customer requests access to their income support payment documents. FOI Officers handle both formal and informal FOI requests. Information about making an FOI request is on the Centrelink website at [www.centrelink.gov.au](http://www.centrelink.gov.au).

**Request statistics**

In 2009–10, 22 593 FOI requests were received. This represents a 23 per cent increase on the previous year. Taking into account cases pending from previous years, 22 715 requests were finalised. Of these cases, 4644 were processed as formal requests and 18 071 were processed informally. Of the cases processed formally:

- applicants withdrew 154 requests before decisions on access were made
- full access was granted in 2788 cases
- part access was allowed in 1343 cases
- access was refused in 353 cases
- six cases were transferred to other agencies.

**Reviews of freedom of information**

In 2009–10, 98 FOI requests were received for an internal review of access and amendment decisions. Of the reviews completed at the end of the year, 62 requests resulted in access or part access, six resulted in alteration and/or annotation of the record, and 28 resulted in affirming the original decision.

There were 19 new applications to the AAT for review of Centrelink FOI decisions. (Review decisions for the year include cases carried over from the previous financial year that were completed in 2009–10.) As at 30 June 2010 results were:

- eight cases—original decision affirmed
- one case—application withdrawn
- two cases—decision changed
- one case—decision no jurisdiction.

For Centrelink statements in accordance with section 8 of the *Freedom of Information Act 1982* see Appendix C: *Freedom of information* on page 208.
PRIVACY OF CUSTOMER RECORDS

Privacy protection

Centrelink collects a large amount of personal information about customers. To protect this information Centrelink has a strong privacy culture, which gives the community confidence that their personal information is safe. To reinforce this culture Centrelink has a privacy education and awareness program for its employees.

The foundation of Centrelink’s privacy culture is the legal obligation to comply with the Privacy Act 1988 and the confidentiality provisions contained in the various legislation it administers on behalf of policy departments, for example, the Social Security (Administration) Act 1999.

Privacy investigations

Centrelink Privacy Officers investigate all incidents that involve potential privacy breaches, including mail-out errors. Usually Centrelink management, employees, customers, the Commonwealth Ombudsman, Members of Parliament or the Office of the Privacy Commissioner report incidents. Centrelink also audits employee access to customer information in its computer records to detect any unauthorised entry. Centrelink continues to enhance this capability by using data-matching and analysis techniques.

In 2009–10 there were 465 proven privacy incidents, compared to 368 in 2008–09 (see Table 14 on page 81).

In 2009–10 there were 159 (156 in 2008–09) substantiated mail errors attributed to administrative error. There were also 13 (six in 2008–09) substantiated mail house errors involving a technical error in production. In total, these mail errors represent 37 per cent (44 per cent in 2008–09) of the total number of privacy breaches.

Office of the Privacy Commissioner

Centrelink has a close working relationship with the Office of the Privacy Commissioner, which enables privacy complaint cases to be handled efficiently and effectively.

Complaints are quickly referred for investigation and response, resulting in better service for the complainant.

In 2009–10, 14 open cases were carried over from the previous financial year. Another five new cases were opened with the office, bringing the total to 19 cases for the year. Centrelink finalised 15 cases with the office and, as at 30 June 2010, four cases were still open.

The Office of the Privacy Commissioner may issue a report or declaration about Centrelink under sections 30 and 52 of the Privacy Act 1988. These statutory reports and determinations enable the Privacy Commissioner to report directly to a minister and to make a decision either to dismiss or to substantiate a complaint. During 2009–10 there were no reports or determinations about Centrelink issued under these sections by the Privacy Commissioner.
Table 14—Privacy breaches

<table>
<thead>
<tr>
<th>Privacy incidents proven by breach type</th>
<th>Number of incidents 2008–09</th>
<th>Number of incidents 2009–10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Misdirected mail</td>
<td>156</td>
<td>159</td>
</tr>
<tr>
<td>Mail house</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>• Unauthorised Access</td>
<td>85</td>
<td>84</td>
</tr>
<tr>
<td>• Unauthorised Disclosure</td>
<td>14</td>
<td>14</td>
</tr>
<tr>
<td>• Unauthorised Use</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Information Privacy Principles (IPPs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• IPPs 1–3 Collection</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>• IPP 4 Storage and security (including self service options)</td>
<td>37</td>
<td>94</td>
</tr>
<tr>
<td>• IPP 8 Accuracy</td>
<td>17</td>
<td>52</td>
</tr>
<tr>
<td>• IPPs 9–11 Disclosure (due to breakdown in procedures)</td>
<td>50</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>368</strong></td>
<td><strong>465</strong></td>
</tr>
</tbody>
</table>
Support Indigenous Australians

Strategic priority—Support the development of Indigenous initiatives and ensure that service delivery is sensitive and effective for Indigenous Australians.
PERFORMANCE HIGHLIGHTS

- Introduced a new and improved BasicsCard in March 2010 to replace the previous BasicsCard and allow a smooth transition before the contractual arrangements for the previous BasicsCard expired.
- The number of customers on Voluntary Income Management increased from 172 in 2008–09 to 375 in 2009–10, and the amount that was income managed for this initiative increased from nearly $1.3 million in 2008–09 to more than $5 million in 2009–10.
- Developed Community Codes for all remote Indigenous communities across Australia, which mean easier extraction of accurate and timely management information and reporting at the community level.
- Developed a DVD for Indigenous customers being released from prison
- Began a trial to contract Indigenous interpreters directly in the Pitjantjatjara language to test customer demand.

MAIN RESULTS

Table 15—Centrelink targets and results for 2009–10—Support the development of Indigenous initiatives and ensure that service delivery is sensitive and effective for Indigenous Australians

<table>
<thead>
<tr>
<th>Strategic measure</th>
<th>Target (%)</th>
<th>Result (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting social, economic, educational and community engagement for Indigenous</td>
<td>Geographical areas across Australia in which services are accessible—80%</td>
<td>98.4% of Australian locations, in which Indigenous customers reside, have</td>
</tr>
<tr>
<td>and regional Australians</td>
<td></td>
<td>received Indigenous servicing each month in the financial year</td>
</tr>
</tbody>
</table>

WELFARE PAYMENT REFORM


The first four initiatives use income management of specified income support and family assistance payments as a tool to provide for the wellbeing of families and children to ensure that priority needs are met. Only one income management regime applies to any payment recipient at any one time.

Income management means that part of a person’s income support payment is managed to help pay for essential items such as food, rent, clothing, electricity, medicine and basic household items. Prohibited items such as alcohol, tobacco, pornography or gambling cannot be purchased using income-managed funds.

To meet an income-managed customer’s needs, Centrelink can allocate funds through a range of methods, including regular and one-off payments directly to third party organisations and the BasicsCard.

The fifth Welfare Payment Reform initiative encourages parents to ensure children of compulsory school age are enrolled in school and attend school regularly. Parents who fail to provide evidence of this may have their income support payments suspended.
Northern Territory Emergency Response

The Northern Territory Emergency Response was introduced to protect Aboriginal children from abuse and build a basis for a better future in Indigenous communities. The reforms affect Indigenous and non-Indigenous people who live in 73 prescribed areas, including town camps and associated outstations and homelands in the Northern Territory, and receive certain welfare payments.

For a customer, half of all income support and family assistance payments and 100 per cent of advances, lump sums and Baby Bonus instalments are income-managed. The funds are paid into a Centrelink income managed account and then distributed to the BasicsCard or to third party organisations, such as utilities and home care services that provide food, power cards, fuel and clothing. The other half of a person’s payment is paid to them in their nominated way, for instance deposited in their bank account.

A customer can stay on income management while the area they live in remains a prescribed community. There are some exemptions to income management, mainly for volunteers assisting with the emergency response and students temporarily residing elsewhere to attend educational institutions.

Performance

Given the recent government announcement about the expansion of income management, Centrelink has been provided with greater certainty regarding funding. This has enabled the commencement of more permanent workforce arrangements to be progressively put in place.

As at 25 June 2010:

- 17 952 customers had their payments income managed, compared to 15 182 customers in 2008–09
- more than $343.07 million in income-managed funds was distributed to third party organisations providing priority goods to income–managed customers, compared to $198.41 million in 2008–09.

On 25 November 2009 the Minister for Families, Housing, Community Services and Indigenous Affairs, the Hon. Jenny Macklin, MP, and the Minister for Indigenous Health, Regional Health and Regional Services Delivery, the Hon. Warren Snowdon, MP, announced a new model of income management in the Northern Territory. This measure provides a new, non-discriminatory model of income management across the Northern Territory from 1 July 2010, subject to the passage of legislation. (See also BasicsCard on page 87.)

This measure follows the review of all initiatives under the Northern Territory Emergency Response. The new model will apply to all relevant welfare recipients in the Northern Territory and should be fully implemented by 31 December 2010.
Child Protection Income Management and Voluntary Income Management

In 2008 the Australian Government, with the Western Australian Government, introduced the Child Protection Income Management and Voluntary Income Management initiatives in selected Western Australian communities.

Under Child Protection Income Management, state government authorities have the option of asking the Australian Government to manage income support and family payments in the selected communities. This may occur where they believe poor financial skills are contributing to child neglect.

Under Voluntary Income Management, customers on certain income support and family assistance payments can request that income management be applied to their payments.

Child Protection Income Management and Voluntary Income Management apply to Indigenous and non-Indigenous customers in the entire Perth metropolitan and Kimberley regions. Public information sessions about these initiatives were held at several locations.

Community organisations have shown strong support for Centrelink initiatives that help Voluntary Income Management customers better manage their finances.

Performance

As at 25 June 2010 there were:
- 229 current customers on Child Protection Income Management, compared to 54 current customers in 2008–09
- 375 current customers on Voluntary Income Management, compared to 172 in 2008–09.

Up to 25 June 2010:
- $2 731 735 was income managed for Child Protection Income Management, compared to $292 609 by the end of 2008–09
- $5 174 558 was income managed under the Voluntary Income Management initiative, compared to $1 267 985 by the end of 2008–09.

Cape York Welfare Reform Trial

As part of Welfare Payment Reform, the Cape York Welfare Reform Trial runs from 1 July 2008 to 31 December 2011. The four Cape York communities participating in the trial are Aurukun, Coen, Hope Vale and Mossman Gorge.

The trial aims to promote engagement in the real economy, reduce passive welfare, and rebuild social norms to improve the wellbeing of children via obligations attached to welfare payments. The Queensland Government’s Family Responsibilities Commission advises Centrelink of obligation breaches and refers participants to Centrelink for income management if appropriate.

Centrelink works closely with income-managed customers to ensure the money is spent on essential items and refers customers to financial counselling and other support services.

Performance

As at 25 June 2010, 171 customers in the Cape York communities were on income management under the Cape York measure, compared to 61 customers at the end of 2008–09. Of the 171 customers, 18 customers chose to volunteer for Cape York Income Management.

Up to 30 June 2010 a total of $1 739 715 in income-managed funds was distributed to third-party organisations providing priority goods to income-managed customers, compared to $345 147 in 2008–09.
BasicsCard

The BasicsCard is a reusable, PIN-protected, EFTPOS-style card that allows income-managed customers to purchase essential goods and services from a range of approved BasicsCard merchants. The BasicsCard is available to income-managed customers under the Northern Territory Emergency Response, Child Protection Income Management, Cape York Welfare Reform Trial and Voluntary Income Management.

A new and improved BasicsCard was introduced in March 2010 to replace the previous BasicsCard and allow a smooth transition before the contractual arrangements for the previous BasicsCard expired. The new BasicsCard has a customer’s name, and payment nominee where appropriate, thermally printed on the front of the card and is green on the back.

BasicsCards are issued to income-managed customers in face-to-face interviews with Centrelink. BasicsCards offer income-managed customers more choice and flexibility for purchasing essential goods and services.

Centrelink provides an Income Management Line (13 2594) that operates 24 hours a day, seven days a week. Customers can phone about any income management matter, including the BasicsCard, reporting any lost or stolen BasicsCards, and obtaining BasicsCard balances. During business hours (8am–5pm local time seven days a week), income-managed funds can also be transferred to and recalled from the BasicsCard via the Income Management Line.

Customers can phone Centrelink on Freecall™ 1800 057 111 to get their BasicsCard balance via an automated self-service facility. Alternatively, they can visit www.centrelink.gov.au or a Centrelink Customer Service Centre.

Performance

As at 25 June 2010:

- Centrelink had issued 22 119 BasicsCards to income-managed customers, compared to 17 950 in 2008–09. These figures do not reflect the number of customers currently participating in income management. They include customers who may no longer be participating in an income management measure but were issued a BasicsCard for that measure and could have maintained an active BasicsCard.

- more than $174 million had been spent using the BasicsCard, compared to $76 million in 2008–09.

- Centrelink had installed 80 telephones in community stores in a total of 69 communities hot-linked to the Income Management Line. This is an increase of 47 phones from the previous financial year.

- Centrelink had produced two four-minute DVDs in English and 17 Indigenous languages to explain the BasicsCard to customers and how to obtain their balance.

- Centrelink approved and activated 2963 BasicsCard merchants to accept the BasicsCard around Australia, compared to 913 in 2008–09.
School Enrolment and Attendance Measure

The Australian Government is committed to improving educational outcomes for children and is testing the effectiveness of linking school enrolment and attendance to the income support payments of Indigenous and non-Indigenous parents.

The School Enrolment and Attendance Measure commenced in 2009.

In May 2010 the Australian Government announced continued funding for a pilot with state and territory governments, non-government education authorities and parents to improve school enrolment and attendance.

The funding supports initial trial locations for another 12 months in existing locations in the Northern Territory (Katherine, Hermannsburg, Wallace Rockhole, Katherine Town Camps, Tiwi Islands and Wadeye). It also includes funding for the continuation of the pilot to families in the Logan suburbs of Woodridge, Kingston, Logan Central and Eagleby, and the communities of Doomadgee and Mornington Island. This extension was announced on 18 September 2009, by the Minister for Families, Housing, Community Services and Indigenous Affairs, the Hon. Jenny Macklin, MP, and the Hon. Anna Bligh, MLA, Premier of Queensland, based on the success of the trials in the Northern Territory.

Performance

There are no agreed performance indicators for Centrelink’s role in this measure, as the work is demand driven through the relevant states and territories.

INCREASING INDIGENOUS PARTICIPATION—COMMUNITY DEVELOPMENT EMPLOYMENT PROJECTS

On 1 July 2009 the Community Development Employment Projects Program (CDEP) ceased operating in non-remote locations. Centrelink assisted people affected by the closure to test their eligibility for income support payments.

Under the changed arrangements, CDEP participants in remote locations continue to be eligible to access CDEP wages until 30 June 2011. However, from 1 July 2009, new CDEP participants in remote locations were not eligible to receive CDEP wages. Instead, if eligible, they may participate in CDEP and receive an income support payment.

The Department of Families, Housing, Community Services and Indigenous Affairs, the Department of Education, Employment and Workplace Relations, and Centrelink set up a Post Implementation Review of remote employment services in early 2010. The review identified changes needed to the new CDEP guidelines to strengthen CDEP participation in remote areas. Progressive implementation of the changes started on 17 May 2010.

The Torres Strait Islands are not affected by the CDEP reforms until July 2011. The Torres Strait Regional Authority continues to manage CDEP participation in the Torres Strait.
Nearly 130 years ago the Colonial Government of Tasmania established a formal reserve on remote Cape Barren Island and started to provide basic social services to the people who lived there.

These days the 75 Cape Barren residents are less isolated, with regular air services to the mainland. The island has also become a tourist destination for sea kayakers crossing Bass Strait.

Importantly, the island’s residents now have much better access to a variety of Centrelink services with the establishment of Tasmania’s first Indigenous Access Point in May 2010.

Centrelink Agents Program Technical Support Officer Lawrie said: ‘Access Points are essentially self-help facilities and allow locals to conduct much of their Centrelink business from within their community.

‘In the past people had to find their own ways to contact Centrelink and fax their own forms and documents. This was pretty hard for some of them, especially because they had to pay the costs as well.

‘With the Access Point they can now get Centrelink information, such as forms and booklets, and use the fax, photocopier and a phone linked directly to a Centrelink processing centre for free.’

The new Cape Barren Access Point brings to 23 the total number of Indigenous Access Points in remote areas across Australia.
INDIGENOUS SERVICING

Centrelink Agents and Access Points

As at 30 June 2010 Centrelink had 574 Agents and Access Points throughout regional, rural and remote Australia. There are:
- 180 Indigenous Community Agent sites in rural and remote areas
- 23 Indigenous Access Points in remote areas
- 191 Agent sites in rural locations
- 180 Rural Access Points.

Centrelink Access Points provide free self-help facilities where customers can conduct their business with Centrelink. This includes services such as:
- providing information products, forms and brochures
- access to a telephone dedicated to the Centrelink Call network
- facsimile/photocopy facilities for customers to forward material to Centrelink or for other related uses, for example, faxing a job résumé.

Access Point staff can sight and photocopy proof-of-identity documents so that the customer no longer has to send original documents in the mail to support their claims.

Centrelink Agents are located in communities that require a more significant Centrelink presence than an Access Point. In addition to providing the same facilities as an Access Point, an Agent provides a face-to-face information service to the community and an Internet-enabled computer and printer for customers to conduct their business. The services provided also include:
- assistance and guidance to customers in the use of self-service products (for example, the internet for online service, automated telephone systems and a fax for lodging forms)
- accepting claim forms and other documentation required to be lodged with Centrelink
- responding to customer enquiries and providing assistance, guidance or referrals as appropriate.

In 2009–10 Centrelink established an additional four Agents and two Access Point sites in areas identified as requiring these services.

Remote servicing model

Centrelink has implemented a remote servicing model to provide service delivery to remote Indigenous communities. The hub-based model enables consistency of service while achieving organisational and resource efficiencies.

A hub is a business centre from which Centrelink delivers services to remote Indigenous communities within a geographic area. The hub model includes Customer Service Centres, Remote Area Service Centres (RASC), Agents, self-service options, Mobile Remote Serving Teams, remote area pilots and place based services and is supported by Indigenous Call centres. To date six hubs have been established across northern Australia.

RASCs are small Centrelink offices located in remote areas. They support the township in which they are based as well as surrounding communities and out-stations. They use remote servers to connect to the Centrelink mainframe and this enables them to undertake basic processing work. Each centre works in partnership with the network of Centrelink community agents based in outlying communities.

RASCs have a high level of local engagement and aim to recruit and train local Indigenous people as Centrelink staff.
Community Codes

Centrelink has developed Community Codes for all remote Indigenous communities across Australia. The codes mean easier extraction of accurate and timely management information and reporting at the community level.

Better management information is vital in addressing the issues faced by Indigenous people living in remote areas. The information will play an important part in developing policies affecting Indigenous Australians and help to improve service delivery to their communities.

IMPROVING SERVICES TO INDIGENOUS CUSTOMERS

The Centrelink Indigenous Servicing Strategy and Reconciliation Action Plan continue to provide an effective blueprint for improving services to Indigenous customers.

Both the strategy and the plan expired in 2009–10, and work is under way to redevelop them. This demonstrates Centrelink's continuing commitment to the principles of reconciliation. Centrelink is working with the Department of Human Services and other Human Services portfolio agencies to develop a portfolio-wide Reconciliation Action Plan and a service offer for Indigenous customers.

Indigenous Service Units

Indigenous Service Units strategically influence the development of improvements to service delivery that lessen the disadvantage experienced by Indigenous customers and communities. The units assist Centrelink, policy departments and other agencies to work with Indigenous people and their communities to achieve integrated services that contribute to social inclusion outcomes.

Unit managers focus on policy effectiveness and sustainable delivery of Centrelink services that affect Indigenous customers and communities. They provide strategic direction, guidance and advice on Indigenous issues across the Centrelink network.

Indigenous Service Officers

A network of 80 Indigenous Service Officers operates at key Centrelink sites across Australia. As contact points between Indigenous communities and Centrelink, these specialist officers facilitate better communication and provide advice and support that helps improve service delivery to Indigenous customers and communities.

Examples of activities include:

- establishing effective relationships with local Indigenous communities, government and non-government agencies, and other relevant stakeholders
- conducting outreach activities to local Indigenous communities to ensure customers understand the services offered by Centrelink.
- identifying opportunities for enhanced service delivery
- working with Customer Service Centres to develop strategies to achieve equitable access to and participation in Centrelink services and programs by Indigenous customers.

Indigenous Customer Service Advisers

A network of 40 Indigenous Customer Service Advisers operates across Australia, providing culturally appropriate and individual customer service to Indigenous customers.

Examples of activities include:

- referring customers to appropriate service providers, linking them with community support
- providing out-services to their local community
- providing advice on customer rights and obligations.
Indigenous Call

Centrelink provides services to rural and remote Indigenous customers through a national 13 6380 number with four Indigenous Call centres servicing Indigenous customers across Australia. (See also Indigenous Call on page 114.)

Interpreter services

Together with Centrelink's Remote Servicing Teams, Indigenous Call, Remote Area Service Centres and Customer Service Centres, interpreting services enable Indigenous customers to understand their payments and obligations.

The introduction of new initiatives, for example, the Northern Territory Emergency Response and changes to the Community Development Employment Projects program, have led to increased demand for Indigenous language interpreting.

During the year Centrelink continued to work closely with a number of organisations, particularly the Aboriginal Interpreter Service in the Northern Territory, to provide interpreting services to Indigenous customers. Centrelink now offers on-demand interpreter services in Alice Springs, Katherine and Casuarina Customer Service Centres.

Sessional interpreters also provide interpreting services to Customer Service Centres and Remote Servicing Teams when needed.

In 2009–10 the Aboriginal Interpreter Service trained Centrelink on interpreter use and assisted Centrelink to develop a DVD targeting customers being released from prison. (See also Communicating with Indigenous people on page 135.)

In April 2010 Centrelink started a trial to contract Indigenous interpreters directly. The first step was to procure a panel of Indigenous interpreters in the Pitjantjatjara language. The trial will run for three months to test the Pitjantjatjara-speaking customer demand and use of interpreters.

National Indigenous Coalition

Providing strategic direction on Centrelink Indigenous servicing, the National Indigenous Coalition meets three times a year. It provides input to initiatives that aim to improve service delivery for Indigenous customers and their communities.

With 35 representatives from across the Centrelink network, in 2009–10 the coalition provided advice and contributions to:
- strategies for Closing the Gap and social inclusion
- Indigenous employment initiatives
- ABSTUDY servicing
- prisoner servicing
- communication with Indigenous customers
- debt prevention
- service delivery reform.
COMMUNITY ENGAGEMENT

Centrelink is committed to ongoing support for and engagement with Indigenous Australians and encourages staff to join their local communities to celebrate Aboriginal and Torres Strait Islander cultures, histories and achievements, and to show their support for reconciliation.

NAIDOC Week

From 5–12 July 2009 Centrelink supported events for NAIDOC Week through flag-raising ceremonies, information days and cultural performances in line with the week’s theme of ‘Honouring Our Elders, Nurturing Our Youth’.

National Reconciliation Week

Centrelink is a proud supporter of reconciliation and is committed to building and maintaining relationships with Indigenous Australians, from the local community level to the national level. Centrelink celebrated National Reconciliation Week throughout the network from 27 May to 3 June 2010. Centrelink acknowledged the theme of ‘Let’s see it through!’ at many events in Customer Service Centres and Centrelink Call centres involving local Indigenous communities.

Indigenous Ambassadors Program

The Indigenous Ambassadors Program includes three Indigenous Ambassadors:

• Arthur Beetson, former Australian Rugby League captain
• Kyle Vander-Kuyp, Olympic athlete
• Bo de la Cruz, women’s touch football champion.

The main role of the Ambassadors is to connect with Indigenous communities and speak with Centrelink customers to promote services that may assist them. The Ambassadors help to inspire trust and interest among our Indigenous customers, and to create a more efficient dialogue between customers and Centrelink. They also help forge stronger relationships with the communities.

In 2009–10 the Indigenous Ambassadors attended 57 events across all states and territories, including the Indigenous Employment and Career Expos in Queensland and a visit to a youth remand centre in Victoria.
Improve services in rural and regional locations

Strategic priority—Improve service delivery to rural and regional locations to better meet the needs of their communities
PERFORMANCE HIGHLIGHTS

• Launched a new Supporting Rural Australia regional strategy to raise awareness, improve services and focus on service coordination.
• Travelling 52,000 kilometres during 2009–10 (12,000 kilometres more than in 2008–09), Mobile Offices continued to provide assistance to farming families and small business owners in rural communities.
• Appointed Rural Support Network Coordinators to work closely with the Centrelink network and local communities to improve collaboration and coordination of rural support.
• Established five more drought social work positions to provide intervention services to support individuals, families and communities in areas affected by drought.

RURAL SERVICES

Launch of Supporting Rural Australia strategy

On 22 October 2009 the Minister for Human Services, the Hon. Chris Bowen, MP, launched the strategy Supporting Rural Australia 2009–11. The six pillars that underpin the strategy are:

• Rural Services Officers
• the Murray-Darling Basin Project
• Mobile Offices
• Centrelink Agents and Access Points
• Rural Call
• rural payments (including drought assistance).

The strategy is primarily designed to raise awareness of rural issues within Centrelink and to communicate priorities in improving services to rural Australia over the next two years. The strategy also aims to:

• clearly set out and demonstrate Centrelink’s commitment to provide quality services to customers in rural Australia
• promote Centrelink’s rural servicing capability
• influence organisational business planning and decision-making relating to future servicing of rural customers.

The new strategy brings a greater focus on service coordination to reduce fragmentation. It also includes more emphasis on using collaborative and evidence-based approaches to engaging communities and providing opportunities than can lead to improved social and economic outcomes for customers.

(See also Communicating with people living in rural and regional locations on page 135.)
Australian Government Mobile Offices

Australian Government Mobile Offices continued to travel around rural Australia to provide information and assistance to farmers and small business owners, their families and rural communities. (See also Providing extra Mobile Office capacity on page 64.)

The Mobile Offices again played a key role in Centrelink responses to emergencies and natural disasters and provided assistance in parts of Queensland and New South Wales severely affected by floods.

Performance

In 2009–10 the Mobile Offices travelled more than 52,000 kilometres and visited 275 towns across Australia. This compares to 40,000 kilometres and 287 towns in 2008–09.

Rural Services Officers

A network of Centrelink Rural Services Officers continued to work throughout rural and regional Australia to increase awareness of and access to Australian Government programs and services.

To help meet the demands of ongoing drought and climate change in 2009–10, the network provided a vital connection between the Australian Government, farming communities, and agriculturally-dependent small businesses. Rural Services Officers took services into people’s homes and communities.

Rural Services Officers also worked alongside other Centrelink employees in response to the New South Wales and Queensland storms and floods.

Performance

In 2009–10 Rural Services Officers:

- conducted 3256 farm visits (3234 in 2008–09)
- participated in 2780 seminars and field days (3824 in 2008–09)
- had 4561 contacts with Rural Financial Counsellors (5100 in 2008–09)
- made more than 9521 contacts with community, education, health and industry stakeholders (over 14,000 in 2008–09)
- performed 5813 contacts with and handovers to other Centrelink specialists (more than 5500 in 2008–09).

Reduction in some activity during 2009–10 is primarily related to improved conditions across a significant part of rural Australia, with fewer customers in receipt of assistance or seeking assistance.

Rural Call

Centrelink Rural Call centres assist rural and remote customers and Centrelink Agents in specific geographic ‘footprints’ that cover the majority of Queensland and South Australia. (See Rural Call on page 114.)

Centrelink Agents and Access Points

As at 30 June 2010, Centrelink had 574 Agents and Access Points throughout regional, rural and remote Australia. (See Centrelink Agents and Access Points on page 90.)
DELIVERING DROUGHT ASSISTANCE

Rural payments and grants

In 2009–10 Centrelink received 5841 new claims for Exceptional Circumstances Relief Payment. A total of 7456 customers stopped receiving income support due to improved conditions or other changed circumstances. In total, 19 195 customers received $253 million in Exceptional Circumstances Relief Payment income support. This compares to 26 048 customers and $351 million in 2008–09.

As well, Centrelink administered a range of other measures to assist rural Australians dealing with drought, climate change and reduced irrigation water entitlement:

- 143 Exit Grants totalling $19.8 million to enable farmers to exit farming, compared to 133 grants and $16.8 million in 2008–09
- 2712 Professional Advice and Planning Grants totalling $14.9 million, compared to 3735 grants and $20.5 million in 2008–09
- 634 claims granted for Transitional Income Support totalling $8.4 million under the Climate Change Adjustment Program, compared to 200 claims and $2.2 million in 2008–09.

Reduction in some activity during 2009–10 is primarily related to improved conditions across a significant part of rural Australia resulting in less Exceptional Circumstances declarations and fewer customers in receipt of assistance or seeking assistance.

Irrigation Management Grant

The Irrigation Management Grant program assisted irrigators in the Murray-Darling Basin to implement water management strategies. The program closed to new applicants on 1 April 2009.

Irrigators were given until 31 December 2009 to undertake their nominated water efficiency activities. In the latter part of 2009–10, the compliance process for the program confirmed that the vast majority of irrigators had spent grant funds undertaking eligible activities.

Performance

During the program a total of 11 414 successful claims were processed on behalf of 10 300 irrigators. Water management strategies for eligible activities to the value of $204 754 262 were implemented from program funds.

Small Block Irrigator Exit Grant

Small Block Irrigator Exit Grants helped irrigators remain in their communities while moving out of the business of irrigation.

A key feature of the program was a pre-assessment to ensure that irrigators could make informed decisions before they undertook to sell their water entitlements. Centrelink undertook most of these pre-assessments in 2008–09. Grant payments were made in 2009–10 once the water entitlement had been sold and the irrigation block had been cleared. The program closed to new entrants on 1 April 2009.

Performance

As at 30 June 2010 Centrelink had paid 293 claims. Only two of the eligible claims were unable to be actioned by 30 June because not all irrigators had finalised the sale of their water entitlements.
**Murray-Darling Basin Initiative**

As part of the 2009–10 Budget, the Murray-Darling Basin Initiative was extended for 12 months. This meant Centrelink Social Workers and Rural Services Officers could continue working in the Murray-Darling Basin region for another year to support customers, communities and small businesses with income support and rural services. Continuing the initiative also enabled innovative coordination positions to be established for the 12 months. Rural Support Network Coordinators (see below) were appointed to help improve coordination of services across the region and a joined-up approach to service delivery.

**Rural Support Network Coordinators**

In 2009–10 Centrelink appointed four Rural Support Network Coordinators to complement the work of Rural Services Officers, Social Workers and Rural Psychologists. The focus of the coordinators is to work closely with both the Centrelink network and local communities to improve collaboration and coordination of rural support for individuals, families and communities affected by drought and climate change.

The coordinators worked in South Australia (Berri), northern New South Wales (Armidale), southern New South Wales (Wagga Wagga) and south and east Queensland (Toowoomba). Based on recommendations in the Murray-Darling Basin Initiative Evaluation Framework, the coordinators:

- supported financial literacy workshops
- participated in developing rural service and community hubs
- improved Rural Services Officers’ knowledge of their communities and encouraged them to work collaboratively with other rural support services
- worked with key community and industry groups to influence a greater take up of drought support by hesitant farmers/irrigators
- supported rural specialists in developing place based projects in vulnerable communities.
A team effort responds to devastating dust storms

For many graziers in western New South Wales the effects of huge dust storms in October 2009 were overwhelming. Dirt was piled high against water troughs and fences, clogged waterways, ruined access tracks and destroyed stock feed.

In response to the devastation, Centrelink Social Worker Helen embarked on an unforgettable four-wheel drive trip through the area to help affected graziers and their families.

Driving vast distances in extreme temperatures, Helen worked alongside a Department of Agriculture, Fisheries and Forestry Rural Financial Officer and a Centrelink Rural Services Officer to offer a complete service covering payments and support available from both the Australian and New South Wales governments.

Visiting communities in the Packsaddle, Tibooburra, Milparinka and White Cliffs areas, the team also talked to people in their own homes about state government Disaster Payments, Centrelink and Family Assistance income support entitlements including payments for exceptional circumstances, Professional Advice and Planning grants, as well as the Social Work Service.

‘We even had our own photocopier and assisted people to complete the necessary paperwork,’ Helen said.

With two punctures along the way, and the jack sinking into the melted bitumen road, Helen was struck by the kindness of the locals who helped with repairs.

‘People were amazing, showing strength, tenacity and pride in very difficult circumstances. It was a privilege to meet them and, in many cases, make a difference to their lives.’

Dust carpets a stockyard after devastating dust storms in western New South Wales.
Professional services in drought-affected areas

**Rural Social Workers**

In 2009–10 five more drought social work positions were established across the network. Social Workers continued to take a holistic approach with intervention to support rural individuals, families and communities. They are an integral part of Mobile Office service delivery. They support farmers, their families and others through counselling, advocacy and linking people with available services.

**Family Support Drought Response Team**

In 2009–10 the Centrelink Social Work Service continued to deliver the Centrelink Family Support Drought Response Team (FSDRT) program in north-west and central west Queensland, a joint project with the Department of Families, Housing, Community Services and Indigenous Affairs.

Based in Mt Isa, the team has implemented a range of successful strategies to meet the challenges of servicing a large and geographically isolated area.

The FSDRT program delivers personal and family counselling and support services to individuals, families and communities experiencing the social and emotional impacts of drought.

Specific services delivered through the FSDRT initiative include crisis intervention, counselling, education and skills training, information and referrals, family support, home visiting and case management, as well as early intervention and community capacity–building activities.

Outreach to rural areas is a key feature of this initiative, as is home visiting and networking with other government and community organisations. FSDRT services are integrated with and complement the work of state and local governments and other community services.

The FSDRT program also has a strong partnership with the Mount Isa School of the Air to help reach isolated families through radio, activity days and mini-schools. The FSDRT delivered ‘Breathe One—Write Your Heart Out’ workshops on the School of the Air activity days at Burketown, Normanton, Cloncurry, Julia Creek and Mount Isa.

FSDRT Social Workers also provided mental health education to all front-line School of the Air workers to improve their understanding and recognition of mental health problems and mental illness.

**Rural Psychologists**

Centrelink Rural Psychologists based in Albury-Wodonga and Lismore in New South Wales and in Murray Bridge in South Australia continued to work on specific areas of focus. These included community mental health, farm exit decision making and cross-community information sharing. A major achievement was conducting two (qualitative and quantitative) research projects. The project report findings will contribute to developing improved rural service delivery. As well, the success of a project with Regional Development Australia resulted in introducing rural women to the first regional online social communication tool.
Meet diverse needs

Strategic priority—Ensure our service delivery is convenient, accessible and suits the diverse needs of individuals and providers
PERFORMANCE HIGHLIGHTS

- Overall customer satisfaction with Centrelink Customer Service Centres and Centrelink Call services increased from 89.3 per cent in 2008–09 to 90.8 per cent in 2009–10.
- The number of customer compliments increased by 44 per cent.
- Held 22 Job Expos across Australia, with customers filling more than 9300 jobs that were advertised at the expos.
- Recorded a 38 per cent increase in annual online transactions.
- Delivered vital Social Work Services in responding to emergencies, Welfare Reform, homelessness, drought, and the needs of vulnerable customers.
- Within Centrelink, successfully integrated communication functions across the Human Services portfolio.

MAIN RESULTS

Table 16—Centrelink targets and results for 2009–10—Ensure our service delivery is convenient, accessible and suits the diverse needs of individuals and providers

<table>
<thead>
<tr>
<th>Strategic objectives</th>
<th>Target</th>
<th>Result (%) 2008–09</th>
<th>Result (%) 2009–10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall level of customer satisfaction with Centrelink service quality and access</td>
<td>80% of customer phone calls successful on first attempts</td>
<td>73.2</td>
<td>88.7</td>
</tr>
<tr>
<td></td>
<td>70% of customer phone calls answered within 2½ minutes</td>
<td>57.9</td>
<td>77.0</td>
</tr>
<tr>
<td></td>
<td>% of customers that are satisfied with the length of time spent in queue (no target set)</td>
<td>58.1</td>
<td>65.3</td>
</tr>
<tr>
<td></td>
<td>88% of customers are satisfied with the quality of services provided by Centrelink Call</td>
<td>91.0</td>
<td>91.7</td>
</tr>
<tr>
<td></td>
<td>88% of customers are satisfied with the quality of services provided by Customer Service Centres</td>
<td>87.6</td>
<td>89.5</td>
</tr>
<tr>
<td>Customers who agree or strongly agree that ‘Centrelink provides services and referrals that are timely and appropriate’</td>
<td>N/A</td>
<td>N/A</td>
<td>80.4</td>
</tr>
</tbody>
</table>
MEASURING CUSTOMER SATISFACTION

In 2009–10 Centrelink continued to conduct its Customer Satisfaction Survey Program. Apart from measuring customer satisfaction, survey results are also used to guide improvements to customer access to Centrelink services.

Centrelink increased the customer satisfaction target from 86 per cent in 2007–08 to 88 per cent overall satisfaction with Centrelink services in 2008–09.

Overall customer satisfaction with Centrelink Customer Service Centres and Centrelink Call services increased from 89.3 per cent in 2008–09 to 90.8 per cent in 2009–10.

Figure 9 compares the percentage of customers who rated the overall quality of people, services and information as either ‘very good’ or ‘good’ on their last visit to a Centrelink Customer Service Centre (CSC) or phone call to Centrelink Call.

Customer Service Centre queue wait times

Centrelink maintains its strong commitment to improving the experiences of customers who visit Centrelink CSCs.

Centrelink uses several strategies that help employees to increase customer satisfaction with queue waiting times. In 2009–10 these included:

- increasing business that customers can complete through self service
- providing Customer Liaison Officers and additional support staff to greet and help customers complete their business
- implementing Access Support Centres across the Centrelink network to support service delivery staff in the CSC environment
- maintaining a Concept Office to trial customer service improvements and innovations, and to get detailed and ongoing customer and employee feedback about Centrelink’s services and facilities.

Figure 9—Overall customer satisfaction with last contact with Centrelink, 2005–06 to 2009–10

Source: Customer Service Centre Satisfaction Survey and Centrelink Call Satisfaction Survey, DBM Consultants.
Performance

In 2009–10, 65.3 per cent of customers rated the ‘length of time in a queue’ as either ‘good’ or ‘very good’ on their last visit to a Centrelink CSC. This compares with 58.1 per cent in 2008–09.

Customer Service Charter

Centrelink has a commitment to constantly strive to improve service delivery to Australians. The Centrelink Customer Service Charter, a public expression of our commitment to excellence in service delivery, sets out:

• our service delivery approach and commitments, including service standards
• customers’ rights and responsibilities
• how customers can provide feedback about service delivery
• what customers can do if they are dissatisfied with a decision made by Centrelink
• how customers can have complaints resolved.

The Customer Service Charter and a brochure containing the key information are available in all Centrelink CSCs and at www.centrelink.gov.au.

Centrelink’s Statement of Commitment to Listening and Responding to Customer Feedback supports and expands on commitments in the Customer Service Charter. It sets out the systems, processes and principles that Centrelink works with to handle customer feedback, including complaints, compliments and suggestions. The statement is available in all Centrelink CSCs and at www.centrelink.gov.au.

Following is an overview of Centrelink’s performance against each of the four service commitment themes for 2009–10. The majority of results are derived from Centrelink’s Customer Satisfaction Survey Program. (Results for questions were calculated on the basis of customers who provided a rating. Customers who for whatever reason said they ‘don’t know’, refused to answer or indicated ‘not applicable’ were removed from the calculation of results.)

Customers can expect Centrelink to make it easier for them to use Centrelink services—measured by the time customers waited in a queue at a Centrelink CSC, the percentage of calls to Centrelink Call answered within two-and-a-half minutes, and whether Centrelink got back to the customer within an agreed time if an answer to a query could not be given immediately.

• 33.3 per cent of customers who needed to wait in a queue at a CSC said they waited more than 10 minutes, compared to 41.2 per cent in 2008–09.
• 77 per cent of calls to Centrelink Call were answered within two-and-a-half minutes, compared to 57.9 per cent in 2008–09.
• 77.4 per cent of customers agreed that employees at CSCs always got back to them within the agreed time, compared to 78.2 per cent in 2008–09. The corresponding result for Centrelink Call employees was 76.9 per cent compared to 73.1 per cent in 2008–09. The ability of CSC staff to contact customers by telephone influences customer perceptions against this service attribute. Centrelink will continue to monitor/report timeliness of response to customers.

Customers can expect Centrelink to treat them with respect and courtesy—measured by customer assessments of employee behaviour.

• 93.7 per cent of customers surveyed reported that employees in CSCs treated them in a way that upheld the Australian Public Service Code of Conduct and the principles of the Charter of Public Service in a Culturally Diverse Society, compared to 92.6 per cent in 2008–09. The corresponding result for Centrelink Call employees was 96.9 per cent compared to 96.8 per cent in 2008–09.

Customers can expect Centrelink to explain their options to them—measured by customer assessments about whether Centrelink worked with them to match services and resources to their individual circumstances and the time Centrelink takes to resolve customer complaints.
85.6 per cent of customers who attended CSCs and 88.3 per cent of customers who contacted Centrelink via Centrelink Call reported that Centrelink worked with them to match services and resources to their individual circumstances. This compares to 83.7 per cent (for CSCs) and 85.6 per cent (for Centrelink Call) in 2008–09.

97.7 per cent of customer complaints were resolved within five working days compared to 95.2 per cent in 2008–09.

Customers can expect Centrelink to respect their rights—measured by customer assessments of whether Centrelink clearly explains its decisions, tells customers about their rights and responsibilities and what they need to do, and the time Centrelink takes to review a decision.

82.8 per cent of customers reported that CSC employees clearly explained decisions and 85.1 per cent reported that Centrelink Call employees clearly explained decisions. This compares to 80.1 per cent (for CSCs) and 81.7 per cent (for Centrelink Call) in 2008–09.

81.8 per cent of customers reported that CSC employees always told them about their rights and responsibilities so they know what they need to do, compared to 78.6 per cent in 2008–09. The result for Centrelink Call employees was 82.4 per cent, compared to 80.5 per cent in 2008–09.

88.5 per cent of reviews were completed within 28 days, compared to 78.1 per cent in 2008–09.

Research companies are given customer details (such as name, gender, main payment type, address and phone number). Phone interviews are conducted with current customers aged 16 years or older, but exclude those:

- with a silent phone number
- in prison, hospital, hostels or nursing homes
- who do not want to participate in research
- who may have special privacy needs.

People who complete a survey are excluded for the following four months. A quota (or ceiling) is used to ensure that customers from a single payment type do not overwhelm the sample. Survey results are weighted to reflect the views of the customers within the respective survey populations.

Measuring top level customer satisfaction results

The 2009–10 top level customer satisfaction result was measured by weighted targeted program lines results from Centrelink Call and Customer Service Centre Satisfaction Survey results respectively.

Calculation Rule: \( \frac{A}{100} \times 33.33 + \frac{B}{100} \times 33.33 + \frac{C}{100} \times 33.33 \)

- Measure Item A = Family and Child Care Business Line index per cent of customer satisfaction with Centrelink services
- Measure Item B = Seniors, Carers and Rural Business Line index of customer satisfaction with Centrelink services
- Measure Item C = Working Age Participation Business Line index per cent of customer satisfaction with Centrelink services.
Summary of research activities

Table 17—Summary of Centrelink customer research activities, 2009–10

<table>
<thead>
<tr>
<th>Survey title</th>
<th>Target audience(s) and sample size</th>
<th>Summary of findings, 2009–10</th>
</tr>
</thead>
</table>
| Customer Service Centre Customer Satisfaction | • targets a random selection of current customers who have recently visited a Centrelink CSC  
• contacts current Centrelink customers, aged 16 years and over and living in Australia, and who had been into a Centrelink CSC in the past week or two  
• measures customer perceptions of the quality of service they received  
• runs continuously, completing around 64,600 interviews each year  
• measures customer perceptions of the overall quality of the people, services and information they received | The result of 89.5 per cent for the Customer Service Centre survey for 2009–10 shows a performance improvement when compared with the results for 2008–09.                                                                                                                                                  |
| Centrelink Call Customer Satisfaction | • targets a random selection of current customers aged 16 years or over who phoned Centrelink Call within the previous week and had a DOC completed on the customer record  
• runs continuously, completing around 24,130 interviews a year, aiming to survey a minimum of 680 each of multilingual and Indigenous customers for each business line in Centrelink Call  
• provides results for the 25 Centrelink Call centres, including for Multilingual, Rural and Indigenous Call  
• survey results are presented on a site, queue and national level  
• measures customer perceptions of the overall quality of the people, services and information they received | The result of 91.7 per cent for the Centrelink Call survey for 2009–10 shows a performance improvement when compared with the results in 2008–09.                                                                                                                                                  |
| Customer Experience of Complaints Handling | • targets customers who made complaints that were recorded in Centrelink’s Integrated Customer Feedback database | In 2009–10 Centrelink continued its program of surveying customers who had recently made a complaint. The February 2010 result of 53 per cent is relatively consistent with the June 2009 result of 50 per cent.                                                                                                                                 |

In 2009–10 Centrelink continued its program of surveying customers who had recently made a complaint. The February 2010 result of 53 per cent is relatively consistent with the June 2009 result of 50 per cent.
 Survey title | Target audience(s) and sample size | Summary of findings, 2009–10
--- | --- | ---
National Customer Survey | • runs annually with a random selection of around 1850 current customers, representing all major customer segments  
• does not require participants to have had recent contact with Centrelink  
• ensures a good cross-section of customers is achieved, with a quota of 150 completed interviews for each customer segment, except Special Benefit payment and Seniors Health Care Card where there is a quota of 100 completed interviews each  
• weights responses to reflect the actual representation of each customer segment in the total Centrelink customer population  
• measures customer perceptions of overall service quality and tests performance against a range of image attributes and service elements that customers have identified as being important | At 85 per cent, overall satisfaction remained consistent with the level of satisfaction recorded for the previous year.  
Consistent with December 2008, Centrelink staff continued to receive high ratings from customers in terms of them being ‘polite and friendly’ (91 per cent) and ‘skilled and knowledgeable about Centrelink business’ (82 per cent).

International Customer Survey | • surveys around 200 customers every two years  
• for the 2010 survey, interviewed customers in Spain, Germany and United Kingdom  
• measures customer perceptions of the people, services and information provided by Centrelink’s International Services | The overall level of service provided by Centrelink’s International Services has rated positively at 92 per cent. This result is consistent with the 2008 survey.

CUSTOMER FEEDBACK
Centrelink provides a number of different contact points for customer feedback, including compliments, suggestions and complaints. Customers can provide this feedback by:
• phoning the Customer Relations Unit on Freecall™1800 050 004  
• talking directly with Centrelink employees  
• visiting the Centrelink website at www.centrelink.gov.au and sending a secure message  
• filling in a ‘Tell us what you think’ customer comment card  
• writing to Centrelink.

Customers can also provide feedback to Centrelink indirectly by contacting:
• a Member of Parliament or Senator  
• the Commonwealth Ombudsman  
• an advocacy group such as the National Welfare Rights Network, a community group, or peak body  
• the media.

Customer feedback is used to:
• identify and resolve service delivery problems  
• improve customer experiences in dealing with Centrelink  
• contribute to Centrelink business planning and performance reporting  
• guide future customer service design  
• help other government organisations develop policies.
In 2009–10 Centrelink recorded 65 092 customer contacts through these different feedback contact points, compared to 76 013 customer contacts in 2008–09. In terms of indirect feedback mechanisms, the count of feedback is only representative of cases referred to Centrelink for action. There are instances of feedback not referred to Centrelink.

Of the customer contacts recorded during 2009–10:
• 13 571 were compliments, compared to 9422 compliments in 2008–09
• 1903 were suggestions, compared to 2104 suggestions in 2008–09
• 49 618 were complaints, compared to 64 487 complaints in 2008–09.

**Performance**

There was a 44 per cent increase in the number of compliments recorded in 2009–10 compared to 2008–09. There was a 9.5 per cent reduction in the number of suggestions recorded in 2009–10. The number of recorded complaints declined by 23 per cent compared to 2008–09. The decrease in the number of recorded complaints in 2009–10 is in part a result of a series of disruptions to Centrelink’s business-as-usual activities in 2008–09.

The ANAO Emergency Management and Community Recovery Assistance in Centrelink Report 36 of 2009-10 (see Appendix K: External Scrutiny on page 245) noted that Centrelink’s ability to meet its service standards throughout 2008–09 was impacted by a range of factors including emergency response to the north Queensland floods and Victorian bushfires, the delivery of the Economic Security Strategy and Household Stimulus packages and increased demand for Centrelink payments resulting from the deterioration in general economic conditions. The ANAO noted that these factors, for example, affected the timeliness in responding to customer phone calls and slower decision review processing times. Centrelink considers these factors also contributed to the disproportionate number of complaints Centrelink received in 2008–09 compared to 2009–10.

**Types of complaints**

The majority of complaints recorded in 2009–10 (25 025) were lodged through the Customer Relations Unit Freecall™ 1800 number, compared to 39 996 complaints in 2008–09.

Centrelink Call and CSC employees recorded 11 125 complaints, compared to 8831 recorded complaints in 2008–09.

In 2009–10 customers were more likely to complain about service-related issues (such as a delay in a payment or misleading advice) than merit-based issues relating to the correctness or reasonableness of decisions (such as payment eligibility). About 21 per cent of complaints were mostly merit-based, with the rest mostly service-based.

The top five complaint categories by volume of complaints were:
• employee knowledge and practice (approximately 23 per cent)
• access to Centrelink Call, which included complaints about an engaged signal, call disconnection and on-hold wait times (approximately 13 per cent)
• employee attitude (approximately 13 per cent)
• decision making (approximately 13 per cent)
• a disagreement with a Centrelink policy and/or procedure (approximately 6 per cent).

Depending on the type of complaint, responses to customers ranged from an apology, correction of a customer’s record, review of a decision, or arrangements for an interview or specialist follow-up support in more complex cases.

Centrelink continues to maintain a strong commitment to improving the customer experience and uses customer feedback to inform strategies to enhance customer service.
Analysis of customer feedback provides areas of focus for Centrelink. Customer complaints are investigated to determine if systemic issues are impacting service delivery or if training is required.

**Rating the customer feedback system**

While the post-complaints survey (see this page) specifically targets those customers who have made a complaint to Centrelink, the National Customer Survey asks all respondents, irrespective of whether they had made a complaint, to rate the Centrelink customer feedback system.

Following is an overview of key National Customer Survey results. Results for questions were calculated on the basis of customers who provided a rating. Customers who, for whatever reason said they don’t know, refused to answer or indicated not applicable were removed from the calculation of results. Respondents who have not made a complaint will have responded ‘don’t know’ to the survey questions. These customers would not have been able to provide assessments of Centrelink’s customer feedback system.

- 85 per cent of respondents (89 per cent in 2008–09) were aware that they could provide feedback directly to Centrelink about the service they had received. 7 per cent of respondents answered ‘don’t know’. In response to the slight decline in performance, Centrelink revised its suite of Customer Charter products and its Statement of Commitment to Listening and Responding to Customer Feedback.

- Of those respondents who agreed that they could provide feedback directly to Centrelink, a high proportion indicated that they would lodge a complaint with a team leader/manager or to the person they were dealing with. Relatively few customers (6 per cent) indicated that they would contact the Centrelink Customer Relations Unit if they needed to lodge a complaint. However, it should be noted that of those survey respondents who had made a complaint to Centrelink within the past 12 months, 31 per cent had actually lodged a complaint by contacting the Customer Relations Unit. 75 per cent of respondents (75 per cent in 2008–09) agreed that Centrelink is prompt and efficient at resolving mistakes. 9 per cent of respondents answered ‘don’t know’.

- 74 per cent of respondents (74 per cent in 2008–09) agreed that it was easy to make a complaint to Centrelink about its service. 23 per cent of respondents answered ‘don’t know’ and 7 per cent answered ‘not applicable’.

- 85 per cent of respondents (83 per cent in 2008–09) agreed that Centrelink is prompt and efficient at resolving mistakes. 9 per cent of respondents answered ‘don’t know’. This is the highest result achieved since 2004.

**Resolving complaints**

Centrelink requires the majority of complaints it receives to be resolved within specified timeframes. These timeframes are based on the complexity of the customer’s circumstances. Table 18 on page 112 shows the time taken to finalise complaints.

**Performance**

Overall, 97.7 per cent of customer complaints were resolved within five working days. In 2009–10 Centrelink achieved its Tier 1 complaints handling timeliness standard, while Tier 2 and Tier 3 complaints handling timeliness standards were not achieved. However, results against the Tier 2 and Tier 3 complaints handling timeliness improved in comparison to 2008–09.

**Post-complaints survey**

In 2009–10 Centrelink carried out a post-complaints survey of customers who had made a complaint to Centrelink. Results were consistent across the three tiers.

As in previous surveys, results highlighted some areas for improving Centrelink’s complaints handling process.
In line with previous post-complaints surveys, 53 per cent (50 per cent in June 2009) of customers who had recently lodged a complaint to Centrelink were satisfied with the way their complaint was handled.

The strengths in Centrelink’s complaint handling as identified by customers include:
- being treated by staff with courtesy and respect
- Centrelink keeping complaints confidential.

**CENTRELINK CALL**

Centrelink Call has 25 networked call centres around Australia that deliver a range of government services and payments and provide specific services for customers in remote and regional Australia, for Indigenous customers, and for customers whose first language is other than English.

In the 2009–10 Budget an additional $60 million was allocated to Centrelink Call to continue providing a reasonable service level to Centrelink customers. A ‘reasonable level’ of service is measured by four key performance indicators (see Tables 19 and 20 on page 113).

---

**Table 18—Time taken to finalise customer complaints**

<table>
<thead>
<tr>
<th>Performance Indicators—internal measures</th>
<th>2008–09</th>
<th>2009–10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target (%)</strong></td>
<td><strong>Result (%)</strong></td>
<td><strong>Target (%)</strong></td>
</tr>
<tr>
<td>Proportion of Tier 1 complaints finalised within one working day. (Tier 1 complaints involve simple issues that should be either resolved at first contact or after a quick follow-up inquiry with another Centrelink employee.)</td>
<td>90.0</td>
<td>94.9</td>
</tr>
<tr>
<td>Proportion of Tier 2 complaints finalised within three working days. (Tier 2 complaints cannot normally be resolved at first contact, requiring referral to another Centrelink employee for further action and subsequent response to the customer.)</td>
<td>90.0</td>
<td>82.0</td>
</tr>
<tr>
<td>Proportion of Tier 3 complaints finalised within five working days. (Tier 3 complaints are typically more complex issues requiring a decision by a senior Centrelink employee, and/or may involve external consultation with another agency or organisation.)</td>
<td>90.0</td>
<td>75.2</td>
</tr>
</tbody>
</table>

**Performance**

In 2009–10 Centrelink Call successfully handled around 32.7 million calls, with customers either speaking to a Customer Service Adviser or using self-service options (see Figure 10 on page 114). This compares to 33.7 million calls in 2008–09. Successful calls are the number of calls which access the entry point to Centrelink Call’s network.

Customer Service Advisers dealt with more than 27.7 million of these calls, with an overall customer satisfaction rating of 91.7 per cent for 2009–10. This compares to 28.3 million calls and a 91 per cent rating in 2008–09.
### Table 19—Centrelink Call key performance indicator targets

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>2008–09 target</th>
<th>2009–10 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unmet demand¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of unmet demand in peak demand periods²</td>
<td>TARGET: 9%</td>
<td>8%</td>
</tr>
<tr>
<td>Percentage of unmet demand in non-peak demand periods²</td>
<td>TARGET: 8%</td>
<td></td>
</tr>
<tr>
<td>Percentage of callers successful on their first attempt</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Seconds in which 70% of calls are answered within</td>
<td>150</td>
<td>150</td>
</tr>
<tr>
<td>Customer complaints regarding access³</td>
<td>22 000</td>
<td>15 000</td>
</tr>
</tbody>
</table>

### Table 20—Centrelink Call outcomes against key performance indicators

<table>
<thead>
<tr>
<th>Performance indicator</th>
<th>2008–09 result</th>
<th>2009–10 result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unmet demand¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieved target 3 of 7 periods</td>
<td>4.8%</td>
<td></td>
</tr>
<tr>
<td>Achieved target 3 of 6 periods</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of callers successful on their first attempt</td>
<td>73.2%</td>
<td>88.7%</td>
</tr>
<tr>
<td>Percentage of callers answered within 150 seconds</td>
<td>57.9%</td>
<td>77%</td>
</tr>
<tr>
<td>Customer complaints regarding access³</td>
<td>13 946</td>
<td>6429</td>
</tr>
</tbody>
</table>

1. Unmet demand (weekly)—The number of callers unable to successfully enter the Centrelink’s Call network on any day during the week.
2. In 2008–09 the key performance indicator for unmet demand had targets for 13 ‘settlement’ periods based on peak and non-peak periods of demand—9 per cent in peak periods and 8 per cent in non-peak periods. Information in Table 20 shows how many times targets were achieved in peak and non-peak demand periods in 2008–09. For example, during the ‘peak demand’ period in 2008–09 the target (9 per cent unmet demand) was achieved 3 out of 7 periods. A settlement period is a pre-determined four-week period that begins on a Monday and concludes 28 days later on a Sunday. This target was changed in 2009–10 to no longer include reference to peak and non-peak periods.
3. Complaints regarding access—refers to complaints from customers who have received an engaged signal when trying to contact Centrelink.
Multilingual Call—‘we speak your language’

Centrelink Multilingual Call delivers government services to multicultural customers in languages other than English. Bilingual Customer Service Advisers, supported by interpreters where required, are able to finalise most of the customer’s business in a single phone call (see Language services on page 119).

Performance

In 2009–10 Customer Service Advisers from Centrelink Multilingual Call answered more than 742,000 calls, compared to 690,000 calls in 2008–09.

Rural Call

Centrelink has two Rural Call centres located in Maryborough (Queensland) and Port Augusta (South Australia). The call centres assist rural and remote customers and Centrelink Agents in specific geographic ‘footprints’ that cover the majority of Queensland and South Australia. Employees answer calls about all Centrelink payments and services.

The Rural Call centres also handle enquiries nationally about drought assistance for farmers, their families, rural communities, irrigators and agriculture-dependent small businesses.

Indigenous Call

Centrelink Indigenous Call provides services to rural and remote Indigenous customers through a national 13 6380 number with four call centres servicing Indigenous customers across Australia. These call centres provide a culturally appropriate access channel for Indigenous people, particularly those living in remote areas who may not have direct access to other Centrelink facilities.

Indigenous Call centres are located in Palmerston (Northern Territory), Cairns (Queensland), Bunbury (Western Australia) and Port Macquarie (New South Wales).

Figure 10—Centrelink Call successful calls

1. Successful calls—the number of calls which access the entry point to the Centrelink Call network.
These call centres are part of Centrelink’s virtual network with callers answered by the next available operator regardless of location. Customer Service Advisers can receive calls from Indigenous customers, as well as from Centrelink Agents acting on behalf of Indigenous customers in remote areas who have enquiries about ABSTUDY, Indigenous services, income management and the BasicsCard.

Performance
In 2009–10 Customer Service Advisers answered more than 1.1 million calls regarding Indigenous and income management enquiries. This compares to 640,000 calls answered in 2008–09.

SERVICES FOR CUSTOMERS WITH DIVERSE NEEDS

Jobs Expos
Following a recommendation by the Keep Australia Working inter-departmental committee, Centrelink held 22 Jobs Expos across the 20 local priority areas to support the Keep Australia Working initiative. This is a nationwide strategy to support Australian jobs and industry in areas of relatively high unemployment.

The Jobs Expos are an effective way for employers, industry groups, Job Services Australia providers, and recruitment and training providers to come together to offer information to Centrelink customers about improving their employment prospects and to advertise and fill vacant jobs. Job vacancies are displayed on a large Jobs Board.

Job seekers are encouraged to bring their résumés and talk with employers. They can also attend one of the free Centrelink Financial Information Service seminars held throughout the day to provide information about managing finances.

Performance
A total of 22 Centrelink Jobs Expos were held in 2009–10:

- 101,320 customers attended the Jobs Expos
- 1,801 exhibitors attended the Jobs Expos
- 9,317 customers filled jobs that were advertised at the expos.

Financial Information Service
The Centrelink Financial Information Service has Financial Information Service Officers working across the CSC network.

The Financial Information Service assists people to make informed decisions about saving and investing for their current and future financial needs. The service is available by telephone, interviews and a program of seminars. The Financial Information Service is free, confidential and available to all community members.

In November 2009 the Financial Information Service celebrated its 20th anniversary. Over the past 20 years the service has:

- dealt with 3,594,000 telephone calls
- conducted 1,324,000 interviews
- delivered 87,000 hours of outreach services
- held seminars for more than 1,198,000 participants

In addition, during 2009–10 the Financial Information Service participated in the Centrelink Jobs Expos, providing free financial information seminars to attendees.

The Financial Information Service also had a major role in promoting and informing the community on the September 2009 Pension Reform changes. Financial Information Service Officers conducted 560 seminars outlining the changes to more than 15,000 participants.
When the Centrelink Bundaberg Jobs Expo organisers started planning for the big day, they had no idea that such a large and enthusiastic crowd would turn up.

 Altogether, 4520 people attended the Expo held on 19 May 2010. The Expo included 62 exhibitors bringing with them more than 400 job opportunities. Importantly, more than 350 people are now likely to be placed in jobs because of the Expo.

 Jobs Expo ambassadors TV personality Scott Hillier and rugby league legend Artie Beetson joined high-profile politicians and local dignitaries to make the day a great success.

 ‘The Jobs Expos are a great way for employers, industry groups, recruitment and training providers and community organisations to connect directly with local job seekers,’ Centrelink Jobs Expo Planning and Coordination Manager Catherine said.

 ‘We had excellent feedback, particularly from employment providers with comments like “Best networking ever in Bundaberg”, “We have received some quality applicants ... worth our time to be here” and “This has been very useful to help find employees”.’

 Centrelink Jobs Expos are part of the Keep Australia Working initiative, which aims to bring real jobs and job pathways to areas hardest hit by the global financial crisis.
Performance

In 2009–10 Financial Information Service Officers:
• dealt with more than 132,000 telephone calls
• conducted more than 91,000 interviews
• delivered 8,200 hours of outreach services
• held 3,100 seminars for more than 83,000 participants.

Centrepay

Centrepay is a free direct bill-paying service offered to customers receiving payments from Centrelink. Through Centrepay a customer can choose to pay bills by having a regular amount deducted from their Centrelink payments. Instead of having large bills every month or quarter, customers’ bills are paid in manageable amounts direct from their Centrelink payments, making it easier for them to budget.

Participation in the scheme is voluntary and customers may start, vary or cancel existing deductions any time by either contacting their nominated service provider, or by phoning Centrelink, visiting a Centrelink CSC, or online at www.centrelink.gov.au.

Performance

• For the fortnight ending 30 June 2010, 449,059 customers used Centrepay, comparable to 2008–09 customer numbers.
• For the month of June 2010 there were 12,781 organisations actively participating in Centrepay, compared to 11,053 in June 2009—an increase of 16.5 per cent.
• For the month of June 2010 there were 1,470,447 deductions made on behalf of customers to participating organisations, compared to 1,293,569 for the same period in 2009—an increase of 13.6 per cent.

Centrepay reform

As part of a program of Centrepay reform, in 2009–10 Centrelink improved Centrepay to help meet the challenges of increased customer numbers, homelessness, social inclusion and financial literacy.

Improvements included:
• clarifying Centrepay’s strategic intent, purpose and policy
• developing better business management processes and systems—for example, Centrelink now has a business framework based on new policy that supports assessments and compliance of the Centrepay Contract, customer feedback processes, service reason definitions, risk management and financial management
• identifying improvements in service delivery capability, to deliver Centrepay more effectively to customers and participating organisations.

eServices

During 2009–10 Centrelink continued to focus on offering eServices as a convenient channel for customers and third parties to do business with Centrelink. Customers mainly use eServices via online services or via phone self service.

New and enhanced services included:
• introducing Centrelink Express—a streamlined self-service facility in CSCs to provide quicker and easier access to four key online services (see Centrelink Express on page 58)
• introducing Report Employment Income functionality for age pensioners
• providing an online application for Digital TV Switchover—Household Assistance Program (see Digital TV for pensioners on page 145)
• updating the online Child Care Benefit rate estimator and Parental Income Test estimator
• implementing quicker self-service registration for customers registering at a Centrelink office
• developing a one-time access option to enable unregistered customers to provide information online for specially selected one-off business processes (see Making self service simpler on page 59)
• introducing new ways of business linking through business eServices (see Linking with businesses in new ways on page 63).

Performance
In 2009–10 Centrelink recorded:
• more than 30 million individual online and phone self-service transactions, compared to 23 million in 2008–09
• a 38 per cent increase in yearly online transactions
• a 7 per cent increase in phone self-service transactions
• more than 3 864 000 Secure Online Mail messages, compared to 1 653 000 messages in 2008–09
• 2 200 403 SMS messages, compared to 1 805 418 in 2008–09.

Confirmation eServices
Centrelink Confirmation eServices (CCeS) are internet-based confirmation services developed by Centrelink to assist contracted organisations to validate Centrelink or Department of Veterans’ Affairs customer entitlement status. With customer consent Centrelink can provide the following services:
• Customer Confirmation—allows concession providers to confirm Centrelink customer information
• Income Confirmation—allows the transfer of a customer’s income and assets details directly to organisations
• Superannuation Confirmation—allows the administrators and trustees of superannuation funds to obtain information about a Centrelink customer’s income support status.

CCeS helps to protect both government and organisation outlays by providing up-to-date customer information to organisations that provide tailored programs, concessions or subsidies. The service also provides direct benefits to customers because they do not have to contact Centrelink to get paper copies of confirmation statements. Customers can also print their own confirmation statements via Centrelink online services.

Performance
In 2009–10:
• 949 contracted organisations used CCeS, compared to 925 in 2008–09—an increase of 2.5 per cent
• 44.1 million CCeS transactions occurred, compared to 36.6 million in 2008–09—an increase of 20.4 per cent.

Rent Deduction Scheme
The Rent Deduction Scheme allows Centrelink customers living in public housing to have their housing-related payments such as rent, loans and arrears deducted from their Centrelink payments and sent directly to the relevant housing authority.

The scheme is voluntary for customers and provides an easy way to manage their government housing payments, while helping to prevent rental arrears, debts and evictions. All state and territory housing authorities use the Rent Deduction Scheme.

Performance
In June 2010 the number of Rent Deduction Scheme customers paying housing-related payments was 633 214, a slight increase from 596 198 for the same month in 2009.
MULTICULTURAL SERVICES

Centrelink is continually improving its strategies to deliver services to its multicultural customers to ensure they have the opportunity to participate fully in Australia’s economic and community life. In doing so, Centrelink takes into account factors such as the diverse growth patterns, ageing rates and literacy levels of these customers and their life experiences before arriving in Australia.

Around 20 per cent of Centrelink’s customers are from diverse cultural and linguistic backgrounds. About 10 per cent of all customers need interpreter assistance when they access Centrelink services.

The main countries of birth of customers born outside Australia are the United Kingdom, New Zealand, Italy, China, Vietnam, Greece, Germany, India and Lebanon. The main preferred spoken languages other than English are Vietnamese, Greek, Arabic, Italian, Cantonese, Mandarin, Spanish, Turkish and Serbian.

Australia’s changing pattern of migration has meant that Centrelink customers are coming from an increasingly diverse range of backgrounds. Until the mid-1960s most new arrivals came from Europe.

Many migrants and refugees are now coming from Asia, Africa and the Middle East. This has seen Centrelink expand the range of languages in which it provides its services. Translated products and interpreters are now provided in languages such as Assyrian, Burmese, Chaldean, Dari, Dinka, Farsi, Hindi, Karen, Khmer, Kirundi, Nepali, Somali, Swahili, Tagalog, Tamil and Tigrinya. (See also Communicating with multicultural customers on page 135.)

Support for refugees and humanitarian entrants

In 2009–10 Centrelink maintained its commitment to supporting newly-arrived refugees and humanitarian entrants through its national refugee servicing network and local community relationships.

Refugee servicing units, Multicultural Service Officers, Centrelink staff and external providers work collaboratively to ensure refugee and humanitarian customers receive timely payments, information, assessments and referrals and ongoing support. This is critical during the initial settlement period.

During the year Centrelink also continued to provide information products targeting newly-arrived refugees and humanitarian entrants.

Many of these customers come from highly oral cultures and have difficulty speaking and reading English. Translated factsheets are available in audio CD format or can be downloaded in written format from the Centrelink website. CDs are available in English, Arabic, Assyrian, Burmese, Dari, Dinka, French, Karen, Kirundi, Persian, Sudanese-Arabic, and Swahili.

Multilingual Call

Centrelink Multilingual Call delivers government services to Centrelink customers from diverse cultural and linguistic backgrounds. (See Multilingual Call—‘we speak your language’ on page 114.)

Language services

Centrelink provides free translation and interpreting services in 226 languages to assist customers in conducting their business with Centrelink. These services are provided by 2933 contracted interpreters. As well, Oncall Interpreters and Translators Agency Pty Ltd supplies Centrelink with regular, rostered onsite interpreters. Rostered interpreters now work out of 69 Centrelink CSCs where demand for assistance in certain languages is high.

Centrelink always gives preference to interpreters and translators who have professional accreditation from the National Accreditation Authority for Translators and Interpreters Ltd (trading as NAATI).

Centrelink also employs bilingual staff. These employees may be paid a Community Language Allowance if they use their language skills in the course of their work. Where these
employees do not have NAATI accreditation, they undergo a language proficiency test conducted for Centrelink by the University of New South Wales. In June 2010 more than 700 Centrelink employees were receiving Community Language Allowance.

The Language Services Unit also provides interpreting services to a small number of other Australian Government agencies including the Family Court of Australia and CRS Australia.

**Performance**

During 2009–10 Centrelink provided:

- 60 623 pre-booked on-site interpreter appointments, compared to 52 642 in 2008–09
- 21 177 pre-booked phone interpreter appointments, compared to 22 783 in 2008–09
- 77 303 ‘on demand’ phone interpreter requests, compared to 74 045 in 2008–09
- 4760 translations of customers’ personal documents needed to process their Centrelink claims, compared to 4547 in 2008–09.

In addition, Centrelink provided an extra 2900 hours per week of sessional and rostered interpreting services, compared to 2500 extra hours in 2008–09.

**Multicultural Service Officers**

In 2009–10 Centrelink continued to operate a network of 70 Multicultural Service Officers across Australia. Each officer covers a defined geographical area, giving all Centrelink CSCs access to multicultural expertise.

Multicultural Service Officers have built and cemented Centrelink’s close relationship with a wide range of multicultural communities throughout Australia. They play a critical role in supporting Centrelink’s service delivery to customers from diverse cultural and linguistic backgrounds, helping to ensure that this group receives the same level of service as other Centrelink customers.

Examples of the key activities undertaken by Multicultural Service Officers are:

- providing assistance and support to the Keep Australia Working Jobs Expos (see Jobs Expos on page 115)
- identifying issues and working with local communities on appropriate solutions—for example, as part of place-based services in Broadmeadows and Fairfield (see Place Based Service Program on page 127)
- building capacity in vulnerable communities
- increasing the cultural skills and responsiveness of Centrelink staff.

In September 2009 Centrelink celebrated the 20th anniversary of the Multicultural Service Officers Program. Celebrations for this milestone were held across the country, with the work of Multicultural Service Officers acknowledged by both Centrelink and local communities.

**Performance**

In 2009–10 Multicultural Service Officers undertook 26 731 activities. These activities assisted a total of 313 389 people, of which 23 per cent (73 052) were Centrelink employees and 77 per cent (240 337) were customers and community members.

This compares to 16 600 activities assisting a total of 263 900 people—including 39 585 Centrelink employees and 224 315 customers and community members—in 2008–09.

**Assurance of Support**

An Assurance of Support is a legal agreement between an Australian resident or organisation (assurer) and the Australian Government. Under the agreement, an assurer agrees to support a migrant for their first two or 10 years in Australia (depending on their visa type) so they do not have to rely on payments from Centrelink. Centrelink decides who can be an assurer by assessing their financial capacity to provide support for a migrant.
Performance

In 2009–10 Centrelink on behalf of the Department of Families, Housing, Community Services and Indigenous Affairs:

- completed 99 per cent of Assurance of Support applications requiring a bank guarantee within the timeliness standard of 42 days
- completed 97 per cent of Assurance of Support applications without a bank guarantee within the timeliness standard of 28 days
- completed assessments of 11,575 assurers.

Citizenship testing

Under a memorandum of understanding with the Department of Immigration and Citizenship, Centrelink provides facilities for the department to administer citizenship tests in locations where it does not have its own premises—in Newcastle, Wollongong, Coffs Harbour and South Hedland.

Centrelink CSCs provide a link to online testing technology that allows applicants to know immediately if they passed the test or whether they have to re-sit the test.

SOCIAL WORK SERVICE

The Centrelink Social Work Service has approximately 700 Social Workers working in more than 300 locations around Australia in Centrelink CSCs and Centrelink Call. Social Workers provide high-quality professional counselling, support and referral services to customers in crisis and/or to customers with complex problems, which may be longstanding.

The range of social work customers includes:

- young people without adequate family support
- people affected by family breakdown or domestic/family violence
- people who are homeless or at risk of homelessness
- customers in crisis
- people out of the workforce for a long time who require extra assistance in meeting activity test requirements
- people with complex issues, including substance abuse, mental health issues, and/or difficulties with family or other relationships
- individuals, families and communities affected by disasters.

Social Workers undertake professional assessment and intervention with customers, contribute to staff training, provide case consultancy and guidance to staff on customer issues, and respond to requests for assistance in disaster relief and recovery.

In 2009–10 the Social Work Service continued to improve its service delivery approach in response to increased customer demand and various government initiatives. This was to ensure increased access, improved responsiveness and consistency of the Social Work Service.
**Performance**

In 2009–10 there were 343,026 referrals to the Social Work Service, compared with 347,152 referrals in 2008–09. Social Workers had 832,981 customer contacts in 2009–10.

**Social Work Services during emergency recovery**

Centrelink Social Workers were key players in the recovery process for individuals and families affected by disasters such as the bushfires in Western Australia, the New South Wales mid-north coast floods, the south-west Queensland floods, the Victorian storms and Cyclone Ului in central and north Queensland. (See also **Delivering effective emergency management** on page 28.)

Working with state disaster recovery services, social work employees worked on the ground in affected communities and in Centrelink processing teams to cater for traumatised customers. The Centrelink Call network also played an active role in delivering recovery services.

Until December 2009 Centrelink social work employees continued to provide a Victorian bushfire case management service to families affected by the Victorian bushfires.

As part of a Family Support Team, two Centrelink Social Workers went to Indonesia in July 2009 to support the Australians affected by the Jakarta bombings, which killed three Australians. Two social work staff also went to Papua New Guinea following the plane crash in August 2009 which killed nine Australians.

The Centrelink Family Liaison service was also activated after the Jakarta bombings, the Sumatran earthquakes and the Samoan tsunami. The tsunami killed five Australians. The Family Liaison Service includes Centrelink Social Workers who provide assistance to individuals and families who have been physically injured or lost loved ones as a result of a disaster.

**Centrelink Call Social Workers**

Centrelink Call Social Workers continued to offer immediate and responsive telephone counselling, assessment and referral services to Centrelink customers who are distressed in crisis or experiencing a difficult life transition.

In 2009–10 Social Workers particularly focused on supporting Centrelink Call Customer Service Advisers and vulnerable customers needing urgent payments. A large proportion of referrals for customers at risk of suicide are directed to the Centrelink Call Social Work Service, as well as customers experiencing domestic and family violence and mental health issues. Centrelink Call Social Workers also supported the overall operation of Centrelink Call by providing consultancy and training on issues like homelessness awareness and vulnerable customers.

**Carers Specialist Assessment Team**

From July 2009 the Department of Families, Housing, Community Services and Indigenous Affairs contracted the Social Work Service to provide specialised assessments for Carer Payment (Child) when the carer's claim is complex and/or has borderline eligibility. As part of this initiative 10 Social Workers work closely with Carer Processing Teams.

**Family Relationship Advice Line**

Centrelink Call Social Workers continued to staff the Parenting Adviser component of the Family Relationship Advice Line. The Parenting Advisers focus on supporting parents to develop post-separation parenting arrangements that focus on the best interests of their children. Information is given about family relationship services that support healthy family relationships, the family law system, and other referral options, including Family Relationship Centres.
Domestic and family violence assessments

The Department of Immigration and Citizenship (DIAC) can assist certain visa applicants who have had to leave an abusive relationship with a former spouse or partner and who have subsequently applied for a permanent visa. Applicants may get permanent residency without having to remain in an abusive situation.

Since 2005 DIAC has contracted Centrelink Social Workers to provide an independent expert assessment service for the more complex cases. The Migrant Review Tribunal (MRT) can also request an independent expert assessment service from Centrelink Social Workers. Applicants are interviewed and their claims assessed to determine whether they have experienced domestic or family violence, in line with the DIAC definition and provisions for domestic and/or family violence.

Performance

In 2009–10, 122 referrals were received from DIAC and 43 referrals were received from the MRT. This compares to 112 referrals from DIAC and 29 referrals from the MRT in 2008–09.

Social Workers in Business Integrity

Social Workers were introduced to Business Integrity operations in order to help staff identify vulnerable customers, to support staff with expert knowledge and to link customers to other services. The program has been a success in providing a positive influence in resolving customer issues.

Participation Support Team

Based in the Participation Solutions Team (see page 27), Social Workers are closely involved in responses to customers facing a participation failure. A Social Worker identifies a customer’s possible problems and barriers to participation and provides this information to the Centrelink decision-maker.

Comprehensive Compliance Assessment

In July 2009 the Comprehensive Compliance Assessment was implemented as an integral part of the new job seeker compliance framework (see Compliance framework for customers with participation or activity test requirements on page 27).

The Comprehensive Compliance Assessment involves an interview between a Centrelink Social Worker (or another Centrelink specialist officer) and a job seeker to help uncover the reasons for non-compliance. This aims to ensure penalties are applied appropriately in the case of persistent non-compliance and that vulnerable job seekers are not penalised for circumstances beyond their control.

Job seekers may be referred for a Comprehensive Compliance Assessment if there is a pattern of non-compliance with participation or activity test requirements. Job Services Australia providers or Centrelink can request a Comprehensive Compliance Assessment at any time if they suspect barriers may be impacting the job seeker’s ability to meet their requirements.

The Social Worker conducting the Comprehensive Compliance Assessment also develops a report for the job seeker’s Job Services Australia provider, which may include recommendations for alternative employment servicing strategies and other interventions where required.
Graduating with new skills

When eight participants graduated from a 20-week Certificate III training course in June 2010, the organisers were absolutely delighted with the results.

Run by MTC Training Solutions in partnership with Centrelink and the Department of Employment, Education and Workplace Relations, the project targeted disadvantaged young people and Indigenous job seekers in western Sydney. The course included training for a Certificate III in Children’s Service, with a Literacy and Numeracy component and Senior First Aid Certificates.

Feedback from participants indicated that finishing the course has changed their lives. All of them had left school early and none had previously completed a program. All participants were given support throughout the course as they faced new challenges such as speaking in public and learning new skills.

Natasha, pictured here, said: ‘The course built my confidence and gave me courage and belief in myself to succeed. I would have never been able to pay for this course and now I am working because of it.’

Jay, the Centrelink Program Manager for the Language, Literacy and Numeracy Program, said: ‘All graduates have gone on to find either paid work in child care, to gain a traineeship or to undertake further study. Everyone is really proud of their achievements.’

The training program is part of the Australian Government Language, Literacy and Numeracy Program which seeks to improve participants’ language, literacy and/or numeracy, with the expectation that improvements will enable them to participate more effectively in training or in the labour force and lead to greater gains for them and society in the longer term.
Welfare Payment Reform measures
In 2009–10 Centrelink Social Workers played an integral role in implementing Welfare Payment Reform measures (see page 84) affecting specified remote Indigenous communities.

Northern Territory Emergency Response—Social Workers continued to:
• live and work within affected communities
• expand face-to-face services
• assist with identifying vulnerable customers and provide counselling support and advocacy
• explore ways to improve service delivery to remote customers.

Cape York Welfare Reform Trial—Social Workers continued to:
• help support income-managed customers in contact with Centrelink, including delivery of face-to-face and virtual services
• provide case consultation and support to staff implementing income management.
• build networks with key agencies involved in the trial.

Child Protection Income Management—Social Workers continued to:
• provide support to and consultation with Centrelink staff and with at-risk customers
• develop close relationships with staff from the Western Australia Department of Child Protection to provide joint community presentations, hold meetings, improve processes and assess the benefits of this measure.

School Enrolment and Attendance Measure through Welfare Reform—Social Workers continued to:
• assist parents to take reasonable steps to enrol their children in school
• engage with schools and parents to improve attendance
• work with families, providing intervention and support to prevent customers facing a suspension of their income support payment
• engage with communities and build relationships with stakeholders.

ASSISTING VULNERABLE CUSTOMERS

Responding to homelessness
Centrelink Social Workers assist vulnerable individuals and families who are homeless or at risk of homelessness by providing early intervention and crisis responses. Assistance is delivered through direct intervention, engagement with local community agencies and groups, and referrals to support services.

Performance
In 2009–10 there were 76,128 referrals for reasons of homelessness and/or accommodation issues, which resulted in 195,217 contacts with individuals and families. This compares to 67,851 referrals and 162,958 contacts in 2008–09.

Homelessness reference groups
Centrelink Social Workers work closely with local communities and government and non-government crisis service providers. During the year the Social Work Service joined newly-formed homelessness reference groups. Including representatives from the states and territories, local governments and non-government service providers, the groups look at ways to work together and improve services to help people who are homeless.
Centrelink regularly seeks feedback from the community on ways to improve service delivery and raise customer satisfaction levels for people who are homeless, marginalised or at risk.

**Household Organisational Management Expenses (HOME) Advice Program**

Evidence shows that better outcomes for people at risk of homelessness are achieved when services provide assistance to resolve financial, safety and violence issues.

Involving Centrelink Social Workers, and state and territory government and community agencies, the HOME Advice Program takes an early intervention approach to helping families maintain secure, appropriate and safe accommodation. The program assists families at risk of homelessness to manage their finances and household expenses to help prevent accommodation crises.

### Performance

In 2009–10:
- Centrelink HOME Advice Program Social Workers conducted 4775 interventions with the client families, compared to 4564 in 2008–09
- on average, families were supported for 24 weeks
- the program assisted more than 501 families, including 781 adults and 987 children.

### Responding to the White Paper on homelessness


Several measures in the White Paper involving Centrelink took effect from July 2009. These include the following three measures.

### Using a network of 90 Community Engagement Officers—which provides services to people who are homeless or at risk of homelessness in areas where they find it difficult to access mainstream Centrelink services. With support from the Centrelink Social Work Service, Community Engagement Officers:
- provide information and assistance to community organisations
- deliver outreach services to places such as rehabilitation centres, psychiatric hospitals, prisons, hostels, boarding houses, refuges and drop-in centres
- develop and maintain strong partnerships with community groups and organisations that provide services to people who are homeless, marginalised, or at risk
- identify homelessness service gaps and service delivery barriers
- seek feedback from the community on ways to improve homelessness service delivery and raise customer satisfaction levels.

### Performance

Since 1 January 2010 Community Engagement Officers had 66,889 contacts with customers who were homeless or at risk of homelessness.

### Introducing a Homelessness Indicator—which uses Centrelink customer records to identify customers who are homeless or at risk of homelessness The Homelessness Indicator identifies customers who are homeless or at risk of becoming homeless, to ensure that they are referred to appropriate services and receive the assistance they need. The indicator will also contribute to Australia’s ability to count the homeless and have access to point in time information about the nature and extent of homelessness.
Performance

- Since the implementation of the Indicator in January 2010, 24,087 customers have had the Homelessness Indicator placed on their customer record. This includes 15,499 customers with an indicator of temporary/ongoing homelessness and 8,588 customers with an indicator of at risk of homelessness.
- To prepare for the introduction of the Homelessness Indicator, in 2009–10 approximately 18,000 staff received homelessness awareness training from Centrelink Social Workers.

Increasing support to young people living away from home—which focuses on young people aged under 18 years who have applied for Youth Allowance (Unreasonable to Live at Home) and their families. When appropriate, Social Workers look at what can be done to help young people resolve the issues that led to their payment claim. This usually involves a holistic and family-focused approach, except where the young person was living in an abusive situation.

Performance

In 2009–10, 73,687 young people aged under 18 years were referred to Social Workers for assistance, resulting in 256,315 contacts with these young people and their families.

Other targeted support for vulnerable customers

Place Based Services Program

The Place Based Services Program represents part of Centrelink’s ongoing commitment to improve outcomes for marginalised and socially excluded Australians and communities experiencing entrenched disadvantage. Under the program, initiatives in several places around Australia involve developing local responses to address local problems.

In partnership with local providers, Centrelink works in each location to support groups of customers with complex needs to improve access to local services (including health-related, housing and accommodation, personal support and vocational services) and improve their social and economic participation. The focus of the work is to connect people to services in their communities that build sustainable socially inclusive outcomes for participants.

The seven initiatives are:
- Peachey Belt in northern Adelaide, South Australia—focusing on young people, single parents and Indigenous people
- Morwell in Latrobe Valley, Victoria—focusing on long term unemployed people
- Logan in south-east Queensland—focusing on people experiencing domestic and family violence, young people leaving state care, and unmet mental health needs
- Darwin, Katherine and Alice Springs in the Northern Territory—focusing on urban Indigenous itinerants
- Broadmeadows in Victoria and Fairfield in New South Wales—focusing on young refugee job seekers aged 16–24 years
- Cooma in southern New South Wales—focusing on young carers aged 16–25 years.

During 2009–10 the program of initiatives has provided intensive interim support to 1,252 customers.
These initiatives are examples of how Centrelink is:

- taking new approaches to partnerships with other sectors
- working with community groups, local state and territory government agencies, and other service providers
- strengthening local service delivery
- developing a better understanding of how local services can respond to marginalised and disadvantaged groups
- providing better support to individual customers.

**Services for prisoners**

A network of Centrelink Prison Liaison officers visit correctional facilities across Australia to provide inmates with access to Centrelink payments and services on the day they are released. This service aims to assist prisoners to rejoin the community and to reduce the possibility of them offending again. Program protocol agreements between Centrelink and each state and territory department of corrections provide the framework for service arrangements.

In 2010 Centrelink produced a new DVD—Are You Preparing for Release—for Indigenous prisoners who do not speak English as their first language. The DVDs were filmed in the Northern Territory using Indigenous interpreters in six languages—Warlpiri, Central Arrernte, Anindilyakwa, Murrinh-Patha, Kimberley Kriol, and Yolngu-Matha. The DVD will be distributed to state and territory correctional and justice agencies as required.

In 2009–10 Centrelink also worked with Medicare Australia to ensure access to Medicare services to people who have been detained in state or territory departments of corrections, juvenile justice, correctional health facilities and other correctional or psychiatric agencies. These services assist prisoners prior to release so they can access appropriate medical services and obtain identification documents on release.

**Performance**

Centrelink visits 121 correctional facilities across the country and interviews almost 40 per cent of prisoners prior to their release.

**ENGAGING WITH COMMUNITIES**

In consultation with community organisations, during 2009–10 Centrelink developed a new community engagement strategy. The strategy is designed to enhance engagement with the community sector and collaboratively improve outcomes for customers. This strategy will be implemented in 2010–11.

**Centrelink Service Delivery Policy Advisory Group**

The Centrelink Service Delivery Policy Advisory Group deals with high-level strategic service delivery issues, and is attended by peak organisations and national service providers. The group meets quarterly, with its inaugural meeting held on 22 June 2010. Identified priority areas of focus for the coming year include:

- sharing of best practice service delivery
- service delivery issues faced by refugee youth and youth in general
- mature age workers unemployment market
- reciprocal agreements and their effect on pensions
- customer attendance at interviews.

These issues are being addressed through the establishment of issue-specific working groups, or as a focus for engagement at subsequent meetings of the Advisory Group.
National Welfare Rights Network
The National Welfare Rights Network (NWRN) has an important role in providing formal and informal feedback to Centrelink on improving service delivery, particularly for vulnerable customers. The network also contributes to a number of community and customer reference groups.

Centrelink and the NWRN meet twice a year to discuss issues relating to the network’s clients and mutual customers.

Centrelink supported the NWRN by providing information on new government initiatives, changes to Centrelink service delivery and updated reference material, and provided opportunities for input to implementation planning and evaluation of programs.

During 2009–10 the NWRN assisted with implementation of the same-sex reforms, offering information, suggestions and advice on terminology and wording for communication about the changes. Centrelink provided the NWRN with a copy of the technical training material about the reforms. Since the implementation, the network has continued to inform Centrelink and other agencies about issues being raised by affected customers.

Carer Service Delivery Reference Group
The Carer Service Delivery Reference Group includes members from carer organisations throughout Australia who also represent Indigenous carers, multicultural carers, young carers and carers for people with mental health issues.

Meetings are held once a year and provide Centrelink with the opportunity to discuss key messages and focus on strategic issues relating to service delivery. Policy concerns are referred to the relevant policy department to address.

In May 2010 the group met to discuss Budget measures affecting carers and the implementation of Phase 2 of the Improved Support for Carers Project.

Members were interested in ensuring Centrelink staff are trained in carer and disability awareness and offered to provide input to future training packages. Centrelink continues to meet with representatives of carer organisations and will progress opportunities to work together to improve staff training and service delivery for carers.

Community reference groups
Centrelink has a number of community reference groups and other consultative bodies nationally to gather input on and feedback about Centrelink service delivery. These community reference groups mainly include representatives from peak community and service delivery bodies.

Multicultural Advisory Committees
Centrelink consults regularly with multicultural communities at local, state and territory levels through its multicultural advisory committees. These committees operate in states, territories and regions with high multicultural populations.

The Multicultural Advisory Committees help to build partnerships between the community and Centrelink. They provide members with:

- a forum for raising service delivery issues
- an ongoing opportunity to learn about upcoming changes to government policy
- a feedback loop to provide advice to Centrelink on the effect policies have at the local level.
Centrelink works closely with community representatives to ensure that communities are informed about changes and new initiatives and that issues raised are addressed either within local service delivery arrangements or brought to the attention of policy agencies. Examples include where feedback has helped to highlight areas where bilingual assistance needed to be strengthened, where cultural awareness sessions were required to better understand the needs of new settling communities or on targeted communication strategies to inform the increasing diversity of multicultural customer groups.

**National Multicultural Reference Group**

Centrelink convenes the National Multicultural Reference Group with members from government agencies and the peak bodies representing communities from diverse cultural and linguistic backgrounds. Meetings are held once a year to provide advice and feedback to Centrelink about the quality and effectiveness of its service delivery to multicultural customers.

The group last met in June 2010. The Minister for Human Services, the Hon. Chris Bowen, MP, attended the meeting. Topics discussed included service delivery reform, the National Compact with the Third Sector, community engagement, housing and homelessness, and pathways to employment for migrants and refugees.

The group resolved to work closely with Centrelink in the coming year to provide advice on the design and implementation of service delivery reform.

**Older People’s Reference Group**

Made up of peak bodies and customer representatives, the Older People’s Reference Group continued to facilitate communication to improve Centrelink’s services to senior customers. Meetings of the group are held once a year and give Centrelink the opportunity to discuss key messages and focus on strategic issues relating to service delivery. Policy concerns are referred to the relevant policy department to address.

A meeting was held on 20 May 2010. The meeting focused on Budget measures affecting seniors and discussion about service delivery reform. Members of the reference group provided insights into areas that could be included in the reform and it was agreed that there will be ongoing consultation on this issue.

**Supporting community events**

**Carers Week**

Centrelink worked with Carers Australia, Commonwealth Respite and Carelink centres and other community organisations to promote Carers Week, which was held from 18–23 October 2009.

This year’s theme was ‘Anyone, anytime could be a carer’. Centrelink hosted a range of events and activities across all its CSCs and at its national office to acknowledge the valuable role carers play in the community and to raise awareness of carers’ needs.

**Families Week**

National Families Week was held from 15–21 May 2010. The week recognised the importance of families as the most fundamental units of society. The theme this year was ‘The best start: supporting happy, healthy childhoods’.

The Human Services portfolio supported Families Week by hosting community events throughout its customer service networks, including barbecues, morning teas, a family information expo and a children’s colouring and writing competition.
International Day of People with Disability

International Day of People with Disability promotes the ability, contribution and achievements of people with disability. The day encourages support for the dignity and rights of people with disability through awareness and understanding of disability issues. Centrelink supports the day each year by hosting events such as free information seminars, morning and afternoon teas and sausage sizzles with community groups in local CSCs, Centrelink Call and Area Offices.

National Career Development Week

National Career Development Week was held from 17–23 May 2010. The week promotes awareness of career development and emphasises the need for working age Australians to develop skills to manage their careers. Centrelink’s network of Career Information Centres participated in a number of events around Australia, including career expos, workshops, community events and joint information sessions with service providers.

National Homeless and Missing Persons Week

Homeless and Missing Persons Week was held from 2–8 August 2009 as a joint initiative of Homelessness Australia and the Australian Federal Police. As part of Centrelink’s support, Australian Federal Police Missing Persons Week was the promotional theme in all CSCs throughout August 2009.

Events were organised across the network to raise awareness about the impact of homelessness on our customers and their families.

The Social Work Services Branch held a display in the National Support Office from 3–7 August 2009. A representative from the branch was available to answer staff questions and provide information about homelessness and various homelessness prevention and response measures.

Refugee Week

World Refugee Day was celebrated on 20 June 2010. To complement this, Refugee Week was held from the 20–26 June 2010. Refugee Week provides a unique opportunity to experience and celebrate the rich diversity of refugee communities in Australia.

Refugee Week is celebrated by a wide range of community and government organisations who host events and local activities all over Australia. These events aim to build awareness of the needs of the world’s refugees and of the contributions of refugees who have made Australia their home. Refugee Week is supported nationally by Centrelink staff who organise local activities to increase understanding of the issues facing refugees.

Seniors Week

From 21–28 March 2010 Centrelink worked closely with the Australian Capital Territory Council on the Ageing to coordinate a successful Seniors Expo during Seniors Week. Centrelink participated in the Seniors Expo by:
• running a Financial Information Service booth
• providing general information about Centrelink payments and services
• running a free sausage sizzle for a day.

Centrelink will continue this positive yearly tradition to maintain an approachable and active role in the local community. Importantly, Centrelink’s involvement in these activities means seniors have the chance to directly put their views about aspects of and improvements to Centrelink service delivery.
COMMUNICATING WITH CUSTOMERS AND THE COMMUNITY

Integrated communication functions

To support service delivery reforms, communication functions across the Human Services portfolio were integrated on 1 March 2010.

A high priority is placed on effective communication with customers, potential customers and the Australian community. Effective communication provides Australians with the information they need to make informed choices about Human Services portfolio payments and services and to understand their rights and obligations when they receive these.

In 2009–10 Centrelink continued to provide customers and the community with information about its payments and services through a range of accessible channels, including media, print products, advertising and, increasingly, online.

Media coverage

During the year Centrelink again worked closely with local, national, state and territory media to raise awareness in the broader Australian community about Australian Government support, services and payments.

Initiatives that attracted significant media coverage included changes to income support payments for students, support for Australians affected by the global financial crisis, the portfolio’s anti-fraud and compliance activities and Budget measures.

Talkback radio and morning television were important ways for Centrelink to inform customers about their rights and responsibilities, and to maintain Centrelink’s reputation as an accessible and customer-focused organisation.

During the year Centrelink media spokesman Hank Jongen (Portfolio General Manager, Communication Division) participated in regular talkback radio interviews around Australia, answering Centrelink-related questions on a variety of topics. Programs included ABC Radio’s Nightlife with Tony Delroy as well as regular radio spots in capital cities and a number of major regional centres.

Key topics included:

- customer feedback—to inform customers of the avenues available if they are unhappy with a Centrelink service or decision
- debt prevention—to remind customers about their responsibility to tell Centrelink when their circumstances change to reduce the risk of overpayment
- access—to tell customers about the different ways of doing business with Centrelink
- responsiveness—to tell customers that Centrelink is responsive and takes customer concerns about individual circumstances seriously and will follow through on individual customer complaints.

Marketing programs

All Centrelink communication campaign activity is conducted in line with the *Department of Finance and Deregulation Guidelines on Campaign Advertising by Australian Government Departments and Agencies*.

Centrelink did not undertake any communication campaigns in 2009–10.

(See Appendix D: *Advertising and market research* on page 210.)
With around 1.3 million of Centrelink’s 6.8 million customers coming from backgrounds where English is not their main language, the new Information in your language booklet is a welcome addition to the variety of ways Centrelink communicates with Australia’s multicultural community.

Available in 35 languages, the booklet is a guide to Centrelink’s range of payments and services. It covers topics from basic payments, program descriptions and eligibility information, to subjects of particular interest to people from migrant and refugee backgrounds, such as proof of residence requirements and international social security agreements.

Centrelink Project Officer Monique said: ‘It is very important that people who are new to Australia are made to feel welcome and included, and get support if they need it, whether they speak English or not.

‘We also decided to include some other useful details about assistance from agencies like Medicare Australia, the Family Assistance Office, the Department of Immigration and Citizenship and the Australian Taxation Office.’

Information in your language was developed in response to feedback from customers, community groups and the multicultural servicing sector.
Online communication

The Centrelink website is one of the organisation’s most effective communication channels used to provide information to the Australian community. In a government context it is consistently in the top three government websites within Australia, with more than 110 million pages viewed by 85 million visitors in 2009–10.

The structure of the site makes it easy for customers—whether a farmer in regional Western Australia, an Indigenous customer in an outback town, or someone adversely affected by an emergency or disaster.

Centrelink recognises that the website has to evolve to continue to meet audience expectations and to allow for inclusion of new and emerging technologies in the longer term.

A number of key projects have contributed to the ongoing evolution of the website to meet current expectations and needs, including:

- a new presentation layer (‘look and feel’)
- improved information structures for website pages
- text to speech functionality (Readspeaker)
- improved delivery of video and other media formats
- greater accessibility for multicultural audiences and people with vision impairment or literacy issues
- improved site searching through the implementation of the Australian Government Information Management Office-licensed Funnelback search engine.

Media monitoring

While Centrelink communicates individually with customers, the media is an effective way of informing the broader community about Australian Government support, services and payments. Centrelink’s dealings with the media have demonstrated its responsiveness to community and government needs, as well as performing a vital education function.

Media monitoring allows Centrelink to evaluate issues and messages communicated to the community, as well as the likely impact and ongoing effects on its delivery of services. Analysis of media activity identifies potential service delivery issues early on and can then be used to prepare strategies to respond to community enquiries or increases in customer demand.

In 2009–10 Centrelink was mentioned in more than 31 700 media articles. Independent analysis shows that 93 per cent of this coverage was positive or balanced. Centrelink issued more than 600 media releases and responded to more than 700 media enquiries. This is a very high level of media activity in public sector terms and highlights the importance of the services provided by Centrelink to the audiences of media outlets around the country.

Following integration of the communications function across the Human Services portfolio, in February 2010 a centralised portfolio-wide media monitoring process was introduced to achieve a more efficient distribution service. The initiative also led to cost saving by reducing the downstream copyright licence fees the external media monitoring provider collects on behalf of Copyright Agency Limited.
Targeted communication for specific customer groups

Communicating with Indigenous people

Centrelink communicates with Aboriginal and Torres Strait Islanders in a variety of ways, such as face-to-face, phone, website, printed materials and audio Indigenous language translations.

In December 2009 a new booklet *Are you an Aboriginal or Torres Strait Islander?* was published and a range of audio translated products were produced for carers, families and income-managed customers. Some of the languages for the audio translations were Anindilyakwa, Arrernte, Kriol, Manyjiljara, Murrinh Patha, Pitjantjiŋarla, Warlpiri, Wongatha and Yolngu Matha.

On 8 June 2010 Centrelink launched a DVD *Caring for our people* specifically aimed at informing Indigenous carers about Carer Payment and Carer Allowance. This is part of Centrelink’s commitment to finding ways to better reach Indigenous Australians in rural and remote communities. This DVD, which has been translated into 10 Indigenous languages, is an important resource to assist in explaining the concept of caring and the support available for people who take on this significant role.

Communicating with people with disability and their carers

All Centrelink communication products are available upon request in alternative formats. These formats include audio CD or DVD, large print, braille and e-text. Customers can also select the ‘listen to this page’ icon to hear the contents of selected web pages from the Centrelink website.

Centrelink’s publications *Caring for someone?* and *Are you ill, injured, or do you have a disability?* contain information specifically for carers and people with disability on the options and services available to them. Centrelink also produces a newsletter for carers and customers who receive Disability Support Pension.

Communicating with people living in rural and regional locations

A key focus throughout the year was promotion of the new Australian Government Mobile Offices, which were launched by the Minister for Human Services in Canberra in October 2009. This also involved a three-day event which included the launch of Centrelink’s Supporting Rural Australia strategy.

In June 2010 Centrelink began communicating with the rural customers and groups via a third party online service provider, *Get Farming*.

Communicating with multicultural customers

In March 2010 Centrelink introduced a flagship publication, *Information in your language—a guide to your options and our services*. 


BUILDING RELATIONSHIPS WITH THE BUSINESS SECTOR

Centrelink asks many businesses for information to ensure that customers receive their correct entitlements—for example, to verify customer earnings. Centrelink also offers support and services to businesses and other third-party organisations. Annual surveys of the business sector identify ways to improve relationships with businesses and make it easier for them to deal with requests.

Business support

In 2009–10 Centrelink continued to support businesses and other organisations by offering Centrepay, Confirmation Services and the Rent Deduction Scheme.

- Centrepay—a service that allows Centrelink customers to pay bills through regular and manageable deductions from their Centrelink payments (see page 117)
- Rent Deduction Scheme—a service that allows customers in public housing to have their housing payments deducted automatically from their Centrelink payment and sent directly to the relevant authority (see page 118)
- Customer Confirmation eServices—services that allow businesses to receive confirmation of a Centrelink customer’s entitlement to concessions (see page 118)
- Income Confirmation Services—services that enable organisations to receive customer payments and income and assets details so that eligibility for government programs and subsidies can be determined (see page 118)
- Superannuation Confirmation Services—services that allow superannuation providers to confirm online with Centrelink a customer’s eligibility for early release of their superannuation payments (see page 118)
- Tasmanian Assistance Services—services that deliver the Tasmanian Freight Equalisation Scheme, the Bass Strait Passenger Vehicle Equalisation Scheme, and the Tasmanian Wheat Freight Scheme on behalf of the Department of Infrastructure, Transport, Regional Development and Local Government (see page 38).

See also Linking with businesses in new ways on page 63.

Business Hotline

The Centrelink Business Hotline is a national contact centre established to reduce red tape and make it easier for employers and other third-party organisations to interact with Centrelink. It operates 8.30am–7pm except for national public holidays.

During the year the Business Hotline continued to have close involvement in Centrelink’s digitisation agenda through images received via desktop fax.

The Business Hotline also used the electronic transfer system to support other Centrelink work including:

- business integrity documentation and forms
- all customer forms lodged with Centrelink Agents and Participation Solutions Team documentation
- acting as the primary gateway for claim forms during Centrelink emergency responses to disasters.
**Performance**

In 2009–10 the Centrelink Business Hotline:
- answered 113,460 calls—down from 141,684 calls in 2008–09. On average, calls were answered in under 11 seconds
- received and managed electronically more than 5.5 million pages, compared to 3.2 million pages in 2008–09
- used the electronic transfer system to handle 1,418,243 incoming faxes compared to 636,540 handled in 2008–09. This resulted in more than 1.5 million electronic images being made available to staff for actioning/processing in other business units within Centrelink.

During the year the Information Reporting Helpdesk and processing teams also continued to provide a range of support to a number of national electronic data exchange projects, which included:
- undertaking weekly or fortnightly electronic file transfers with 146 Australian disability services organisations, resulting in the Business Hotline processing approximately 458,071 customer earning updates, compared to 141 organisations and 450,000 updates in 2008–09
- responding to requests for earnings verification to the Coles Group (2140 requests) and Woolworths (2350 requests)
- exchanging data between 36 (31 in 2008–09) universities and Centrelink, confirming enrolment and course load details for students, which helped to reduce debts and overpayments. In 2009–10, this project exchanged 1058 electronic files containing in excess of 4.1 million individual customer records
- receipting and registering approximately 3000 (1000 in 2008–09) merchant applications lodged to accept the BasicsCard
- receipting and registering more than 700 Centrepay businesses.

**BUILDING RELATIONSHIPS WITH OTHER COUNTRIES**

During the year Centrelink continued to build and maintain relationships with other countries. Highlights included:
- participating in negotiations on potential bilateral social security agreements with the former Yugoslav Republic of Macedonia, Hungary and France
- attending a meeting in New Zealand to discuss a revision of the current social security agreement
- holding a meeting in Italy with representatives of Istituto Nazionale Previdenza Sociale to discuss improvements to the data exchange program
- finalising bilateral social security agreements with Poland and the Czech Republic for implementation in 2010–11
- hosting a visit by a delegation from Poland to negotiate administrative arrangements supporting the proposed social security agreement between Australia and Poland.

**International visits to Centrelink**

Table 21 on page 138 shows visits to Centrelink by delegations from other countries.

**New international social security agreement with Finland**

During the year Centrelink implemented a new international social security agreement between Australia and Finland. Signed on 10 September 2008, this agreement came into force on 1 July 2009 and covers Australian Age Pension, Finnish National Old Age Pension and Finnish Earnings Related Pensions. The agreement allows customers to receive pension payments despite insufficient insurance, retirement contributions, or residence periods.

As at 30 June 2010, 2588 customers had lodged claims for Finnish pensions and approximately 132 customers had lodged claims for Australian pensions under the agreement with Finland.
### Table 21—International visits to Centrelink, 2009–10

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<th>Date</th>
<th>Delegation</th>
<th>Areas of interest</th>
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<tr>
<td>30 June–1 July 2010</td>
<td>New Zealand Inland Revenue</td>
<td>National Support Office</td>
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<tr>
<td>29 June 2010</td>
<td>Vietnam Ministry of Labour, Invalids and Social Affairs (hosted by DEEWR)</td>
<td>National Support Office, Concept Office and Concept Lab</td>
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<td>23 June 2010</td>
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<td>7–11 June 2010</td>
<td>China—Ministry of Human Resources and Social Security</td>
<td>National Support Office, Liverpool Call and CSC</td>
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<td>26–27 May 2010</td>
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<td>New Zealand—Accident Compensation Corporation</td>
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<td>1–5 March 2010</td>
<td>Hong Kong—Department of Social Welfare</td>
<td>National Support Office, DEEWR, FaHCSIA, Liverpool CSC and Multilingual Call</td>
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<td>3 February 2010</td>
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<td>1 December 2009</td>
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<tr>
<td>Date</td>
<td>Delegation</td>
<td>Areas of interest</td>
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<td>1 December 2009</td>
<td>Korean Ministry of Health, Welfare and Family Affairs</td>
<td>National Support Office</td>
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<td>Netherlands Ministry of the Interior and Kingdom Relations</td>
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<td>22 October 2009</td>
<td>Sudan—Sudanese National Congress</td>
<td>Dandenong CSC, overview of Centrelink</td>
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<td>29 September 2009</td>
<td>Kenya—Ministry of Information and Communication Technology</td>
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<td>10–14 August 2009</td>
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<td>22 July 2009</td>
<td>Indonesian Ministry of Finance</td>
<td>Strategic Balanced Scorecard</td>
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Deliver integrated customer service through ICT

Strategic priority—Ensure workforce and ICT systems capacity underpins Centrelink’s ability to deliver integrated customer service in a complex and evolving environment with short and long-term policy objectives
Reporting on this strategic priority reflects the role of information and communication technology (ICT) as an enabler for Centrelink to design and deliver systems that maximise its ability to achieve government objectives, implement new policy initiatives and deliver integrated customer service.

This strategic priority aligns with the following key performance indicators set out in Centrelink’s Portfolio Budget Statement 2009–10:

- **Key performance indicator 1.2** ‘Implement government decisions on time and budget’ (see Delivering government commitments in 2009–10 on page 54).
- **Key performance indicator 3.1** ‘Customers are satisfied with the ease of access to and quality of service provided by Centrelink’ (see Measuring customer satisfaction on page 105).

**ICT INFRASTRUCTURE INTEGRATION**

The Department of Human Services is implementing an ICT Infrastructure Integration Program to support service delivery reforms. This will merge the portfolio’s ICT infrastructure which will deliver a platform to enable customer services integration across the department, Centrelink and Medicare Australia.

**PERFORMANCE HIGHLIGHTS**

- Delivered more than 1400 self service personal computers to the Centrelink network, to make it easier for customers to access self-service options.
- Installed self-service touch screens in Customer Service Centres.
- Implemented a new system for emergency payment workflow, which gives more flexibility in responding to people and communities recovering from disasters or critical events.
- Introduced Real Time Gross Settlement, which means customers can get income support payments transferred to their bank accounts within the day.
- Further reduced the use of paper by digitising images of customer documents.
- Delivered a system to support service delivery resulting from the Review of Australian Higher Education.

**ICT WORKFORCE CAPABILITY**

In 2009–10 Centrelink continued to build its information technology (IT) workforce capability. This included streamlining the IT classification framework and role-tagging IT employees against identified IT roles within the human resources management system. Skill tags for staff assist in:

- identifying gaps in critical roles
- providing data for more transparency in project costing
- assisting with workload management
- supporting skills development
- contributing to development of a three-year Strategic IT Human Capital Plan.

The Centrelink IT classification framework has been aligned with the whole-of-government IT categorisation framework that is based on the Skills Framework for the Information Age. Aiming to improve staff retention and development, Centrelink has also:

- developed an online On-boarding tool and Checklist for managers, which is available on the Learning Management System
- worked on developing an IT Learning Strategy
- provided access via its intranet to Career Navigator—a tool developed at a whole-of-government level to assist employees with career development.
IMPROVING CUSTOMER SERVICES

In 2009–10 Centrelink’s ICT development included initiatives to enhance online self service and other services. Examples include:

- **Nominee access to self service**—implementing nominee access to self service, which allows nominees to conduct business via online services on behalf of the people they act for
- **Use of shared secret**—allowing customers who engage with Centrelink infrequently to conduct business via self service using a simplified online credential (see *Making self service simpler* on page 59)
- **Re-use of data for existing customers when claiming for benefits online**—involving pre-populating all data fields for online family assistance claims and a limited number of data fields for other online claims (see *Pre-populating online claim data fields* on page 59)
- **Centrelink Express**—after very positive customer responses during the pilot rollout this service is being phased in nationally. Customers can use this easy touch screen self-service facility to print income statements, applications for payment and rent certificates, and apply for advance payments (see *Centrelink Express* on page 58).

ICT SUPPORT TO IMPLEMENT GOVERNMENT INITIATIVES

Centrelink ICT was involved in the development, changes, testing and implementation of a number of ICT systems.

**Australian Government Disaster Recovery Payment workflow**

This capability was developed to give Customer Service Advisers a simple and easy to use workflow to collect data, process and make disaster payments to customers. The system includes the ability to collect and process claims from customers in stand-alone mode when no connectivity is available. This capability was first used to process payments to Australians adversely affected by the Western Australian bushfires immediately following the announcement on 31 December 2009. (See also *Delivering effective emergency management* on page 28.)

A more efficient claiming process using redesigned and simplified application form supported via an online claim tool was also implemented.

In addition, the system was used in the following emergencies:

- Victorian storms—March 2010
- south-west Queensland floods—March 2010
- Western Australian bushfires—December 2009
- New South Wales mid-north coast floods—November 2009
- Sumatran earthquakes—September and October 2009
- Samoan tsunami—September 2009.
Behind the scenes in Centrelink, the work of a large team of ICT system experts is often crucial to successfully implementing a vast array of new initiatives.

Working to tight deadlines in 2009–10, more than 100 ICT employees designed and built system changes to ensure delivery of Student Income Support Reforms.

‘The changes required were complex and difficult to develop,’ Troy from the Centrelink Applications Division said.

‘Two new scholarships measures were implemented, which benefited more than 150,000 customers.’

‘As well, to accommodate Parental Income Test changes we built a new functionality to undertake assessments for family “groups” for the first time. This meant working out how the system could accurately calculate rates of Youth Allowance and ABSTUDY payments based on the income of parents as well as the circumstances of other children in the family. For example payment rates can now change if a sibling stops receiving a student payment, becomes independent, or moves away from home.

‘It was a huge challenge, but we got there. In the end, of course, our work is about improving Centrelink customer services and the part we play in that is very satisfying.’

Apart from the system changes needed, in the lead up to any project implementation the role of Centrelink ICT Project Managers involves developing code management strategies, ensuring testing coverage and environments are adequate, contributing to the training material for frontline Centrelink staff, and providing information to organisational stakeholders and the Centrelink Executive.
Student Income Reforms
ICT implemented system changes to accommodate recommendations arising from the Review of Australian Higher Education.

National Green Jobs Corps supplement
ICT developed and implemented system solutions, including an automated two-part solution to deliver the National Green Jobs Corps supplement payment.

New disability referral arrangements
ICT implemented system changes to support new Disability Employment Services, as part of the Australian Government’s disability reform initiatives.

Digital TV for pensioners
ICT implemented a system to provide all potentially eligible Australians with a letter to invite them to apply as well as record their application either via web self service or by speaking to a Customer Service Adviser. Then (if the customer meets the necessary criteria) the Centrelink system informs the contractor about the installation details and tracks the installation success.

Real Time Gross Settlement (RTGS)
ICT implemented capacity to make RTGS payments in a secure environment for Urgent Payments and Australian Government Disaster Recovery Payments. The RTGS payment enables funds to be delivered to a customer’s bank account within the day, rather than the traditional direct credit which involves a one or two working day waiting period.

Reduced Paper Initiative (RPI) project
ICT has been implementing capabilities to remove dependency on the use of paper forms and correspondence by digitising them at, or as close as possible to, the point of receipt. The digitised images can then be processed by staff via a national queue, providing the ability to move and process the work digitally, at any location across Australia. Core capabilities that will be provided include:

- centralised and local scanning facilities
- data capture (including barcode recognition and basic Optical Character Recognition)
- introduction of Enterprise Content and Records Management capabilities
- national queue processing via the staff portal
- base for the Medical Information File Envelope project.
Medical Information File Envelope (MIFE) project

The MIFE is built on the RPI local scanning and Enterprise Content and Records Management capabilities provided by RPI. This enables secure electronic transfer of customer medical information from Centrelink to Job Capacity Assessment providers through the Department of Education, Employment and Workplace Relations (DEEWR) ESS Smart Client system.

This added the following capabilities to the core RPI Solutions:

- an electronic file record request system able to provide historical scanning of paper documents—that is, a back-scanning solution
- DEEWR and Centrelink web services for medical images to be retrieved and viewed by DEEWR
- a user interface that allows Centrelink staff to enter data into the MIFE system.

ICT SERVICES AND THE DEPARTMENT OF VETERANS’ AFFAIRS

Since April 2009 Centrelink has worked with the Department of Veterans’ Affairs (DVA) to investigate the feasibility of providing ICT services to the department in ways that may be beneficial to both organisations. A final proposal was provided to DVA in March 2010 for the provision of an ICT ‘shared service’ arrangement, which was subsequently accepted by the Secretary of DVA. The transitioning of services from DVA to DHS is planned to occur in 2010–11, with an arrangement to extend for an initial period of five years. The services in scope for a shared service arrangement are not visible to customers and comprise ICT infrastructure environments and operational support.

IMPROVING ICT SERVICES

In 2009–10 Centrelink undertook several initiatives to improve ICT services. Some examples follow.

Modernisation program

In late 2009 this program delivered Microsoft Office 2007 to the standard Centrelink desktop for use by all staff. This is a new corporate desktop business application suite that aligns with prevailing government standards

Part of this program was to develop three major items:

- core infrastructure—which underpins the modernisation of Centrelink’s distributed computer environment (desktops/security/and server environments). It will also improve the efficiency and standards of our ICT environments
- ongoing integration of Department of Human Services portfolio ICT environments
- a trial of the Windows 7 operating system.

Data Centre consolidation

Centrelink Data Centres are at the core of the Australian Government service delivery program and enable payments of $84.2 billion to 7.02 million customers each year. As part of a Human Services portfolio-wide initiative, Centrelink is modernising the portfolio’s data centre operations. This involves a phased migration of core systems for the current six data centres into modern, highly-efficient and environmentally sustainable facilities over the next three to four years. In 2009–10 Centrelink established the Hume Data Centre in Canberra as the first major step in this process.
Financial reporting
Financial overview and related activities

PERFORMANCE HIGHLIGHTS

- Reported an operating surplus of $24 million. This equates to 0.8 per cent of total revenue of $2.98 billion.
- Maintained a positive cash position during the year, with a closing balance of $31 million.
- Increased total revenue from $2.87 billion in 2008–09 to $2.98 billion in 2009–10. The 3.8 per cent increase was mainly due to additional work delivered in 2009–10 for Budget measures.

MAIN RESULTS

Table 22—Targets and results for 2009–10—financial management

<table>
<thead>
<tr>
<th>Continue to build confidence in service delivery costs, resource management and business</th>
<th>Target (%)</th>
<th>Result (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue within budget</td>
<td>+/-5</td>
<td>0.33</td>
</tr>
<tr>
<td>Expenditure within budget</td>
<td>+/-5</td>
<td>0.44</td>
</tr>
<tr>
<td>Net operating result within budgeted gross revenue</td>
<td>+1</td>
<td>0.87</td>
</tr>
</tbody>
</table>

OPERATING RESULT

Centrelink reported an operating surplus of $24 million for 2009–10. This equates to 0.8 per cent of total revenue of $2.98 billion. Centrelink’s operating result is mainly due to decreased employee expenses achieved through natural attrition. This occurred as part of positioning for a lower revenue base due to anticipated decreased workloads in 2010–11.

REVENUE

Since 1 July 2009 Centrelink has been directly appropriated for all of its non-commercial revenue and therefore receives most of its revenue (94.3 per cent) through direct appropriation.

In 2008–09 most of Centrelink’s revenue was primarily derived from policy departments with whom Centrelink had Business Partnership Agreements.

Revenue reductions in 2009–10 included:
- $122 million returned to government under the Centrelink Funding Model for reduced customer workloads.

Significant additions to revenue in 2009–10 included:
- 2009–10 revenue from the 2010–11 Budget ($35 million), including Family Tax Benefit Part A—improved participation requirements for 16 to 20 year olds ($13 million), Jobs and Training Compact ($12 million), An Innovation and Higher Education System for

Table 23—Operating results, 2009–10 and 2008–09

<table>
<thead>
<tr>
<th></th>
<th>2009–10 $’000</th>
<th>2008–09 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>2 981 767</td>
<td>2 872 577</td>
</tr>
<tr>
<td>Expenses</td>
<td>2 957 655</td>
<td>2 824 242</td>
</tr>
<tr>
<td>Operating results</td>
<td>24 112</td>
<td>48 335</td>
</tr>
</tbody>
</table>
the 21st Century ($2 million), NSW mid-north coast floods ($2 million) and south-west Queensland floods ($2 million)

- 2009–10 Additional Estimates ($40 million), including jobseeker contacts with Centrelink—streamlined arrangements ($15 million), reduction in paper-based claims and correspondence ($12 million), A New Scheme of Income Management ($5 million) and Job's Expos for priority regions ($4 million)

- 2009–10 Budget measures ($316 million), including Northern Territory Income Management ($88 million), Call Centre supplementation ($60 million), secure and sustainable pension reform ($44 million), An Innovation and Higher Education System for the 21st Century ($20 million), Victorian bushfire assistance ($15 million), Disability Support Pension ($11 million) and Drought Assistance ($18 million).

Table 24 refers to revenue received from other agencies for the provision of services.

### Table 24—Revenue to Centrelink for goods and services, 2009–10

<table>
<thead>
<tr>
<th>Summary of Centrelink’s sale of goods and rendering of services</th>
<th>Revenue $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department of Education, Employment and Workplace Relations</td>
<td>109 178</td>
</tr>
<tr>
<td>Department of Families, Housing, Community Services and Indigenous Affairs</td>
<td>23 078</td>
</tr>
<tr>
<td>Department of Foreign Affairs and Trade</td>
<td>5630</td>
</tr>
<tr>
<td>Department of Human Services</td>
<td>4008</td>
</tr>
<tr>
<td>Department of Agriculture, Fisheries and Forestry</td>
<td>1202</td>
</tr>
<tr>
<td>Other departments</td>
<td>7134</td>
</tr>
<tr>
<td>External entities</td>
<td>14 769</td>
</tr>
<tr>
<td><strong>Total revenue for services</strong></td>
<td><strong>164 999</strong></td>
</tr>
</tbody>
</table>

### Table 25—Summary of resources, 2009–10

<table>
<thead>
<tr>
<th>Program 1.1: Service delivery</th>
<th>Budget1 2010–11 $’000</th>
<th>Actual 2009–10 $’000</th>
<th>Budget2 2009–10 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from government departmental appropriation</td>
<td>2 441 829</td>
<td>2 810 212</td>
<td>2 808 716</td>
</tr>
<tr>
<td>Revenue from own source income</td>
<td>92 011</td>
<td>171 555</td>
<td>162 950</td>
</tr>
<tr>
<td><strong>Total price of outcome</strong></td>
<td>2 533 840</td>
<td>2 981 767</td>
<td>2 971 666</td>
</tr>
<tr>
<td><strong>Total revenue for outcome</strong></td>
<td>2 533 840</td>
<td>2 981 767</td>
<td>2 971 666</td>
</tr>
<tr>
<td>Equity injection</td>
<td>41 791</td>
<td>30 511</td>
<td>30 511</td>
</tr>
<tr>
<td><strong>Total capital for agency</strong></td>
<td>41 791</td>
<td>30 511</td>
<td>30 511</td>
</tr>
<tr>
<td>Average staffing level (number)</td>
<td>23 700</td>
<td>25 206</td>
<td>25 580</td>
</tr>
</tbody>
</table>

Expenses

In 2009–10 employee benefit expenses were $1.89 billion, an increase of 6.2 per cent compared to 2008–09 expenses. The rise is mainly due to a salary increase of 4.5 per cent flowing through from April 2009 and a further 2.25 per cent from September 2009.

Supplier expenses increased by 2.2 per cent from 2008–09 levels to $898 million. The main cause of this is the increase in operating leases for property and mainframe computers.

Depreciation expenses increased by $1 million, or 0.8 per cent.

Balance sheet and cash flow

Centrelink’s financial position is strong and has improved since 2008–09. In 2009–10 the value of total assets exceeded total liabilities by $351 million. Cash available at the end of 2009–10 was $31 million compared to $365 million, including cash held at Official Public Account, in 2008–09. This decrease of $334 million mainly reflects the abolition of the Commonwealth Social Services special account on 31 March 2010 in accordance with Financial Management and Accountability Determination 2009/26. Centrelink had an appropriation receivable of $462 million as at 30 June 2010.

Assets and liabilities

The 2009–10 total assets increased by $89 million, mainly reflecting increases in trade and other receivables ($30 million) and fixed assets ($40 million).

Centrelink’s total liabilities increased by $46 million in 2009–10, mainly due to increases in employee provisions and other provisions (including make good and surplus leases).

Purchasing activity and contract management

Centrelink procurement activities are carried out in accordance with the Commonwealth Procurement Guidelines (CPGs). Centrelink’s Chief Executive’s Instructions and related policy and procedural publications support the guidelines and are regularly reviewed for consistency with the Commonwealth procurement framework.

During 2009–10 Centrelink continued to provide specialist procurement advice, assistance, training and resources to staff to ensure procurement activities were carried out in accordance with the CPGs. Five staff completed a Diploma of Government (Contract Management) and 10 staff completed a Certificate 4 in Government (Procurement).

Since January 2006 Centrelink has worked jointly within the Human Services portfolio to cooperate in procurement activity. This has taken the form of either a joint approach to the market (clustering) or through contractual arrangements containing provisions allowing access by other Human Services agencies (often referred to as ‘piggybacking’). Clustering and piggybacking have led to reduced tendering costs and savings through economies of scale.

<table>
<thead>
<tr>
<th>Assets and liabilities, 2009–10 and 2008–09</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Assets</td>
</tr>
<tr>
<td>Liabilities</td>
</tr>
</tbody>
</table>
Procurement initiatives

During the year Centrelink was actively involved in contributing to a number of whole-of-government coordinated procurement initiatives led by the Department of Finance and Deregulation, such as accounting services, travel services, stationery and office supplies. In addition, Centrelink worked with the Human Services portfolio and other Australian Government agencies on, for example, print and related services and personalisation and mailing procurement initiatives.

Print and related services

Centrelink, as lead agency, completed a cooperative procurement process for print and related services in 2009–10. More than 150 head agreements became effective on 30 October 2009 and are open to access by all Australian Government agencies. Expenditure across the 27 agencies that have joined the arrangements is expected to be at least $220 million over five years.

The cooperative arrangements have delivered significant savings to industry and to other agencies by replacing what otherwise would have been more than 20 separate tender processes. The arrangements have also allowed other agencies, particularly small agencies, to achieve further savings by leveraging the purchasing power of Centrelink as a large buyer.

Personalisation and mailing contract

The tender and subsequent panel of vendors for personalisation and mailing services for Human Services agencies was finalised on 10 March 2010. The panel contract has three major vendors which can be contracted to provide mail house services to Human Services agencies and Australian Government agencies requiring bulk mail services. As at 11 May 2010, seven agencies had contacted Centrelink for copies of the deed of agreement to ascertain the suitability of the contract to meet their requirements.

The contract ensures:

- a reduction in duplication between agencies in meeting common procurement requirements
- the ability for the government to use its combined purchasing power to improve value for money
- a reduction in the administrative cost of issuing tender documentation procurement processes are conducted efficiently and effectively
- overall savings to the Australian Government and therefore value for the taxpayer.

Consultancy services

Centrelink complies with the information published in the Department of Finance and Deregulation’s Financial Management Guidance No 15: Guidance on Procurement Publishing Obligations (July 2007) in distinguishing between consultancy and non-consultancy contracts for annual reporting purposes.

In 2009–10, 19 new consultancy contracts were entered into, involving total actual expenditure of $1 075 054 (inclusive of Goods and Services Tax). In addition, nine ongoing consultancy contracts were active during 2009–10 year, involving total actual expenditure of $1 091 796 (inclusive of Goods and Services Tax).

(See Appendix L: Consultancy contracts on page 249 for all new consultancy contracts let by Centrelink during 2009–10 with a value of $10 000 or more.)

Table 27 on page 154 shows total expenditure on consultancy contracts for 2009–10 and the previous two financial years.
Table 27—Expenditure on consultancy services, 2007–08 to 2009–10

<table>
<thead>
<tr>
<th>Financial year</th>
<th>Total consultancy services expenditure ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007–08</td>
<td>1 049 150</td>
</tr>
<tr>
<td>2008–09</td>
<td>1 173 021</td>
</tr>
<tr>
<td>2009–10</td>
<td>2 166 850</td>
</tr>
</tbody>
</table>

The increase in expenditure on consultancies from 2008–09 to 2009–10 reflects reforms to deliver mechanisms for the joining up of services to Australian citizens by Centrelink, Medicare Australia and the Department of Human Services and to strengthen the ICT systems framework required to deliver these services.


**Exempt contracts**

During the year Centrelink had no contracts or standing offers that were exempted from publication on AusTender.

**Australian National Audit Office access clauses**

All of Centrelink's templates for contracts of $100 000 or more include standard clauses providing the Auditor-General with appropriate access to a contractor's premises.

**Grant programs**

In 2009–10 Centrelink did not administer any Centrelink grant programs. Therefore no Centrelink grants are listed on the website, and there is no link from the Centrelink website to [www.grantslink.gov.au](http://www.grantslink.gov.au).

**Corporate Records management**

A new Corporate Records Management branch in Centrelink is now responsible for ensuring the Department of Human Services, Centrelink and Medicare Australia all comply with record keeping requirements and responsibilities as Australian Government agencies. This includes ongoing monitoring of practices and ICT systems while preparing for eRecords and records-keeping in the context of connected service delivery across government agencies.

**Property management**

Centrelink maintains a leased portfolio of 444 sites occupying 591 099m². The property portfolio comprises 313 Centrelink Customer Service Centres, 25 call centres, 34 other customer service sites, 50 sites housing National and Area Support Offices and 22 storage and other sites.

Following an open market tender process, a new property services contract commenced in July 2009 with Centrelink’s incumbent provider, Jones Lang LaSalle. This new contract also includes Medicare Australia and the Department of Human Services/Child Support Program with Centrelink as the lead agency.

Jones Lang LaSalle will continue to provide leasing and facilities management services for Centrelink’s property. In 2009–10 office lease and associated costs for the portfolio were $251.5 million.

Management of the property portfolio focused on providing accommodation to meet the needs of a changing service delivery environment. This requires offices to be well located, within reach of customers, and with good quality internal environments from which to deliver government services.

The Property and Environment branches of Centrelink, Medicare Australia and the Department of Human Services have been integrated into two branches to provide support to the portfolio’s service delivery reform program.
During 2009–10, 14 Customer Service Centres and one Remote Area Service Centre were relocated to enable better access for customers to Centrelink services. In addition, one new processing office was opened in Toowoomba, Queensland.

In an ongoing program to improve customer and staff amenity and enhance the image and presentation of Centrelink’s service delivery network, 30 Centrelink Customer Service Centres were refurbished to current standards. In addition, one Call Centre was refurbished to current standards. In total $60.3 million was spent on capital improvements to Centrelink sites.

Centrelink also provides staff housing in remote locations where a suitable rental market does not exist, sometimes in the form of transportable homes. Centrelink owns 33 such residences.

Customer compensation

Centrelink received 2562 compensation claims from customers for settlement under the Legal Services Directions (LSD) or payment under the Scheme for Compensation for Detriment Caused by Defective Administration (CDDA) in 2009–10. This was less than the 2722 claims received in 2008–09.

In the same period, 300 claims were settled under the LSD, and 1089 were approved under the CDDA scheme, a total of 1389. This represented 52 per cent of all determined claims, compared with 48 per cent in 2008–09.

Centrelink aims to process claims within 90 days. In 2009–10, 48 per cent of claims were completed within 90 days, compared to 57 per cent in 2008–09.

The most common reasons for paying customer compensation were to reimburse customers for the cost of bank fees and claims regarding the start date of payments.

Act of Grace payments

Centrelink received 138 claims for Act of Grace payments in 2009–10, compared to 92 in 2008–09.

The Department of Finance and Deregulation approved 38 Act of Grace payments in 2009–10, compared to 36 in 2008–09.

The most common reason for Act of Grace payments was in lieu of Baby Bonus.

Environmental management

Following the December 2009 announcement of major reform to Australian Government service delivery, integration of environment functions involved environmental management teams from Centrelink, Medicare Australia and the Department of Human Services joining together to ensure portfolio agencies continue to conduct their business in environmentally-responsible ways. (See Appendix E: Ecologically sustainable development and environmental performance on page 212.)
INDEPENDENT AUDITOR’S REPORT

To the Minister for Human Services

Sirs,

I have audited the accompanying financial statements of the Commonwealth Services Delivery Agency for the year ended 30 June 2010, which comprise: a Statement by the Chief Executive and Chief Financial Officer; Statement of Comprehensive Income; Balance Sheet; Statement of Changes in Equity; Cash Flow Statement; Schedule of Commitments; Schedule of Contingencies; Schedule of Asset Additions; and Notes to and forming part of the Financial Statements, including a Summary of Significant Accounting Policies.

The Responsibility of the Chief Executive Officer for the Financial Statements

The Commonwealth Services Delivery Agency’s Chief Executive Officer is responsible for the preparation and fair presentation of the financial statements in accordance with the Finance Minister’s Orders made under the Financial Management and Accountability Act 1997, including the Australian Accounting Standards (which include the Australian Auditing Interpretations). This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor’s Responsibility

My responsibility is to express an opinion on the financial statements based on my audit. I have conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. These auditing standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making these risk assessments, the auditor considers internal control relevant to the Commonwealth Services Delivery Agency’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commonwealth Services Delivery Agency’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commonwealth Services Delivery Agency’s Chief Executive Officer as well as evaluating the overall presentation of the financial statements.
I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting the audit, I have followed the independence requirements of the Australian National Audit Office, which incorporate the requirements of the Australian accounting profession.

Auditor’s Opinion

In my opinion, the financial statements of the Commonwealth Services Delivery Agency:

(a) have been prepared in accordance with the Finance Minister’s Orders made under the Finance Management and Accountability Act 1997, including the Australian Accounting Standards; and

(b) give a true and fair view of the matters required by the Finance Minister’s Orders including the Commonwealth Services Delivery Agency’s financial position as at 30 June 2010 and its financial performance and cash flows for the year then ended.

Australian National Audit Office

[Signature]

Pamela Dovis
Executive Director
Delegate of the Auditor-General
Canberra
03 August 2010
COMMONWEALTH SERVICES DELIVERY AGENCY

2009-10 Annual Financial Statements

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Cash Flow Statement
Schedule of Commitments
Schedule of Contingencies
Schedule of Asset Additions

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Note 13: Remuneration of Auditors
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Note 17: Compensation and Debt Relief
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COMMONWEALTH SERVICES DELIVERY AGENCY

Statement by the Chief Executive Officer and the Chief Financial Officer

In our opinion, the attached financial statements for the year ended 30 June 2010 are based on properly maintained financial records and give a true and fair view of the matters required by the Finance Minister’s Orders made under the Financial Management and Accountability Act 1997, as amended.

Carolyn Hogg PSM
Chief Executive Officer
3rd August 2010

K. Havlat
Acting Chief Financial Officer
3rd August 2010
COMMONWEALTH SERVICES DELIVERY AGENCY
STATEMENT OF COMPREHENSIVE INCOME
for the year ended 30 June 2010

<table>
<thead>
<tr>
<th>Notes</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td>4A</td>
<td>1 885 372</td>
</tr>
<tr>
<td>Supplier expenses</td>
<td>4B</td>
<td>898 029</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>4C</td>
<td>166 332</td>
</tr>
<tr>
<td>Finance costs</td>
<td>4D</td>
<td>174</td>
</tr>
<tr>
<td>Write-down and impairment of assets</td>
<td>4E</td>
<td>7 748</td>
</tr>
<tr>
<td>Total expenses</td>
<td></td>
<td>2 957 655</td>
</tr>
</tbody>
</table>

LESS:

OWN-SOURCE INCOME

Own-source revenue

Sale of goods and rendering of services | 5A | 164 999 | 2 259 669 |

Total own-source revenue | | 164 999 | 2 259 669 |

Gains

Sale of assets | 5B | 1 656 | 5 |

Reversals of previous asset write-downs and impairments | 5C | 2 216 | - |

Other | 5D | 2 684 | 2 681 |

Total gains | | 6 556 | 2 686 |

Total own-source income | | 171 555 | 2 262 355 |

Net cost of services | | (2 786 100) | (561 887) |

Revenue from Government | 5E | 2 810 212 | 610 222 |

Surplus on continuing operations attributable to the Australian Government | | 24 112 | 48 335 |

OTHER COMPREHENSIVE INCOME

Changes in asset revaluation reserves | 7D | 21 814 | (4 005) |

Total other comprehensive income | | 21 814 | (4 005) |

Total comprehensive income attributable to the Australian Government | | 45 926 | 44 330 |

The above statement should be read in conjunction with the accompanying notes.
## COMMONWEALTH SERVICES DELIVERY AGENCY
### BALANCE SHEET
**as at 30 June 2010**

<table>
<thead>
<tr>
<th>Notes</th>
<th>2010 $'000</th>
<th>2009 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Financial Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>6A,10</td>
<td>31 086</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>6B</td>
<td>479 857</td>
</tr>
<tr>
<td><strong>Total financial assets</strong></td>
<td></td>
<td>510 943</td>
</tr>
<tr>
<td><strong>Non-Financial Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and buildings</td>
<td>7A,D</td>
<td>242 299</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>7B,D</td>
<td>103 525</td>
</tr>
<tr>
<td>Intangibles</td>
<td>7C,D</td>
<td>236 274</td>
</tr>
<tr>
<td>Other</td>
<td>7E</td>
<td>53 971</td>
</tr>
<tr>
<td><strong>Total non-financial assets</strong></td>
<td></td>
<td>636 069</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td></td>
<td>1 147 012</td>
</tr>
<tr>
<td><strong>LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Payables</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Suppliers</td>
<td>8A</td>
<td>149 838</td>
</tr>
<tr>
<td>Other</td>
<td>8B</td>
<td>85 842</td>
</tr>
<tr>
<td><strong>Total payables</strong></td>
<td></td>
<td>235 680</td>
</tr>
<tr>
<td><strong>Provisions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee provisions</td>
<td>9A</td>
<td>529 488</td>
</tr>
<tr>
<td>Other</td>
<td>9B</td>
<td>30 856</td>
</tr>
<tr>
<td><strong>Total provisions</strong></td>
<td></td>
<td>560 344</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td>796 024</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td>350 988</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed equity</td>
<td></td>
<td>289 984</td>
</tr>
<tr>
<td>Reserves</td>
<td></td>
<td>46 203</td>
</tr>
<tr>
<td>Retained surplus (accumulated deficit)</td>
<td></td>
<td>14 801</td>
</tr>
<tr>
<td><strong>Total equity</strong></td>
<td></td>
<td>350 988</td>
</tr>
</tbody>
</table>

The above statement should be read in conjunction with the accompanying notes.
COMMONWEALTH SERVICES DELIVERY AGENCY
STATEMENT OF CHANGES IN EQUITY
for the year ended 30 June 2010

<table>
<thead>
<tr>
<th>Retained earnings</th>
<th>Asset revaluation reserves</th>
<th>Contributed equity/capital</th>
<th>Total equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 $'000</td>
<td>2009 $'000</td>
<td>2010 $'000</td>
<td>2009 $'000</td>
</tr>
<tr>
<td>Opening balance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance carried forward from previous period</td>
<td>(9 311)</td>
<td>(57 646)</td>
<td>24 389</td>
</tr>
<tr>
<td>Comprehensive income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
<td>21 814</td>
</tr>
<tr>
<td>Surplus for the period</td>
<td>24 112</td>
<td>48 335</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive income</td>
<td>24 112</td>
<td>48 335</td>
<td>21 814</td>
</tr>
<tr>
<td>Transactions with owners:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Distributions to owners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduction of capital</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contributions by owners:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriation (equity injection)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sub-total transactions with owners</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Closing balance as at 30 June 2010</td>
<td>14 801</td>
<td>(9 311)</td>
<td>46 203</td>
</tr>
</tbody>
</table>

1 Reduction of funds of $33 487 000 in appropriation representing unused depreciation funding relating to Operation Sunlight net cash arrangements. Appropriation of $11 723 027 returned in 2008-09 reflects the NTER no win/no loss reconciliation for expenditure incurred in 2007-08.

The above statement should be read in conjunction with the accompanying notes.
# COMMONWEALTH SERVICES DELIVERY AGENCY  
## CASH FLOW STATEMENT  
for the year ended 30 June 2010

<table>
<thead>
<tr>
<th>Notes</th>
<th>2010 $'000</th>
<th>2009 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goods and services</td>
<td>238 828</td>
<td>2 197 450</td>
</tr>
<tr>
<td>Appropriations</td>
<td>2 363 586</td>
<td>608 319</td>
</tr>
<tr>
<td>Net GST received</td>
<td>90 261</td>
<td>80 404</td>
</tr>
<tr>
<td>Cash received from the Official Public Account ¹</td>
<td>855 355</td>
<td>1 876 500</td>
</tr>
<tr>
<td><strong>Total cash received</strong></td>
<td>3 548 030</td>
<td>4 762 673</td>
</tr>
<tr>
<td>Cash used</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>1 864 981</td>
<td>1 725 211</td>
</tr>
<tr>
<td>Suppliers</td>
<td>985 473</td>
<td>943 140</td>
</tr>
<tr>
<td>Cash transferred to the Official Public Account ¹</td>
<td>540 842</td>
<td>1 936 500</td>
</tr>
<tr>
<td><strong>Total cash used</strong></td>
<td>3 391 296</td>
<td>4 604 851</td>
</tr>
<tr>
<td><strong>Net cash from operating activities</strong></td>
<td>156 734</td>
<td>157 822</td>
</tr>
<tr>
<td><strong>INVESTING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales of property, plant and equipment</td>
<td>145</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total cash received</strong></td>
<td>145</td>
<td>17</td>
</tr>
<tr>
<td>Cash used</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchase of property, plant and equipment</td>
<td>108 315</td>
<td>112 925</td>
</tr>
<tr>
<td>Purchase of intangibles</td>
<td>49 423</td>
<td>52 201</td>
</tr>
<tr>
<td><strong>Total cash used</strong></td>
<td>157 738</td>
<td>165 126</td>
</tr>
<tr>
<td><strong>Net cash used by investing activities</strong></td>
<td>(157 593)</td>
<td>(165 109)</td>
</tr>
<tr>
<td><strong>FINANCING ACTIVITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash received</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributed equity</td>
<td>17 341</td>
<td>3 642</td>
</tr>
<tr>
<td><strong>Total cash received</strong></td>
<td>17 341</td>
<td>3 642</td>
</tr>
<tr>
<td>Cash used</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash transferred to Official Public Account ²</td>
<td>-</td>
<td>11 723</td>
</tr>
<tr>
<td><strong>Total cash used</strong></td>
<td>-</td>
<td>11 723</td>
</tr>
<tr>
<td><strong>Net cash from (used by) financing activities</strong></td>
<td>17 341</td>
<td>(8 081)</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash held</strong></td>
<td>16 482</td>
<td>(15 368)</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the reporting period</td>
<td>14 604</td>
<td>29 972</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at the end of the reporting period</strong></td>
<td>6A 31 086</td>
<td>14 604</td>
</tr>
</tbody>
</table>

¹ The Commonwealth Social Services Special Account was abolished on 31 March 2010 in accordance with Determination 2009/26.

² Appropriation of $11 723 027 returned in 2008-09 reflects the NTER no win/no loss reconciliation for expenditure incurred in 2007-08.

The above statement should be read in conjunction with the accompanying notes.
## COMMONWEALTH SERVICES DELIVERY AGENCY
### SCHEDULE OF COMMITMENTS

*as at 30 June 2010*

<table>
<thead>
<tr>
<th></th>
<th>2010 $'000</th>
<th>2009 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BY TYPE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commitments receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GST recoverable on commitments</td>
<td>(172 582)</td>
<td>(169 566)</td>
</tr>
<tr>
<td>Total commitments receivable</td>
<td>(172 582)</td>
<td>(169 566)</td>
</tr>
<tr>
<td>Commitments payable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital commitments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and buildings ¹</td>
<td>11 061</td>
<td>10 105</td>
</tr>
<tr>
<td>Property, plant and equipment ²</td>
<td>52 470</td>
<td>65 775</td>
</tr>
<tr>
<td>Total capital commitments</td>
<td>63 531</td>
<td>75 880</td>
</tr>
<tr>
<td>Other commitments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating leases ³</td>
<td>1 593 157</td>
<td>1 628 970</td>
</tr>
<tr>
<td>Other ⁴</td>
<td>270 260</td>
<td>184 972</td>
</tr>
<tr>
<td>Total other commitments</td>
<td>1 863 417</td>
<td>1 813 942</td>
</tr>
<tr>
<td>Net commitments by type</td>
<td>1 754 366</td>
<td>1 720 256</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2010 $'000</th>
<th>2009 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BY MATURITY</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commitments receivable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One year or less</td>
<td>(50 204)</td>
<td>(44 206)</td>
</tr>
<tr>
<td>From one to five years</td>
<td>(86 519)</td>
<td>(83 254)</td>
</tr>
<tr>
<td>Over five years</td>
<td>(35 859)</td>
<td>(42 106)</td>
</tr>
<tr>
<td>Total commitments receivable</td>
<td>(172 582)</td>
<td>(169 566)</td>
</tr>
<tr>
<td>Commitments payable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital commitments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One year or less</td>
<td>34 997</td>
<td>40 333</td>
</tr>
<tr>
<td>From one to five years</td>
<td>28 507</td>
<td>31 752</td>
</tr>
<tr>
<td>Over five years</td>
<td>27</td>
<td>3 795</td>
</tr>
<tr>
<td>Total capital commitments</td>
<td>63 531</td>
<td>75 880</td>
</tr>
<tr>
<td>Operating lease commitments</td>
<td>307 254</td>
<td>298 885</td>
</tr>
<tr>
<td>One year or less</td>
<td>307 254</td>
<td>298 885</td>
</tr>
<tr>
<td>From one to five years</td>
<td>891 726</td>
<td>871 749</td>
</tr>
<tr>
<td>Over five years</td>
<td>394 177</td>
<td>458 336</td>
</tr>
<tr>
<td>Total operating lease commitments</td>
<td>1 593 157</td>
<td>1 628 970</td>
</tr>
<tr>
<td>Other commitments</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One year or less</td>
<td>214 770</td>
<td>153 082</td>
</tr>
<tr>
<td>From one to five years</td>
<td>55 242</td>
<td>30 862</td>
</tr>
<tr>
<td>Over five years</td>
<td>248</td>
<td>1 028</td>
</tr>
<tr>
<td>Total other commitments</td>
<td>270 260</td>
<td>184 972</td>
</tr>
<tr>
<td>Net commitments by maturity</td>
<td>1 754 366</td>
<td>1 720 256</td>
</tr>
</tbody>
</table>

**NB:** Commitments are GST inclusive where relevant.
COMMONWEALTH SERVICES DELIVERY AGENCY
SCHEDULE OF COMMITMENTS
as at 30 June 2010

1 Outstanding contractual payments for fitout of leased properties.

2 Plant and equipment commitments are primarily contracts for purchases of mainframe and network equipment, software and communication equipment.

3 Operating leases included are effectively non-cancellable.

Nature of lease/general description of leasing arrangement

Leases for office accommodation.
Lease payments are subject to periodic increases in accordance with upwards movements in the Consumer Price Index, market rates, fixed increase rates or a combination of the forementioned rates. The initial periods of office accommodation leases are still current and each may be renewed for up to five years at the CSDA's option, following a once-off adjustment of rentals to current market levels. They include the Caroline Chisholm Centre lease with a term of 18 years, which may be renewed for two further terms of five years each at the CSDA's option on the same terms and conditions.

Agreements for the provision of motor vehicles to senior executive officers.
No contingent rentals exist. There are no renewal purchase options available to the CSDA.

Leases of mainframe computer equipment and software.
Lease payments may vary depending on changes to configuration of mainframe equipment and software. They include an IBM lease in relation to computer equipment and software provided by IBM in the supply contract for five years. The CSDA may vary its original designated requirement subject to giving three months notice, at no penalty. After the initial term, the contract may be extended on a monthly basis.

4 Commitments excluded from the above three definitions include IT personnel, building maintenance, publishing and software support and maintenance.

The above schedule should be read in conjunction with the accompanying notes.
COMMONWEALTH SERVICES DELIVERY AGENCY  
SCHEDULE OF CONTINGENCIES  
as at 30 June 2010

<table>
<thead>
<tr>
<th>Notes</th>
<th>2010 $'000</th>
<th>2009 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contingent Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Claims for damages or costs</td>
<td>11</td>
<td>150</td>
</tr>
<tr>
<td>Total contingent assets</td>
<td></td>
<td>150</td>
</tr>
<tr>
<td><strong>Contingent Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Claims for damages or costs</td>
<td>11</td>
<td>2,754</td>
</tr>
<tr>
<td>Total contingent liabilities</td>
<td></td>
<td>2,754</td>
</tr>
<tr>
<td>Net contingent liabilities</td>
<td></td>
<td>2,604</td>
</tr>
</tbody>
</table>

Details of each class of contingent liabilities and assets above are disclosed in Note 11: Contingent Liabilities and Assets, along with information on significant remote contingencies and contingencies that cannot be quantified.

The above schedule should be read in conjunction with the accompanying notes.
### COMMONWEALTH SERVICES DELIVERY AGENCY

#### SCHEDULE OF ASSET ADDITIONS

for the year ended 30 June 2010

The following non-financial non-current assets were added in 2009-10 (refer Note 7D):

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Property, Plant &amp; Equipment</th>
<th>Computer software internally developed</th>
<th>Computer software purchased</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Additions funded in the current year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By purchase - appropriation equity</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By purchase - appropriation ordinary annual services</td>
<td>100</td>
<td>61 571</td>
<td>62 075</td>
<td>26 495</td>
<td>21 041</td>
<td>171 282</td>
</tr>
<tr>
<td>By purchase - donated funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>17</td>
</tr>
<tr>
<td>Total additions funded in the current year</td>
<td>100</td>
<td>61 571</td>
<td>68 975</td>
<td>26 495</td>
<td>21 058</td>
<td>188 640</td>
</tr>
<tr>
<td>Additions recognised in 2009-10 - to be funded in future years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make-good</td>
<td>-</td>
<td>490</td>
<td>-</td>
<td>-</td>
<td></td>
<td>490</td>
</tr>
<tr>
<td>Total additions funded in future years</td>
<td>-</td>
<td>490</td>
<td>-</td>
<td>-</td>
<td></td>
<td>490</td>
</tr>
<tr>
<td>Total asset additions</td>
<td>100</td>
<td>62 061</td>
<td>68 975</td>
<td>26 495</td>
<td>21 058</td>
<td>189 130</td>
</tr>
</tbody>
</table>

The above schedule should be read in conjunction with the accompanying notes.

The following non-financial non-current assets were added in 2008-09 (refer Note 7D):

<table>
<thead>
<tr>
<th></th>
<th>Land</th>
<th>Buildings</th>
<th>Property, Plant &amp; Equipment</th>
<th>Computer software internally developed</th>
<th>Computer software purchased</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Additions funded in the current year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By purchase - appropriation equity</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By purchase - appropriation ordinary annual services</td>
<td>39</td>
<td>73 331</td>
<td>36 872</td>
<td>31 573</td>
<td>17 395</td>
<td>159 210</td>
</tr>
<tr>
<td>By purchase - donated funds</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total additions funded in the current year</td>
<td>39</td>
<td>73 331</td>
<td>38 239</td>
<td>33 642</td>
<td>17 395</td>
<td>162 646</td>
</tr>
<tr>
<td>Additions recognised in 2008-09 - to be funded in future years</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Make-good</td>
<td>-</td>
<td>589</td>
<td>-</td>
<td>-</td>
<td></td>
<td>589</td>
</tr>
<tr>
<td>Total additions to be funded in future years</td>
<td>-</td>
<td>589</td>
<td>-</td>
<td>-</td>
<td></td>
<td>589</td>
</tr>
<tr>
<td>Total asset additions</td>
<td>39</td>
<td>73 920</td>
<td>38 239</td>
<td>33 642</td>
<td>17 395</td>
<td>163 235</td>
</tr>
</tbody>
</table>

The above schedule should be read in conjunction with the accompanying notes.
Note 1: Summary of Significant Accounting Policies

1.1 Objectives of the Commonwealth Services Delivery Agency

The Commonwealth Services Delivery Agency (CSDA) is an Australian Government controlled entity. The purpose of the CSDA, which operates as Centrelink, is “Serving Australia by assisting people to become self-sufficient and supporting those in need”.

The CSDA’s outcome is “Self-sufficiency for individuals and families through access to personalised assistance and co-ordinated delivery of payments and services on behalf of Government”.

The CSDA’s activities contributing toward this outcome are classified as either departmental or administered.

Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the CSDA in its own right. These are identified under one Program which is “Service Delivery”. Administered activities involve the management or oversight by the CSDA, on behalf of the Government, of items controlled or incurred by the Government. These activities are identified as payments made under Government legislation on behalf of Government agencies.

The continued existence of the CSDA in its present form and with its present program is dependent on Government policy and on continuing appropriations by Parliament for the CSDA’s administration and program.

1.2 Basis of Preparation of the Financial Statements

The financial statements are required by section 49 of the Financial Management and Accountability Act 1997 and are general purpose financial statements.

The financial statements have been prepared in accordance with:

- Finance Minister’s Orders (FMOs) for reporting periods ending on or after 1 July 2009; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Unless an alternative treatment is specifically required by an accounting standard or the FMOs, assets and liabilities are recognised in the balance sheet when and only when it is probable that future economic benefits will flow to the entity or a future sacrifice of economic benefits can be reliably measured. However, assets and liabilities arising under agreements equally proportionately unperformed are not recognised unless required by an accounting standard. Liabilities and assets that are unrecognised are reported in the schedule of commitments and the schedule of contingencies.

Unless an alternative treatment is specifically required by an accounting standard, income and expenses are recognised in the statement of comprehensive income when and only when the flow, consumption or loss of economic benefits has occurred and can be reliably measured.

1.3 Significant Accounting Judgements and Estimates

No accounting assumptions or estimates that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next accounting period have been identified, except for:

- the fair value of land and buildings, property, plant and equipment as at 30 June 2010, which have been revalued by an independent valuer (refer to Note 1.16); and
1.4 Changes in Australian Accounting Standards

Adoption of New Australian Accounting Standard Requirements

No accounting standard has been adopted earlier than the application date as stated in the standard. No new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to the current period had a material financial impact on the CSDA.

Other new standards, revising standards, interpretations and amending standards that were issued prior to the signing of the statement by the Chief Executive Officer and Chief Financial Officer and are applicable to the current reporting period did not have a financial impact, and are not expected to have a future financial impact on the CSDA.

Future Australian Accounting Standard Requirements

No new standards, amendments to standards and interpretations issued by the Australian Accounting Standards Board that are applicable to the future period have a material financial impact on the CSDA.

Other new standards, revising standards, interpretations and amending standards that were issued prior to the signing of the statements by the Chief Executive Officer and Chief Financial Officer and are applicable to the future reporting period are not expected to have a future financial impact on the CSDA.

1.5 Revenue

Revenue from Government

From 1 July 2009, the CSDA received the majority of its departmental funding via direct appropriation. In 2008-09 the CSDA received the majority of its departmental funding direct from Commonwealth agencies, mainly the Department of Employment, Education and Workplace Relations, the Department of Families and Housing, Community Services and Indigenous Affairs, and the Department of Agriculture, Fisheries and Forestry.

Amounts appropriated for departmental outputs for the year (adjusted for any formal additions and reductions) are recognised as revenue when the CSDA gains control of the appropriation. The CSDA relinquished control of surplus output appropriation funding of $121,604,393 in relation to the Centrelink Funding Model.

Appropriations receivable are recognised at their nominal amounts.

Other Types of Revenue

Revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- the amount of revenue, stage of completion and transaction costs incurred can be reliably measured; and
- the probable economic benefits associated with the transaction will flow to the CSDA.

The stage of completion of contracts at the reporting date is determined by reference to the proportion that costs incurred to date bear to the estimated total costs of the transaction.

Receivables for services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance amount. Collectability of debts is reviewed at balance date. Allowances are made when collectability of the debt is no longer probable.
1.6 Gains

**Resources Received Free of Charge**

Resources received free of charge are recognised as gains when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been provided free of charge. Use of those resources is recognised as an expense.

Contributions of assets at no cost of acquisition or for nominal consideration are recognised as gains at their fair value when the asset qualifies for recognition.

Resources received free of charge are recorded as either revenue or gains depending on their nature.

There has been limited cross utilisation of property space by agency staff within the Department of Human Services Portfolio. This has been in the main, on a part-time basis and not on a permanent basis. As such these arrangements have not been brought to account as resources received or provided free of charge.

**Sale of Assets**

Gains from disposal of non-current assets are recognised when control of the asset has passed to the buyer.

1.7 Transactions with the Government as Owner

**Equity Injections**

Amounts appropriated which are designated as ‘equity injections’ for a year (less any formal reductions) are recognised directly in contributed equity in that year.

**Other Distributions to Owners**

The FMOs require that distributions to owners be debited to contributed equity unless in the nature of a dividend. In 2009-10, by agreement with the Department of Finance and Deregulation, an amount of $33,487,000 appropriation was extinguished on 23 March, 2010 for unused depreciation and amortisation amounts under Operation Sunlight net cash arrangements.

1.8 Employee Benefits

Liabilities for ‘short-term employee benefits’ (as defined in AASB 119 Employee Benefits) and termination benefits due within twelve months of balance date are measured at their nominal amounts. The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

All other employee benefit liabilities are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date.

**Leave**

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the CSDA is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees’ remuneration at the estimated salary rates that apply at the time the leave is taken, including the CSDA’s employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the advice of an actuary as at 30 June 2010. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.
COMMONWEALTH SERVICES DELIVERY AGENCY
Notes to and forming part of the Financial Statements

Separation and Redundancy
Provision is made for separation and redundancy benefit payments. The CSDA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

Superannuation
Employees of the CSDA are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS accumulation plan (PSSap). The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.
The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported by the Department of Finance and Deregulation as an administered item.
The CSDA makes employer contributions to the employee superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government of the superannuation entitlements of the CSDA’s employees. The CSDA accounts for the contributions as if they were contributions to defined contribution plans.
The liability for superannuation recognised as at 30 June represents outstanding contributions in 2010.

1.9 Leases
A distinction is made between finance leases and operating leases. Finance leases effectively transfer from the lessor to the lessee substantially all the risks and rewards incidental to ownership of leased assets. An operating lease is a lease that is not a finance lease. In operating leases, the lessor effectively retains substantially all such risks and benefits.
Operating lease payments are expensed on a straight-line basis, which is representative of the pattern of benefits derived from the leased assets.
The CSDA does not have any finance leases.

1.10 Financing Costs
The finance cost in relation to the unwinding of discount of surplus leases was $174,000 in 2009-10 (2008-09: $0).

1.11 Cash
Cash and cash equivalents includes cash on hand, cash held with outsiders, demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value. Cash is recognised at its nominal amount.

1.12 Financial Assets
Receivables
Trade receivables and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as ‘receivables’.
Impairment of Financial Assets
Financial assets are assessed for impairment at each balance date.
1.13 Financial Liabilities

Suppliers and Other Payables

Suppliers and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced unless non-cancellable). Subsequent adjustments are recognised in the statement of comprehensive income.

1.14 Contingent Liabilities and Contingent Assets

Contingent liabilities and contingent assets are not recognised in the balance sheet but are reported in the relevant schedules and notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

1.15 Acquisition of Assets

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs, where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

1.16 Property, Plant and Equipment

Asset Recognition Threshold

Purchases of property, plant and equipment are recognised initially at cost in the balance sheet, except for purchases costing less than $2,000, which are expensed in the year of acquisition, other than where they form part of a group of similar items which are material in total, including leasehold improvements of $20,000 per site and $100,000 for all other asset classes.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to property leases taken up by the CSDA, where there exists an obligation to restore the properties to their original conditions. These costs are included in the value of the CSDA’s leasehold improvements with a corresponding property make-good provision recognised.

Revaluations

Fair values for each class of asset are determined as shown below:

<table>
<thead>
<tr>
<th>Asset class</th>
<th>Fair value measured at</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>Market selling price</td>
</tr>
<tr>
<td>Buildings excluding leasehold improvements</td>
<td>Market selling price</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>Depreciated replacement cost</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>Market selling price</td>
</tr>
</tbody>
</table>

Following initial recognition at cost, property plant and equipment are carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets’ fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised through the operating result.
Revaluation decrements for a class of assets are recognised directly through the operating result except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

**Depreciation**

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the CSDA using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buildings</td>
<td>20 to 50 years</td>
<td>20 to 50 years</td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>Lease term</td>
<td>Lease term</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>3 to 10 years</td>
<td>3 to 10 years</td>
</tr>
</tbody>
</table>

**Impairment**

All assets were assessed for impairment at 30 June 2010. Where indications of impairment exist, the asset’s recoverable amount is estimated and an impairment adjustment made if the asset’s recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset’s ability to generate future cash flows, and the asset would be replaced if the CSDA were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

**Derecognition**

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

**1.17 Intangibles**

**Asset Recognition Threshold**

The CSDA’s intangibles comprise purchased software and internally developed software (IDS) for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Purchased software assets are recognised at cost in the balance sheet, except for those costing less than $2,000, which are expensed in the year of acquisition. IDS assets are recognized originally at cost in the balance sheet, except for those costing less than $1,000,000, which are expensed in the year of acquisition.

**Amortisation**

Software is amortised on a straight-line basis over its anticipated useful life. The useful lives for all of the CSDA’s software are 3 to 15 years (2008-09: 3 to 15 years).

All software assets were assessed for indications of impairment as at 30 June 2010.
1.18 Taxation

The CSDA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses, assets and liabilities are recognised net of GST except:
- where the amount of GST incurred is not recoverable from the Australian Taxation Office; and
- for receivables and payables.
Note 2: Events After the Reporting Period

There were no events that occurred after Balance Sheet date that required adjustments to, or disclosures, in the financial statements.

Note 3: Service Delivery Reform

In December 2009, the Minister for Human Services announced major reforms to Australian Government service delivery, including the integration of CSDA, Medicare Australia and the Department of Human Services (DHS) into one Department of State.

The impact of these reforms were considered in the preparation of the financial statements and the only financial impact is disclosed in Note 5D.

Until legislative changes are made to amend governance arrangements, the Chief Executive Officer (CEO) of the CSDA will continue to exercise her responsibilities under the Financial Management and Accountability Act 1997, including the preparation and presentation for audit of a set of financial statements and maintaining an Audit Committee.
### Note 4: Expenses

#### Note 4A: Employee Benefits

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries</td>
<td>1,339,837</td>
<td>1,260,676</td>
</tr>
<tr>
<td>Superannuation:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Defined contribution plans</td>
<td>69,220</td>
<td>53,713</td>
</tr>
<tr>
<td>Defined benefit plans</td>
<td>168,464</td>
<td>176,511</td>
</tr>
<tr>
<td>Leave and other entitlements</td>
<td>283,945</td>
<td>276,736</td>
</tr>
<tr>
<td>Separation and redundancies</td>
<td>23,906</td>
<td>7,027</td>
</tr>
<tr>
<td><strong>Total employee benefits</strong></td>
<td>1,885,372</td>
<td>1,774,663</td>
</tr>
</tbody>
</table>

#### Note 4B: Suppliers

**Goods and services**

<table>
<thead>
<tr>
<th>Category</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications</td>
<td>122,181</td>
<td>126,065</td>
</tr>
<tr>
<td>Customer related</td>
<td>77,354</td>
<td>83,811</td>
</tr>
<tr>
<td>Contractors and consultants</td>
<td>76,430</td>
<td>81,185</td>
</tr>
<tr>
<td>Property operating</td>
<td>64,362</td>
<td>69,589</td>
</tr>
<tr>
<td>Travel and motor vehicles</td>
<td>50,224</td>
<td>51,342</td>
</tr>
<tr>
<td>IT leases and maintenance</td>
<td>48,430</td>
<td>41,261</td>
</tr>
<tr>
<td>Staff related</td>
<td>25,685</td>
<td>31,565</td>
</tr>
<tr>
<td>Other</td>
<td>44,674</td>
<td>41,832</td>
</tr>
<tr>
<td><strong>Total goods and services</strong></td>
<td>509,340</td>
<td>526,650</td>
</tr>
</tbody>
</table>

**Other supplier expenses**

<table>
<thead>
<tr>
<th>Description</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating lease rentals - external parties:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimum lease payments</td>
<td>363,024</td>
<td>319,306</td>
</tr>
<tr>
<td>Contingent rentals</td>
<td>1,684</td>
<td>1,161</td>
</tr>
<tr>
<td>Sublease</td>
<td>318</td>
<td>538</td>
</tr>
<tr>
<td>Workers compensation expenses</td>
<td>23,663</td>
<td>31,328</td>
</tr>
<tr>
<td><strong>Total other supplier expenses</strong></td>
<td>388,689</td>
<td>352,333</td>
</tr>
<tr>
<td><strong>Total supplier expenses</strong></td>
<td>898,029</td>
<td>878,983</td>
</tr>
</tbody>
</table>

1 The related and external transactions, and the nature of goods and services, have been re-defined and the comparatives updated.
### Note 4: Expenses (continued)

#### Note 4C: Depreciation and Amortisation

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td><strong>Depreciation:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Buildings</td>
<td>61,449</td>
<td>55,443</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>51,240</td>
<td>55,158</td>
</tr>
<tr>
<td><strong>Total depreciation</strong></td>
<td><strong>112,689</strong></td>
<td><strong>110,601</strong></td>
</tr>
<tr>
<td><strong>Amortisation:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intangibles:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer Software</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>53,643</td>
<td>54,465</td>
</tr>
<tr>
<td><strong>Total amortisation</strong></td>
<td><strong>53,643</strong></td>
<td><strong>54,465</strong></td>
</tr>
<tr>
<td><strong>Total depreciation and amortisation</strong></td>
<td><strong>166,332</strong></td>
<td><strong>165,066</strong></td>
</tr>
</tbody>
</table>

#### Note 4D: Finance Costs

Unwinding of discount:
- Surplus leases
  - **2010**: 174
  - **2009**: -
- **Total finance cost**: 174

#### Note 4E: Write-Down and Impairment of Assets

Asset write-downs from:
- Land and buildings
  - **2010**: 1,378
  - **2009**: 1,140
- Property, plant and equipment
  - **2010**: 2,972
  - **2009**: 2,086
- Intangible assets
  - **2010**: -
  - **2009**: 199
- **Total write-down and impairment of assets**: 7,748

Asset impairments from:
- Impairment on trade receivables
  - **2010**: 1,265
  - **2009**: 160
- Impairment on intangible assets
  - **2010**: 2,133
  - **2009**: 1,945
- **Total write-down and impairment of assets**: 7,748

#### Note 5: Income

**Revenue**

**Note 5A: Sale of Goods and Rendering of Services**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision of goods - external parties</td>
<td>70</td>
<td>35</td>
</tr>
<tr>
<td>Rendering of services - related entities</td>
<td>150,230</td>
<td>2,244,738</td>
</tr>
<tr>
<td>Rendering of services - external parties</td>
<td>14,699</td>
<td>14,896</td>
</tr>
<tr>
<td><strong>Total sale of goods and rendering of services</strong></td>
<td><strong>164,999</strong></td>
<td><strong>2,259,669</strong></td>
</tr>
</tbody>
</table>

From 1 July 2009, the CSDA received the majority of its departmental funding via direct appropriation. In 2008-09, the CSDA received the majority of its departmental funding direct from Commonwealth agencies, mainly Department of Employment, Education and Workplace Relations, Families and Housing, Community Services and Indigenous Affairs, and the Department of Agriculture, Fisheries and Forestry.
Note 5: Income (continued)

<table>
<thead>
<tr>
<th></th>
<th>2010 $’000</th>
<th>2009 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gains</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Note 5B: Sale of Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Land and buildings:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale</td>
<td>-</td>
<td>11</td>
</tr>
<tr>
<td>Infrastructure, plant and equipment:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sale(^1)</td>
<td>1 990</td>
<td>6</td>
</tr>
<tr>
<td>Carrying value of assets sold</td>
<td>(334)</td>
<td>(12)</td>
</tr>
<tr>
<td><strong>Net gain from sale of assets</strong></td>
<td>1 656</td>
<td>5</td>
</tr>
</tbody>
</table>

\(^1\) This includes trade-in of assets.

**Note 5C: Reversals of Previous Asset Write-Downs and Impairments**

Reversal of previous asset revaluation write-downs:
- Property, plant and equipment 1 956 -

Reversal of impairment losses:
- Intangibles 260 -

**Total** 2 216 -

**Note 5D: Other Gains**

Resources received free of charge 2 684 2 681

**Total other gains** 2 684 2 681

Resources received free of charge from:
- Australian Taxation Office 2 008 2 081
- Australian National Audit Office 600 600
- Software received 17 -
- Department of Human Services property lease 59 -

**Total resources received free of charge** 2 684 2 681

**Revenue from Government**

**Note 5E: Revenue from Government**

Appropriations:
- Departmental outputs 2 810 212 610 222

**Total revenue from Government** 2 810 212 610 222
## Note 6: Financial Assets

### Note 6A: Cash and Cash Equivalents

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at bank</td>
<td>31 024</td>
<td>14 534</td>
</tr>
<tr>
<td>Cash on hand or on deposit</td>
<td>62</td>
<td>70</td>
</tr>
<tr>
<td><strong>Total cash and cash equivalents</strong></td>
<td><strong>31 086</strong></td>
<td><strong>14 604</strong></td>
</tr>
</tbody>
</table>

### Note 6B: Trade and Other Receivables

**Goods and services:**
- Goods and services - related entities: 6 660
- Goods and services - external parties: 438
**Total receivables for goods and services:** 7 098

**Appropriations receivable:**
- For existing outputs: 413 724
- For additional outputs - Appropriation Act No. 1: 34 805
- For additional outputs - Appropriation Act No. 2: 13 170
**Total appropriations receivable:** 461 699

**Other receivables:**
- Cash receivable from the Official Public Account: -
- GST receivable from the Australian Taxation Office: 9 752
- Other: 1 569
**Total other receivables:** 11 321

**Total trade and other receivables (gross):** 480 118

**Less impairment allowance account:**
- Goods and services: (261)
**Total impairment allowance account:** (261)

**Receivables are expected to be recovered in:**
- Less than 12 months: 479 857
- More than 12 months: -
**Total trade and other receivables (net):** 479 857

**Receivables are aged as follows:**
- Not overdue: 478 997
- Overdue by:
  - 0 to 30 days: 395
  - 31 to 60 days: 359
  - 61 to 90 days: 31
  - More than 90 days: 336
**Total receivables (gross):** 480 118

The impairment allowance is aged as follows:
- Not overdue: -
- Overdue by:
  - 0 to 30 days: -
  - 31 to 60 days: -
  - 61 to 90 days: -
  - More than 90 days: (261)
**Total impairment allowance account:** (261)
### Notes to and forming part of the Financial Statements

#### Note 6: Financial Assets (continued)

Reconciliation of the Impairment Allowance Account:
Movements in relation to 2010

<table>
<thead>
<tr>
<th>Goods and services</th>
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</tr>
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<tbody>
<tr>
<td>Opening balance</td>
<td>(236)</td>
</tr>
<tr>
<td>Amounts written off</td>
<td>1240</td>
</tr>
<tr>
<td>Amounts recovered and reversed</td>
<td>32</td>
</tr>
<tr>
<td>Decrease recognised in net surplus</td>
<td>(1297)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>(261)</td>
</tr>
</tbody>
</table>

Movements in relation to 2009

<table>
<thead>
<tr>
<th>Goods and services</th>
<th>$'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opening balance</td>
<td>(198)</td>
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<tr>
<td>Amounts written off</td>
<td>89</td>
</tr>
<tr>
<td>Amounts recovered and reversed</td>
<td>4</td>
</tr>
<tr>
<td>Decrease recognised in net surplus</td>
<td>(131)</td>
</tr>
<tr>
<td><strong>Closing balance</strong></td>
<td>(236)</td>
</tr>
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</table>
### Note 7: Non-Financial Assets

#### Note 7A: Land and Buildings

<table>
<thead>
<tr>
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<th>2009</th>
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<tr>
<td><strong>Land at fair value</strong></td>
<td>3,975</td>
<td>3,875</td>
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<tr>
<td><strong>Buildings on freehold land:</strong></td>
<td></td>
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</tr>
<tr>
<td>Fair value</td>
<td>10,023</td>
<td>6,969</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(220)</td>
<td>(177)</td>
</tr>
<tr>
<td><strong>Total buildings on freehold land</strong></td>
<td>9,803</td>
<td>6,792</td>
</tr>
<tr>
<td><strong>Buildings on leased land:</strong></td>
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<td></td>
</tr>
<tr>
<td>Fair value</td>
<td>1,352</td>
<td>3,836</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(59)</td>
<td>(64)</td>
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<tr>
<td><strong>Total buildings on leased land</strong></td>
<td>1,293</td>
<td>3,772</td>
</tr>
<tr>
<td><strong>Leasehold improvements:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Fair value</td>
<td>261,118</td>
<td>274,406</td>
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<tr>
<td>Accumulated depreciation</td>
<td>(65,465)</td>
<td>(91,301)</td>
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<tr>
<td>Work in progress at cost</td>
<td>31,575</td>
<td>23,625</td>
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<tr>
<td><strong>Total leasehold improvements</strong></td>
<td>227,228</td>
<td>206,730</td>
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<tr>
<td><strong>Total land and buildings</strong></td>
<td>242,299</td>
<td>221,169</td>
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</table>

No land or buildings are expected to be sold or disposed of within the next 12 months.

#### Note 7B: Property, Plant and Equipment

<table>
<thead>
<tr>
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<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Property, plant and equipment:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fair value</td>
<td>158,467</td>
<td>173,841</td>
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<tr>
<td>Accumulated depreciation</td>
<td>(55,115)</td>
<td>(86,772)</td>
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<td>Held for sale</td>
<td>2,248</td>
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<tr>
<td>Accumulated depreciation</td>
<td>(2,075)</td>
<td>(6,794)</td>
</tr>
<tr>
<td><strong>Total infrastructure, plant and equipment</strong></td>
<td>103,325</td>
<td>87,122</td>
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</table>

All revaluations were conducted in accordance with the revaluation policy stated at Note 1.16. On 30 April 2010 an independent valuer conducted the revaluations.

Revaluation increments of $39,664 for buildings on freehold and leasehold land (2009: increment of $2,520,983) and $21,774,232 for leasehold improvements (2009: decrement of $2,518,570) were posted to the asset revaluation reserve by asset class. There were no changes to freehold land (2009: increment of $324,000) and property, plant and equipment were not revalued (2009: decrement of $4,331,758). A reversal of the previous years revaluation write-off of $1,956,318 for property, plant and equipment was recognised in gains (2009: revaluation write off $2,436,312).
## Note 7C: Intangibles

Computer software:

<table>
<thead>
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<th></th>
<th>2010</th>
<th>2009</th>
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</thead>
<tbody>
<tr>
<td>Internally developed - in progress</td>
<td>23,979</td>
<td>17,537</td>
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<tr>
<td>Internally developed - in use</td>
<td>217,508</td>
<td>186,796</td>
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<tr>
<td>Accumulated amortisation - internally developed</td>
<td>(128,138)</td>
<td>(106,069)</td>
</tr>
<tr>
<td><strong>Total internally developed software</strong></td>
<td>113,349</td>
<td>98,264</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchased - in use</td>
<td>288,047</td>
<td>283,023</td>
</tr>
<tr>
<td>Accumulated amortisation - purchased</td>
<td>(165,122)</td>
<td>(147,491)</td>
</tr>
<tr>
<td><strong>Total purchased software</strong></td>
<td>122,925</td>
<td>135,532</td>
</tr>
<tr>
<td><strong>Total intangibles</strong></td>
<td>236,274</td>
<td>233,796</td>
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</table>
## COMMONWEALTH SERVICES DELIVERY AGENCY

### Notes to and forming part of the Financial Statements

#### Note 7D: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles (2009-10)

<table>
<thead>
<tr>
<th>Item</th>
<th>Land</th>
<th>Buildings</th>
<th>Total land and buildings</th>
<th>Property, Plant &amp; Equipment</th>
<th>Computer software internally developed</th>
<th>Computer software purchased</th>
<th>Total Intangibles</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>As at 1 July 2009</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Gross book value</td>
<td>3 875</td>
<td>308 836</td>
<td>312 711</td>
<td>180 688</td>
<td>204 333</td>
<td>283 023</td>
<td>487 356</td>
<td>980 755</td>
</tr>
<tr>
<td>Accumulated depreciation/amortisation and impairment</td>
<td>-</td>
<td>(91 542)</td>
<td>(91 542)</td>
<td>(93 566)</td>
<td>(106 069)</td>
<td>(147 491)</td>
<td>(253 560)</td>
<td>(438 666)</td>
</tr>
<tr>
<td>Net book value 1 July 2009</td>
<td>3 875</td>
<td>217 294</td>
<td>221 169</td>
<td>87 122</td>
<td>98 264</td>
<td>135 532</td>
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<td>542 087</td>
</tr>
<tr>
<td>Additions:</td>
<td></td>
<td></td>
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<tr>
<td>By purchase</td>
<td>100</td>
<td>61 571</td>
<td>61 671</td>
<td>68 975</td>
<td>36 936</td>
<td>21 041</td>
<td>57 977</td>
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<td>-</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
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<td>490</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>490</td>
</tr>
<tr>
<td>Revaluations and impairments recognised in other comprehensive income</td>
<td>-</td>
<td>21 814</td>
<td>21 814</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>21 814</td>
</tr>
<tr>
<td>Revaluations recognised in the operating result</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Impairments recognised in the operating result</td>
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<td>(110)</td>
<td>(2 023)</td>
<td>(2 133)</td>
<td>(2 133)</td>
<td>-</td>
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<tr>
<td>Reversal of impairments and revaluation write-off recognised in the operating result</td>
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<td>-</td>
<td>-</td>
<td>1,956</td>
<td>100</td>
<td>160</td>
<td>260</td>
<td>2 216</td>
</tr>
<tr>
<td>Depreciation/amortisation expense</td>
<td>-</td>
<td>61 449</td>
<td>61 449</td>
<td>51 240</td>
<td>21 841</td>
<td>31 802</td>
<td>53 643</td>
<td>166 332</td>
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<td>(18)</td>
<td>-</td>
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<tr>
<td>Disposals</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(334)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(334)</td>
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<tr>
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<td>(1 378)</td>
<td>(2 972)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(4 350)</td>
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<tr>
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<td>3 975</td>
<td>238 324</td>
<td>242 299</td>
<td>103 525</td>
<td>113 349</td>
<td>122 925</td>
<td>236 274</td>
<td>582 098</td>
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<td>Net book value as of 30 June 2010 represented by:</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross book value</td>
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<td>304 066</td>
<td>308 043</td>
<td>160 711</td>
<td>241 487</td>
<td>288 047</td>
<td>529 534</td>
<td>998 286</td>
</tr>
<tr>
<td>Accumulated depreciation/amortisation</td>
<td>-</td>
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<td>(65 744)</td>
<td>(57 186)</td>
<td>(128 130)</td>
<td>(165 122)</td>
<td>(293 260)</td>
<td>(416 190)</td>
</tr>
<tr>
<td>Total</td>
<td>3 975</td>
<td>238 324</td>
<td>242 299</td>
<td>103 525</td>
<td>113 349</td>
<td>122 925</td>
<td>236 274</td>
<td>582 098</td>
</tr>
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### Note 7D: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Intangibles (2008-09)

<table>
<thead>
<tr>
<th>Item</th>
<th>Land</th>
<th>Buildings</th>
<th>Total land and buildings</th>
<th>Property, Plant &amp; Equipment</th>
<th>Computer software internally developed</th>
<th>Computer software purchased</th>
<th>Total Intangibles</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td></td>
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<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>As at 1 July 2008</td>
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<td></td>
<td></td>
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<td></td>
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<td></td>
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<tr>
<td>Gross book value</td>
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<td>278 125</td>
<td>281 637</td>
<td>209 106</td>
<td>206 305</td>
<td>258 397</td>
<td>464 702</td>
<td>955 447</td>
</tr>
<tr>
<td>Accumulated depreciation/amortisation and impairment</td>
<td>-</td>
<td>(74 897)</td>
<td>(74 897)</td>
<td>(98 595)</td>
<td>(101 421)</td>
<td>(127 216)</td>
<td>(228 637)</td>
<td>(402 129)</td>
</tr>
<tr>
<td>Net book value 1 July 2008</td>
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<td>206 740</td>
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<td>104 884</td>
<td>131 181</td>
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<td>553 318</td>
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<td></td>
</tr>
<tr>
<td>By purchase</td>
<td>39</td>
<td>73 331</td>
<td>73 370</td>
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<td>33 642</td>
<td>17 395</td>
<td>51 037</td>
<td>162 646</td>
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<td>By donation/gift</td>
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<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Makegood</td>
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<td>589</td>
<td>589</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>589</td>
</tr>
<tr>
<td>Revaluations and impairments recognised in other comprehensive income</td>
<td>324</td>
<td>2</td>
<td>326</td>
<td>(4 331)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(4 005)</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>(2 436)</td>
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<td>-</td>
<td>(497)</td>
<td>(1 448)</td>
<td>(1 945)</td>
<td>(1 945)</td>
<td>(1 945)</td>
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<tr>
<td>Reversal of impairments and revaluation write-off recognised in the operating result</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
<tr>
<td>Depreciation/amortisation expense</td>
<td>-</td>
<td>(55 443)</td>
<td>(55 443)</td>
<td>(55 158)</td>
<td>(27 254)</td>
<td>(27 211)</td>
<td>(54 465)</td>
<td>(165 066)</td>
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<td></td>
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<tr>
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<td>(3 273)</td>
<td>(43)</td>
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<td>15 814</td>
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<td>(13)</td>
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<tr>
<td>Write-offs</td>
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<td>(1 140)</td>
<td>350</td>
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<td>(1 199)</td>
<td>(1 199)</td>
<td>(989)</td>
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<tr>
<td>Net book value 30 June 2009</td>
<td>3 875</td>
<td>217 294</td>
<td>221 169</td>
<td>87 122</td>
<td>98 264</td>
<td>135 532</td>
<td>233 796</td>
<td>542 087</td>
</tr>
<tr>
<td>Net book value as of 30 June 2009 represented by:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross book value</td>
<td>3 875</td>
<td>308 836</td>
<td>312 711</td>
<td>180 688</td>
<td>204 333</td>
<td>283 023</td>
<td>487 356</td>
<td>980 755</td>
</tr>
<tr>
<td>Accumulated depreciation/amortisation</td>
<td>-</td>
<td>(91 542)</td>
<td>(91 542)</td>
<td>(93 566)</td>
<td>(106 069)</td>
<td>(147 491)</td>
<td>(253 560)</td>
<td>(438 668)</td>
</tr>
<tr>
<td></td>
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<td>221 169</td>
<td>87 122</td>
<td>98 264</td>
<td>135 532</td>
<td>233 796</td>
<td>542 087</td>
</tr>
</tbody>
</table>
### Note 7: Non-Financial Assets (continued)

<table>
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<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

#### Note 7E: Other Non-Financial Assets

<table>
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<tbody>
<tr>
<td>Prepayments</td>
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<td>51 470</td>
</tr>
<tr>
<td><strong>Total other non-financial assets</strong></td>
<td><strong>53 971</strong></td>
<td><strong>51 470</strong></td>
</tr>
</tbody>
</table>

No indicators of impairment were found for other non-financial assets.

Total other non-financial assets - are expected to be recovered in:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 12 months</td>
<td>46 322</td>
<td>48 473</td>
</tr>
<tr>
<td>More than 12 months</td>
<td>7 649</td>
<td>2 997</td>
</tr>
<tr>
<td><strong>Total other non-financial assets</strong></td>
<td><strong>53 971</strong></td>
<td><strong>51 470</strong></td>
</tr>
</tbody>
</table>

### Note 8: Payables

#### Note 8A: Suppliers

<table>
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<tr>
<th></th>
<th>2010</th>
<th>2009</th>
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</thead>
<tbody>
<tr>
<td>Trade creditors and accruals</td>
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<td>113 238</td>
</tr>
<tr>
<td>Operating lease rentals</td>
<td>6 623</td>
<td>7 459</td>
</tr>
<tr>
<td><strong>Total supplier payables</strong></td>
<td><strong>149 838</strong></td>
<td><strong>120 697</strong></td>
</tr>
</tbody>
</table>

Supplier payables expected to be settled within 12 months: 1

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
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<tr>
<td>Related entities</td>
<td>45 491</td>
<td>6 178</td>
</tr>
<tr>
<td>External parties</td>
<td>104 347</td>
<td>114 519</td>
</tr>
<tr>
<td><strong>Total supplier payables</strong></td>
<td><strong>149 838</strong></td>
<td><strong>120 697</strong></td>
</tr>
</tbody>
</table>

Settlement is usually made within 30 days.

1 The related and external transactions, and the nature of goods and services, have been re-defined and the comparatives updated.

#### Note 8B: Other payables

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>31 868</td>
<td>42 537</td>
</tr>
<tr>
<td>Operating leases straight-lining</td>
<td>27 354</td>
<td>21 359</td>
</tr>
<tr>
<td>Lease incentives</td>
<td>11 459</td>
<td>9 365</td>
</tr>
<tr>
<td>Separations and redundancies</td>
<td>7 028</td>
<td>2 134</td>
</tr>
<tr>
<td>Superannuation</td>
<td>4 653</td>
<td>3 811</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>3 480</td>
<td>26 834</td>
</tr>
<tr>
<td><strong>Total other payables</strong></td>
<td><strong>85 842</strong></td>
<td><strong>106 040</strong></td>
</tr>
</tbody>
</table>

Total other payables are expected to be settled in:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 12 months</td>
<td>55 253</td>
<td>83 958</td>
</tr>
<tr>
<td>More than 12 months</td>
<td>30 589</td>
<td>22 082</td>
</tr>
<tr>
<td><strong>Total other payables</strong></td>
<td><strong>85 842</strong></td>
<td><strong>106 040</strong></td>
</tr>
</tbody>
</table>
## Note 9: Provisions

### Note 9A: Employee Provisions

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leave</td>
<td>529,488</td>
<td>504,163</td>
</tr>
<tr>
<td><strong>Total employee provisions</strong></td>
<td><strong>529,488</strong></td>
<td><strong>504,163</strong></td>
</tr>
</tbody>
</table>

Employee provisions are expected to be settled in:

- **Less than 12 months**: 169,929, 150,882
- **More than 12 months**: 359,559, 353,281

**Total employee provisions**: 529,488, 504,163

### Note 9B: Other Provisions

<table>
<thead>
<tr>
<th>Provision for restoration obligations</th>
<th>10,046</th>
<th>9,556</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision for surplus lease</td>
<td>20,810</td>
<td>9,880</td>
</tr>
<tr>
<td><strong>Total other provisions</strong></td>
<td><strong>30,856</strong></td>
<td><strong>19,436</strong></td>
</tr>
</tbody>
</table>

Other provisions are expected to be settled in:

- **Less than 12 months**: 7,700, 6,190
- **More than 12 months**: 23,156, 13,246

**Total other provisions**: 30,856, 19,436

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying amount 1 July 2009</td>
<td>9,556</td>
<td>9,880</td>
</tr>
<tr>
<td>Additional provisions made</td>
<td>2,092</td>
<td>20,122</td>
</tr>
<tr>
<td>Amounts used</td>
<td>(198)</td>
<td>(6,730)</td>
</tr>
<tr>
<td>Amounts reversed</td>
<td>(1,404)</td>
<td>(2,636)</td>
</tr>
<tr>
<td>Unwinding of discount or change in discount rate</td>
<td>-</td>
<td>174</td>
</tr>
<tr>
<td><strong>Closing balance June 2010</strong></td>
<td><strong>10,046</strong></td>
<td><strong>20,810</strong></td>
</tr>
</tbody>
</table>

1. The CSDA currently has 463 agreements for the leasing of premises, which have provisions requiring the CSDA to restore the premises to their original condition at the conclusion of the leases. The CSDA has made a provision to reflect the present value of these obligations.

2. The CSDA currently has contractual obligations for the leasing of 90 premises where there exist surplus spaces not sub-leased to other entities.
## Note 10: Cash Flow Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td>$'000</td>
<td></td>
</tr>
<tr>
<td><strong>Reconciliation of cash and cash equivalents as per balance sheet to cash flow statement</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents as per:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash flow statement</td>
<td>31 086</td>
<td>14 604</td>
</tr>
<tr>
<td>Balance sheet</td>
<td>31 086</td>
<td>14 604</td>
</tr>
<tr>
<td>Difference</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Reconciliation of net cost of services to net cash from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net cost of services</td>
<td>(2 786 100)</td>
<td>(561 887)</td>
</tr>
<tr>
<td>Add revenue from Government</td>
<td>2 810 212</td>
<td>610 222</td>
</tr>
<tr>
<td>Adjustments for non-cash items</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation/amortisation</td>
<td>166 332</td>
<td>165 066</td>
</tr>
<tr>
<td>Net write down of non-financial assets</td>
<td>6 483</td>
<td>5 370</td>
</tr>
<tr>
<td>Gain on disposal of assets</td>
<td>(145)</td>
<td>(17)</td>
</tr>
<tr>
<td>Resources received free of charge - goods</td>
<td>(17)</td>
<td>-</td>
</tr>
<tr>
<td>Reversals of previous asset write-downs and impairments</td>
<td>(2 216)</td>
<td>-</td>
</tr>
<tr>
<td>Changes in assets/liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Increase) / decrease in net receivables</td>
<td>(51 332)</td>
<td>(134 254)</td>
</tr>
<tr>
<td>(Increase) / decrease in prepayments</td>
<td>(2 501)</td>
<td>(3 688)</td>
</tr>
<tr>
<td>Increase / (decrease) in employee provisions</td>
<td>25 325</td>
<td>47 796</td>
</tr>
<tr>
<td>Increase / (decrease) in unearned revenue</td>
<td>(23 354)</td>
<td>(2 790)</td>
</tr>
<tr>
<td>Increase / (decrease) in supplier payables</td>
<td>(5 29)</td>
<td>40 465</td>
</tr>
<tr>
<td>Increase / (decrease) in other payables</td>
<td>3 156</td>
<td>(8 853)</td>
</tr>
<tr>
<td>Increase / (decrease) in other provisions</td>
<td>11 420</td>
<td>392</td>
</tr>
<tr>
<td><strong>Net cash from operating activities</strong></td>
<td>156 734</td>
<td>157 822</td>
</tr>
</tbody>
</table>

1 Net of payables relating to purchase of property, plant & equipment and intangibles.
### Note 11: Contingent Liabilities and Assets

<table>
<thead>
<tr>
<th></th>
<th>Claims for damages or costs</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010 $'000</td>
<td>2009 $'000</td>
<td></td>
</tr>
<tr>
<td>Contingent assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance from previous period</td>
<td>9</td>
<td>36</td>
<td></td>
</tr>
<tr>
<td>New</td>
<td>25</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Re-measurement</td>
<td>125</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Assets recognised</td>
<td>( 9)</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Expired</td>
<td>-</td>
<td>( 49)</td>
<td></td>
</tr>
<tr>
<td>Total contingent assets</td>
<td>150</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Contingent liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance from previous period</td>
<td>747</td>
<td>738</td>
<td></td>
</tr>
<tr>
<td>New</td>
<td>2 677</td>
<td>533</td>
<td></td>
</tr>
<tr>
<td>Re-measurement</td>
<td>( 186)</td>
<td>(138)</td>
<td></td>
</tr>
<tr>
<td>Liabilities recognised</td>
<td>( 466)</td>
<td>(384)</td>
<td></td>
</tr>
<tr>
<td>Obligations expired</td>
<td>( 18)</td>
<td>( 2)</td>
<td></td>
</tr>
<tr>
<td>Total contingent liabilities</td>
<td>2 754</td>
<td>747</td>
<td></td>
</tr>
<tr>
<td>Net contingent liabilities</td>
<td>2 604</td>
<td>738</td>
<td></td>
</tr>
</tbody>
</table>

### Quantifiable Contingencies

The schedule of contingencies reports contingent assets in respect of insurance claims of property damages/costs of $150,000 (2009: $9,068). The CSDA is expecting to succeed in claims lodged with CSDA’s insurer, although the claims are continuing. The estimate on these property claims is based on the assessor reports of the insurer.

The schedule of contingencies also reports contingent liabilities in respect of claims for damages/costs of $2,753,619 (2009: $747,145). The amount represents an estimate of the CSDA’s liability based on precedent cases. The CSDA is defending the claims.

### Unquantifiable Contingencies

As at 30 June 2010, the CSDA had a number of legal claims against it relating to employment practices which the CSDA is defending. It is difficult to estimate potential liability for these claims.

### Significant Remote Contingencies

The CSDA has no significant remote contingencies.
Note 12: Senior Executive Remuneration

Note 12A: Actual Remuneration Paid to Senior Executives

This table shows actual expenses for all full year substantive SES officers, and those SES with acting arrangements or part year service (including non-SES promoted to SES part-way through the year) from this table where their remuneration is more than $145,000.

Executive Remuneration

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>less than $145,000</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>$145,000 to $159,999</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>$160,000 to $174,999</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>$175,000 to $189,999</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>$190,000 to $204,999</td>
<td>11</td>
<td>16</td>
</tr>
<tr>
<td>$205,000 to $219,999</td>
<td>21</td>
<td>16</td>
</tr>
<tr>
<td>$220,000 to $234,999</td>
<td>15</td>
<td>8</td>
</tr>
<tr>
<td>$235,000 to $249,999</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>$250,000 to $264,999</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>$265,000 to $279,999</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>$280,000 to $294,999</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$295,000 to $309,999</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$310,000 to $324,999</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$325,000 to $339,999</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$340,000 to $354,999</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$355,000 to $369,999</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>$370,000 to $384,999</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$385,000 to $399,999</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$400,000 to $414,999</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$415,000 to $429,999</td>
<td>1</td>
<td>-</td>
</tr>
<tr>
<td>$430,000 to $444,999</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$445,000 to $459,999</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>84</td>
<td>78</td>
</tr>
</tbody>
</table>

1 Executive remuneration includes salaries, superannuation, allowances, leave expense, fringe benefits and fringe benefits tax.

2 Excluding acting arrangements and part-year service.

Total expense recognised in relation to Senior Executive employment

<table>
<thead>
<tr>
<th></th>
<th>$</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary (including annual leave taken)</td>
<td>13 596 612</td>
<td>11 860 877</td>
</tr>
<tr>
<td>Changes in annual leave expense</td>
<td>256 673</td>
<td>7 359</td>
</tr>
<tr>
<td>Performance bonus</td>
<td>-</td>
<td>5 000</td>
</tr>
<tr>
<td>Other 3</td>
<td>2 298 914</td>
<td>2 113 579</td>
</tr>
<tr>
<td>Total short-term employee benefits</td>
<td>16 152 199</td>
<td>13 986 815</td>
</tr>
<tr>
<td>Superannuation (post employment benefits)</td>
<td>2 027 519</td>
<td>2 197 130</td>
</tr>
<tr>
<td>Other long-term benefits</td>
<td>60 471</td>
<td>41 345</td>
</tr>
<tr>
<td>Total</td>
<td>18 240 189</td>
<td>16 225 290</td>
</tr>
</tbody>
</table>

During the year, there were no termination benefits to senior executives (2009: $195 012).

3 ‘Other’ includes motor vehicle allowances and other allowances.
### Note 12B: Salary Packages of senior executives as at 30 June

Average annualised remuneration packages for substantive Senior Executives employed at 30 June.

<table>
<thead>
<tr>
<th>No.</th>
<th>SES</th>
<th>Average Base Salary (including annual leave)</th>
<th>Average Total Remuneration package</th>
<th>No.</th>
<th>SES</th>
<th>Average Base Salary (including annual leave)</th>
<th>Average Total Remuneration package</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total remuneration:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>less than $145,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$145,000 to $159,999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>$160,000 to $174,999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>3</td>
<td>130 667</td>
<td>173 530</td>
<td></td>
</tr>
<tr>
<td>$175 000 to $189 999</td>
<td>13</td>
<td>139 231</td>
<td>184 886</td>
<td>17</td>
<td>140 294</td>
<td>184 362</td>
<td></td>
</tr>
<tr>
<td>$190 000 to $204 999</td>
<td>20</td>
<td>150 935</td>
<td>198 649</td>
<td>18</td>
<td>148 222</td>
<td>197 862</td>
<td></td>
</tr>
<tr>
<td>$205 000 to $219 999</td>
<td>17</td>
<td>159 176</td>
<td>211 303</td>
<td>19</td>
<td>156 789</td>
<td>213 756</td>
<td></td>
</tr>
<tr>
<td>$220 000 to $234 999</td>
<td>19</td>
<td>172 105</td>
<td>226 948</td>
<td>10</td>
<td>165 000</td>
<td>225 350</td>
<td></td>
</tr>
<tr>
<td>$235 000 to $249 999</td>
<td>5</td>
<td>183 300</td>
<td>241 153</td>
<td>4</td>
<td>168 250</td>
<td>242 916</td>
<td></td>
</tr>
<tr>
<td>$250 000 to $264 999</td>
<td>4</td>
<td>196 375</td>
<td>257 325</td>
<td>4</td>
<td>191 000</td>
<td>254 706</td>
<td></td>
</tr>
<tr>
<td>$265 000 to $279 999</td>
<td>1</td>
<td>211 000</td>
<td>276 558</td>
<td>2</td>
<td>205 000</td>
<td>274 705</td>
<td></td>
</tr>
<tr>
<td>$280 000 to $294 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>225 000</td>
<td>281 505</td>
<td></td>
</tr>
<tr>
<td>$295 000 to $309 999</td>
<td>1</td>
<td>250 000</td>
<td>309 256</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$310 000 to $324 999</td>
<td>1</td>
<td>250 000</td>
<td>319 160</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$325 000 to $339 999</td>
<td>1</td>
<td>253 500</td>
<td>326 220</td>
<td>3</td>
<td>240 000</td>
<td>329 729</td>
<td></td>
</tr>
<tr>
<td>$340 000 to $354 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$355 000 to $369 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$370 000 to $384 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$385 000 to $399 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$400 000 to $414 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$415 000 to $429 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$430 000 to $444 999</td>
<td>1</td>
<td>377 672</td>
<td>433 196</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>$445 000 to $459 999</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1</td>
<td>379 562</td>
<td>445 536</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>83</td>
<td></td>
<td></td>
<td>82</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 Excluding acting arrangements and part-year service.

2 Non-salary elements available to senior executives include:
   (a) Performance bonus;
   (b) Motor vehicle allowances;
   (c) Superannuation; and
   (d) Base salary is annual salary.
Note 13: Remuneration of Auditors

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>$'000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial statement audit services provided by the Auditor-General free of charge to the CSDA:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The fair value of the services provided was:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2009-10 financial statements audit</td>
<td>600</td>
<td>600</td>
</tr>
<tr>
<td></td>
<td>600</td>
<td>600</td>
</tr>
</tbody>
</table>

No other services were provided by the Auditor-General.

Note 14: Financial Instruments

Financial Assets
Receivables
- Cash and cash equivalents: 31,086, 14,604
- Trade receivables: 7,098, 88,348
- Other receivables: 1,569, 1,651

Carrying amount of financial assets: 39,753, 104,603

Financial Liabilities
Payables - suppliers: 143,215, 113,238

Carrying amount of financial liabilities: 143,215, 113,238

Note 14B: Net Income and Expense from Financial Assets
There is no interest income or expense from financial assets not at fair value through profit or loss in the period ending 30 June 2010 (2009: $0).

Note 14C: Net Income and Expense from Financial Liabilities
There is no interest income or expense from financial liabilities not at fair value through profit or loss in the period ending 30 June 2010 (2009: $0).

Note 14D: Fair Value of Financial Instruments
In 2009-10 and 2008-09 the carrying amounts of financial assets and liabilities recorded in the financial statements represent their net fair values.
COMMONWEALTH SERVICES DELIVERY AGENCY

Notes to and forming part of the Financial Statements

Note 14E: Credit Risk

The CSDA is exposed to minimal credit risk as receivables are cash and trade receivables. The maximum exposure to credit risk is the risk that arises from potential default of a debtor. This amount is equal to the total amount of trade receivables (2010: $7 098 544 and 2009: $88 348 209). The CSDA has assessed the risk of the default on payment and has allocated $260 659 in 2010 (2009: $235 553) to an impairment allowance account.

The CSDA manages its credit risk by undertaking background and credit checks prior to allowing a debtor relationship. In addition, the CSDA has policies and procedures that guide employee debt recovery techniques to be applied.

The CSDA holds no collateral to mitigate against credit risk.

Credit quality of financial instruments not past due or individually determined as impaired.

<table>
<thead>
<tr>
<th></th>
<th>Not past due nor impaired</th>
<th>Past due or impaired</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010: $000</td>
<td>2009: $000</td>
</tr>
<tr>
<td>Receivables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>31 086</td>
<td>14 604</td>
</tr>
<tr>
<td>Trade receivables</td>
<td>6 572</td>
<td>85 487</td>
</tr>
<tr>
<td>Total</td>
<td>37 658</td>
<td>100 091</td>
</tr>
</tbody>
</table>

Ageing of financial assets that were past due but not impaired for 2010.

<table>
<thead>
<tr>
<th></th>
<th>0 to 30 days</th>
<th>31 to 60 days</th>
<th>61 to 90 days</th>
<th>90+ days</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Receivables</td>
<td>395</td>
<td>359</td>
<td>31</td>
<td>75</td>
<td>860</td>
</tr>
<tr>
<td>Trade receivables</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>395</td>
<td>359</td>
<td>31</td>
<td>75</td>
<td>860</td>
</tr>
</tbody>
</table>

Ageing of financial assets that were past due but not impaired for 2009.

<table>
<thead>
<tr>
<th></th>
<th>0 to 30 days</th>
<th>31 to 60 days</th>
<th>61 to 90 days</th>
<th>90+ days</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
<td>$'000</td>
</tr>
<tr>
<td>Receivables</td>
<td>2 183</td>
<td>326</td>
<td>46</td>
<td>70</td>
<td>2 625</td>
</tr>
<tr>
<td>Trade receivables</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>2 183</td>
<td>326</td>
<td>46</td>
<td>70</td>
<td>2 625</td>
</tr>
</tbody>
</table>
COMMONWEALTH SERVICES DELIVERY AGENCY

Notes to and forming part of the Financial Statements

Note 14F: Liquidity Risk
The CSDA’s financial liabilities are payables to suppliers and other payables. The exposure to liquidity risk is based on the notion that the CSDA will encounter difficulty in meeting its obligations associated with financial liabilities. The CSDA is funded by the Australian Government. The CSDA manages its budgeted funds to ensure it has adequate funds to meet payments as they fall due. In addition, the CSDA has policies in place to ensure timely payments are made when due and has no past experience of default.

The following table illustrates the maturities for financial liabilities.

<table>
<thead>
<tr>
<th>Maturities for non-derivative financial liabilities 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>On demand</td>
</tr>
<tr>
<td>$'000</td>
</tr>
<tr>
<td>Other Liabilities</td>
</tr>
<tr>
<td>Payables - suppliers</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

Note 14G: Market Risk
The CSDA holds basic financial instruments that do not expose the CSDA to certain market risks.

The CSDA is not exposed to ‘Currency risk’ or ‘Other price risk’.

Note 14H: Interest Rate Risk
The CSDA holds financial instruments that are all non-interest bearing and were not exposed to any interest rate risk.
COMMONWEALTH SERVICES DELIVERY AGENCY
Notes to and forming part of the Financial Statements

Note 15: Appropriations

Table A – Acquittal of authority to Draw Cash from the Consolidated Revenue Fund for Ordinary Annual Services Appropriations

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Departmental Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010 $’000</td>
</tr>
<tr>
<td>Balance brought forward from previous period (Appropriation Acts)</td>
<td>-</td>
</tr>
<tr>
<td>Appropriation Act:</td>
<td>-</td>
</tr>
<tr>
<td>Appropriation Act (No 1) 2009-10</td>
<td>2 861 143</td>
</tr>
<tr>
<td>Appropriation Act (No 3) 2009-10</td>
<td>40 180</td>
</tr>
<tr>
<td>Appropriation reduced (Appropriation Act sections 10, 11 &amp; 12)</td>
<td>(4 347)</td>
</tr>
<tr>
<td>FMA Act:</td>
<td>-</td>
</tr>
<tr>
<td>Appropriations to take account of recoverable GST (FMA Act section 30A)</td>
<td>80 845</td>
</tr>
<tr>
<td>Relevant agency receipts (FMA Act section 31)</td>
<td>223 942</td>
</tr>
<tr>
<td>Transfer of agency functions (FMA Act section 32)</td>
<td>35</td>
</tr>
<tr>
<td>Total appropriations available for payments</td>
<td>3 201 798</td>
</tr>
<tr>
<td>Cash payments made during the year (GST inclusive)</td>
<td>(2 083 228)</td>
</tr>
<tr>
<td>Appropriations credited to Special Accounts (GST exclusive)</td>
<td>(540 842)</td>
</tr>
<tr>
<td>Balance of authority to draw cash from the Consolidated Revenue Fund for</td>
<td>577 728</td>
</tr>
<tr>
<td>ordinary annual services appropriations and as represented by:</td>
<td></td>
</tr>
<tr>
<td>Cash at bank and on hand</td>
<td>31 086</td>
</tr>
<tr>
<td>Departmental appropriations receivable</td>
<td>448 529</td>
</tr>
<tr>
<td>Net GST from the ATO</td>
<td>11 314</td>
</tr>
<tr>
<td>Adjustments under section 101.13 of the FMO</td>
<td>86 799</td>
</tr>
<tr>
<td>Total as at 30 June</td>
<td>577 728</td>
</tr>
</tbody>
</table>

1. Departmental appropriations do not lapse at financial year end. However, the responsible Minister may decide that part or all of the departmental appropriation is not required and request the Finance Minister to reduce that appropriation. The reduction in the appropriation is effected by the Finance Minister's Determination and is disallowable by Parliament. Appropriation reduction in 2009-10 ($4 347 000) represents unused depreciation funding relating to Operation Sunlight net cash arrangements.

2. The amounts in this line item are calculated on an accrual basis to the extent that an expense may have been incurred that includes GST but has not been paid by year end.

3. The Commonwealth Social Services Special Account was abolished on 31 March 2010 in accordance with Determination 2009/26.

4. Departmental appropriation will be reduced by $121 604 393 in relation to Centrelink Funding Model. This is offset by an increase in departmental appropriation of $34 805 000 for 2009-10 output which will be funded in 2010-11.
## Table B – Acquittal of authority to Draw Cash from the Consolidated Revenue Fund for Other than Ordinary Annual Services Appropriations

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Non-Operating</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance brought forward from previous period (Appropriation Acts)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Appropriation Act:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriation Act (No. 2) 2009-10</td>
<td>8 194</td>
<td>3 536</td>
</tr>
<tr>
<td>Appropriation Act (No.4) 2009-10</td>
<td>9 147</td>
<td>-</td>
</tr>
<tr>
<td>Appropriation reduced (Appropriation (NTNER) Act (No.2 section 11)</td>
<td>- (11 723)</td>
<td>-</td>
</tr>
<tr>
<td>FMA Act:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriations to take account of recoverable GST (FMA Act section 30A)</td>
<td>1 734</td>
<td>354</td>
</tr>
<tr>
<td>Total appropriations available for payments</td>
<td>19 075</td>
<td>(7 833)</td>
</tr>
<tr>
<td>Cash payments made during the year (GST inclusive)</td>
<td>(19 075)</td>
<td>(354)</td>
</tr>
<tr>
<td>Appropriations credited to Special Accounts (excluding GST)²</td>
<td>-</td>
<td>8 187</td>
</tr>
<tr>
<td>Balance of authority to draw cash from the Consolidated Revenue fund for other than ordinary annual services appropriations and as represented by:</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Adjustments under section 101.13 of the FMO ³</td>
<td>(13 170)</td>
<td>-</td>
</tr>
<tr>
<td>Departmental appropriation receivable</td>
<td>13 170</td>
<td>-</td>
</tr>
<tr>
<td>Total as at 30 June</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

¹ Non-operating appropriations do not lapse at financial year end. However, the responsible Minister may decide that part or all of the non-operating appropriation is not required and request the Finance Minister to reduce that appropriation. The reduction in the appropriation is effected by the Finance Minister’s determination and is disallowable by Parliament.

² The Commonwealth Social Services Special Account was abolished on 31 March 2010 in accordance with Determination 2009/26.

³ Increase in capital appropriation of $13 170 000 for 2009-10 output which will be funded in 2010-11.
### COMMONWEALTH SERVICES DELIVERY AGENCY

Notes to and forming part of the Financial Statements

#### Table C – Disclosure by the CSDA in relation to Special Appropriations

During the year the CSDA was granted authority to make payments on behalf of the Department of Education, Employment and Workplace Relations (DEEWR) \(^1\) under the Student Assistance Act 1973. Payments under this Act are disclosed below.

<table>
<thead>
<tr>
<th>Legal authority - Student Assistance Act 1973.</th>
<th>DEEWR Administered</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010 $'000</td>
</tr>
<tr>
<td>Total receipts</td>
<td>265 536</td>
</tr>
<tr>
<td>Total payments</td>
<td>265 536</td>
</tr>
<tr>
<td>Balance</td>
<td>-</td>
</tr>
</tbody>
</table>

During the year the CSDA was granted authority to make payments on behalf of the DEEWR \(^1\) under the Social Security Act 1991 (Austudy, and Youth Allowance and any other related payment allowance or supplement). Payments made under this Act are disclosed below.

<table>
<thead>
<tr>
<th>Legal authority - Social Security Act 1991.</th>
<th>DEEWR Administered</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010 $'000</td>
</tr>
<tr>
<td>Total receipts</td>
<td>2 483 795</td>
</tr>
<tr>
<td>Total payments</td>
<td>2 483 795</td>
</tr>
<tr>
<td>Balance</td>
<td>-</td>
</tr>
</tbody>
</table>

During the year the CSDA was granted authority to make payments on behalf of the Department of Agriculture, Fisheries and Forestry (DAFF) \(^1\) under the Farm Household Support Act 1992 (Exceptional Circumstances Relief Payment). Payments made under this Act are disclosed below.

<table>
<thead>
<tr>
<th>Legal authority - Farm Household Support Act 1992 (Exceptional Circumstances Relief Payment).</th>
<th>DAFF Administered</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010 $'000</td>
</tr>
<tr>
<td>Total receipts</td>
<td>264 580</td>
</tr>
<tr>
<td>Total payments</td>
<td>264 580</td>
</tr>
<tr>
<td>Balance</td>
<td>-</td>
</tr>
</tbody>
</table>

\(^1\) The CSDA’s arrangements with DEEWR and DAFF include the delivery of payments to customers. The CSDA has no drawdown access to DEEWR and DAFF Administered appropriations. DEEWR and DAFF are responsible for the policy, estimates and reporting of their respective Administered appropriations.
Table C – Disclosure by CSDA in relation to Special Appropriations (continued)

During the year the CSDA was granted authority to make payments on behalf of the DEEWR and Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)\(^1\) under the Social Security (Administration) Act 1999. Payments made under this Act are disclosed below.

<table>
<thead>
<tr>
<th>Legal authority - Social Security (Administration) Act 1999.</th>
<th>FaHCSIA Administered</th>
<th>DEEWR Administered</th>
<th>TOTAL Administered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 $'000</td>
<td>2009 $'000</td>
<td>2010 $'000</td>
<td>2009 $'000</td>
</tr>
<tr>
<td>Total receipts</td>
<td>45,981,860</td>
<td>45,407,494</td>
<td>13,600,172</td>
</tr>
<tr>
<td>Total payments</td>
<td>45,981,860</td>
<td>45,409,882</td>
<td>13,600,172</td>
</tr>
<tr>
<td>Balance</td>
<td>(2,388)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

During the year the CSDA was granted authority to make payments on behalf of FaHCSIA and the DEEWR\(^1\) under the A New Tax System (Family Assistance Administration) Act 1999. Payments made under this Act are disclosed below.

<table>
<thead>
<tr>
<th>Legal authority - A New Tax System (Family Assistance Administration) Act 1999.</th>
<th>FaHCSIA Administered</th>
<th>DEEWR Administered</th>
<th>TOTAL Administered</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 $'000</td>
<td>2009 $'000</td>
<td>2010 $'000</td>
<td>2009 $'000</td>
</tr>
<tr>
<td>Total receipts</td>
<td>19,755,160</td>
<td>23,477,033</td>
<td>1,439,003</td>
</tr>
<tr>
<td>Total payments</td>
<td>19,755,160</td>
<td>23,477,253</td>
<td>1,439,003</td>
</tr>
<tr>
<td>Balance</td>
<td>(2,220)</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

\(^1\) The CSDA’s arrangements with FaHCSIA and DEEWR include the delivery of payments to customers. The CSDA has no drawdown access to the FaHCSIA and DEEWR Administered appropriations. FaHCSIA and DEEWR are responsible for the policy, estimates and reporting of their respective Administered appropriations.
COMMONWEALTH SERVICES DELIVERY AGENCY

Notes to and forming part of the Financial Statements

Note 16: Special Accounts

<table>
<thead>
<tr>
<th>Commonwealth Social Services Special Account</th>
<th>2010 $'000</th>
<th>2009 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing Instrument: Determination 2006/48</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose: for the receipt of all moneys and the payment of all expenditures related to the operation of the CSDA.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>This account is non-interest bearing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance brought forward from previous period</td>
<td>362 604</td>
<td>317 972</td>
</tr>
<tr>
<td>Appropriation Act (No. 1 and 3)</td>
<td>540 842</td>
<td>608 319</td>
</tr>
<tr>
<td>Reduction of capital</td>
<td>(33 487)</td>
<td>-</td>
</tr>
<tr>
<td>Return of capital</td>
<td>-</td>
<td>(11 723)</td>
</tr>
<tr>
<td>Appropriation Act (No. 2 and 4)</td>
<td>-</td>
<td>3 642</td>
</tr>
<tr>
<td>Appropriations to take account of recoverable GST (FMA Act section 30A)</td>
<td>34 027</td>
<td>80 404</td>
</tr>
<tr>
<td>Services - Rendering of services to related entities</td>
<td>-</td>
<td>2 128 955</td>
</tr>
<tr>
<td>Services - Rendering of services to external entities</td>
<td>-</td>
<td>68 512</td>
</tr>
<tr>
<td>Total credits</td>
<td>903 986</td>
<td>3 196 081</td>
</tr>
<tr>
<td>Payments made to employees</td>
<td>(529 689)</td>
<td>(1 725 211)</td>
</tr>
<tr>
<td>Payments made to suppliers</td>
<td>(374 297)</td>
<td>(1 108 266)</td>
</tr>
<tr>
<td>Total debits</td>
<td>(903 986)</td>
<td>(2 833 477)</td>
</tr>
<tr>
<td>Balance carried to next period and represented by</td>
<td>362 604</td>
<td></td>
</tr>
<tr>
<td>Cash - held in the Official Public Account</td>
<td>-</td>
<td>348 000</td>
</tr>
<tr>
<td>Cash - held by CSDA</td>
<td>-</td>
<td>14 604</td>
</tr>
<tr>
<td>Total balance carried to the next period</td>
<td>362 604</td>
<td></td>
</tr>
</tbody>
</table>

1 The reduction of funds from Special Account in 2009-10 amounting to $33 487 000 represents unused depreciation funding relating to Operation Sunlight net cash arrangements.

2 Appropriation of $11 723 027 returned in 2008-09 reflects the NTER no win/no loss reconciliation for expenditure incurred in 2007-08.

3 The Commonwealth Social Services Special Account was abolished on 31 March 2010 in accordance with Determination 2009/26.

<table>
<thead>
<tr>
<th>Other Trust Moneys</th>
<th>2010 $'000</th>
<th>2009 $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing Instrument: Determination 2001/04</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose: For the receipt of moneys temporarily held on trust or otherwise for the benefit of a person other than the Commonwealth.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>This account is non-interest bearing.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance carried from previous period</td>
<td>370</td>
<td>433</td>
</tr>
<tr>
<td>Other receipts</td>
<td>1 401</td>
<td>2 754</td>
</tr>
<tr>
<td>Repayments debited from the special account</td>
<td>(1 648)</td>
<td>(2 817)</td>
</tr>
<tr>
<td>Total debits</td>
<td>(1 648)</td>
<td>(2 817)</td>
</tr>
<tr>
<td>Balance carried to next period (excluding investment balances) and represented by</td>
<td>123</td>
<td>370</td>
</tr>
<tr>
<td>Cash - held by CSDA</td>
<td>123</td>
<td>370</td>
</tr>
<tr>
<td>Total balance carried to the next period</td>
<td>123</td>
<td>370</td>
</tr>
</tbody>
</table>

Services for Other Governments and Non-Agency Bodies Account

The Services for Other Governments and Non-Agency Bodies Account was abolished on 11 September 2009 in accordance with Determination 2009/28. There were no transactions debited or credited to this account (2009-$0).
Notes to and forming part of the Financial Statements

Note 17: Compensation and Debt Relief

<table>
<thead>
<tr>
<th>Departmental</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

No Act of Grace expenses were incurred during the reporting period (2009: No Act of Grace expenses).

- 3 waivers of amounts owing to the Australian Government were made pursuant to subsection 34(1) of the Financial Management and Accountability Act 1997 (2009: 0 waivers).

- 1 094 payments were provided under the Compensation for Detriment caused by Defective Administration (CDDA) Scheme during the reporting period (2009: 738 payments).

1 094 payments were provided under the Compensation for Detriment caused by Defective Administration (CDDA) Scheme during the reporting period (2009: 738 payments).

No ex-gratia payments were provided for during the reporting period (2009: No payments).

- 2 payments were provided in special circumstances relating to APS employment pursuant to section 73 of the Public Service Act 1999 during the reporting period (2009: 0 payments).

Note 18: Assets Held in Trust

Legal authority - Financial Management and Accountability Act, 1997; s. 16.

Purpose – moneys held in trust and advanced to the CSDA by Comcare for the purpose of distributing compensation payments made in accordance with the Safety Rehabilitation and Compensation Act 1988.

This account is non-interest bearing.

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$'000</td>
<td>$'000</td>
</tr>
</tbody>
</table>

| Comcare Account                                      |       |       |
| Total amount held at the beginning of the reporting period | 1 636 | 1 961 |
| Receipts                                             | -    | -    |
| Payments                                             | 2 715| 3 030|
| Total amount held at the end of the reporting period  | (1 636)| (3 030)|

Transactions from 2009 relate to Comcare cases that occurred prior to 1 July 2006, where the CSDA makes payments against accrued sick leave entitlements pending determination of an employee’s claim, permission was obtained in writing from each individual employee to allow the CSDA to recover the payments from the moneys in the account.

The CSDA no longer holds amounts received from Comcare in trust as the CSDA always pays equivalent amounts to relevant employees before, and in anticipation of, receiving payments from Comcover in accordance with s 112(4)(a) of the Safety, Rehabilitation and Compensation Act 1988 (the SRC Act).
### Note 19: Reporting of Outcomes

The CSDA has only one Outcome, which is "self sufficiency for individuals and families through access to personalised assistance and co-ordinated delivery of payments and services on behalf of Government."

#### Note 19A: Net Cost of Outcome Delivery

<table>
<thead>
<tr>
<th>Outcome 1</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental</td>
<td>2 957 655</td>
<td>2 824 242</td>
</tr>
<tr>
<td>Total</td>
<td>2 957 655</td>
<td>2 824 242</td>
</tr>
<tr>
<td>Income from non-government sector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gain from disposal of asset</td>
<td>1 656</td>
<td>5</td>
</tr>
<tr>
<td>Reversals of previous asset write-downs and impairments</td>
<td>2 216</td>
<td>-</td>
</tr>
<tr>
<td>Goods and services income from external entities</td>
<td>14 769</td>
<td>14 931</td>
</tr>
<tr>
<td>Other</td>
<td>17</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>18 658</td>
<td>14 936</td>
</tr>
<tr>
<td>Other own-source income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental</td>
<td>152 897</td>
<td>2 247 419</td>
</tr>
<tr>
<td>Total</td>
<td>152 897</td>
<td>2 247 419</td>
</tr>
<tr>
<td>Net cost of outcome</td>
<td>2 786 100</td>
<td>561 887</td>
</tr>
</tbody>
</table>

#### Note 19B: Major Classes of Departmental Expense, Income, Assets and Liabilities by Outcomes

**Departmental Expenses:**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>1 885 372</td>
<td>1 774 663</td>
</tr>
<tr>
<td>Suppliers</td>
<td>898 029</td>
<td>875 983</td>
</tr>
<tr>
<td>Depreciation and amortisation</td>
<td>166 332</td>
<td>165 066</td>
</tr>
<tr>
<td>Other expenses</td>
<td>7 922</td>
<td>5 530</td>
</tr>
<tr>
<td>Total</td>
<td>2 957 655</td>
<td>2 824 242</td>
</tr>
</tbody>
</table>

**Departmental Income:**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from government</td>
<td>2 810 212</td>
<td>610 222</td>
</tr>
<tr>
<td>Sale of goods and services</td>
<td>164 999</td>
<td>2 259 669</td>
</tr>
<tr>
<td>Other non-taxation revenues</td>
<td>2 684</td>
<td>2 681</td>
</tr>
<tr>
<td>Other gains</td>
<td>3 872</td>
<td>5</td>
</tr>
<tr>
<td>Total departmental income</td>
<td>2 981 767</td>
<td>2 872 577</td>
</tr>
</tbody>
</table>

**Departmental Assets:**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>31 086</td>
<td>14 604</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>479 857</td>
<td>450 213</td>
</tr>
<tr>
<td>Land and buildings</td>
<td>242 299</td>
<td>221 169</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>103 525</td>
<td>87 122</td>
</tr>
<tr>
<td>Intangibles</td>
<td>236 274</td>
<td>233 796</td>
</tr>
<tr>
<td>Other non-financial assets</td>
<td>53 971</td>
<td>51 470</td>
</tr>
<tr>
<td>Total</td>
<td>1 147 012</td>
<td>1 058 374</td>
</tr>
</tbody>
</table>

**Departmental Liabilities:**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suppliers</td>
<td>149 838</td>
<td>120 687</td>
</tr>
<tr>
<td>Other payables</td>
<td>85 842</td>
<td>106 040</td>
</tr>
<tr>
<td>Employee provisions</td>
<td>529 488</td>
<td>604 163</td>
</tr>
<tr>
<td>Other provisions</td>
<td>30 856</td>
<td>19 436</td>
</tr>
<tr>
<td>Total</td>
<td>796 024</td>
<td>750 336</td>
</tr>
</tbody>
</table>
Appendices
Appendix A: Commonwealth legislation relevant to Centrelink

Enabling legislation
Commonwealth Services Delivery Agency Act 1997

Legislative powers and functions
A New Tax System (Bonuses for Older Australians) Act 1999
A New Tax System (Family Assistance and Related Measures) Act 2000
A New Tax System (Family Assistance) (Administration) Act 1999
A New Tax System (Family Assistance) (Consequential and Related Measures) Act (No. 1) 1999
A New Tax System (Family Assistance) Act 1999
Aged Care Act 1997
Child Care Act 1972
Child Support (Assessment) Act 1989
Child Support (Registration and Collection) Act 1988
Disability Services Act 1986
Family Assistance Legislation Amendment (More Help for Families—One-off Payment) Act 2004
Farm Household Support Act 1992
Health Insurance Act 1973
Hearing Services Administration Act 1997
Income Tax Assessment Act 1936
Income Tax Assessment Act 1997
National Health Act 1953
Northern Territory National Emergency Response Act 2007
Social Security (Administration) Act 1999
Social Security (International Agreements) Act 1999
Social Security (Rewrite) Transition Act 1991
Social Security Act 1991

Social Security and Veterans’ Entitlements Legislation Amendment (One-off Payments to Increase Assistance for Older Australians and Carers and Other Measures) Act 2006
Social Security and Veterans’ Entitlements Legislation Amendment (One-off Payments and Other 2007 Budget Measures) Act 2006
Social Security Legislation Amendment (One-off Payments for Carers) Act 2005
Student Assistance Act 1973
Veterans’ Entitlements Act 1986

Financial accountability
A New Tax System (Fringe Benefits) Act 2000
A New Tax System (Goods and Services Tax Transition) Act 1999
A New Tax System (Goods and Services Tax) Act 1999
Anti-Money Laundering and Counter-Terrorism Financing Act 2006
Auditor-General Act 1997
Auditor-General Amendment Act 2009
Bankruptcy Act 1966
Criminal Code Act 1995
Financial Management and Accountability Act 1997
Fringe Benefits Tax Act 1986
Fringe Benefits Tax Assessment Act 1986
Lands Acquisition Act 1989
Taxation Administration Act 1953
People management
Age Discrimination Act 2004
Australian Human Rights Commission Act 1986
Australian Workplace Safety Standards Act 2005
Disability Discrimination Act 1992
Equal Employment Opportunity (Commonwealth Authorities) Act 1987
Equal Opportunity for Women in the Workplace Act 1999
Fair Work Act 2009
Long Service Leave (Commonwealth Employees) Act 1976
Maternity Leave (Commonwealth Employees) Act 1973
Occupational Health and Safety Act 1991
Public Employment (Consequential and Transition) Amendment Act 1999
Public Service Act 1999
Racial Discrimination Act 1975
Safety, Rehabilitation and Compensation Act 1988
Sex Discrimination Act 1984
Superannuation (Productivity Benefit) Act 1988
Superannuation Act 1922
Superannuation Act 1976
Superannuation Act 1990
Superannuation Act 2005
Superannuation Guarantee (Administration) Act 1992
Workplace Relations Act 1996

Administrative law
Acts Interpretation Act 1901
Administrative Appeals Tribunal Act 1975
Administrative Arrangements Act 1987
Administrative Decisions (Judicial Review) Act 1977
Data-matching Program (Assistance and Tax) Act 1990
Federal Court of Australia Act 1976
Freedom of Information Act 1982
Judiciary Act 1903
Ombudsman Act 1976
Privacy Act 1988

Miscellaneous
Archives Act 1983
Commonwealth Electoral Act 1918
Copyright Act 1968
Crimes Act 1914
Criminal Code Act 1995
Electronic Transactions Act 1999
Environment Protection and Biodiversity Conservation Act 1999
Evidence Act 1995
Telecommunications (Interception and Access) Act 1979
Telecommunications (Interception) Amendment Act 2006
Trade Practices Act 1974

Important: This list is not exhaustive. Acts other than those listed may also be relevant to Centrelink.
Appendix B: Occupational health and safety

Centrelink health and safety management arrangements:

• support the achievement of the health and safety culture and outcomes expected from Centrelink’s Occupational Health and Safety Policy
• enable effective cooperation between the employer and the employees in promoting and developing measures to ensure the employees’ health, safety and wellbeing at work
• provide adequate mechanisms for informing the employees about the arrangements
• provide adequate mechanisms for reviewing the effectiveness of the arrangements
• provide adequate mechanisms for the variation of the arrangements in consultation with the employees
• provide for a dispute resolution mechanism to deal with disputes arising in the course of consultations held under the Occupational Health and Safety Act 1991 (the OHS Act) between the employer and the employees
• establish health and safety committees and provide for the manner in which the health and safety committees are to be constituted and to operate.

Investigations conducted

Comcare undertook three investigations in 2009–10.

Table 28—Comcare investigations and results

<table>
<thead>
<tr>
<th></th>
<th>Consultation requirements for the development of the 2008 to 2010 health and safety management arrangements</th>
<th>The investigator concluded that Centrelink had met the requirements of the OHS Act.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Provisional improvement notice at Footscray Customer Service Centre about problems with the air conditioning systems</td>
<td>The investigator concluded that Centrelink had met the requirements of the OHS Act and cancelled the notice.</td>
</tr>
<tr>
<td>2</td>
<td>Provisional improvement notice issued in respect of the noise/sound hazard for Centrelink Call employees at Tweed Heads call centre1</td>
<td>The investigator amended the provisional improvement notice by issuing an improvement notice on 25 July 2010. The improvement notice required Centrelink to undertake a new risk assessment and implement an information program for employees. (The response to this improvement is detailed below.)</td>
</tr>
</tbody>
</table>

1. Centrelink complied with the improvement notice in the required time frame, including updating its assessment of the risk and providing information to employees about acoustic incidents and risks. Centrelink has also asked:

   • Comcare to convene a workshop with other employers that have significant call centre operations, to share and develop industry information about noise/sound risks
   • Safe Work Australia to consider the application of the model noise regulations and codes of practice to the noise/sound risks for employees using telephones.
### Table 29—Comcare notices issued

<table>
<thead>
<tr>
<th>Type of notice</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notices given to Centrelink under section 47 of the OHS Act—improvement notices</td>
<td>1</td>
</tr>
<tr>
<td>Notices given to Centrelink under section 29 of the OHS Act— provisional improvement notices</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3</strong></td>
</tr>
</tbody>
</table>

### Table 30—Incidents notified to Comcare

<table>
<thead>
<tr>
<th>Type of incident</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Serious personal injury</td>
<td>31</td>
</tr>
<tr>
<td>Prescribed incapacity (30 or more working days or shifts)</td>
<td>7</td>
</tr>
<tr>
<td>Dangerous occurrence</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>138</strong></td>
</tr>
</tbody>
</table>
Section 8 of the *Freedom of Information Act 1982* (the FOI Act) requires each Australian Government department or agency to publish a statement setting out its roles, structure and functions, its arrangements for persons outside the organisation to participate in policy making or implementation, the documents it has available for public inspection, and the procedures for gaining access to those documents. This appendix, together with the freedom of information entry on pages 78–79 of this report and on the Centrelink website at [www.centrelink.gov.au](http://www.centrelink.gov.au), addresses those requirements.

Centrelink reports statistics on the handling of formal FOI requests to the Department of the Prime Minister and Cabinet quarterly and annually. These are reported on their website at [www.pmc.gov.au](http://www.pmc.gov.au).

**Functions**

The broad functions of Centrelink are described in Chapter 1: *Overview* on pages 1–18. Commonwealth legislation affecting Centrelink is listed at Appendix A: *Commonwealth legislation relevant to Centrelink* on page 204. An organisational chart detailing Centrelink’s structure is on pages 12–13.

**Arrangements for outside participation in policy development**

Centrelink delivers a range of services on behalf of policy departments. These departments welcome suggestions from the public and encourage people to contribute ideas about improvements to their policies, programs and services. Details of the public suggestion schemes are included in Centrelink’s *A Guide to Payments and Services* available on the Centrelink website at [www.centrelink.gov.au](http://www.centrelink.gov.au).

Customers can also provide feedback to Centrelink about its services, including complaints, suggestions and compliments in several ways. Details of how to provide this feedback are available at all Centrelink Customer Service Centres and Centrelink Call, and on the Centrelink website at [www.centrelink.gov.au](http://www.centrelink.gov.au).

**Categories of documents**

Centrelink has a wide range of publications including booklets, posters and fact sheets containing detailed information about Centrelink’s payment and services. Publications are available from Centrelink Customer Service Centres, by calling Centrelink, or on the Centrelink website at [www.centrelink.gov.au](http://www.centrelink.gov.au).

Centrelink’s statement under section 9 of the FOI Act was updated in June 2010 and is available on the National Archives of Australia website at [www.naa.gov.au](http://www.naa.gov.au).

People can enquire about or request documents listed on the section 9 statement by calling Centrelink, visiting any Centrelink Customer Service Centre, or writing to the:

Centrelink FOI Team Leader
Ombudsman, Privacy and Freedom of Information Branch
Centrelink
PO Box 7788
Canberra Mail Centre ACT 2610

The following types of documents are held by Centrelink and are available, subject to specific exemption provisions under the FOI Act:

- papers and records relating to internal administration, statistical records as well as records relating to human and financial resource management
- ministerial documents and general correspondence
- policy documents, including procedural instructions, recommendations and decisions
- legal documents, including requests for legal advice, advice given and other legal matters
- documents and records relating to program administration, including customer records, investigation documents and appeal documents
- tender documents
- copies of instruments of delegations and authorisation given to Centrelink employees
- papers relating to meetings (agenda, minutes and reports)
- statistical reports and analysis documents and records.
Facilities for obtaining access to documents held by Centrelink

The FOI Act provides people with a legally enforceable right of access to documents held by Centrelink. Many documents are available on request, in full or in part.

Centrelink Customer Service Advisers at Customer Service Centres can provide customers with a range of documents that contain their personal information outside the formal provisions of the FOI Act. They can also assist a person to make a formal FOI request. Formal requests for access to documents must be in writing.

A Centrelink form, *I want to access or change documents*, is available at any Centrelink Customer Service Centre. Alternatively it can be downloaded or completed and submitted online on Centrelink's website at [www.centrelink.gov.au](http://www.centrelink.gov.au). A letter, fax or statement over the counter at any Centrelink Customer Service Centre is also acceptable.

Generally there are no application fees or processing charges for a person seeking access to documents about their own income support payment.
Appendix D: Advertising and market research

Communication campaign activity
Centrelink did not undertake any communication campaigns in 2009–10.

Advertising costs—media advertising agency
In 2009–10 total Centrelink expenditure through the Australian Government’s master advertising agency, Adcorp, was $1 694 471 compared to $3 067 168 with the previous master advertising agency in 2008–09. This included expenditure on print, radio and internet advertising in areas such as recruitment, public notices, tenders and Centrelink services such as the Financial Information Service, Indigenous services and Mobile Offices.

Costs associated with advertising

Table 31—Costs associated with advertising

<table>
<thead>
<tr>
<th>Payee</th>
<th>Purpose</th>
<th>2009–10 amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>International and General Pty Ltd</td>
<td>Advertising in the ethnic community</td>
<td>81 215</td>
</tr>
<tr>
<td>RPH Australia</td>
<td>Advertising for the print handicapped</td>
<td>61 910</td>
</tr>
<tr>
<td>SBS</td>
<td>Multicultural broadcasting</td>
<td>332 054</td>
</tr>
<tr>
<td>White Pages</td>
<td>Advertising in the White Pages</td>
<td>1 924 779</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>2 399 958</strong></td>
</tr>
</tbody>
</table>
## Costs associated with market research organisations

**Table 32—Costs associated with market research organisations**

<table>
<thead>
<tr>
<th>Vendor</th>
<th>Description</th>
<th>2009–10 expenditure ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural Perspectives, trading as Cultural and Indigenous Research Centre Australia (CIRCA)</td>
<td>BasicsCard Merchant Communication Testing</td>
<td>33 000</td>
</tr>
<tr>
<td>DBM Consultants</td>
<td>Centrelink Call customer satisfaction</td>
<td>424 693</td>
</tr>
<tr>
<td>DBM Consultants</td>
<td>Services related to Customer Satisfaction Surveys</td>
<td>925 178</td>
</tr>
<tr>
<td>DBM Consultants</td>
<td>2009 National Customer Satisfaction Survey</td>
<td>92 000</td>
</tr>
<tr>
<td>DBM Consultants</td>
<td>Post Complaints Survey Feb 2010</td>
<td>41 685</td>
</tr>
<tr>
<td>Market Access</td>
<td>Communication research to support Better and Fairer assessments for people with disabilities 2009–10</td>
<td>150 000</td>
</tr>
<tr>
<td>Open Mind</td>
<td>Families Communication post SDR</td>
<td>145 960</td>
</tr>
<tr>
<td>ORC Australia trading as NWC Research</td>
<td>Testing the DHS Portfolio Product prototype</td>
<td>72 576</td>
</tr>
<tr>
<td>ORC Australia trading as NWC Research</td>
<td>Centrelink Online Community</td>
<td>334 360</td>
</tr>
<tr>
<td>Tall Poppies</td>
<td>Review Parent Pack and Paid Parental Leave Communication</td>
<td>95 002</td>
</tr>
<tr>
<td>Tall Poppies</td>
<td>Recruitment support for Usability Lab in Adelaide for Paid Parental Leave forms and process testing</td>
<td>5830</td>
</tr>
<tr>
<td>Taylor Nelson &amp; Sofres Australia</td>
<td>Brand Check-up</td>
<td>113 223</td>
</tr>
<tr>
<td>Urbis</td>
<td>Communication Research supporting Same Sex Relationship initiatives</td>
<td>29 700</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>2 463 207</strong></td>
</tr>
</tbody>
</table>
Appendix E: Ecologically sustainable development and environmental performance

Following the December 2009 announcement of major reform to Australian Government service delivery, integration of enabling service areas of the Human Services portfolio commenced. Environmental management teams from Centrelink, Medicare Australia and the Department of Human Services joined together to ensure the portfolio continues to conduct its business in an environmentally responsible manner.

Section 516A of the Environment Protection and Biodiversity Conservation Act 1999 requires Commonwealth organisations to report annually on their environmental performance and contribution to the principles of ecologically sustainable development.

All agencies of the Human Services portfolio are committed to:

• complying with all relevant environmental legislation and regulations
• conducting their operations in a manner that minimises environmental impacts and prevents pollution
• setting environmental objectives and targets to enable continuous improvement.

How activities of Centrelink are in accord with the principles of ecologically sustainable development section 516A(6)(a)

During 2009–10 Centrelink continued to conduct operations in an environmentally responsible manner. Potential impacts were mitigated through efficient use of resources, effective waste management and pollution prevention. Centrelink continued the development and implementation of an environmental management system that aligns to the International Standard ISO 14001:2004. Environmental policies, plans and procedures influence the decision making processes of the agency.

Programs administered by Centrelink during 2009–10 that accord with the principles of ecologically sustainable development section 516A(6)(a)

Drought assistance

Centrelink delivered Australian Government drought assistance to individuals and communities affected by drought. The agency was responsible for delivering payments and services to farmers, small businesses, farm hands, irrigators, industry and wider drought-affected communities. (See Delivering drought assistance on page 98.)

Natural disaster responses

Centrelink is the main service delivery agency for Australian Government assistance to communities and individuals adversely affected by natural disasters. In 2009–10 Centrelink assisted people affected by the Victorian storms, Queensland and New South Wales floods and Western Australian bushfires. (See Delivering effective emergency management on page 28.)

Liquefied Petroleum Gas (LPG) Vehicle Scheme

Centrelink assisted with delivery of the LPG Vehicle Scheme through staff collection and registration of scheme applications. The scheme encourages the use of LPG as a transport fuel. LPG is the most popular alternative fuel used in Australia. The lower carbon to hydrogen ratio and higher octane rating of LPG offers the potential for LPG-fuelled vehicles to deliver reduced carbon dioxide emissions. (See also Department of Innovation, Industry, Science and Research (AusIndustry) on page 39.)
How Centrelink’s outcomes contribute to the principles of ecologically sustainable development—section 516A(6)(b)

Centrelink’s contribution to ecologically sustainable development is the effective delivery of Australian Government services with minimised environmental impact.

Centrelink’s environmental management strategies maximise the proportion of renewable materials and energy used to achieve business outcomes. The strategies also minimise associated waste production through efficient consumption of resources and waste recycling.

Effect of Centrelink’s activities on the environment—section 516A(6)(c)

With more than 400 properties across Australia, Centrelink is a large consumer of materials and energy. To minimise its environmental footprint, Centrelink manages sizeable resource conservation, waste reduction, greenhouse gas emissions reduction, and recycling processes.

Measures Centrelink is taking to minimise the impact of its activities on the environment—section 516(6)(d)

Environmental Management System

Centrelink’s Environmental Management System is a tool designed to manage the impacts of its business activities on the environment. The system contributes to Centrelink’s program outcomes and accords with the principles of ecologically sustainable development.

Implementation of its Environmental Management System has generated significant environmental benefits for Centrelink. It has also facilitated better resource allocation and cost savings, and contributed to overall staff satisfaction.

2009–10 environmental management objectives and targets

A major product of the Environmental Management System is the development of a set of environmental management objectives, targets and performance indicators that form the basis for measuring the effectiveness of yearly environmental management programs. Table 33 on page 214 outlines Centrelink’s environmental management objectives and targets for 2009–10.

Procurement and the environment

Centrelink recognises the procurement of goods and services represents a business activity with significant environmental impact due to embodied resource use and end-of-life waste.

Centrelink uses Strategic Environmental Assessments to identify opportunities for avoiding or reducing environmental impact. These assessments are incorporated into business decision making. Centrelink is further developing its environmental assessment capacity to strategically assess the environmental impact of business cases to ensure that eco-efficient options are used as the basis for further procurement decisions.

Environmentally aware business culture

Centrelink continues to build an environmentally aware business culture that makes eco-efficient decisions as part of its normal business practices.
Internally, the Building of an Environmentally Aware Business Culture Program focuses on developing eco-efficient workplace behaviours. Its aim is to maximise infrastructure efficiencies and integrate environmental considerations into business practices.

Centrelink’s network of almost 300 environmental ‘champions’ helps to implement environmental management programs at the local level. To do this the environmental champions are organised in a two-tier network with:

- Environmental Champion Coordinators representing National Support Office divisions and Area customer delivery networks
- Local Environmental Champions representing National Support Office branches, Centrelink Customer Service Centres and Centrelink Call centres within area customer delivery networks.

In practice, this arrangement generates local environmental champion networks within the various business units of Centrelink’s organisational structure, which promote its corporate environmental management objectives and help to implement the Building an Environmentally Aware Business Culture Program. The program is supported by training and awareness activities included in the Centrelink National Induction Program. All new Centrelink employees participate in this training.

### Table 33—Centrelink’s environmental management

<table>
<thead>
<tr>
<th>2009–10 objective</th>
<th>2009–10 target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce energy consumption</td>
<td>2% reduction in total energy consumption per full-time equivalent employee (FTE)</td>
</tr>
<tr>
<td>Increase use of renewable energy</td>
<td>5% increase in renewable energy consumption per FTE 15% of total fuel used is E10</td>
</tr>
<tr>
<td>Enhance energy efficiency of property portfolio</td>
<td>Increase average energy rating of property portfolio to 3.5 Stars (3% increase in average) NABERS Energy Rating self-assessment</td>
</tr>
<tr>
<td>Meet Energy Efficiency in Government Operations 2011–12 targets</td>
<td>Tenant light and power 7500 MJ per person per annum (MJ pp pa) Central services 400 MJ m2 pa</td>
</tr>
<tr>
<td>Improve vehicle fleet efficiency</td>
<td>80% of vehicle fleet has Green Vehicle Guide rating of 10.5</td>
</tr>
<tr>
<td>Reduce greenhouse gas emissions</td>
<td>2% reduction in greenhouse gas emissions per FTE</td>
</tr>
<tr>
<td>Increase in paper use efficiency</td>
<td>5% reduction in office paper usage per FTE 2% reduction in customer letters 5% reduction in paper used for printed information products 2% increase in paper used with recycled content for printed information products</td>
</tr>
<tr>
<td>Reduce employees’ air travel</td>
<td>2% reduction in distance travelled per FTE</td>
</tr>
<tr>
<td>Reduce solid waste</td>
<td>2% reduction in solid waste per FTE</td>
</tr>
<tr>
<td>Increase proportion of solid waste diverted to resource recovery</td>
<td>3% increase in recycling per FTE</td>
</tr>
</tbody>
</table>
**External—government sector**

Centrelink continues its role as a key member of the Government Agencies Environment Network. The network was established by Centrelink, the Department of Defence and the Australian Taxation Office to drive environmental performance improvements within public agencies. It aims to:

- share best practice ideas on environmental management
- initiate best practice activities for public agencies
- facilitate uptake of ideas within agencies.

The Government Agencies Environment Network now has more than 30 participating agencies.

**Energy**

**Overall performance**

Due to energy consumption reporting arrangements, information relating to energy performance for 2009–10 will not be available until the end of October 2010. Information is provided for the previous years (see Table 34).

Centrelink is making excellent progress against the Energy Efficiency in Government Operations targets (EEGO) set for 2011–12. Centrelink now meets and exceeds the 2011–12 targets in both target categories (see Table 35).

<table>
<thead>
<tr>
<th>Table 34—Centrelink energy performance data</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007–08</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Total energy consumption—gigajoules</td>
</tr>
<tr>
<td>Electricity—gigajoules</td>
</tr>
<tr>
<td>Gas—gigajoules</td>
</tr>
<tr>
<td>Vehicle fuel—gigajoules</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 35—Centrelink energy performance against Energy Efficiency in Government Operations targets for 2011–12</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007–08</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Tenant light and power (MJ pp pa)</td>
</tr>
<tr>
<td>Central services (MJ m² pa)</td>
</tr>
</tbody>
</table>
Energy conservation

Energy use and associated emissions, represents Centrelink’s most significant environmental impact. In 2009–10 Centrelink continued to focus on reducing energy demand by:

- improving the energy efficiency of its property portfolio and vehicle fleet
- promoting good energy management practices to its employees.

As a result, Centrelink hit a major target under its Environmental Management System—achieving 3.5 Stars NABERS Energy rating for the entire property portfolio.

Under the NABERS Scheme 3.5 stars is very good to excellent energy performance. Centrelink’s rating is based on self-assessed NABERS Energy ratings for each site averaged across its portfolio.

Centrelink’s vehicle fleet consumed less energy and produced fewer emissions in 2009–10. Centrelink’s average Green Vehicle Guide rating of the vehicle fleet reflects this improvement (see Table 36).

Energy supply

Apart from reducing demand, during the year Centrelink also focused on energy supply by continuing with arrangements for the supply of a significant proportion of renewable energy—for example Greenpower electricity and ethanol based vehicle fuels such as E10, which is petrol blended with 10 per cent ethanol (see Table 37).

Offsets


In 2009–10 Centrelink continued to carry out significant emission offset activities for both

<table>
<thead>
<tr>
<th>Table 36</th>
<th>Centrelink vehicle fleet environmental performance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008–09</td>
</tr>
<tr>
<td>% fleet meeting GVG target</td>
<td>86</td>
</tr>
<tr>
<td>% fleet with four cylinders or less</td>
<td>83</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 37</th>
<th>E10 usage</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2008–09</td>
</tr>
<tr>
<td>E10 use (litres)</td>
<td>321 411</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 38</th>
<th>Greenhouse gas emissions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2007–08</td>
</tr>
<tr>
<td>Emissions in tonnes of carbon dioxide equivalent (CO₂-e)</td>
<td>92 681¹</td>
</tr>
</tbody>
</table>

¹ Total greenhouse gas emissions were revised by the Department of Environment, Water and Heritage after Centrelink’s 2007–08 annual report was completed. This was due to an error in their system identified during Whole–of–Government Energy Reporting. The correct and final reported figure for Centrelink in 2007–08 was therefore 92 681.
its property portfolio and vehicle fleet. This included purchasing Greenhouse Friendly™ electricity (which facilitates the flaring of methane gas at landfills). It also includes subscribing the entire Centrelink vehicle fleet to GreenFleet. This scheme involves Greenfleet planting trees on Centrelink’s behalf to offset emissions, which also helps to deal with land use issues such as dry land salinity and provides habitat for native fauna.

Offsets generated under both Greenhouse Friendly™ electricity and GreenFleet for 2008–09 were 9315 tonnes of carbon dioxide equivalent (CO₂-e).

Paper
Centrelink employees use paper for general administrative work and it is also used in customer letters and printed information products.

In 2009–10 Centrelink continued to focus on reducing its paper use (see Table 39) as well as increasing the proportion of paper used that contains recycled fibre content (see Table 40). A significant reduction was achieved in general office paper and printed office information products. The latter can be attributed to Centrelink’s focus on streamlining customer service through greater use of electronic document management and online service delivery.

The 4 per cent increase in paper volumes in 2009–10 is directly attributable to letters created in relation to the Economic Security Strategy and the Household Stimulus Payment as well as significant policy changes to existing programs including to Age Pensions.

Water
As Centrelink’s property portfolio is mainly leased space, it is very difficult to accurately determine total water use. However, work was undertaken in 2009–10 to estimate a baseline consumption figure for comparison against water consumption benchmarks put

Table 39—Total Centrelink paper consumption (tonnes)

<table>
<thead>
<tr>
<th></th>
<th>2008–09</th>
<th>2009–10</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General office use</td>
<td>1000</td>
<td>935</td>
<td>–6</td>
</tr>
<tr>
<td>Customer letters</td>
<td>1022</td>
<td>1062</td>
<td>+4</td>
</tr>
<tr>
<td>Printed information products</td>
<td>1359</td>
<td>896</td>
<td>–34</td>
</tr>
</tbody>
</table>

1 915 tonnes reported for 2008–09, which excluded data for coloured paper. Coloured paper data now available and 2008–09 figure has been updated accordingly.

Table 40—Proportion of paper with recycled fibre content (per cent of total tonnage)

<table>
<thead>
<tr>
<th></th>
<th>2008–09</th>
<th>2009–10</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>General office use</td>
<td>100</td>
<td>100</td>
<td>0</td>
</tr>
<tr>
<td>Customer letters¹</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Printed information products²</td>
<td>8.5</td>
<td>7.9</td>
<td>–0.6</td>
</tr>
</tbody>
</table>

1 Due to the current technology used for printing customer letters, recycled paper is not suitable for bulk mail outs.
2 The decreased percentage of recycled content in printed information products reflects the move within industry to securing supply from sustainable growth forests rather than recycled material.
forward by the Department of Environment, Water, Heritage and the Arts. In the meantime, installation of water conservation solutions such as dual flush toilets and low-flow showers are included in Centrelink’s property portfolio refurbishments.

**Business travel**

Centrelink acknowledges that business travel generates significant environmental impact. In response, actions continue to reduce the impact of surface travel by increasing the vehicle fleet’s efficiency as well as increasing its use of ethanol-based fuels.

Centrelink is committed to reducing air travel and has introduced a 5 per cent reduction target in distance travelled for 2009–10. To position itself to achieve this target, Centrelink is currently improving its capacity to conduct business via video and teleconferencing.

Although there has been an increase in the use of video conferencing as an alternative to business travel, use of business travel per person remained flat in 2009–10. Centrelink was pivotal in a number of major initiatives that demanded considerable air travel, such as the continuing response to the 2009 Victorian bushfires, the response to the floods in northern New South Wales and Queensland, and the continuing work on the Northern Territory Emergency Response.

**Waste management**

Centrelink defines its waste management model in the context of three main waste streams:

- waste to landfill
- mixed recycling
- used paper.

Establishing baseline data for each category is essential to the success of the program. Accordingly, Centrelink began a national approach to waste management in 2008–09 with a series of waste audits and trials in Victorian sites. In 2009–10 new cleaning contracts were established which facilitated waste data collection on a national basis. The national approach in 2009–10 has produced a more accurate, albeit higher, baseline from which to launch waste reduction initiatives. 2009–10 is the first year of complete baseline data.

In 2009–10 waste management actions focused on continually reducing the amount of solid waste produced, while simultaneously increasing the proportion of materials diverted for resource recovery.

**Table 41—Centrelink air travel consumption**

<table>
<thead>
<tr>
<th></th>
<th>2008–09</th>
<th>2009–10 actual</th>
<th>Change (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel in kilometres per person per annum</td>
<td>1651</td>
<td>1653</td>
<td>+0.1</td>
</tr>
</tbody>
</table>

**Table 42—Centrelink waste management (tonnes)**

<table>
<thead>
<tr>
<th></th>
<th>2009–10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total solid waste</td>
<td>3439</td>
</tr>
<tr>
<td>Amount of solid waste recycled</td>
<td>1892</td>
</tr>
</tbody>
</table>
**Built environment**

Centrelink negotiates arrangements that support improved environmental performance throughout its property portfolio including:

- building performance specifications and fitout manuals
- green lease schedules
- fitout and refurbishment waste management plans.

**Greening information and communication technology strategy**

In response to the 2008 Gershon Review of Information, Communications and Technology (ICT) in Government, Centrelink developed an ICT Energy Management Plan. To improve the environmental performance of its ICT estate the Australian Government developed a Whole-of-Government ICT Sustainability Plan. The plan requires large government agencies to develop an ICT energy management plan. Centrelink identified areas for improvement, considered how ICT can enable sustainability and estimated its ICT energy consumption. Centrelink is committed to working towards ICT energy consumption targets and reviewing the plan annually.

**Centrelink’s mechanisms for reviewing and increasing the effectiveness of its environmental management strategies—section 516A(6)(d)**

Centrelink applies its corporate Environmental Management System procedures each year with annual registers describing Centrelink’s:

- legal and other environmental obligations
- significant environmental aspects and impacts
- impact reduction objectives, targets and performance indicators
- impact reduction program plans
- impact monitoring, measuring and system review plans.

At the end of each Environmental Management System cycle, Centrelink conducts a review to assess the system’s suitability to manage Centrelink’s environmental risks and the effectiveness of environmental management activities. The review findings are used to ensure that future actions benefit from lessons learnt in previous cycles.
Appendix F: Commonwealth Disability Strategy

Under the Commonwealth Disability Strategy, during the year Centrelink developed a new Disability Action Plan 2010–13 that was launched in August 2010.

The Commonwealth Disability Strategy provides a framework to assist Australian Government departments and agencies to meet their obligations under the Disability Discrimination Act 1992. Under the strategy, Australian Government agencies are obliged to remove barriers, which prevent people with disability from having access to policies, programs and services.

The Centrelink Disability Action Plan 2010–13 was developed following external consultation with disability groups and internal consultation with business areas including workshops and presentations to employees. The plan is designed to assist in:

- eliminating disability discrimination from our work practices, facilities, and service provision
- providing effective, equitable and accessible services for all customers.

Communication with people with disability

Information affecting customers with a disability, illness or injury is available in alternative formats. These formats include audio cassette/CD, large print, braille, and e-text. Centrelink can also provide information products in other formats on request.

All Centrelink communication products are available on request in alternative formats. These formats include audio CD or DVD, large print, braille and e-text.

Among the variety of information products targeting people with disability and their carers are the core publications Caring for someone? and Are you ill, injured, or do you have a disability? which contain information specifically for carers and people with disability on the options and services available to them. Centrelink also produces a newsletter for carers and customers who receive Disability Support Pension.

Employees with disability

During the year Centrelink carried out a variety of activities to encourage employment and retention of people with disability. This included a Coaching for Diversity program and using a Reasonable Adjustment checklist to assist in applying a reasonable adjustment policy in the workplace. Centrelink has a Network for Employees with a Disability and an Accessibility Steering Committee and Working Group to escalate accessibility issues. Centrelink is also a bronze member of the Australian Employers Network on Disability. (For more information see Employment of people with disability on page 46.)

Usability of Centrelink’s website

Centrelink is committed to improving the accessibility and usability of website information for all Australians, including those with disability or with technical limitations. For example, customers can select the ‘listen to this page’ icon to hear the contents of selected web pages. Centrelink’s website accessibility web page also provides detailed information to help people with disability access the site in formats that respond to their particular needs, such as how to use Readspeaker (text-to-speech) and change font colour and sizes.

Contacting Centrelink

Centrelink’s TTY numbers and the National Relay Service allow people with disability to contact Centrelink by phone. People with disability can also contact Centrelink via SMS, email and a number of online services.
Purchasing and procurement


Policy development

In working with its policy departments—for example, the Department of Families, Housing, Community Services and Indigenous Affairs and the Department of Education, Employment and Workplace Relations—Centrelink assists in developing and implementing policies that take account of the needs of people with disability.

Accessibility to Centrelink sites

Centrelink’s property management policies and guidelines ensure that the requirements of the Disability Discrimination Act 1992 are taken into account in the planning and design of fitouts in Centrelink premises. As well, the floors inside Mobile Offices are completely flat and a special ramp at the rear of the vehicle means they are wheelchair accessible.
Appendix G: Centrelink services delivered on behalf of our partners

Australian Government

Attorney-General’s Department
• Document Verification Service
• National Security Hotline

Australian Crime Commission
• Australian Identity Protection Register
• Financial Intelligence Assessment Team

Australian Electoral Commission
• Improving public access to enrolment forms, reply paid envelopes and promotional material
• Provision of data services on behalf of the AEC for data-matching purposes
• Provision of services related to the next federal election including Centrelink Call Centre Services and Voting Services for the Blind and Low Vision Citizens

Australian Federal Police
• Investigation and Ancillary Services
• Outposted Agents

Australian Fisheries Management Authority
• Joint Compliance and Intelligence Activities

Australian Hearing
• Accommodation for Hearing Screenings
• Mobile Office Services

Australian Taxation Office
• Application for a Tax File Number
• ATO pre-filling program for e-tax and Tax Agents with Centrelink data
• Australian Business Register/Australian Business Number confirmation services
• Electronic transfer of payment summary information
• Family Assistance Data Exchange
• Inter-Agency Cash Economy Working Group
• Provision of limited tax information to customers—shared services

Australian Transaction Reports and Analysis Centre (AUSTRAC)
• Financial Transaction Reports

Child Support Program
• Co-location
• Compliance and Fraud Investigations
• Electronic Data Exchange
• Mobile Office Services
• Non Parent Carer Assessments
• Records Management Services

Commonwealth Director of Public Prosecutions
• Protocols for the prosecution of alleged criminal offences in relation to Social Security programs, staff, facilities and operations.

CRS Australia
• Co-location
• IT Infrastructure Support and Services
• Interpreter Services

Department of Agriculture, Fisheries and Forestry
• Drought Assistance
  – Exceptional Circumstances Relief Payment
  – Exceptional Circumstance Certificates
  – Interim Income Support
  – Small Business Assistance
  – Professional Advice and Planning Grant
• Exceptional Circumstances Exit Assistance
  – Exit Grant
  – Advice and Re-training Grant
  – Relocation Grant
• Irrigation Management Grant
• Transitional Income Support

Department of Broadband, Communications and the Digital Economy
• Provision of Services relating to the Digital Television Switchover
Department of Education, Employment and Workplace Relations

- Child Care Payments
  - JET Child Care Fee Assistance
  - Child Care Benefit
  - Child Care Rebate
- Education Payments
  - ABSTUDY
  - ABSTUDY Pensioner Education Supplement
  - Assessment Subsidy for Overseas Trained Professionals Program
  - Assistance for Isolated Children Scheme
  - Austudy
  - Youth Allowance
  - Fares Allowance
  - Student Start-up Scholarship
  - Relocation Scholarship
- Education Referrals and other services
  - Referrals of eligible customers to the Australian Apprenticeships Access Program
  - Referral to Australian Apprenticeships Centres
  - Career Information Centres
  - Referrals of eligible customers to Connections
  - Group training in the Trades Prevocational Program
  - Referrals to the Language, Literacy and Numeracy Program
  - Payment of Language, Literacy and Numeracy Supplement
- Employment Payments
  - Education Entry Payment
  - Ex Gratia Payment
  - Training and Learning Bonus
  - Mobility Allowance
  - National Green Jobs Corps Supplement
  - Newstart Allowance
  - Parenting Payment
  - Partner Allowance
  - Pensioner Education Supplement
  - Sickness Allowance
  - Training Supplement
  - Utilities Allowance
  - Widow Allowance
  - Approved Programs of Work Supplement
  - Youth Allowance (Other)
- Employment Referrals and other services
  - Assessment, referral, compliance and related services
  - Indigenous Wage Subsidy Card
  - Referrals to National Green Jobs Corps
  - School Enrolment and Attendance Measure (jointly with the Department of Families, Housing, Community Services and Indigenous Affairs)
  - School Nutrition Program
  - Voluntary work organisation approval
  - Youth Pathways
  - Centrelink Jobs Expos—Keep Australia Working

Department of Environment, Water, Heritage and the Arts

- Small Block Irrigator Exit Grant

Department of Families, Housing, Community Services and Indigenous Affairs

- Community Capability and the Vulnerable
  - Special Benefit
  - Crisis Payment
  - Australian Government Disaster Recovery Payment
  - Ex gratia payments
  - Bereavement Allowance
  - Payments under Special Circumstances (ex gratia)
- Cross outcome
  - Compensation Services
  - International Services
  - Multicultural Services/Assurance of Support
  - Member of a Couple Policy
  - Debt and Compliance frameworks and strategies
• Disability and Carers
  – Disability Support Pension
  – Carer Allowance (Adult)
  – Carer Allowance (Child)
  – Carer Payment (Adult)
  – Carer Payment (Child)
  – Child Disability Assistance Payment
  – Wife Pension (Disability)
  – Carer Supplement
  – Ex gratia payments to unsuccessful applicants of Carer Payment (Child)
  – Carer Specialist Assessment team

• Families
  – Family Tax Benefit Part A and Part B
  – Baby Bonus
  – Double Orphan Pension
  – Paid Parental Leave Scheme
  – Maternity Immunisation Allowance
  – Family Relationship Advice Line

• Housing
  – Rent Assistance
  – Household Organisational Management Expenses (HOME) Advice Program
  – Reconnect

• Indigenous
  – Community Development Employment Projects Program
  – Income Management
  – School Enrolment Attendance Measure

• Seniors
  – Age Pension
  – Pension Supplement
  – Widow B Pension
  – Wife Pension (Age)
  – Seniors Supplement
  – Pension Bonus Scheme
  – Financial Information Service

Department of Foreign Affairs and Trade
• Australian Passport Information Service
• Smartraveller Advisory Telephone Services
• Vulnerable Australians Repatriated from Overseas

Department of Health and Ageing
• Home Quarantine call centre
• Insulin Pump Budget Measure (Income Confirmation)
• Medicare Safety Net (Family Tax Benefit customer validation)
• Medicare Teen Dental Plan
• Office of Hearing Services
• Pharmaceutical Benefits Scheme
• Residential Aged Care

Department of Immigration and Citizenship
• Assistance with Citizenship Testing
• Domestic Violence/Family Violence Social Work Assessment
• Electronic Data Exchange (Datalink)
• Guide to Ethnic Naming Practices
• Joint Compliance Activities
• Interpreting Services

Department of Innovation, Industry, Science and Research
• LPG Vehicle Scheme

Department of Infrastructure, Transport, Regional Development and Local Government
• Bass Strait Passenger Vehicle Equalisation Scheme
• Tasmanian Freight Equalisation Scheme
• Tasmanian Wheat Freight Scheme
Department of Veterans’ Affairs
- Carer Supplement
- Clearances
- Community Support Service
- Compliance and Fraud Services
- Defence Force Income Support Allowance
- Digital Television Switchover Services to Veterans
- Identity matching (Including Births Deaths and Marriages)
- Managed Investment and Listed Securities Data Services
- Online Concession Eligibility Confirmation Services
- Services to the Veteran Community
- UK Data Exchange
- Veterans Children Entitlement Scheme
- Veterans Information Service
- Veterans Agent Service
- Welfare payment Reform for DVA customers

Medicare Australia
- Co-location services
- Data Matching to allow Medicare Australia to determine eligibility for concessions under the Pharmaceutical Benefits Scheme and Medicare Safety net
- Mobile Office Services

Torres Strait Regional Authority
- Community Development Employment Projects Program

State and territory governments and other agencies

Australian Capital Territory Government
- Emergency call centre assistance

Commonwealth Bank of Australia
- Bank Account Verification
- Electronic Data Exchange

Family Court of Australia
- Provision of translator and interpreter services

Foreign Governments
- Reciprocal service arrangements with a number of countries

New South Wales Government
- Emergency call centre assistance

Northern Territory Government
- Emergency call centre assistance

Private organisations
- Centrelink has contracts and agreements with many private businesses and non-government organisations to ensure the operation of:
  - Customer Confirmation e-Services
  - Centrepay
  - Income Management

Queensland Government
- Emergency call centre assistance

South Australian Government
- Assistance in the transition of persons from Workcover South Australia payments
- Emergency call centre assistance
- Provision of DroughtLink Hotline

State and territory housing authorities
- Co-location arrangements
- Income Confirmation
- Rent Deduction Scheme

Tasmanian Government
- Emergency call centre assistance

Victorian Government
- Assist with the reconstruction of identification documents for bushfire victims
- Emergency call centre assistance
Appendix H: Employee remuneration overview

Non-Senior Executive Service remuneration arrangements

As at 30 June 2010, 26 997 non-Senior Executive Service employees were covered by the Centrelink Agreement 2009–2011, and 226 were on Australian Workplace Agreements.

Centrelink Agreement 2009–2011—staff pay ranges

Table 43 shows the range of job classifications, salaries and additional pay range for staff covered by the Centrelink Agreement 2009–2011.

Table 43—Salary ranges for staff covered by the Centrelink Agreement 2009–2011

<table>
<thead>
<tr>
<th>Classification</th>
<th>Annual salary range ($)</th>
<th>Additional pay range ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Level 2</td>
<td>93 966–110 122</td>
<td>110 123–127 000</td>
</tr>
<tr>
<td>Executive Level 1</td>
<td>81 508–88 022</td>
<td>88 023–115 000</td>
</tr>
<tr>
<td>APS Level 6</td>
<td>63 669–75 163</td>
<td>75 164–88 000</td>
</tr>
<tr>
<td>APS Level 5</td>
<td>58 950–62 510</td>
<td>62 511–74 000</td>
</tr>
<tr>
<td>APS Level 4</td>
<td>52 849–58 949</td>
<td>58 950–66 000</td>
</tr>
<tr>
<td>APS Level 3</td>
<td>47 421–51 181</td>
<td>51 182–57 000</td>
</tr>
<tr>
<td>APS Level 2</td>
<td>41 635–46 168</td>
<td>46 169–51 000</td>
</tr>
<tr>
<td>APS Level 1</td>
<td>36 788–40 659</td>
<td>40 660–44 000</td>
</tr>
<tr>
<td>Executive Level 2 (Professional 3)</td>
<td>93 966–110 122</td>
<td>110 123–127 000</td>
</tr>
<tr>
<td>Executive Level 1 (Professional 2)</td>
<td>81 508–88 022</td>
<td>88 023–115 000</td>
</tr>
<tr>
<td>APS5/6 (Professional 1)</td>
<td>59 337–73 351</td>
<td>73 352–88 000</td>
</tr>
<tr>
<td>Executive Level 2 (Public Affairs 4)</td>
<td>106 557–112 004</td>
<td>112 005–127 000</td>
</tr>
<tr>
<td>Executive Level 1 (Public Affairs 3)</td>
<td>85 745–103 947</td>
<td>103 948–115 000</td>
</tr>
<tr>
<td>APS Level 6 (Public Affairs 2)</td>
<td>66 319–77 695</td>
<td>77 696–88 000</td>
</tr>
<tr>
<td>APS 4/5 (Public Affairs 1)</td>
<td>54 532–62 510</td>
<td>62 511–74 000</td>
</tr>
<tr>
<td>Executive Level 2 (IT)</td>
<td>93 966–110 122</td>
<td>110 123–140 000</td>
</tr>
<tr>
<td>Executive Level 1 (IT)</td>
<td>81 508–88 022</td>
<td>88 023–125 000</td>
</tr>
<tr>
<td>APS 5/6 (IT Practitioner)</td>
<td>60 795–75 163</td>
<td>75 164–95 000</td>
</tr>
<tr>
<td>APS2/3 (APIS Operator)</td>
<td>41 635–51 181</td>
<td>51 182–57 000</td>
</tr>
<tr>
<td>APS Trainee (School-based apprentice)</td>
<td>12 674–18 521</td>
<td>N/A</td>
</tr>
<tr>
<td>APS Trainee (Apprentice)</td>
<td>36 788</td>
<td>N/A</td>
</tr>
<tr>
<td>APS Trainee (Customer Service apprentice)</td>
<td>39 054</td>
<td>N/A</td>
</tr>
<tr>
<td>APS Trainee (IT apprentice)</td>
<td>36 788–41 635</td>
<td>N/A</td>
</tr>
<tr>
<td>Cadet APS</td>
<td>19 791–43 903</td>
<td>N/A</td>
</tr>
<tr>
<td>Graduate APS</td>
<td>47 421–52 849</td>
<td>N/A</td>
</tr>
<tr>
<td>Graduate APS (IT)</td>
<td>52 849–58 949</td>
<td>N/A</td>
</tr>
</tbody>
</table>
**Australian Workplace Agreements**

Table 44 shows indicative salary ranges by Australian Public Service classification for non-Senior Executive Service employees on Australian Workplace Agreements in 2009–10.

<table>
<thead>
<tr>
<th>Classification</th>
<th>Indicative annual salary range ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Level 2</td>
<td>99 086–144 274</td>
</tr>
<tr>
<td>Executive Level 1</td>
<td>81 508–110 091</td>
</tr>
<tr>
<td>APS Level 6</td>
<td>64 151–83 790</td>
</tr>
<tr>
<td>APS Level 5</td>
<td>59 385–71 307</td>
</tr>
<tr>
<td>APS Level 4</td>
<td>54 080–64 827</td>
</tr>
<tr>
<td>APS Level 3</td>
<td>47 768–51 204</td>
</tr>
</tbody>
</table>

**Senior Executive Service remuneration**

Table 45—Salary ranges for Senior Executive Service classifications

<table>
<thead>
<tr>
<th>Classification</th>
<th>Salary range ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SES Band 1</td>
<td>136 000–180 500</td>
</tr>
<tr>
<td>SES Band 2/31</td>
<td>170 000–253 500</td>
</tr>
</tbody>
</table>

1. SES Band 3 salaries have been included with SES Band 2 salaries due to the small number of employees at that level.

**Performance pay for Senior Executive Service**

No performance pay or achievement bonuses were paid to Senior Executive Service employees in 2009–10.
Appendix I: Staffing statistics

All Centrelink employees

The figures in the following tables relate to Australian Public Service Centrelink employees as at 30 June 2010. They include employees on paid and unpaid leave and employees on temporary performance at a higher level. Tables 46 to 66 do not include figures for Senior Executive Service employees—see Table 67 on page 239 for SES employees.

Table 46—Centrelink non-Senior Executive Service employees

<table>
<thead>
<tr>
<th>Level/Multe</th>
<th>F</th>
<th>M</th>
<th>F/T</th>
<th>P/T</th>
<th>O</th>
<th>N</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Level 2</td>
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1. More than 21 000 Centrelink staff provide front-line services to customers either through offices or phone centres and processing centres.
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### Table 66—Jobseeker Claims Network

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### Senior Executive Service

#### Table 67—Composition of Senior Executive Service as at 30 June 2010

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</table>

1. These figures relate to the number of SES employees. They do not include employees on temporary performance.
**Equity and diversity statistics**

The figures in the following tables relate to all Centrelink employees as at 30 June 2010. They include figures for Senior Executive Service employees.

**Legend**

- **F** = Female
- **M** = Male
- **I** = Indigenous Australian (Aboriginal, Torres Strait Islander or both Aboriginal and Torres Strait Islander)
- **D** = People with disabilities
- **L** = People whose first language is a language other than English, or English and another language(s)
- **O** = Ongoing
- **N** = Non-ongoing

**Table 68—Equity and diversity groups**

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<th>M</th>
<th>I</th>
<th>D</th>
<th>L</th>
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<tbody>
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<td>O</td>
<td>N</td>
<td>O</td>
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<td>135</td>
<td>7</td>
<td>156</td>
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| Area Hunter New South Wales | 625 | 14 | 191 | 3 | 33 | 0 | 40 | 1 | 18 | 0 | 816 | 17 |

| Area North Central Victoria | 626 | 7 | 260 | 2 | 13 | 0 | 65 | 0 | 180 | 1 | 886 | 9 |

| Area Northern Australia | 590 | 40 | 174 | 7 | 156 | 14 | 23 | 1 | 71 | 8 | 764 | 47 |

| Area Pacific Central | 459 | 63 | 164 | 22 | 44 | 4 | 36 | 1 | 27 | 2 | 623 | 85 |

| Area South Australia | 663 | 41 | 248 | 17 | 24 | 3 | 73 | 0 | 91 | 3 | 911 | 58 |

| Area South and East Queensland | 615 | 61 | 202 | 17 | 30 | 4 | 39 | 0 | 32 | 4 | 817 | 78 |

| Area South East Victoria | 727 | 20 | 276 | 14 | 13 | 0 | 47 | 1 | 123 | 1 | 1003 | 34 |

| Area South West New South Wales | 459 | 29 | 150 | 9 | 28 | 3 | 26 | 1 | 29 | 1 | 609 | 38 |

| Area South and West Queensland | 667 | 43 | 179 | 12 | 29 | 1 | 41 | 0 | 80 | 2 | 846 | 55 |

| Area Sydney East | 656 | 48 | 273 | 20 | 24 | 1 | 51 | 0 | 249 | 6 | 929 | 68 |

<p>| Area Sydney West | 799 | 48 | 233 | 14 | 18 | 1 | 51 | 0 | 348 | 12 | 1032 | 62 |</p>
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Table 69—Equity and diversity separations

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**Table 70—Equity and diversity commencements**

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<td>Centrelink Call network</td>
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<td>109</td>
<td>132</td>
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<td></td>
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<td>Jobseeker Claims Network</td>
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<td>19</td>
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<td>National Support Office</td>
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<td>108</td>
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<td>90</td>
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<td>2</td>
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<td>52</td>
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<td></td>
<td>375</td>
<td>198</td>
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<td>Total commencements</td>
<td>707</td>
<td>1475</td>
<td>463</td>
<td>552</td>
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<td>58</td>
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<td>11</td>
<td>14</td>
<td>102</td>
<td>92</td>
<td></td>
<td></td>
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<td></td>
<td>1170</td>
<td>2027</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Appendix J: Commonwealth fraud control guidelines certification

Annual Report 2009-10 – Fraud Control Certification

In accordance with Guideline 2.8 of the Commonwealth Fraud Control Guidelines 2002 (“the Guidelines”), issued by the Minister for Justice and Customs pursuant to Regulation 16A of the Financial Management and Accountability Regulations 1997, I, Carolyn Hogg, Chief Executive Officer of Centrelink, hereby certify to the Minister for Human Services that I am satisfied that:

- fraud risk assessments and fraud control plans have been prepared that comply with the Commonwealth Fraud Control Guidelines;
- appropriate fraud prevention, detection, investigation and reporting procedures and processes are in place, and
- annual fraud data has been collected and reported that complies with the Commonwealth Fraud Control Guidelines.

Carolyn Hogg PSM
August 2010
ANAO LIAISON

The Portfolio Audit and Assurance Division continues to work closely with the Australian National Audit Office (ANAO) on developing and coordinating the contribution of Centrelink divisions and branches to the ANAO’s audit activities and monitors the implementation of recommendations from ANAO audit reports. Centrelink has a collaborative and productive relationship with the ANAO and welcomes the audit and assurance activities undertaken by the ANAO. Additionally, the ANAO Better Practice guides are considered useful resources for Centrelink to assist with improving business practices.

ANAO audit reports that have been tabled can be found on the ANAO website www.anao.gov.au where full reports are published, including the recommendations.

Relevant Australian National Audit Office audits tabled in 2009–10

Report 12, tabled 19 November 2009
Administration of Youth Allowance

The objective of the audit was to assess the effectiveness of administration arrangements for Youth Allowance, including service delivery. The ANAO assessed the performance of the Department of Education, Employment and Workplace Relations (DEEWR) and Centrelink. Overall the ANAO found that there are effective administrative arrangements in place for Centrelink to deliver Youth Allowance consistent with the relevant legislation and DEEWR’s service delivery, with the relevant legislation and with DEEWR’s service delivery requirements. Two recommendations were put forward for DEEWR to consider.

Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2009

The preparation of audited financial statements in compliance with the Finance Minister’s Orders is a key element of the financial management and accountability regime applicable to Australian Government entities. The ANAO audit found no significant or moderate issues for Centrelink.

LPG Vehicle Scheme

The objective of the audit was to assess the effectiveness of the administration of the LPG Vehicle Scheme. To address the objective the ANAO considered whether:

- there was a sound framework for the operation of the Scheme
- grants were promoted, assessed and approved in accordance with the relevant guidance and regulations
- the scheme’s performance was monitored and reported.

The audit was a cross-portfolio review and included an examination of the administration of the scheme and the roles and responsibilities of the Department of Innovation, Industry, Science and Research (DIISR) (including AusIndustry), Centrelink and Medicare Australia.

Overall, Centrelink agreed with the recommendations in this report. Centrelink worked closely with the DIISR to implement the recommendations and suggestions made to improve service delivery of the LPG Vehicle Scheme through changes to compliance and quality checking.
Report 19, tabled 18 December 2009
Child Support Scheme Reforms (CSSR) and Improving Compliance

The objective of this audit was to assess how effectively the Department of Human Services, the Department of Families, Housing, Community Services and Indigenous Affairs and Centrelink managed the implementation of stage one of the CSSR and the Improving Compliance program. Centrelink agreed with the ANAO recommendations, none of which directly impacted Centrelink.

Report 36 of 2009–10, tabled 18 May 2010
Emergency Management and Community Recovery Assistance in Centrelink

The objective of this ANAO audit on emergency management within Centrelink was to:
- assess Centrelink’s effectiveness in delivering financial assistance for community emergencies/disasters
- examine Centrelink’s ability to effectively respond to business disruptions caused by community emergencies/disasters
- identify opportunities for improvement in Centrelink’s emergency management and community recovery assistance activities.

Overall, the report is positive about Centrelink’s emergency management and community recovery assistance, including a finding that Centrelink had implemented recommendation 11 of the 2003–04 audit. Centrelink agrees with the ANAO’s recommendations and work is under way on implementing them.

Report 41 of 2009–10, tabled 26 May 2010
Effective Cross-Agency Agreements

This audit assessed whether agreements between Commonwealth agencies reflect sound administrative practices. Involving a cross-agency audit of 21 agencies, the report made no recommendations but a number of better practice suggestions. Centrelink agreed with all suggestions made in this report.

Report 50 of 2009–10, tabled 24 June 2010
Interim Phase of the Audit of Financial Statements of Major General Government Sector Agencies

This report presents the results of the interim phase of the 2009–10 financial statement audits of all portfolio departments and other major General Government Sector agencies that collectively represent some 95 per cent of total General Government Sector revenues and expenses.

The ANAO found that Centrelink’s key internal controls were operating satisfactorily to provide reasonable assurance that Centrelink will be able to prepare financial statements free of material misstatement.

Continuing ANAO audits

As well as the ANAO audits tabled in 2009–10, Centrelink contributed to a number of audits that will continue after 30 June 2010. These audits are:
- Confidentiality in Government Contracts: Senate Order for Departmental and Agency Contracts
- Centrelink’s role in the process of appeal to the Social Security Appeals Tribunal and the Administrative Appeals Tribunal
- Cross Portfolio Audit of Youth Allowance
- Government Information and Advertising Campaigns
- Centrelink fraud investigations.
COMMONWEALTH OMBUDSMAN

The Commonwealth Ombudsman published five reports during 2009–2010 that related to Centrelink.

Putting things right: compensating for defective administration (Centrelink, Child Support Agency and Australian Taxation Office), released 3 August 2009

This report detailed the findings from an investigation conducted by the Ombudsman's Office into the Scheme for Compensation for Detriment caused by Defective Administration (CDDA).

The report drew on the experience of the Ombudsman's Office in dealing with complaints about CDDA administration. A special feature of the investigation, to illustrate emerging and recurring issues, was a consideration of the policies and practices of Centrelink, Child Support Program and the Australian Taxation Office.

The Ombudsman’s report highlighted a number of areas requiring improvement in CDDA administration.

In the report the Ombudsman acknowledged the authority to make decision and payments under the scheme is made by agency delegates authorised by portfolio Ministers.

The report noted the Ombudsman’s Office role in relation to the CDDA scheme as one of three parts:

- receiving complaints about CDDA decision making and administration
- recommending where a government agency should pay compensation to a person
- recommending remedies available to members of the public who suffer detriment as a result of poor administration.

The Ombudsman made two recommendations with 16 sub-recommendations.

Commonwealth Ombudsman Report on Executive Schemes, released 3 August 2009

This report examined executive schemes that rely on executive rather than legislative power.

One aspect of the report covered poor liaison between agencies and other organisations involved in delivering its programs. One example was complaints received about decisions on claims for the third Equine Influenza Business Assistance Grant (EIBAG).

Centrelink administered this grant on behalf of the Department of Agriculture, Fisheries and Forestry.

A total of 1294 complaints were received on this grant. Of these, 301 (23 per cent) related to the filing of claims. Centrelink continued to process the remaining applications.

Complaints were received from applicants whose payments were refused because their businesses were not located or their activities conducted in a restricted movement zone.

Investigation found that the basis for Centrelink’s decisions appeared to be inconsistent with the policy guidelines.

Centrelink reviewed the 799 rejected claims for the third EIBAG to identify claims that may have been incorrectly processed and to invite the claimants to provide additional evidence. All assessments were to be subject to independent quality reviews. Of the 799 rejected claims, 680 claimants (85 per cent) accepted the opportunity to have their claims reassessed. In total 463 of the 680 claims were reassessed as successful at a cost of $2,315,000.

Review of circumstances leading to fraud conviction (Centrelink and Commonwealth Director of Public Prosecutions), released May 2010

This report contained the Ombudsman’s findings on his investigation into the circumstances leading to the conviction of Ms Z for intentionally obtaining financial advantage from Centrelink without properly disclosing earnings that she had received on a commission basis.
The Ombudsman considered the handling of this case by Centrelink and the Commonwealth Director of Public Prosecutions (CDPP) was administratively deficient.

The Ombudsman considered that had the matter been handled better, it is possible that prosecution action would not have commenced.

In the report the Ombudsman acknowledged there were undisputed facts to support a conviction. In particular, Ms Z did not provide information to Centrelink to supplement or correct the income and assets advices and statements that were provided to her by Centrelink.

The Ombudsman made five recommendations and Centrelink is consulting with the CDPP before taking any remedial action.

Commonwealth Ombudsman Report on Administration of Liquefied Petroleum Gas Scheme released April 2010

This report highlighted that Centrelink, Medicare Australia and AusIndustry each have sound policies and procedures in place to handle complaints.

Administration of the Economic Security Strategy Payment (FaHCSIA), released 15 November 2009

This report contained the findings of an investigation into complaints about the Economic Security Strategy Payment (ESSP) developed by the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) that was delivered by Centrelink.

Between 25 November 2008 and 1 April 2009 the Ombudsman’s Office received 156 complaints about the ESSP. These complaints were largely about eligibility for payment and the timing of the payment delivery. It should be noted Centrelink made more than 5.6 million ESSP payments.

The Ombudsman acknowledged that the scale of the ESSP payment scheme was immense, the timeframe for implementation was short and there was extensive publicity about the ESSP payment criteria. However, the Ombudsman indicated valuable lessons could be drawn from the complaints his office received from customers who were confused or missed out on a payment.

The four lessons that the Ombudsman suggested all agencies should take note of when developing or administering a scheme similar to the ESSP scheme, were that agencies should ensure that:

- information is available to members of the public about payment eligibility that is sufficiently accessible, clear and targeted to minimise any misunderstandings regarding eligibility
- where there is a class of people who may misinterpret their eligibility for a payment or benefit, specific and targeted information should be made available to those people to minimise the impact of that misapprehension
- deliberate consideration be given for inclusion and use of legislative provisions (such as the ESSP’s Schedule 4) to provide a mechanism to efficiently address inappropriate outcomes
- complaint and other feedback data is systematically gathered, recorded and analysed in order to support decision making in relation to administrative schemes.

There was only one recommendation in the report. The Ombudsman recommended that FaHCSIA conduct a rigorous analysis of complaint data in response to the findings in the report and bring to the relevant Ministers’ attention, that in the Ombudsman’s view, insufficient consideration and advice had been given regarding the option of putting an administrative scheme into effect under Schedule 4 of the ESSP Act.
Appendix L: Consultancy contracts

1. The following legend explains the data contained in the table overleaf:

   (1) Explanation of selection process terms drawn from the Commonwealth Procurement Guidelines (December 2008):
   
   Open Tender (OT)—a procurement procedure in which a request for tender is published inviting all suppliers that satisfy the conditions for participation to submit tenders. Open approaches to the market include requests for tender, requests for expressions of interest and requests for inclusion on a multi-use list, all of which are published on the Australian Government AusTender website.

   Select Tender (ST)—a procurement procedure in which the procuring agency selects which potential suppliers are invited to submit tenders. This procurement process may only be used under certain defined circumstances.

   Direct Sourcing (DS)—refers to a procurement process in which an agency invites a potential supplier or suppliers of its choice to make submissions. Direct sourcing may include a competitive process, for example obtaining quotes.

   Panel—an arrangement under which a number of suppliers, initially selected through an open tender process, may each supply goods or services to an agency as specified in the panel arrangements. Quotes are sought from suppliers that have pre-qualified on the agency panels to supply to the government. This category includes standing offers and supplier panels where the supply of goods and services may be provided for a pre-determined length of time, usually at a pre-arranged price.

   (2) Justification for decision to use consultancy:

   A—skills currently unavailable within agency
   B—need for specialised or professional skills
   C—need for independent research or assessment.
Table 71—Consultancy contracts let during 2009–10 valued at $10 000 or greater

<table>
<thead>
<tr>
<th>Reference Number</th>
<th>Consultant name</th>
<th>Description</th>
<th>Contract price including GST ($)</th>
<th>Selection process (1)</th>
<th>Justification (2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SODS05/0545-B-0001</td>
<td>Accenture Australia Holdings Pty Ltd</td>
<td>Advice and recommendations in relation to Portfolio Channel Strategies (Service Delivery Reform)</td>
<td>440 000</td>
<td>Panel</td>
<td>B</td>
</tr>
<tr>
<td>SODS05/0569-B-0001</td>
<td>Ernst &amp; Young</td>
<td>Conduct a Business Criticality Review (BCR), develop a BCR methodology, and provide a BCR report</td>
<td>198 680</td>
<td>Panel</td>
<td>A</td>
</tr>
<tr>
<td>SODS05/0574-B-0004-A</td>
<td>Grosvenor Management Consulting Pty Ltd</td>
<td>Review and recommendations in relation to Front of House Operations</td>
<td>151 995</td>
<td>Panel</td>
<td>C</td>
</tr>
<tr>
<td>SODS05/0579-A-0002</td>
<td>IBM Australia Ltd</td>
<td>Expert advice and input into quality improvements for Centrelink's Business Operations</td>
<td>31 944</td>
<td>Panel</td>
<td>B</td>
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<tr>
<td>SOXS05/0620-A-0016</td>
<td>IBM Australia Ltd</td>
<td>Strategic assessment</td>
<td>168 300</td>
<td>DS</td>
<td>B</td>
</tr>
<tr>
<td>CONS10/0008</td>
<td>Intelligent Business Research Services Pty Ltd</td>
<td>Provision of a Governance Model Profile for the DHS ICT Committee</td>
<td>50 000</td>
<td>ST</td>
<td>C</td>
</tr>
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<td>CONS10/0046-B</td>
<td>Interactive Consultants Pty Ltd</td>
<td>Strategic communication expertise and advice</td>
<td>177 600</td>
<td>DS</td>
<td>B</td>
</tr>
<tr>
<td>Reference Number</td>
<td>Consultant name</td>
<td>Description</td>
<td>Contract price including GST ($)</td>
<td>Selection process (1)</td>
<td>Justification (2)</td>
</tr>
<tr>
<td>------------------------</td>
<td>------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------</td>
<td>----------------------------------</td>
<td>----------------------</td>
<td>------------------</td>
</tr>
<tr>
<td>SOXS09/0283-0001</td>
<td>Norman Disney and Young (NDY Management Pty Ltd)</td>
<td>Engineering advice and services</td>
<td>66 000</td>
<td>OT</td>
<td>B</td>
</tr>
<tr>
<td>SODS05/0588-A-0003-A</td>
<td>Nous Group Pty Ltd</td>
<td>Setting the strategic intent for the Business Integrity Division with scenario planning</td>
<td>144 285</td>
<td>Panel</td>
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<tr>
<td>SODS05/0588-A-0004</td>
<td>Nous Group Pty Ltd</td>
<td>Design and facilitation of the Centrelink Partners in Leadership program</td>
<td>116 778</td>
<td>Panel</td>
<td>B</td>
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<tr>
<td>CON09/0244</td>
<td>Porter Novelli Australia Pty Ltd</td>
<td>Strategic corporate communication advice</td>
<td>33 000</td>
<td>DS</td>
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<tr>
<td>SODS09/0014-0002</td>
<td>Rudds Consulting Engineers</td>
<td>Electrical and Mechanical Advisory Services</td>
<td>65 000</td>
<td>ST</td>
<td>B</td>
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<tr>
<td>SOXS06/0332-0010</td>
<td>SAP Australia Pty Ltd</td>
<td>SAP scoping study—Business Warehouse</td>
<td>96 470</td>
<td>DS</td>
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</tr>
<tr>
<td>SOXS06/0332-0012</td>
<td>SAP Australia Pty Ltd</td>
<td>Learning Management System design and implementation</td>
<td>23 100</td>
<td>DS</td>
<td>B</td>
</tr>
<tr>
<td>CONS10/0101</td>
<td>Step Two Designs</td>
<td>Advice on the selection of a portfolio content management system</td>
<td>20 000</td>
<td>DS</td>
<td>C</td>
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<tr>
<td>SODS05/0601-B-0002-A</td>
<td>Tanner James Management Consultants Pty Ltd</td>
<td>Further develop a Portfolio, Programme and Project Management Security Model (P3M3)</td>
<td>61 281</td>
<td>Panel</td>
<td>B</td>
</tr>
<tr>
<td>SODS05/0610-C-0006-B</td>
<td>Yellow Edge Pty Ltd</td>
<td>Development and classification of branch job roles for the Testing and Release Management Branch Transition Team</td>
<td>32 642</td>
<td>Panel</td>
<td>C</td>
</tr>
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</table>

**TOTAL** 1 933 606
## Appendix M: Resource statements

### Table 72—Centrelink resource statement, 2009–10

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<tr>
<th></th>
<th>Actual available appropriation</th>
<th>Payments made</th>
<th>Balance remaining</th>
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<td></td>
<td>2009–10 $'000</td>
<td>2009–10 $'000</td>
<td>2010–11 $'000</td>
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<tr>
<td><strong>Ordinary Annual Services</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Departmental appropriation</td>
<td>2 775 407</td>
<td>2 361 683</td>
<td>413 724</td>
</tr>
<tr>
<td>S.31 Relevant agency receipts</td>
<td>223 797</td>
<td>223 797</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2 999 204</td>
<td>2 585 480</td>
<td>413 724</td>
</tr>
<tr>
<td><strong>Total ordinary annual services</strong></td>
<td>2 999 204</td>
<td>2 585 480</td>
<td>413 724</td>
</tr>
<tr>
<td><strong>Other services</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Departmental non-operating</td>
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<td></td>
<td></td>
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<tr>
<td>Equity injections</td>
<td>17 341</td>
<td>17 341</td>
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<td>Previous years’ outputs</td>
<td>1 903</td>
<td>1 903</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>19 244</td>
<td>19 244</td>
<td>–</td>
</tr>
<tr>
<td><strong>Total other services</strong></td>
<td>19 244</td>
<td>19 244</td>
<td>–</td>
</tr>
<tr>
<td><strong>Special Accounts</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Opening balance</td>
<td>362 604</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Payments made</td>
<td>–</td>
<td>362 604</td>
<td></td>
</tr>
<tr>
<td><strong>Total Special Account</strong></td>
<td></td>
<td></td>
<td>–</td>
</tr>
<tr>
<td><strong>Total Resourcing and Payments for Centrelink</strong></td>
<td>3 381 052</td>
<td>2 967 328</td>
<td>413 724</td>
</tr>
</tbody>
</table>

1. Appropriation Bill (No. 1) 2009–10 and Appropriation Bill (No.3) 2009–10.
2. Appropriation Bill (No.2) 2009–10 and Appropriation Bill (No.4) 2009–10.
3. Section 31 Relevant Agency receipts.
4. The Commonwealth Social Services Special Account was abolished on 31 March 2010 in accordance with Determination 2009/26.
Table 73—Centrelink total resources for Outcome 1, 2009–10

Expenses and resources for Outcome 1

Outcome 1: Self sufficiency for individuals and families through access to personalised assistance and co-ordinated delivery of payments and services on behalf of government

<table>
<thead>
<tr>
<th></th>
<th>Budget 2009–10 $'000</th>
<th>Actual expenses 2009–10 $'000</th>
<th>Variation $'000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program 1.1: Service delivery</td>
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<tr>
<td>Departmental expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary annual services (Appropriation Bill No. 1)</td>
<td>2 779 716</td>
<td>2 786 100</td>
<td>(6 384)</td>
</tr>
<tr>
<td>Revenues from independent sources (s31)</td>
<td>160 215</td>
<td>166 655</td>
<td>(6 440)</td>
</tr>
<tr>
<td>Expenses not requiring appropriation in the Budget year</td>
<td>2 735</td>
<td>4 900</td>
<td>(2 165)</td>
</tr>
<tr>
<td>Total resources for Outcome 1</td>
<td>2 942 666</td>
<td>2 957 655</td>
<td>(14 989)</td>
</tr>
<tr>
<td>Average staffing level (number)</td>
<td></td>
<td>25 206</td>
<td></td>
</tr>
</tbody>
</table>
Appendix N: Correction of errors in 2008–09 annual report

Page 268—Table 69: All consultancy contracts let during 2008–09 with a value of $10 000 or greater

Four consultancies (listed in Table 69 below) worth $482 364 were excluded from Table 69, bringing the total contract price to $2 858 852 in 2008–09.

The following legend explains the data contained in Table 69:
(a) Explanation of selection process terms drawn from the Commonwealth Procurement Guidelines (December 2008):
- Open Tender (OT)—a procurement procedure in which a request for tender is published inviting all suppliers that satisfy the conditions for participation to submit tenders. Open approaches to the market include requests for tender, requests for expressions of interest and requests for inclusion on a multi-use list, all of which are published on AusTender
- Select Tender (ST)—a procurement procedure in which the procuring agency selects which potential suppliers are invited to submit tenders.

(b) Justification for decision to use consultancy:
- A—skills currently unavailable within agency
- B—need for specialised or professional skills
- C—need for independent research or assessment.

Table 69—Consultancy contracts let during 2008–09 at $10 000 or greater

<table>
<thead>
<tr>
<th>Consultant name</th>
<th>Description</th>
<th>Contract price ($)</th>
<th>Selection process (a)</th>
<th>Justification (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ernst &amp; Young</td>
<td>Governance structure and process services—review of reporting arrangements</td>
<td>43 480</td>
<td>OT</td>
<td>BC</td>
</tr>
<tr>
<td>IBM Australia Ltd</td>
<td>Review of Centrelink Call operations and performance</td>
<td>97 009</td>
<td>ST</td>
<td>BC</td>
</tr>
<tr>
<td>Pricewaterhouse Coopers</td>
<td>Review of the Victorian bushfire emergency response</td>
<td>329 045</td>
<td>OT</td>
<td>B</td>
</tr>
<tr>
<td>RACQ (Royal Automobile Club of Queensland)</td>
<td>Risk assessment and report on 4WD usage within remote areas</td>
<td>12 830</td>
<td>ST</td>
<td>A</td>
</tr>
</tbody>
</table>
Page 162—Consultancy services

Taking account of the exclusion of the four consultancies above, and removal of one ongoing contract, the amended text and table below replace text and Table 30 on page 162 of Centrelink’s 2008–09 annual report. The total consultancy services expenditure has been updated to reflect both:

- the value increase of four additional consultancies (+$482 364)
- the value decrease for the removal of a record that has been determined not to be a consultancy (–$528 968).

Amended text

In 2008–09, 29 new consultancy contracts (including one under $10 000) were entered into, involving total actual expenditure of $1 063 304.97. In addition, three ongoing consultancy contracts were active, involving total actual expenditure of $109 716.28.

Corrected table

Table 30—Expenditure on consultancy services 2006–07 to 2008–09

<table>
<thead>
<tr>
<th>Financial year</th>
<th>Total consultancy services expenditure ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006–07</td>
<td>3 216 253</td>
</tr>
<tr>
<td>2007–08</td>
<td>1 049 150</td>
</tr>
<tr>
<td>2008–09</td>
<td>1 173 021</td>
</tr>
</tbody>
</table>
Appendix O: Compliance index

Table 74—Compliance with the Requirements for annual reports—for departments, executive agencies and FMA Act bodies

<table>
<thead>
<tr>
<th>Reference in Annual Report Guidelines</th>
<th>Part of report</th>
<th>Description</th>
<th>Requirement</th>
<th>Page number(s) in this report</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.4</td>
<td></td>
<td>Letter of transmittal</td>
<td>Mandatory</td>
<td>iii</td>
</tr>
<tr>
<td>A.5</td>
<td></td>
<td>Table of contents</td>
<td>Mandatory</td>
<td>v–ix</td>
</tr>
<tr>
<td>A.5</td>
<td></td>
<td>Index</td>
<td>Mandatory</td>
<td>268–289</td>
</tr>
<tr>
<td>A.5</td>
<td></td>
<td>Glossary</td>
<td>Mandatory</td>
<td>264–265</td>
</tr>
<tr>
<td>A.5</td>
<td></td>
<td>Contact officer(s)</td>
<td>Mandatory</td>
<td>ii</td>
</tr>
<tr>
<td>A.5</td>
<td></td>
<td>Internet home page address and Internet address for report</td>
<td>Mandatory</td>
<td>ii</td>
</tr>
<tr>
<td>9.1</td>
<td>Review by Secretary (CEO)</td>
<td>Review by departmental secretary (CEO)</td>
<td>Mandatory</td>
<td>2–4</td>
</tr>
<tr>
<td>9.2</td>
<td></td>
<td>Summary of significant issues and developments</td>
<td>Suggested</td>
<td>2–4, 6–7</td>
</tr>
<tr>
<td>9.2</td>
<td></td>
<td>Overview of department’s (agency’s) performance and financial results</td>
<td>Suggested</td>
<td>150–155</td>
</tr>
<tr>
<td>9.2</td>
<td></td>
<td>Outlook for following year</td>
<td>Suggested</td>
<td>2–4, 6–7</td>
</tr>
<tr>
<td>9.3</td>
<td></td>
<td>Significant issues and developments — portfolio</td>
<td>Portfolio agency departments—suggested</td>
<td>2–4, 6–7</td>
</tr>
<tr>
<td>10</td>
<td>Departmental (agency) overview</td>
<td>Overview description of department (agency)</td>
<td>Mandatory</td>
<td>5–18</td>
</tr>
<tr>
<td>10.1</td>
<td></td>
<td>Role and functions</td>
<td>Mandatory</td>
<td>5, 8–9</td>
</tr>
<tr>
<td>10.1</td>
<td></td>
<td>Organisational structure</td>
<td>Mandatory</td>
<td>12–13</td>
</tr>
<tr>
<td>10.1</td>
<td></td>
<td>Outcome and program structure</td>
<td>Mandatory</td>
<td>9</td>
</tr>
<tr>
<td>10.2</td>
<td></td>
<td>Where outcome and program structures differ from PB Statements/PAES or other portfolio statements accompanying any other additional appropriation bills (other portfolio statements), details of variation and reasons for change</td>
<td>Mandatory</td>
<td>No change</td>
</tr>
<tr>
<td>10.3</td>
<td></td>
<td>Portfolio structure</td>
<td>Portfolio departments—mandatory</td>
<td>5–7</td>
</tr>
<tr>
<td>Reference in Annual Report Guidelines</td>
<td>Part of report</td>
<td>Description</td>
<td>Requirement</td>
<td>Page number(s) in this report</td>
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</tr>
<tr>
<td>11.1</td>
<td>Report on performance</td>
<td>Review of performance during the year in relation to programs and contribution to outcomes</td>
<td>Mandatory</td>
<td>21–139</td>
</tr>
<tr>
<td>11.1</td>
<td>Actual performance in relation to deliverables and KPIs set out in PB Statements/PAES or other portfolio statements</td>
<td></td>
<td>Mandatory</td>
<td>21–139</td>
</tr>
<tr>
<td></td>
<td>Performance of purchaser/provider arrangements</td>
<td></td>
<td>If applicable—suggested</td>
<td>32–39</td>
</tr>
<tr>
<td>11.1</td>
<td>Where performance targets differ from the PBS/PAES, details of both former and new targets, and reasons for the change</td>
<td></td>
<td>Mandatory</td>
<td>No change</td>
</tr>
<tr>
<td>11.1</td>
<td>Narrative discussion and analysis of performance</td>
<td></td>
<td>Mandatory</td>
<td>21–139</td>
</tr>
<tr>
<td>11.1</td>
<td>Trend information</td>
<td></td>
<td>Mandatory</td>
<td>21–139</td>
</tr>
<tr>
<td>11.1</td>
<td>Significant changes in nature of principal functions/services</td>
<td></td>
<td>Suggested</td>
<td>21–139</td>
</tr>
<tr>
<td>11.1</td>
<td>Factors, events or trends influencing departmental (agency) performance</td>
<td></td>
<td>Suggested</td>
<td>21–139</td>
</tr>
<tr>
<td>11.1</td>
<td>Contribution of risk management in achieving objectives</td>
<td></td>
<td>Suggested</td>
<td>18</td>
</tr>
<tr>
<td>11.1</td>
<td>Social justice and equity impacts</td>
<td></td>
<td>Suggested</td>
<td>21–139</td>
</tr>
<tr>
<td>11.2</td>
<td>Performance against service charter customer service standards, complaints data, and the department's (agency's) response to complaints</td>
<td></td>
<td>If applicable—mandatory</td>
<td>105–115</td>
</tr>
<tr>
<td>11.3</td>
<td>Discussion and analysis of the department's (agency's) financial performance</td>
<td></td>
<td>Mandatory</td>
<td>150–155</td>
</tr>
<tr>
<td>11.3</td>
<td>Discussion of any significant changes from the prior year or from budget</td>
<td></td>
<td>Suggested</td>
<td>54</td>
</tr>
<tr>
<td>11.4</td>
<td>Agency resource statement and summary resource tables by outcomes</td>
<td></td>
<td>Mandatory</td>
<td>252–253</td>
</tr>
<tr>
<td>11.5</td>
<td>Developments since the end of the financial year that have affected or may significantly affect the department's (Agency's) operations or financial results in future</td>
<td></td>
<td>If applicable—mandatory</td>
<td>150–155</td>
</tr>
<tr>
<td>Reference in Annual Report Guidelines</td>
<td>Part of report</td>
<td>Description</td>
<td>Requirement</td>
<td>Page number(s) in this report</td>
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<tr>
<td>Management accountability</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.1</td>
<td>Corporate governance</td>
<td>Statement of the main corporate governance practices in place</td>
<td>Mandatory</td>
<td>14–18</td>
</tr>
<tr>
<td>12.1</td>
<td></td>
<td>Names of the senior executive and their responsibilities</td>
<td>Suggested</td>
<td>12–14</td>
</tr>
<tr>
<td>12.1</td>
<td></td>
<td>Senior management committees and their roles</td>
<td>Suggested</td>
<td>14–17</td>
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<tr>
<td>12.1</td>
<td></td>
<td>Corporate and operational planning and associated performance reporting and review</td>
<td>Suggested</td>
<td>9–11</td>
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<tr>
<td>12.1</td>
<td></td>
<td>Approach adopted to identifying areas of significant financial or operational risk</td>
<td>Suggested</td>
<td>18</td>
</tr>
<tr>
<td>12.1</td>
<td></td>
<td>Agency heads are required to certify that their agency comply with the Commonwealth Fraud Control Guidelines.</td>
<td>Mandatory</td>
<td>244</td>
</tr>
<tr>
<td>12.1</td>
<td></td>
<td>Policy and practices on the establishment and maintenance of appropriate ethical standards</td>
<td>Suggested</td>
<td>49</td>
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<tr>
<td>12.1</td>
<td></td>
<td>How nature and amount of remuneration for SES officers is determined</td>
<td>Suggested</td>
<td>44</td>
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<tr>
<td>12.2</td>
<td>External scrutiny</td>
<td>Significant developments in external scrutiny</td>
<td>Mandatory</td>
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<tr>
<td>12.2</td>
<td></td>
<td>Judicial decisions and decisions of administrative tribunals</td>
<td>Mandatory</td>
<td>71, 77–78</td>
</tr>
<tr>
<td>12.2</td>
<td></td>
<td>Reports by the Auditor-General, a Parliamentary Committee or the Commonwealth Ombudsman</td>
<td>Mandatory</td>
<td>76, 245–246</td>
</tr>
<tr>
<td>12.3</td>
<td>Management of human resources</td>
<td>Assessment of effectiveness in managing and developing human resources to achieve departmental objectives</td>
<td>Mandatory</td>
<td>42–53</td>
</tr>
<tr>
<td>12.3</td>
<td></td>
<td>Workforce planning, staff turnover and retention</td>
<td>Suggested</td>
<td>45–48, 241–242</td>
</tr>
<tr>
<td>Reference in Annual Report Guidelines</td>
<td>Part of report</td>
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</tr>
<tr>
<td>12.3</td>
<td></td>
<td>Impact and features of enterprise or collective agreements, determinations, common law contracts and AWAs</td>
<td>Suggested</td>
<td>44, 226</td>
</tr>
<tr>
<td>12.3</td>
<td></td>
<td>Training and development undertaken and its impact</td>
<td>Suggested</td>
<td>48–50</td>
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<tr>
<td>12.3</td>
<td></td>
<td>Occupational health and safety performance</td>
<td>Suggested</td>
<td>51–52, 206–207</td>
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<td>12.3</td>
<td></td>
<td>Productivity gains</td>
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<tr>
<td>12.3</td>
<td></td>
<td>Statistics on staffing</td>
<td>Mandatory</td>
<td>228–243</td>
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<tr>
<td>12.3</td>
<td></td>
<td>Enterprise or collective agreements, determinations, common law contracts and AWAs</td>
<td>Mandatory</td>
<td>43, 226–227</td>
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<tr>
<td>12.3</td>
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<td>43, 227</td>
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<tr>
<td>12.4</td>
<td>Assets management</td>
<td>Assessment of effectiveness of assets management</td>
<td>If applicable—mandatory</td>
<td>152, 154–155</td>
</tr>
<tr>
<td>12.5</td>
<td>Purchasing</td>
<td>Assessment of purchasing against core policies and principles</td>
<td>Mandatory</td>
<td>152</td>
</tr>
<tr>
<td>12.6</td>
<td>Consultants</td>
<td>Summary statement detailing the number of new consultancy services contracts let during the year; the total actual expenditure on all new consultancy contracts let during the year (inclusive of GST); the number of ongoing consultancy contracts that were active in the reporting year; the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST), and a statement noting that information on contracts and consultancies is available through the AusTender website</td>
<td>Mandatory</td>
<td>153–154, 249–251</td>
</tr>
<tr>
<td>12.7</td>
<td>Australian National Audit Office access clauses</td>
<td>Absence of provisions in contracts allowing access by the Auditor-General</td>
<td>Mandatory</td>
<td>154</td>
</tr>
<tr>
<td>12.8</td>
<td>Exempt contracts</td>
<td>Contracts exempt from the AusTender</td>
<td>Mandatory</td>
<td>154</td>
</tr>
<tr>
<td>Reference in Annual Report Guidelines</td>
<td>Part of report</td>
<td>Description</td>
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<tr>
<td>13</td>
<td>Financial statements other information</td>
<td>Financial statements</td>
<td>Mandatory</td>
<td>156–200</td>
</tr>
<tr>
<td>14.1</td>
<td>Advertising and Market Research (section 311A of the Commonwealth Electoral Act 1918) and statement on advertising campaigns</td>
<td>Mandatory</td>
<td>210–211</td>
<td></td>
</tr>
<tr>
<td>14.2</td>
<td>Other</td>
<td>Grant programs</td>
<td>Mandatory</td>
<td>154</td>
</tr>
<tr>
<td>14.3</td>
<td>Correction of material errors in previous annual report</td>
<td>If applicable—mandatory</td>
<td></td>
<td>254–255</td>
</tr>
<tr>
<td>F</td>
<td>List of requirements</td>
<td>Mandatory</td>
<td></td>
<td>256–260</td>
</tr>
</tbody>
</table>
### Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administered items</td>
<td>Revenues, expenses, assets and liabilities that the government controls, but which an agency or authority manages on the Commonwealth’s behalf</td>
</tr>
<tr>
<td>Appropriation</td>
<td>An amount of public moneys parliament authorises for spending for a particular purpose</td>
</tr>
<tr>
<td>AusTender</td>
<td>The Australian Government’s web-based procurement system, which provides centralised access to all publicly available approaches to market, multi-use lists, annual procurement plans and reported contracts</td>
</tr>
<tr>
<td>Australian Workplace Agreement</td>
<td>An individual written agreement between an employer and an employee about the terms and conditions of employment, made under the <em>Workplace Relations Act 1996</em></td>
</tr>
<tr>
<td>Average staffing level</td>
<td>The average number of employees receiving salary or wages (or compensation in lieu of salary or wages) over a financial year, with adjustments for casual and part-time employees to show the full-time equivalent</td>
</tr>
<tr>
<td>Collective agreement</td>
<td>A collective agreement relating to employment conditions made directly between an employer and a group of employees</td>
</tr>
<tr>
<td>Commonwealth Procurement Guidelines</td>
<td>The Commonwealth Procurement Guidelines establish the core procurement policy framework and articulate the government’s expectations for all FMA Act agencies and their officials when performing duties related to procurement</td>
</tr>
<tr>
<td>NABERS</td>
<td>NABERS is a voluntary environmental rating system for office premises. NABERS ratings for offices include NABERS Energy (previously Australian Building Greenhouse Rating), NABERS Water, NABERS Waste and NABERS Indoor Environment.</td>
</tr>
<tr>
<td>Non-ongoing staff member</td>
<td>A person engaged as an APS employee under subsection 22(2)(b) or 22(2)(c) of the <em>Public Service Act 1999</em></td>
</tr>
<tr>
<td>Ongoing staff member</td>
<td>A person engaged as an ongoing APS employee under subsection 22(2)(a) of the <em>Public Service Act 1999</em></td>
</tr>
<tr>
<td>Key performance indicators</td>
<td>These are financial and non-financial measures used to help define and evaluate an organisation’s success. An indicator is usually selected on the basis of relevance as a measure of some aspect of a specific project or operation.</td>
</tr>
<tr>
<td>Outcome</td>
<td>An outcome is the intended result, consequence or impact of government actions on the Australian community.</td>
</tr>
<tr>
<td>Policy departments</td>
<td>Australian Government policy departments are responsible for developing and implementing policies and programs for the Australian community. Centrelink and Medicare Australia deliver payments and services on behalf of a number of Australian Government policy departments and agencies.</td>
</tr>
<tr>
<td>Portfolio agencies</td>
<td>Different government agencies which are accountable to the same minister.</td>
</tr>
<tr>
<td><strong>Portfolio Budget Statement</strong></td>
<td>Budget-related paper detailing Budget initiatives and explanations of appropriations specified by outcome and program by each agency within a portfolio.</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Programs</strong></td>
<td>Australian Government programs deliver benefits, services or transfer payments to individuals, industry/business or the community as a whole and are the primary vehicles for government agencies to achieve the intended results of their outcome statements.</td>
</tr>
</tbody>
</table>
## Shortened forms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAT</td>
<td>Administrative Appeals Tribunal</td>
</tr>
<tr>
<td>AEC</td>
<td>Australian Electoral Commission</td>
</tr>
<tr>
<td>AGDRP</td>
<td>Australian Government Disaster Recovery Payment</td>
</tr>
<tr>
<td>ANAO</td>
<td>Australian National Audit Office</td>
</tr>
<tr>
<td>APIS</td>
<td>Australian Passport Information Service</td>
</tr>
<tr>
<td>APS</td>
<td>Australian Public Service</td>
</tr>
<tr>
<td>ARO</td>
<td>Authorised Review Officer</td>
</tr>
<tr>
<td>AWA</td>
<td>Australian Workplace Agreement</td>
</tr>
<tr>
<td>ATO</td>
<td>Australian Taxation Office</td>
</tr>
<tr>
<td>CCeS</td>
<td>Centrelink Confirmation eServices</td>
</tr>
<tr>
<td>CDDA</td>
<td>Compensation for Detriment caused by Defective Administration</td>
</tr>
<tr>
<td>CDPP</td>
<td>Commonwealth Director of Public Prosecutions</td>
</tr>
<tr>
<td>CDEP</td>
<td>Community Development Employment Projects</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>CPG</td>
<td>Commonwealth Procurement Guidelines</td>
</tr>
<tr>
<td>CSC</td>
<td>Customer Service Centre</td>
</tr>
<tr>
<td>CSSR</td>
<td>Child Support Scheme Reforms</td>
</tr>
<tr>
<td>DAFF</td>
<td>Department of Agriculture, Fisheries and Forestry</td>
</tr>
<tr>
<td>DCEO</td>
<td>Deputy Chief Executive Officer</td>
</tr>
<tr>
<td>DEEWR</td>
<td>Department of Education, Employment and Workplace Relations</td>
</tr>
<tr>
<td>DFAT</td>
<td>Department of Foreign Affairs and Trade</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Human Services</td>
</tr>
<tr>
<td>DIAC</td>
<td>Department of Immigration and Citizenship</td>
</tr>
<tr>
<td>DIISR</td>
<td>Department of Innovation, Industry, Science and Research</td>
</tr>
<tr>
<td>DoHA</td>
<td>Department of Health and Ageing</td>
</tr>
<tr>
<td>DSP</td>
<td>Disability Support Pension</td>
</tr>
<tr>
<td>DVA</td>
<td>Department of Veterans’ Affairs</td>
</tr>
<tr>
<td>EIBAG</td>
<td>Equine Influenza Business Assistance Grant</td>
</tr>
<tr>
<td>EEGO</td>
<td>Energy Efficiency in Government Operations</td>
</tr>
<tr>
<td>EESP</td>
<td>Economic Security Strategy Payment</td>
</tr>
<tr>
<td>EPBC Act</td>
<td>Environment Protection and Biodiversity Conservation Act 1999</td>
</tr>
<tr>
<td>FaHCSIA</td>
<td>Department of Families, Housing, Community Services and Indigenous Affairs</td>
</tr>
<tr>
<td>FMA</td>
<td>Financial Management Act</td>
</tr>
<tr>
<td>FOI</td>
<td>freedom of information</td>
</tr>
<tr>
<td>Abbreviation</td>
<td>Full Description</td>
</tr>
<tr>
<td>--------------</td>
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<tr>
<td>FSDRT</td>
<td>Family Support Drought Response Team</td>
</tr>
<tr>
<td>FTE</td>
<td>full-time equivalent</td>
</tr>
<tr>
<td>GST</td>
<td>goods and services tax</td>
</tr>
<tr>
<td>GVG</td>
<td>Green Vehicle Guide</td>
</tr>
<tr>
<td>HOME</td>
<td>Household Organisational Management Expenses</td>
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<tr>
<td>HR</td>
<td>human resources</td>
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<tr>
<td>Hon.</td>
<td>Honourable</td>
</tr>
<tr>
<td>ICT</td>
<td>information and communication technology</td>
</tr>
<tr>
<td>IPP</td>
<td>Information Privacy Principle</td>
</tr>
<tr>
<td>IPS</td>
<td>Information Publication Scheme</td>
</tr>
<tr>
<td>IRS</td>
<td>Income Recovery Subsidy</td>
</tr>
<tr>
<td>IT</td>
<td>information technology</td>
</tr>
<tr>
<td>JET</td>
<td>Jobs, Education and Training</td>
</tr>
<tr>
<td>KPI</td>
<td>key performance indicator</td>
</tr>
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<td>LPG</td>
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## Calling Centrelink

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<tr>
<td>Employment Services</td>
<td>13 2850</td>
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<tr>
<td>Youth Allowance</td>
<td>13 2490</td>
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<tr>
<td>Austudy</td>
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<td>ABSTUDY</td>
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<td>Australian Apprentices</td>
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<td>Pensioner Education Supplement</td>
<td>13 2490</td>
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<tr>
<td>Assistance for Isolated Children Scheme</td>
<td>13 2318</td>
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<tr>
<td>Seniors</td>
<td>13 2300</td>
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<tr>
<td>Disability, Sickness and Carers</td>
<td>13 2717</td>
</tr>
<tr>
<td>Online Service Helpdesk</td>
<td>13 2307</td>
</tr>
<tr>
<td>Family Assistance Office</td>
<td>13 6150</td>
</tr>
<tr>
<td>Indigenous Call Centre</td>
<td>13 6380</td>
</tr>
<tr>
<td>To speak to Centrelink in languages other than English</td>
<td>13 1202</td>
</tr>
<tr>
<td>For information about claiming a payment from a country other than Australia and about claiming an Australian payment while outside Australia</td>
<td>13 1673</td>
</tr>
<tr>
<td>Calling from outside Australia (you can reverse charge)</td>
<td>+61 3 6222 3455</td>
</tr>
<tr>
<td>Australian Government Services Fraud Tip-off Line</td>
<td>13 1524</td>
</tr>
<tr>
<td>Or through the internet at <a href="http://www.centrelink.gov.au">www.centrelink.gov.au</a></td>
<td></td>
</tr>
<tr>
<td>Customer relations</td>
<td>Freecall™ 1800 050 004</td>
</tr>
<tr>
<td>Suggestions, complaints and compliments</td>
<td></td>
</tr>
<tr>
<td>TTY Enquiries</td>
<td>Freecall™ 1800 810 586</td>
</tr>
<tr>
<td>Only for people who are deaf or who have a hearing or speech impairment. A TTY phone is required to use this service.</td>
<td></td>
</tr>
<tr>
<td>TTY Customer relations</td>
<td>Freecall™ 1800 000 567</td>
</tr>
<tr>
<td>Only for people who are deaf or who have a hearing or speech impairment. A TTY phone is required to use this service.</td>
<td></td>
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</table>

Calls from your home phone to Centrelink ‘13’ numbers from anywhere in Australia are charged at a fixed rate. That rate may vary from the price of a local call and may also vary between telephone service providers. Calls to ‘1800’ numbers from your home phone are free. Calls from public and mobile phones may be timed and charged at a higher rate.