



Australian Government

Department of Social Services



Part 2 – Departmental Overview

Incoming Government Brief July 2016

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PART TWO – Departmental Overview

The Department's Aims and Objectives

The Department is a critical source of social policy advice for the Australian Government. The Department works in partnership with other government and non-government organisations to ensure the effective development, management and delivery of policies, programs and services focused on improving the lifetime wellbeing of people and families in Australia.

Why we are here

Our vision: We aspire to be Australia's pre-eminent social policy agency.

Our mission: To improve the lifetime wellbeing of people and families in Australia.

What we aim to do:

- Support people and families to participate economically and socially in Australian society
- Enhance the independence and wellbeing of people with high needs
- Foster a cohesive community and promote civil society
- Provide a safety net for people who cannot fully support themselves

How do we do it:

- Being responsive to our Ministers and Assistant Ministers
- Delivering creative policy options and solutions for government
- Ensuring rapid closure on issues
- Working effectively as a team
- Communicating concisely
- Effectively managing our budget

We are supported by:

- A capable, informed and adaptive workforce
- Efficiently managed resources to address priorities
- Strong governance and risk management

Departmental Outcomes

Outcome 1: Social Security

Financial support for individuals and families who are unable to fully support themselves by providing a sustainable payments and concessions system.

Outcome 2: Families and Communities

Stronger families and more resilient communities by developing civil society and by providing family and community services.

Outcome 3: Disability and Carers

Improved independence of, and participation by, people with disability, including improved support for carers, by providing targeted support and services.

Outcome 4: Housing

Increased housing supply, improved community housing and assisting individuals experiencing homelessness through targeted support and services.

Executive



Finn Pratt, Secretary

Finn has been Secretary of the Department of Social Services since September 2013. He was previously Secretary of the Department of Families, Housing, Community Services and Indigenous Affairs and before that Secretary of the Department of Human Services and Chief Executive Officer of Centrelink.

As Secretary of the Department, Finn has delivered on major government achievements including a review of Australia's welfare system and reforms in disability services. He sets the strategic and corporate course taken by our Department and portfolio and provides senior policy advice to portfolio Ministers and the Assistant Ministers.

Finn is the Chair of the Australia and New Zealand School of Government Board of Directors and is a member of the Jawun Board.

Finn won a Public Service Medal in 2008 and in 2015 he was awarded the Officer of the Order of Australia (AO) for distinguished service to public administration, social policy development and government service delivery reform, and to care and support for people with disability, their families and carers.



Barbara Bennett, Deputy Secretary

Barbara Bennett leads our Families and Communities Stream, which oversees policy development and programs for families, children, family safety, multicultural affairs and settlement services. She has responsibility also for housing programs, along with homelessness policy and programs and gambling.

Barbara has charge of the Program Office which designs, manages and administers grants and administered procurement, and supports the Government's civil society agenda.

Barbara joined our Department as a Deputy Secretary in September 2013. Previously, she was a Deputy Secretary of the Department of Human Services. She chairs the Department's Program and Delivery Board and is deputy chair of the Policy and Regulatory Reform Committee.

Barbara has a Bachelor of Arts from the Australian National University.



Felicity Hand, Deputy Secretary

Felicity Hand has been our Deputy Secretary responsible for the Disabilities and Housing Stream since March 2014.

She was a Deputy Secretary and the Chief Operating Officer of the Department of Families, Housing, Community Services and Indigenous Affairs from February 2012.

Felicity's responsibilities include disability and carers, disability employment services, mental health and the National Disability Insurance Scheme Policy Taskforce.

She chairs the Assurance, Audit and Risk Committee and is our Department's Disability Champion.

Felicity has a Bachelor of Arts (Languages) from the University of Tasmania.



Michael Lye, Deputy Secretary

Michael Lye is Chief Operating Officer and the Deputy Secretary responsible for our Department's Corporate and Delivery Stream.

Michael leads our delivery strategy and operations, project management and deregulation and finance. He heads our legal and corporate services and information management and technology.

Michael chairs the People and Communications, the Infrastructure, Communication and Technology and the Budget Committees, and as the Indigenous Champion he oversees the Department's efforts to increase employment of Indigenous Australians.

Michael has a Bachelor of Arts with a psychology major and a Master of Social Welfare Administration and Planning, both from the University of Queensland.



Serena Wilson, Deputy Secretary

Serena Wilson has been a Deputy Secretary in the Department of Social Services since September 2013. She was a Deputy Secretary in the former Department of Families, Housing, Community Services and Indigenous Affairs from March 2009.

Serena heads the Department's Social Security Stream, overseeing policy and management of social security payments to individuals as well as welfare reform across the whole social security system, including housing policy reform.

As head of the Policy Office, Serena is responsible for establishing our Department's policy framework and strategy, creating a long term planning and performance culture, and promoting strong evidence based systems. She is also chair of the Policy and Regulatory Reform Committee.

Serena was awarded a Public Service Medal in 2014 for services to public administration in social policy, including her work to establish the National Disability Insurance Scheme.

Serena joined the Australian Public Service as a graduate and has 30 years' experience in social policy across many departments, including Housing and Construction, Health, Social Security, Family and Community Services, Employment and Workplace Relations and Prime Minister and Cabinet.

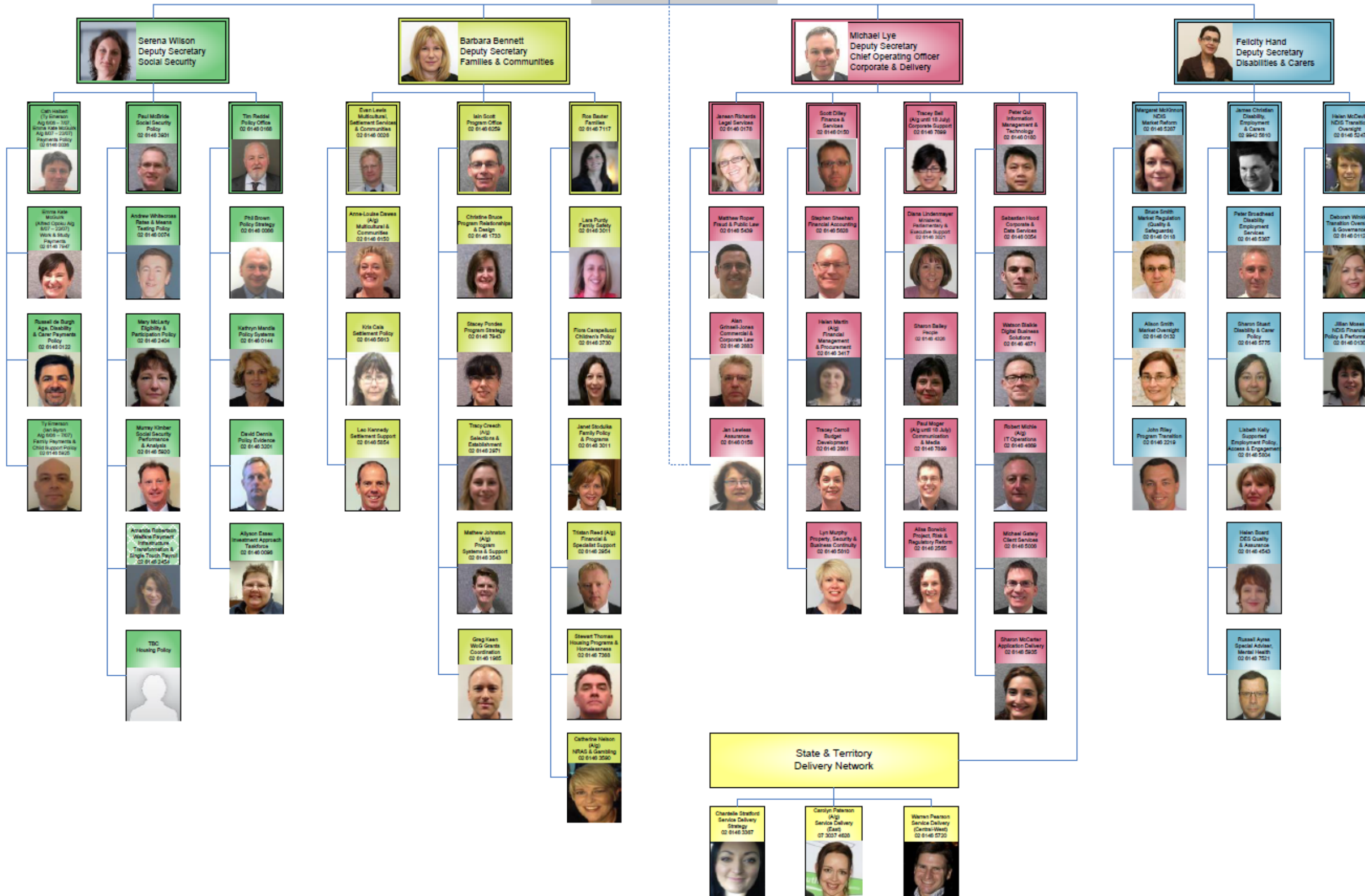
Serena has a Bachelor of Arts (Political Science) with honours from the University of Melbourne and a Graduate Diploma in Administrative Studies from the Chisholm Institute of Technology.

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Departmental Organisational Chart



Departmental Organisational Chart July 2016



Key Contacts for Office Services

Ministerial, Parliamentary and Executive Support (MPES)

MPES provides support services to the Minister and Assistant Ministers, as well as advice and assistance to our Secretary and Executive.

MPES works closely with the Departmental Liaison Officers to manage the formal information flow between the Department and Ministerial offices.

The Department coordinates responses to ministerial correspondence, the flow of submissions and briefs between the Department and the Ministerial Offices, responses to parliamentary questions, the Senate Estimates process for the Department, the Cabinet program and the legislation program.

A daily courier service also operates between the Department and Parliament House delivering correspondence, submissions, briefs and urgent or Protected Sensitive: Cabinet documents.

Communication and Media

The Communication and Media Branch is the central point for all communication issues and activities. The Branch provides public relations, marketing, media management and internal and external communication support and services for the Ministers and the Department.

Information and Communication Technology (ICT)

Information Management and Technology provides support for the Departments ICT operating environment. The VIP Support Team interacts directly with the Ministerial Offices at Parliament House and provides the daily ICT operational support for Ministers, Assistant Ministers and their staff.

Contact	Phone Number	Mobile	Email
Diana Lindenmayer Branch Manager Ministerial, Parliamentary and Executive Support	s47F	s47F	diana.lindenmayer@dss.gov.au
Paul Moger A/g Branch Manager Communication and Media	s47F	s47F	paul.moger@dss.gov.au
VIP IT Support	1800 004 579		VIP.Support@dss.gov.au

Departments Approach to Policy Advice

DEPARTMENT OF SOCIAL SERVICES APPROACH TO POLICY ADVICE

This document represents a statement to ministers, other agencies and external stakeholders on the department's approach to developing its policy advice. It is designed in the context of Australia's existing social support system and is intended to set a high benchmark for the quality of the department's policy advice. The document provides a consistent, rigorous and systematic basis for policy development; and articulates the department's role, focus and approach to advising government action.

	Domain	Our approach
Our role	Supporting ministers	<p>We support the role of our ministers as decision-makers.</p> <p>We understand the economic, social and fiscal environment in which the government operates.</p> <p>We understand the government's objectives, and respond diligently and in a timely manner to requests for policy advice.</p> <p>We work hard to implement the government's decisions efficiently and effectively. Subsequent policy advice reflects decisions already taken.</p>
	Policy development	<p>We develop evidence-based innovative policy advice that is practical, timely and apolitical.</p> <p>We recognise our role in ensuring the long-term integrity of policy development within our areas of responsibility.</p>
	Evidence-based and whole of department	<p>Our advice reflects a thorough understanding of the issues and evidence, and carefully considers the views of experts, stakeholders and other agencies.</p> <p>We are forward-looking and provide considered advice on future issues, opportunities and challenges.</p> <p>We explain and test assumptions that underpin our policy advice and carefully explain our reasoning where a view is not backed by robust evidence.</p> <p>We consult internally and work hard to develop and promulgate a robust departmental view.</p>
Our focus	Improving lifetime wellbeing	<p>Our policy advice is focussed on improving the lifetime wellbeing of people and families, within a frame of encouraging independence and economic and social participation.</p> <p>We understand that people's needs and circumstances change across their lives and are influenced by the broader social and economic context.</p> <p>We give policy priority to those people and families who are most likely to have poor lifetime outcomes.</p> <p>We understand the role that education, employment and well-functioning families play in promoting lifetime wellbeing, and that acting early can prevent poor lifetime outcomes.</p> <p>We recognise the role that community behaviours, civil society and economic opportunity play in promoting wellbeing.</p> <p>Our focus on lifetime wellbeing occurs in the context of promoting Australia's diverse multicultural society.</p> <p>Our focus on lifetime wellbeing recognises the importance of ensuring sustainability and equity.</p>
	National significance	<p>Our advice focuses on issues of national significance. These are issues that affect people across the country or, where localised, are of such intensity and significance as to be of national concern.</p> <p>Our advice recognises the roles of the states, territories, local government, civil society and the private sector and considers the contribution they do or could make.</p>
	Role of government	<p>Our advice recognises that governments have a role to play in creating the environment in which people have access to the resources and opportunities needed to live a reasonable life.</p> <p>We recognise that governments play a role in encouraging norms and behaviours that maximise wellbeing across the community.</p> <p>Our advice recognises that governments cannot address all harm or risk, and that individuals and families are primarily responsible for their own lifetime wellbeing.</p> <p>Our advice recognises that not intervening can be a valid government response.</p>
Proposing action	Action will help and is cost-effective	<p>Our advice carefully considers the likely impact of government action or inaction, including the potential for unintended negative consequences.</p> <p>We advise government action where it has a good chance of improving lifetime outcomes for those affected and where the likely benefits to society justify costs.</p> <p>We carefully consider the equity of access, sustainability and precedent set by our proposed government action.</p>
	Action is connected and practical	<p>Our advice considers all relevant mechanisms to address an issue, not just those administered by our department.</p> <p>We recognise that sometimes the best solution will be the responsibility of others.</p> <p>We design solutions that connect to, and utilise, the policies and services of other agencies, levels of government, civil society and the private sector.</p> <p>Our advice carefully considers cost, implementation and timing issues, recommends a course of action and includes practical, achievable plans.</p>
	Success and failure	<p>We define success in terms of achieving expected improvements in lifetime wellbeing and encouraging greater independence for individuals and families.</p> <p>Our advice recognises that social policy outcomes can take time to deliver and can be difficult to measure. We propose well-considered strategies for evaluation, including interim and proxy measures of progress.</p> <p>We provide honest advice on when and why a policy should be changed or terminated. Such advice might be needed, for example, when policy is: not achieving its intended effect; not cost-effective; or no longer appropriate for the prevailing social or economic circumstances.</p>

Staffing Profile

Breakdown across all levels - as at 31 May 2016 (FTE)

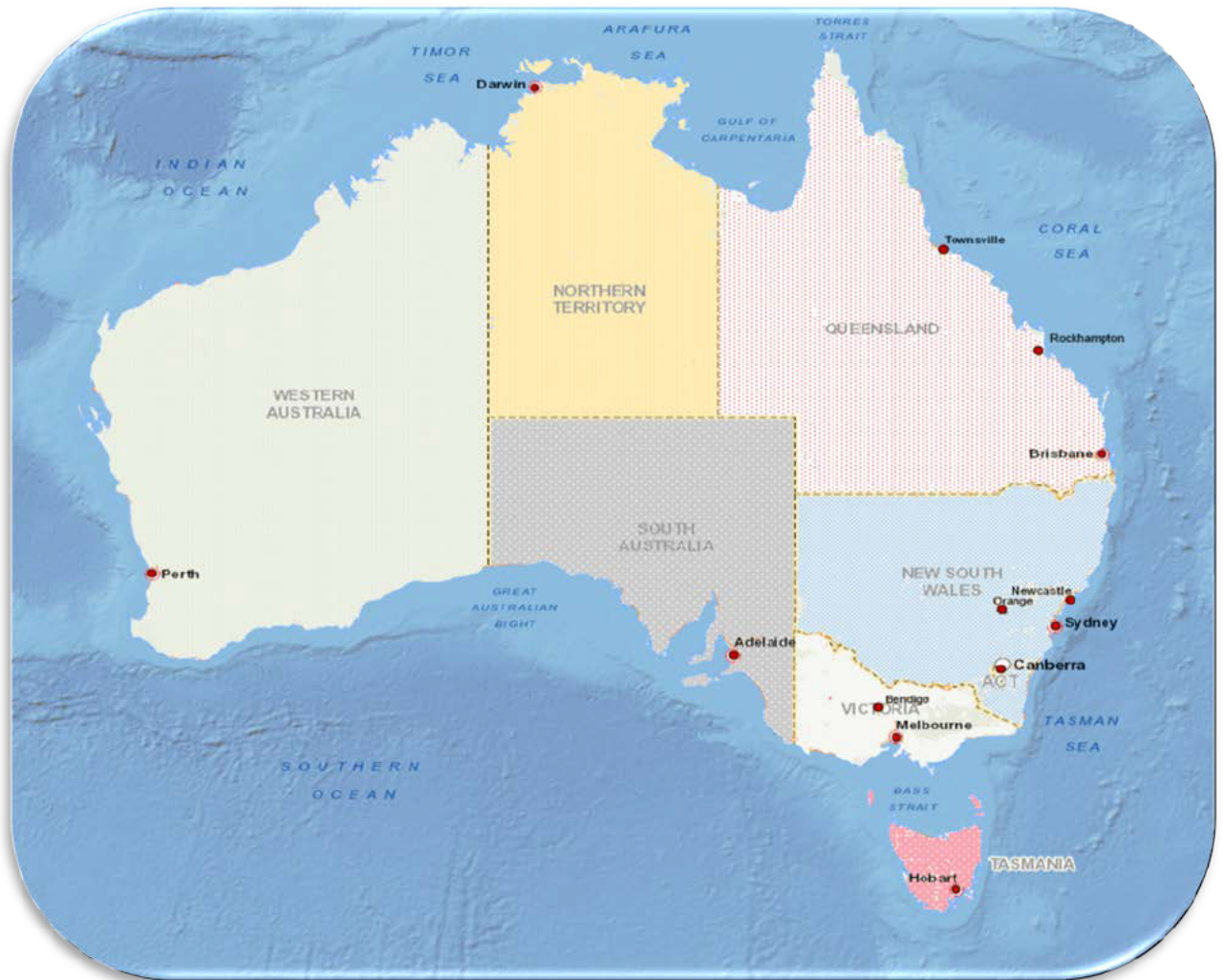
Classification	ACT	NSW	NT	QLD	SA	TAS	VIC	WA	Total
APS1	2						1		3
APS2	14								14
APS3	90	3		2	3	2	1	1	102
APS4	114	5		10	2	2	4	5	142
APS5	180	26	4	10	13	8	11	17	269
APS6	459	37	11	26	16	9	47	14	619
EL1	549	16	4	14	9	4	12	6	614
EL2	262	6	1	10	1	1	3	4	288
SES1	53							1	54
SES2	14								14
SES3	4								4
Secretary	1								1
Total	1742	93	20	72	44	26	79	48	2,124

Departmental Staff by Diversity Group - as at 31 May 2016

Female	Indigenous	People with Disability
65.26%	4.59%	10.30%*

*As per the 2015 APS Employee Census

The Department's Delivery Network



Location	State/City
2 Lonsdale Street	Melbourne VIC
195 Lyttleton Terrace	Bendigo VIC
280 Elizabeth Street	Sydney NSW
225 Lords Place	Orange NSW
220-232 Hunter Street	Newcastle NSW
100 Creek Street	Brisbane QLD
235 Stanley Street	Townsville QLD
36 East Street	Rockhampton QLD
39-41 Woods Street	Darwin NT
11/29 Waymouth Street	Adelaide SA
199 Collins Street	Hobart TAS
15-17 William Street	Perth WA
Soward Way (cnr Athllon Drive)	Canberra ACT

Portfolio Bodies

Australian Institute of Family Studies

Outcome: To increase understanding of factors affecting how Australian families function by conducting research and communicating findings to policy-makers, service providers and the broader community.

The Australian Institute of Family Studies (AIFS) is a statutory body established under the *Family Law Act 1975*. Its role is to increase understanding of factors affecting how Australian families function by conducting research and disseminating findings. AIFS' work provides an evidence base for developing policy and practice relating to the wellbeing of families in Australia. AIFS is a non-corporate Commonwealth entity under the PGPA Act.

Director: Ms Anne Hollonds
s47F

Email: anne.hollonds@aifs.gov.au
Website: www.aifs.gov.au

Deputy Director, Research: Mr Daryl Higgins
s47F

Email: daryl.higgins@aifs.gov.au
Website: www.aifs.gov.au

Deputy Director, Corporate and Strategy: Mr Michael Alexander
s47F

Email: michael.alexander@aifs.gov.au
Website: www.aifs.gov.au

National Disability Insurance Agency

Outcome: To implement the National Disability Insurance Scheme (NDIS). The NDIS provides individual control and choice in the delivery of reasonable and necessary care and supports to improve the independence, social and economic participation of eligible people with disability, their families and carers, and associated referral services and activities.

The NDIS provides eligible people with individualised support and the flexibility to manage their supports to help them achieve their goals and enjoy an ordinary life. As an insurance scheme, the NDIS takes a lifetime approach, investing in people with disability early to improve their outcomes later in life. A key aim of the NDIS is to build community awareness and understanding of disability, promoting community inclusion and accessibility for people with disability, their families and carers.

The National Disability Insurance Scheme Agency (NDIA) is a statutory agency established under the *National Disability Insurance Scheme Act 2013* to deliver the NDIS. The NDIA is a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013*.

Chief Executive Officer: Mr David Bowen

s47F

Email: david.bowen@ndia.gov.au

Website: www.ndis.gov.au

Deputy CEO, Stakeholder Relations: Ms Louise Glanville

s47F

Email: louise.glanville@ndis.gov.au

Website: www.ndis.gov.au

Deputy CEO, Operations: Mr Ian Maynard

s47F

Email: ian.maynard@ndis.gov.au

Website: www.ndis.gov.au

Deputy CEO, Organisation Capability: Ms Carolyn Smith

s47F

Email: carolyn.smith@ndis.gov.au

Website: www.ndis.gov.au

Portfolio Legislation

A New Tax System (Family Assistance) Act 1999, except to the extent administered by the [Minister for Education and Training](#)

A New Tax System (Family Assistance) (Administration) Act 1999, except to the extent administered by the [Minister for Education and Training](#)

A New Tax System (Family Assistance and Related Measures) Act 2000, except to the extent administered by the [Minister for Education and Training](#)

Carer Recognition Act 2010

Charities Act 2013, except to the extent administered by the [Treasurer](#)

Charities (Consequential and Transitional Provisions) Act 2013, except to the extent administered by the [Treasurer](#)

Child Support and Family Assistance Legislation Amendment (Budget and Other Measures) Act 2010

Child Support (Assessment) Act 1989

Child Support Legislation Amendment (Reform of the Child Support Scheme—Initial Measures) Act 2006

Child Support Legislation Amendment (Reform of the Child Support Scheme—New Formula and Other Measures) Act 2006, except to the extent administered by the [Minister for Education and Training](#)

Child Support (Registration and Collection) Act 1988

Clean Energy (Household Assistance Amendments) Act 2011, Part 3 of Schedule 2

Data-matching Program (Assistance and Tax) Act 1990

Disability Services Act 1986

Families, Community Services and Indigenous Affairs and Other Legislation (2006 Budget and Other Measures) Act 2006, except to the extent administered by the [Minister for Veterans' Affairs](#)

Families, Community Services and Indigenous Affairs and Veterans' Affairs Legislation Amendment (2006 Budget Measures) Act 2006, except to the extent administered by the [Minister for Veterans' Affairs](#)

Families, Housing, Community Services and Indigenous Affairs and Other Legislation Amendment (Further 2008 Budget and Other Measures) Act 2008

Family Assistance and Other Legislation Amendment (Schoolkids Bonus Budget Measures) Act 2012, Part 2 of Schedule 1

Family Assistance Legislation Amendment (More Help for Families—One-off Payments) Act 2004

Family Law Act 1975, Part XIVA

Gambling Measures Act 2012

Home and Community Care Act 1985

Household Stimulus Package Act (No. 2) 2009, except to the extent administered by the [Minister for Veterans' Affairs](#) or the [Minister for Agriculture and Water Resources](#)

Marriage Act 1961, Part IA

National Disability Insurance Scheme Act 2013, except to the extent administered by the [Treasurer](#)

National Health Act 1953, Part III

National Rental Affordability Scheme Act 2008

Not-for-profit Sector Freedom to Advocate Act 2013

Paid Parental Leave Act 2010

Social and Community Services Pay Equity Special Account Act 2012

Social Security Act 1991, except to the extent administered by the [Attorney-General or the Minister for Employment](#)

Social Security (Administration) Act 1999, except to the extent administered by the [Attorney-General or the Minister for Employment](#)

Social Security and Other Legislation Amendment (Economic Security Strategy) Act 2008, except to the extent administered by the [Minister for Veterans' Affairs](#)

Social Security and Veterans' Affairs Legislation Amendment (One-off Payments and Other 2007 Budget Measures) Act 2007, except to the extent administered by the [Minister for Veterans' Affairs](#)

Social Security and Veterans' Entitlements Legislation Amendment (One-off Payments and Other Budget Measures) Act 2008, except to the extent administered by the [Minister for Veterans' Affairs](#)

Social Security and Veterans' Entitlements Legislation Amendment (One-off Payments to Increase Assistance for Older Australians and Carers and Other Measures) Act 2006, except to the extent administered by the [Minister for Veterans' Affairs](#)

Social Security (International Agreements) Act 1999

Social Security Legislation Amendment (One-off Payments for Carers) Act 2005

Social Welfare Commission (Repeal) Act 1976

Student Assistance Act 1973

Supported Accommodation Assistance Act 1994

Tax Laws Amendment (Simplified Superannuation) Act 2007, Item 20 of Schedule 8 insofar as it relates to legislation administered by the [Minister for Social Services](#)

Key Stakeholders

Top Stakeholders	Title	First Name	Last Name	Position	Email address	Phone number	Mobile number	Address 1	Address 2	State	Suburb	Postcode
Anglicare Australia	Ms	Kasy	Chambers	CEO	kasy.chambers@anglicare.asn.au	s47F	s47F	PO Box 4093		ACT	AINSLIE	2602
Australian Council of Social Service (ACOSS)	Dr	Cassandra	Goldie	CEO	cassandra.goldie@acoss.org.au	s47F		Locked Bag 4777		NSW	STRAWBERRY HILLS	2012
Australian Cross Disability Alliance - includes First Peoples Disability Network (CEO Damian Griffis), People with Disability Australia (CEO Therese Sands), Women with Disabilities Australia (Executive Director Carolyn Frohmader) and National Ethnic Disability Alliance (CEO Dwayne Cranfield).	Ms	Carolyn	Frohmader	Executive Director, Women with Disabilities Australia	contact@crossdisabilityalliance.org.au		s47F	PO Box 407		TAS	LENAH VALLEY	7008
Australian Federation of Disability Organisations (AFDO) Ltd	Mr	Matthew	Wright	CEO	matthew.wright@afdo.org.au	s47F		247 Flinders Lane		VIC	MELBOURNE	3000
Australian Housing and Urban Research Institute (AHURI)	Dr	Ian	Winter	Executive Director	ian.winter@ahuri.edu.au	s47F		L1, 114 Flinders Street		VIC	MELBOURNE	3000
Australian Multicultural Council	Dr	Sev	Ozdowski AM	Chair	s47F	s47F		c/- AMC Secretariat, Dept. of Social Services	PO Box 7576	ACT	CANBERRA BUSINESS CENTRE	2610
Australia's National Research Organisation for Women's Safety (ANROWS)	Ms	Heather	Nancarrow	CEO	heather.nancarrow@anrows.org.au	s47F		PO Box 6322		NSW	ALEXANDRIA	2015
Baptist Care Australia	Ms	Carolyn	Kelshaw	Executive Director	carolyn.kelshaw@baptistcareaustralia.org.au	s47F		PO Box 468		ACT	FYSHWICK	2609
Brotherhood of St Laurence	Mr	Tony	Nicholson	Executive Director	fallen@bsl.org.au	s47F		67 Brunswick Street		VIC	FITZROY	3065
Carers Australia	Ms	Ara	Cresswell	CEO	acresswell@carersaustralia.com.au	s47F		Unit 1	16 Napier Close	ACT	DEAKIN	2600
Catholic Social Services	Ms	Marcelle	Mogg	CEO	marcel.mogg@cssa.org.au	s47F		PO Box 326		ACT	CURTIN	2605
Children and Young People with Disability Australia	Ms	Stephanie	Gotlib	CEO	Stephanie@cda.org.au	s47F		PO Box 172		VIC	CLIFTON HILL	3068
COTA	Mr	Ian	Yates	CEO	iyates@cota.org.au	s47F		Level 1, Unit 9	16 National Circuit	ACT	BARTON	2600
Disability Advocacy Network Australia (DANA)	Ms	Mary	Mallett	CEO	ceo@dana.org.au	s47F		PO Box 96		ACT	DICKSON	2602
Disability Employment Australia	Mr	Rick	Kane	CEO	rick.kane@disabilityemployment.org.au	s47F		Level 4	140 Bourke Street	VIC	MELBOURNE	3000
Families Australia Inc.	Dr	Brian	Babington	CEO	brian.babington@familiesaustralia.org.au	s47F		Suite 3	7 National Circuit	ACT	BARTON	2600
Family & Relationship Services Australia Ltd	Ms	Jackie	Brady	Executive Director	ExecDirector@frsa.org.au	s47F		PO Box 326		ACT	DEAKIN WEST	2600

Top Stakeholders	Title	First Name	Last Name	Position	Email address	Phone number	Mobile number	Address 1	Address 2	State	Suburb	Postcode
Federation of Ethnic Communities' Councils of Australia	Mr	Joseph	Caputo OAM JP	Chair	admin@fecca.org.au	s47F		4 Phipps Close		ACT	DEAKIN	2600
Isolated Children's Parent's Association (ICPA)	Ms	Jane	Morton	Federal Secretary	fedsecretary@icpa.com.au	s47F		MS 422	505 Ryeford-Pratten Road	QLD	CLIFTON	4361
Mental Health Australia	Mr	Frank	Quinlan	CEO	frank.quinlan@mhaustralia.org.au	s47F	s47F	PO Box 174		ACT	DEAKIN WEST	2006
Migration Council Australia	Ms	Carla	Wilshire	CEO	info@migrationcouncil.org.au	s47F	s47F	PO Box 1895		ACT	CANBERRA	2600
Mission Australia	Ms	Catherine	Yeomans	CEO	yeomansc@missionaustralia.com.au	s47F		GPO Box 3515		NSW	SYDNEY	2001
Multicultural Youth Advocacy Network	Ms	Carmel	Guerra	Executive Director	carmel@cmy.net.au	s47F		c/- Centre for Multicultural Youth	304 Drummond Street	VIC	CARLTON	3053
National Disability Services	Mr	Ken	Baker	CEO	ken.baker@nds.org.au	s47F		Locked Bag 3002		ACT	DEAKIN WEST	2600
National Seniors Australia Ltd	Ms	Sarah	Saunders	Chief Advocate	s.saunders@nationalseniors.com.au	s47F		GPO Box 1450		QLD	BRISBANE	4000
National Welfare Rights Network	Ms	Kate	Beaumont	President	national@welfarerights.org.au	s47F		102/55 Holt Street		NSW	SURRY HILLS	2010
Our Watch	Ms	Natasha	Stott Despoja AM	Chair	chair@ourwatch.org.au	s47F		GPO Box 24229		VIC	MELBOURNE	3001
Relationships Australia Inc.	Ms	Alison	Brook	National Executive Officer	abrook@relationships.org.au	s47F		Unit 2, Level 1	67 Eyre Street	ACT	KINGSTON	2604
Scanlon Foundation	Ms	Anthea	Hancocks	CEO	foundation@scanlonfoundation.org.au	s47F		Level 31	367 Collins Street	VIC	MELBOURNE	3000
Settlement Council of Australia	Mr	Simon	Gordon	CEO	ceo@scoa.org.au	s47F		32 Thesiger Court		ACT	DEAKIN	2600
Settlement Services Advisory Council (formerly RRAC)	Mr	Paris	Aristotle	Chair	aristotlep@foundationhouse.org.au	s47F		c/- Settlement Services Advisory Council Secretariat, Dept. of Social Services	PO Box 7576	ACT	CANBERRA BUSINESS CENTRE	
St Vincent de Paul Society	Dr	John	Falzon	CEO	john.falzon@svdp.org.au	s47F		PO Box 243		ACT	DEAKIN WEST	2600
The Salvation Army	Lieutenant Colonel	Samuel	Pho	National Secretary	samuel.pho@aue.salvationarmy.org	s47F		97 School Street		QLD	SPRING HILL	4000
The Smith Family	Dr	Lisa	O'Brien	CEO	lisa.obrien@thesmithfamily.com.au	s47F		GPO Box 10500		NSW	SYDNEY	2001
UnitingCare	Mr	Martin	Cowling	Acting National Director	martin@nat.unitingcare.org.au	s47F		Po Box 5218		ACT	BRADDON	2612



Australian Government
Department of Social Services

Corporate Plan

2015-16

DSS1578.08.15



DSS1578.08.15

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Secretary's foreword

I am pleased to present this revised Corporate Plan for the Department of Social Services (DSS).

We aspire to be the leading Australian Government agency in developing and delivering social policy and are committed to improving the lifetime wellbeing of all Australians.

The Government makes a significant investment in DSS on behalf of the people of Australia. Our budget is nearly \$121.4 billion and our business is responsible for almost six and half per cent of Gross Domestic Product.

Our programmes touch the lives of families, the elderly and the vulnerable, every day of the week, every week of the year.

We achieve our purpose by:

- Working responsively to the Government of the day.
- Providing evidence-based, forward looking policy advice.
- Designing, funding and regulating services that underpin the lifetime wellbeing, and promote the independence and participation of Australians.
- Working in partnership with state and territory governments to develop policy and deliver services in areas of joint interest.
- Partnering with organisations to provide local services to communities.

With this degree of trust placed in us we need to be rigorous and accountable in the way we run our business.

The DSS Corporate Plan provides a comprehensive overview of the Department's financial planning and expenditure. It sets out our vision and mission, and our strategic priorities for the next four years. It is our principal planning document and an important tool in ensuring that we are open and transparent in managing our responsibilities, including the proper use and management of public resources, consistent with the requirements of the *Public Governance, Performance and Accountability Act 2013*.

Our focus will be on reforms to the social security system, services that support people with disability, payments that help people participate in society, and identifying people who will benefit most from early intervention and support through an 'investment approach', which will assist with ensuring long term sustainability of our social security system. Working with our stakeholders to provide support for families and communities is also a high priority for us.

With this in mind, we will be enhancing the national carer gateway to improve outcomes for carers and the people they care for, supporting the transition to a full National Disability Insurance Scheme, and improving the fairness and sustainability of our pension system.

I look forward to working with our Ministers, stakeholders and clients to meet the priorities set out in this important document.

Finn Pratt

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Introduction

Statement of preparation

I, Finn Pratt, as the accountable authority of the Department of Social Services, present the 2015-16 Department of Social Services Corporate Plan (the Plan), as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The Plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014*.

This Plan has been prepared for the 2015–16 financial year, and covers the four financial periods 2015–16 to 2018–19.

Signed:

Dated: 18 February 2016

The Department

Our vision

The Department of Social Services aspires to be Australia's pre-eminent social policy agency.

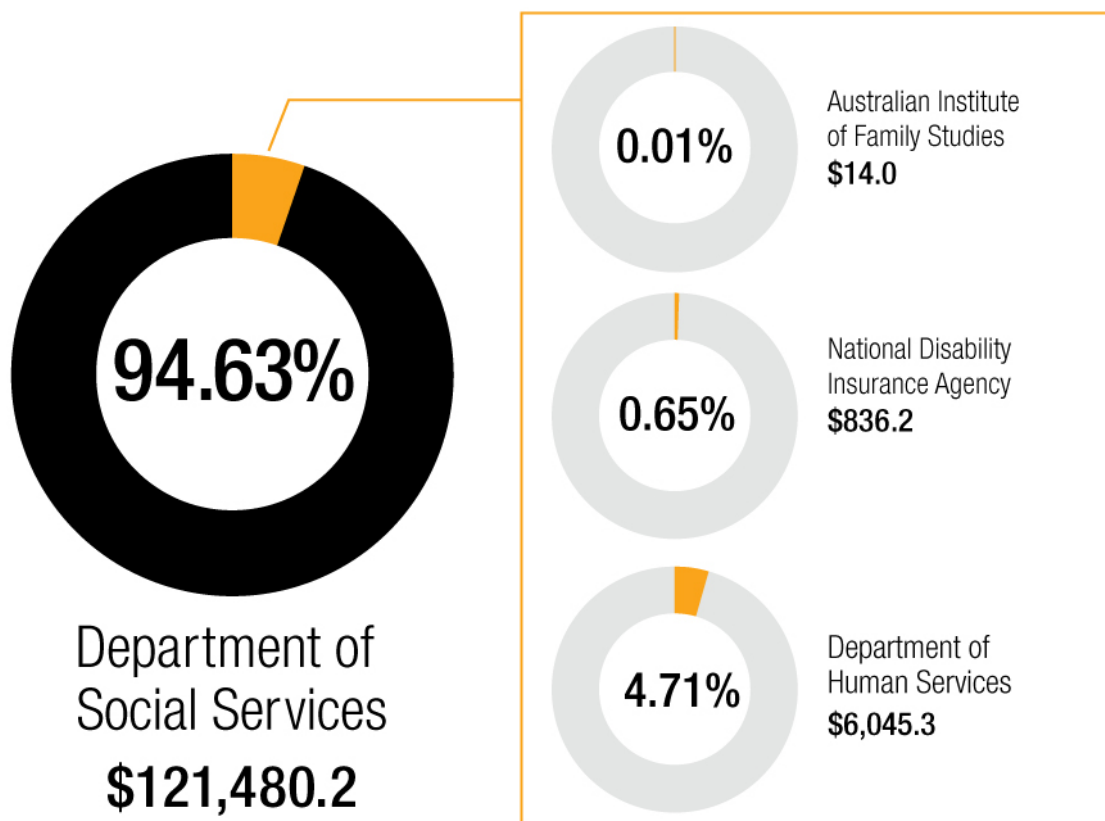
Our mission

Our mission is to improve the lifetime wellbeing of people and families in Australia.

Our work

Our policies and programmes, totalling about one third of the nation's expenditure, or \$121.4 billion each year (Figure 1), respond to need across people's lives, encourage independence and participation and support a cohesive society. What we do affects the lives of millions of Australians across all regions.

FIGURE 1: 2015-16 PORTFOLIO BUDGET (\$M)¹



¹ Source: Portfolio Budget Statements 2015-16. Note: figures show part year financial impact.

The work we do reflects the four core areas in which the Department seeks to assist people:

Social Security

Purpose: ensure financial support for individuals and families who are unable to fully support themselves by providing a sustainable payments and concessions system.

Families and Communities

Purpose: promote stronger families and more resilient communities by developing civil society and by providing family and community services.

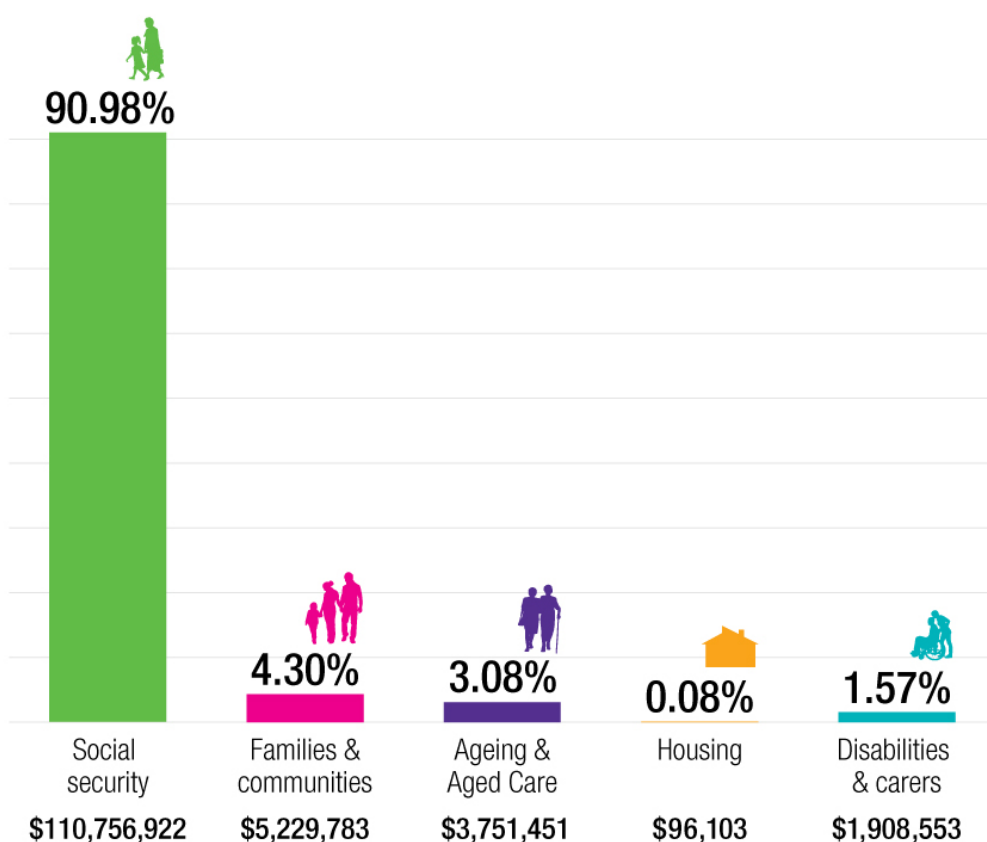
Housing

Purpose: increase housing supply, improve community housing and assist individuals experiencing homelessness through targeted support and services.

Disability and Carers

Purpose: promote improved independence of, and participation by, people with disability, including improved support for carers, by providing targeted support and services.

FIGURE 2: 2015–16 DSS BUDGET ALLOCATION (\$'000)²



² Source: Portfolio Budget Statements 2015–16.

Note: Budget figures for Families and Communities and Ageing and Aged Care show part year financial impacts of Machinery-of-Government changes. The Australian Government provides funding of approximately \$1.3 billion annually to the states and territories through the National Affordable Housing Specific Purpose Payment (NAHSPP) under the National Housing Agreement (NAHA). The NAHA is supported by the National Partnership Agreements on Homelessness (NPAH).

Our values

Our values reflect those of the broader Australian Public Service (APS) and are central to the way we work with our Ministers, Assistant Ministers, colleagues and stakeholders. This includes being:

Impartial: the APS is apolitical and provides the Government with advice that is frank, honest, timely and based on the best available evidence.

Committed to service: the APS is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Australian community and the Government.

Accountable: the APS is open and accountable to the Australian community under the law and within the framework of ministerial responsibility.

Respectful: the APS respects all people, including their rights and heritage.

Ethical: the APS demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Our organisation and governance

Our portfolio

The Social Services portfolio works with government and non-government organisations to develop, manage and deliver policies, programmes and payments that support and improve the lifetime wellbeing of Australian people and families by encouraging independence and participation.

The portfolio consists of:

- The Department of Social Services.
- The Department of Human Services.
- Two portfolio bodies:
 - Australian Institute of Family Studies; and
 - National Disability Insurance Agency.

The Department of Human Services and its associated bodies are administered separately to the Department of Social Services.

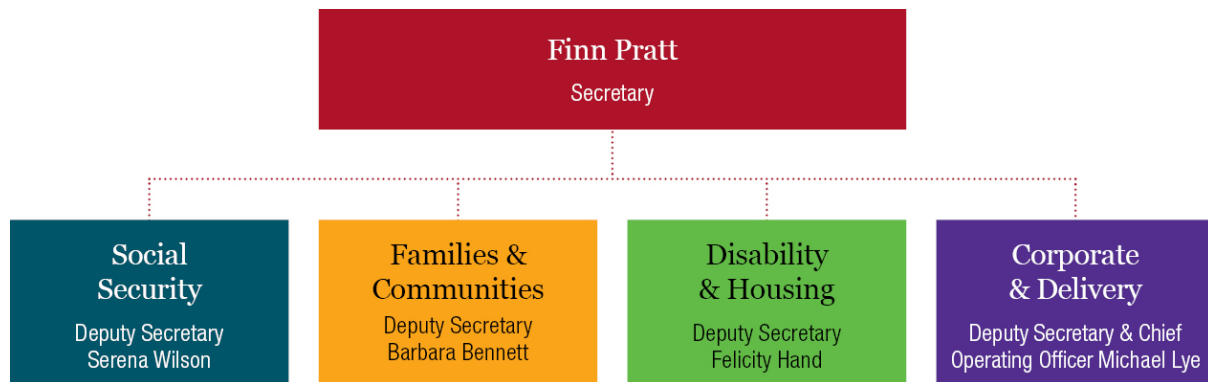
The Ministers and Assistant Ministers responsible for the portfolio are:

- The Hon Christian Porter MP, Minister for Social Services.
- The Hon Alan Tudge MP, Minister for Human Services.
- The Hon Craig Laundy MP, Assistant Minister for Multicultural Affairs.
- The Hon Jane Prentice MP, Assistant Minister for Disability Services.

Our structure

Our Department is organised in four streams, each led by a deputy secretary.

FIGURE 3: ORGANISATIONAL STRUCTURE



Social Security Stream

The Social Security Stream provides social policy advice, policy oversight of social security payments to individuals, as well as welfare reform across the whole social security system.

Families and Communities Stream

The Families and Communities Stream builds on the areas of families, children, family safety, multicultural affairs and settlement services.

Disabilities and Housing Stream

The Disabilities and Housing Stream shapes policy and services relating to disability and carers, disability employment services, housing and homelessness, problem gambling, mental health, and also covers the National Disability Insurance Scheme.

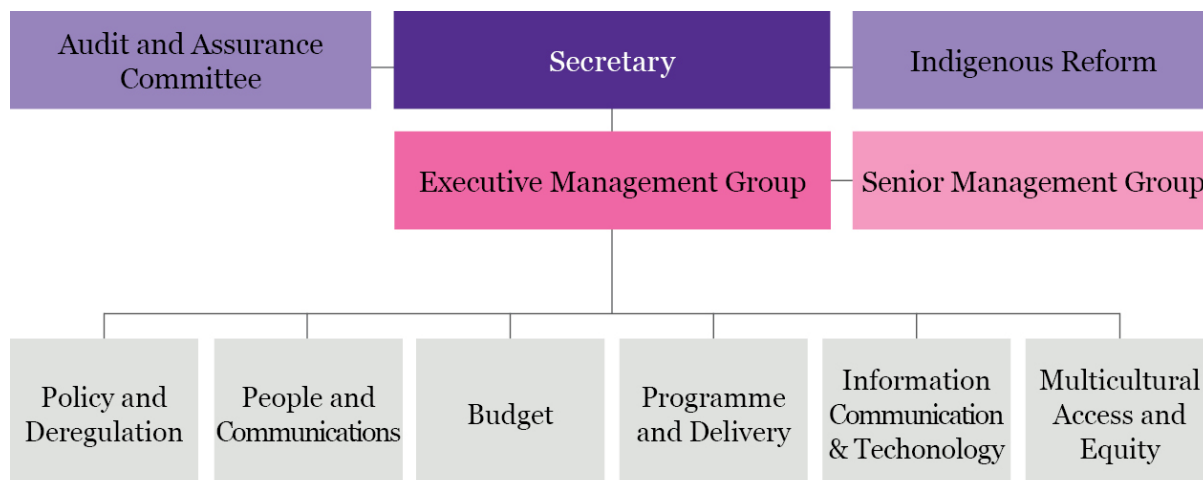
Corporate and Delivery Stream

The Corporate and Delivery Stream supports the Department through fit-for-purpose corporate services. The Stream also comprises the delivery network and works closely with policy and programme areas to reduce red tape through deregulation activities.

Our governance arrangements

The Department's governance structure is designed to ensure accountability, transparency and fairness. It includes internal boards and committees, business planning and risk management, operations, quality assurance, fraud control and compliance activities.

FIGURE 4: GOVERNANCE STRUCTURE



Our risk oversight and management

The Department recognises risk management as an essential component of sound management and good corporate governance.

We understand that every activity involves some degree of risk. Risk management is not about eliminating risk, taking unnecessary or ill-conceived risks, or preventing DSS from taking calculated risks. It is about identifying and mitigating risks in proportion to the likelihood and consequence of those risks when planning and carrying out any activity to achieve our business objectives.

Fostering a culture where we respond proportionately to risk, deploying extra effort and resources to those areas of highest risk, and being judicious about our choices where risks are lower is a key priority for the Department. This applies to the way we prioritise internal resources and effort, including how we work with service partners, and how we direct resources through our policies and programmes to improve lifetime wellbeing.

Our risk management framework

The objective of the DSS Risk Management Framework is to enable us to accurately predict, identify, assess and treat risks to prevent adverse outcomes on our business. The framework does this through:

- Tracking and managing risks at the enterprise, strategic and operational levels, and working systematically to address key risk causes and strengthen risk controls.
- Training staff to use risk effectively to improve decision-making, planning and resource management.
- Ensuring staff understand roles and accountabilities in risk management, including when and how to escalate particular risks.
- Embedding risk management in all business planning exercises across DSS.

Our risk management processes

Business planning, project management and programme delivery

Our business planning, project management and programme delivery models all include processes that require key risks to be identified, owned, monitored and treated.

Staff accountability for managing risk

We identify, analyse and respond to risks every day to make proportionate policy, programme, project, delivery and corporate decisions. In doing so, we seek to ensure risk is treated to acceptable levels, using DSS risk tools and drawing on the support of the Risk Advisor.

Escalation

In some cases, risks may not be able to be treated to generally acceptable levels. Even if the likelihood of the risk occurring can be reduced through treatment, potential consequences may still be significant enough for the risk to be rated high or extreme. In such cases, the risk is escalated to the appropriate level of management for consideration.

Monitoring

The Executive Management Group (EMG) plays a critical role in monitoring our key enterprise risks, key risk causes and important risk controls through quarterly consideration of enterprise level risks and treatments.

EMG also reviews specific risks referred for consideration as they arise, including extreme risks or those with a particular feature requiring EMG attention.

Our operating environment

Social

Australia has experienced positive economic and social conditions for many years. We are entering our 25th consecutive year of growth. This is the second longest continuous period of growth of any advanced economy in the world.

The OECD *Better Life Index* reports that Australia performs very well in many measures of wellbeing, relative to most other countries. We are living longer and healthier lives. Opportunity and social cohesion has generally been high, with Australia performing well in international comparisons of social connectedness, sense of community and civic engagement.

Overall, we have a strong social security safety net, and our broader health, education and care systems are generally well-developed. The approach of our social welfare systems to prevention and early intervention has focused on a range of societal, family and individual key transition points, targeting those groups that would benefit the most from timely payment or responsive social services. The design of our social welfare system provides particular support to older Australians, reinforcing the importance of independence in ageing and choice in aged care related services. As a whole, the conditions of our broader social systems in Australia are supporting the Department's mission of improving the lifetime wellbeing for people and families in Australia.

The socioeconomic context in which we operate, though, is complex and changing.

Intergenerational outcomes in Australia have generally been good, but the future is less certain. Over the past two decades, incomes adjusted for inflation have experienced greater than average growth, improving living standards across generations. More recently, the rate of growth in real incomes has slowed markedly. As highlighted by the 2015 Intergenerational Report, we must achieve significant participation and productivity improvements if we are to maintain growth in our living standards. Our ageing population also places pressure on the intergenerational bargain between those working and those who are retired. Monitoring the strength of our intergenerational bargain and the role self-provision plays in retirement will be a key watch point for the Department over the period ahead.

Unfortunately, Australia's generally strong societal context does not benefit all. A number of groups in our society face significantly lower lifetime wellbeing prospects than the average Australian. The drivers for this are complex, and sometimes enduring.

Transmission of disadvantage across generations remains high, with children of parents on income support facing increased prospects of being on income support themselves. Working to improve the lifetime wellbeing of those who have multiple experiences of disadvantage will remain core business for the Department. A key focus will be on ensuring those with an ability to work are encouraged to work so that they may participate in social and working life, and their children enjoy greater life opportunities.

The disparity in lifetime wellbeing outcomes between Indigenous and non-Indigenous Australians has been well documented. Departmental programmes, payments, policies and research will contribute to closing the gap between Indigenous and non-Indigenous Australians.

Demographic change will have a major impact on the DSS operating environment.

The proportion of the population aged 65 and over is increasing. The number of Australians in this age group is projected to more than double by 2054–55. As the proportion of older people in the population rises, we will likely see an increased demand for aged care and disability services and the Age Pension. Demand for care services in general (disability, child and aged care) will continue to rise. Further, clients are demanding more control over the care they receive, and the trend towards using professionalised care services, to supplement or complement informal care, will continue.

Demand for care workers is likely to rise significantly in an environment where the proportion of people who are of working age is projected to decline. By 2050, it is projected there will be only 2.7 people of working age to support each Australian aged 65 years and over, compared with five working age people per aged person today and seven and a half in 1970.

Demographic change raises major challenges for both service design and delivery and fiscal sustainability. Increasing client demand for consumer-directed services will continue to require the Department to evolve its delivery models to maintain support for lifetime wellbeing. This will need to include consideration of the future care workforce. Monitoring and shaping a fair balance between the contribution that taxpayer funding and self-funding make to service costs will be another feature of the Department's work.

Australia performs well on broad measures of settlement and integration of migrants and refugees, and of social cohesion.

As a nation, we have found unity in our diversity and respect in our differences. However, we cannot take our high levels of social cohesion for granted. Research indicates that there are a number of enduring challenges that require ongoing attention. They include: ongoing issues with racism and discrimination; lower levels of social cohesion in areas of high diversity and low socioeconomic status; and national security risks relating to marginalised and radicalised young people. Public confidence in Australia's settlement and integration programmes, and social cohesion and community harmony are critical to Australia's ongoing prosperity and national security. Responding to future migration, settlement and integration trends and social cohesion challenges will be a key part of the Department's work into the future.

Trends in the formation, stability and functioning of families have changed over past decades, as have the roles of parents, whether they live together or apart.

The most obvious change in family functioning is the increasing proportion of mothers participating in the workforce. Among couple families, parents increasingly share income earning roles. In 1983, half of couple families had a single-income earner. By 2012, this proportion had fallen to 30 per cent. Single mothers' rates of paid work have also increased over this period. In 1983, 32 per cent of single mothers were in full-time or part-time paid work, but in 2012, the rate was 56 per cent.

Families are constantly evolving in response to the many opportunities and constraints they confront during the course of their development. Family transitions such as child bearing, separation and re-partnering can have important financial implications, with flow-on effects for family functioning. The Department responds to such 'transition points' in peoples' lives through its payments and service systems.

Violence against women remains too prevalent in our society, affecting not only the victim, but also their extended family and the broader community. Almost all Australians (98 per cent) agree that family violence is a crime, and do not endorse attitudes that support it. However, there remain some worrying findings on attitudes and social norms held by both men and women including the circumstances in which violence can be excused and beliefs as to reasons why violence is perpetrated against women.

Economic

AUSTRALIA'S ECONOMIC GROWTH PATH WILL HAVE A SIGNIFICANT IMPACT ON OUR ABILITY TO ACHIEVE OUR MISSION.

The Budget forecasts higher growth over the period of this Plan. Despite some structural adjustment associated with the unwinding of the resources investment boom, real Gross Domestic Product is expected to grow by about 2.75 per cent in 2015–16, rising to around 3.25 per cent in 2016–17. Higher average growth would create economic opportunities for the Department to help people transition into gainful employment, especially for those on welfare. Lower average growth would make this task harder.

Fiscal sustainability remains a high priority for government.

This is likely to have a major influence on the Department's planning and policy making. Around 33 per cent of Australian federal government spending flows through the Social Services Portfolio. Getting the balance right between providing a strong welfare safety net, encouraging self-provision, and providing effective support for people to become more self-reliant will be an ongoing feature of the Department's work.

Corporate

DSS is a relatively new department, and has experienced significant alteration through successive Machinery of Government changes.

However, strong progress has been made in developing DSS into a cohesive and unified organisation. We have a clear vision and mission, and use common systems and processes for providing advice to government, including integrating our business around common programme management and delivery platforms. Employment conditions are being aligned over time. New outcome structures have been implemented, and governance arrangements adjusted to align to the Department's structure.

DSS, like other departments, is expected to ensure that it provides an efficient and cost effective service to government. This will require the Department to be flexible so that resources can be easily deployed to high priority activities, while maintaining its core long term policy and delivery capability.

A number of whole of government initiatives will have a major impact on DSS across the life of this Plan. The Department will become responsible for delivering a range of grant funding and administration services for other agencies. This will require a significant evolution of our programme management and information technology capabilities. Cutting red tape and decreasing the regulatory burden for individuals and organisations we work with will continue to be important.

Community expectations for faster, more personalised and lower cost government programmes and services are changing our operational landscape.

An important aspect of the Department's way of working to meet these community expectations is through joined up approaches with other Commonwealth departments and state and territory government entities. Cooperating on policy advice, design and regulation, as well as sharing infrastructure and service delivery, has the potential to improve and extend our capacity to improve lifetime wellbeing for people and families.

Technology

There are several technology trends that will affect how we work with government and clients to improve lifetime wellbeing.

Multiple new and enhanced policy changes are focused on blended Information, Communication and Technology (ICT) solutions, which will support the Department to achieve better value for money and better service provision. Similarly, the fiscal and policy impetus for the Department's ICT capability to evolve to support grants funding and administration services across government is significant and is being pursued.

Community expectations regarding service delivery and transactions with government are changing as the market penetration of mobile devices such as smartphones and tablets surpass that of personal computers. DSS will be working to ensure our data sets and services are simplified and more accessible to Australians anywhere and anytime from these devices. Further, new and simpler ways of applying analytics to the Department's data holdings (and new sources) will create opportunities to improve the lives of our clients.

Our priorities

Our organisational priorities

Our organisational priorities focus on what we do as a leading social policy agency to achieve the outcomes expected of us by Ministers, government and the Australian community. These are the enduring priorities we undertake in our day to day work in pursuit of our mission:

- Ensure that government policies and programmes, including the service systems we design, fund and regulate, operate effectively and efficiently, and maximise their contribution to lifetime wellbeing for people and families.
- Ensure that government priorities are implemented effectively and efficiently.
- Provide evidence-based, whole-of-department, social policy advice to Ministers and government focused on improving the lifetime wellbeing of people and families in Australia in accordance with our approach to policy advice (see **Appendix A**).
- Build productive and collaborative relationships with our stakeholders, including other departments, service providers, and the states and territories, and ensure these relationships work to achieve outcomes in respective areas of responsibility.
- Create a productive and supportive workplace, manage our financial and other resources effectively, and maintain the capability needed to deliver government priorities into the future.

Our implementation priorities

Our priorities are responsive to the directions of the government, to ensure its Budget and ongoing reform priorities are delivered. Our priorities also reflect our core responsibilities: to ensure policies and programmes operate effectively and efficiently; that our relationships with stakeholders and service providers are productive; and that our policy advice is evidence-based, focused on improving the lifetime wellbeing of people and families in Australia.

Budget and ongoing reform priorities

The 2015-16 Budget focuses on increasing workforce participation by supporting Australians to get, and keep, jobs. It is also focused on supporting families, children and carers by working to reduce poverty and disadvantage,. A key aspect of the Budget is implementing ongoing reform priorities including:

- Providing incentives for young people to find and stay in employment by assisting them to break out of the welfare trap and realise opportunities in the community.
- Implementing the National Disability Strategy 2010–2020 which provides a 10-year national policy framework for all levels of government to improve the lives of people with disability.
- Building a simpler, fairer and more sustainable welfare system that focuses on supporting people into work and lessening welfare dependency, and by better targeting pensions to those in need through changes to the asset test.
- Rolling out a range of targeted measures for income support payments and family payments that encourage self-reliance and participation and ensure payments go to those who need them most.
- Continuing income management to help people budget their welfare payments and improve control of their finances.
- Implementing a robust actuarial analysis of Australia's welfare system to guide development of policies and interventions which increase the capacity of people and families to live independently of welfare and to address the risk of intergenerational welfare dependency.
- Streamlining programme delivery and reporting to reduce 'red tape'.

Outcome priorities

Our outcome priorities describe what we need to do to achieve our purpose in each Outcome area. Our performance indicators for each outcome area are detailed at Appendix B.

Outcome 1: Social Security

Purpose: financial support for individuals and families who are unable to fully support themselves by providing a sustainable payments and concessions system.

Context

The Department responds to need across people's lives by looking after individuals, people with disability and their carers, families, children and older people; providing a safety net for people who cannot support themselves; assisting those who are able to work to their capacity and become self-reliant; enhancing the wellbeing of people in need; assisting those who require care; and supporting a diverse and harmonious society.

Australians may receive financial assistance through a range of payments and supports including family payments, child support, student payments, income support payments for people of workforce age, people with disability, carers and for seniors, additional payments and non-cash benefits such as concession cards.

Current priorities

- Develop and begin implementing an 'investment approach' to Australia's social security system which will detail the lifetime liability of Australia's social security system and inform our policy responses for those at risk of long term welfare dependency.
- Rebalance the pension asset test parameters to make it fairer and better targeted, and to help ensure the pension system is sustainable into the future.
- Change Social Security portability rules to reinforce and strengthen the residence based nature of the Australian social security system.
- Implement measures to encourage and support working age Australians, particularly young people, into work.
- Improve the assessment process for carer payments.

Longer term priorities

- Ensure the pension system meets community demand and is fair and sustainable.
- Monitor policy settings to ensure that those who can self-support use their means to generate income.
- Continue to support increased workforce participation by young people and people with disability.

What we need to do

- Develop, implement and administer social security and welfare payment policy to ensure new evidence-based policy meets the objectives of government. In particular, develop and commence implementing an 'investment approach' to Australia's social security system to help manage fiscal demand for payments.
- Develop a comprehensive and coherent payment reform plan to achieve long term policy priorities.
- Review estimate forecasting models and adjust accordingly to ensure payment expenditure estimates are robust, accurate and consistent.
- Lead the design of a coherent social security system to effectively support the lifetime wellbeing of people and families in Australia.
- Lead the development, interpretation and administration of sustainable payment policies that support the independence, participation and wellbeing of working age Australians.
- Respond to fiscal impacts by providing practical, timely and apolitical policy, modelling and evaluation advice.

Outcome 2: Families and Communities³

Purpose: stronger families and more resilient communities by developing civil society and by providing family and community services.

Context

The Department supports families and children, as well as migrants and refugees settling in Australia, to help improve their lifetime wellbeing by responding to specific needs and encouraging independence and participation in the community. Assistance is provided through programmes, services, benefits and payments to support families, improve children's wellbeing, strengthen relationships, build parenting and financial management skills and help newly arrived migrants in their transition to life in Australia. The Department also works across the Commonwealth and with state and territory governments to address unacceptable rates of domestic and family violence and sexual assault against women and their children.

Current priorities

- Commence changes to Paid Parental Leave arrangements from 1 July 2016.
- Manage the new inter-country adoption support service to assist prospective adoptive parents to navigate the inter-country adoption system.
- Provide advice to the Minister for Social Services on key aspects of the Australian Government's gambling policy.

³ Note: Early Childhood and Child Care functions have transferred to the Department of Education and Training under the Administrative Arrangements Order of 21 September 2015.

- Address the rates of domestic and family violence and sexual assault against women and their children through the *National Plan to Reduce Violence against Women and their Children 2010-2022*.
- Deliver settlement support for humanitarian entrants and other eligible migrants in their first five years of life in Australia to enable their capacity to be fully contributing members of the community.
- Contribute to maintaining Australia's social cohesion by ensuring that relevant programmes help build capacity to support and strengthen communities.

Longer term priorities

- Contribute to improved family functioning, financial inclusion, workforce participation and capability, and lifetime wellbeing of people and families.
- Strengthen relationships, and family and community functioning, to improve outcomes for children, including after separation.
- Identify and promote evidence informed prevention and early intervention approaches to engage individuals and families at points of vulnerability over their lifetime, starting in the early years of a child's life.
- Build strong and cohesive Australian communities that embrace multicultural society, and promote empowerment, inclusion and participation in community life.
- Support young humanitarian entrants and other vulnerable young migrants to successfully transition to work.
- Continue to implement the Australian Government's income management arrangements to ensure income support payments are spent in the way in which they were intended—to support family stability and to provide for life's essentials.
- Ensure ongoing access to Children and Parenting and Financial Wellbeing and Capability services, particularly in areas of high disadvantage.
- Work with other agencies, including the Attorney-General's Department, to investigate the feasibility of inter-country adoption programmes with new countries and to strengthen relationships with existing partner countries.

What we need to do

- Embed evidence-based prevention and early intervention approaches in programmes and services.
- Provide leadership in the development and implementation of the Third Action Plan of the National Framework for Protecting Australia's Children.
- Help to deliver current initiatives including Inter-country Adoption Support Service, Paid Parental Leave arrangements, Financial Wellbeing and Capability services, and services under Children and Parenting to support family functioning and child wellbeing.
- Work collaboratively to ensure holistic accessibility of other services for eligible migrants including language, education, housing, health and employment.
- Progress a national approach to problem gambling.
- Expand welfare conditionality including trialling new and emerging technologies.
- Review evidence to determine whether welfare conditionality helps people to achieve a greater sense of control over their money, improved stability and reduce financial harassment.

- Ensure settlement services provide sufficient foundation to ensure migrants' independence, participation and successful integration into the community, including through English language acquisition, and pathways to employment and education.
- Provide leadership to embed a new approach to the implementation of the Multicultural Access and Equity Policy.

Outcome 3: Ageing and Aged Care⁴

Outcome 4: Housing

Purpose: increased housing supply, improved community housing and assisting individuals experiencing homelessness through targeted support and services.

Context

The Department works closely with the states and territories to deliver policy on social and affordable housing, and on homelessness, as well as through the provision of rental assistance for Australians with low and moderate incomes. This plays a pivotal role in the national economy, contributing to social and economic participation.

Current priorities

- Contribute to the Reform of the Federation process to clarify Commonwealth and state and territory roles and responsibilities in housing assistance and homelessness services.
- Work with states and territories to finalise the 2015–17 National Partnership Agreement on Homelessness, including focusing on services for people who are affected by domestic and family violence, and youth homelessness.
- Examine options to support the development of social and affordable housing, and linkages to the broader housing market.
- Continue to streamline the legislative framework for the National Rental Affordability Scheme to simplify its operation and reduce regulatory burdens.

Longer term priorities

- Ensure our broader departmental activities support access to safe and affordable housing and help efforts to reduce the impact of homelessness.
- Develop options to improve the integration of housing support with policy measures impacting the broader housing market, and to strengthen performance incentives.

⁴ Note: Responsibility for Outcome 3 (Ageing and Aged Care functions) has transferred to the Department of Health under the Administrative Arrangements Order of 30 September 2015.

What we need to do

- Provide policy advice to ministers in the areas of housing and homelessness.
- Continue to administer the National Rental Affordability Scheme.
- Continue to administer research funding provided to the Australian Housing and Urban Research Institute.
- Work with states and territories, as appropriate, to ensure the objectives of the National Affordable Housing Agreement and National Partnership Agreement on Homelessness are met.
- Continue to administer Commonwealth Rent Assistance (delivered through social security payments under Outcome 1) to support eligible recipients with private rental costs.

Outcome 5: Disability and Carers

Purpose: improved independence of, and participation by, people with disability, including improved support for carers, by providing targeted support services.

Context

The Department works to ensure that people with disability, and their carers, can maintain an adequate standard of living, have improved capacity to participate economically and socially, and have access to support to manage resources. A range of services and payments, including concessions, are provided for people with disability.

Current priorities

- Continue to implement the *National Disability Strategy 2010–2020*. The strategy's second implementation plan, *Driving Action 2015–18*, will be delivered in 2015.
- Continue to work with states and territories on planning the transition to the National Disability Insurance Scheme (NDIS) from 1 July 2016 and to support the full roll-out of the NDIS across Australia, including data collections and analysis to inform full implementation.
- Contribute to the Government's response to the *National Mental Health Commission's Review of Mental Health Programmes and Services*, especially in relation to community mental health services and early intervention.
- Conduct a six-month consultation process to deliver a new Disability Employment Framework in late 2015 to improve employment outcomes for people with disability.
- Implement the Australian Government's Integrated Plan for Carer Support Services.
- Implement and evaluate two national trials of specialised models of employment support to help disadvantaged young people with mental illness get and keep a job and remain in education.
- Establish a Job Access Gateway as a central entry point into disability employment services for employers and people with disability.

- Introduce to Disability Employment Services (DES) a new 23-hour per week employment benchmark to lift the expectations of DES service providers, help people with disability reach their full employment potential where they are able, and reduce their reliance on income support.
- Deliver enhanced community mental health support in communities affected by the drought as part of the Supporting Drought Affected Communities – Immediate Assistance measure.
- Development of national advocacy policy in an NDIS environment and subsequent reform of the National Disability Advocacy Programme.

Longer term priorities

- Give effect to the full national roll-out of the NDIS ensuring participants have choice and control, and experience real improvements to their quality of life.
- Continue to support people impacted by mental illness, their families and carers, especially through implementation of the Government's response to the *National Mental Health Commission's Review of Mental Health Programmes and Services*.
- Improve the long term sustainable placement of people with disability into employment.
- Continue to streamline pathways to carer services, particularly for those with multiple caring responsibilities.
- Expand the Young Carer Bursary programme over the next three years.
- Continue to support research and contribute to policy that promotes the importance of early intervention for children with disability.
- Continue to support our clients in non-NDIS sites and as they are transitioning into NDIS.

What we need to do

- Build on the national carer gateway infrastructure and design, and implement a future model for the delivery of carer support services.
- Drive improvement in the performance of mainstream services in delivering outcomes for people with disability, including improving outcomes for Indigenous people with disability, and for carers.
- Develop evidence-based policy to support people with mental illness (particularly those not eligible for the NDIS) and their families and carers, having consideration for the Government's response to the National Mental Health Commission's Review of Mental Health Programmes and Services and policy priorities including participation, youth, the aged and in criminal justice.
- Promote providers' compliance with the Disability Employment Services Deed to improve the long term sustainable placement of people with disability into employment.

Our performance

Our approach to policy and performance planning, measurement and reporting is designed to provide assurance to ministers, stakeholders and the public that we are accountable and transparent about our contribution to improving lifetime wellbeing of people and families.

Our planning and performance framework

To improve our policy planning and performance reporting, we are developing a comprehensive and integrated framework that aligns our organisational planning and performance to the broader policy goals which support our mission. The linking of our long term policy planning framework, our non-financial performance framework, our activities and deliverables, and our corporate capability and resources will help us explain how, and to what extent, our organisational performance contributes to improving lifetime wellbeing.

Key elements include:

- A long term policy planning framework that aims to provide insights into Australia's progress towards improving the lifetime wellbeing of people and families. We will be using this element of the planning and performance framework as our basis for longer term trends analysis and policy planning, and to focus priorities at the outcome level.
- A non-financial performance framework that will help us align our Performance Indicators (Appendix B) and other performance assessment approaches, such as evaluation activity, to focus on the results we are achieving in our Outcome areas. This element will be the basis for us to meet the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The framework provides for measurement across three tiers of performance for each departmental outcome:
 - Outcome measures: what did we achieve?
 - Intermediate outcome measures: how well did we do?
 - Output measures: how much did we do?

Our planning and performance reporting priorities

This integrated approach to policy planning and performance frames our medium to longer term investment in our performance measurement and reporting capabilities.

Long term policy planning

In 2015–16, we will be working with experts and stakeholders to design a suite of indicators and measures in domains of lifetime wellbeing that support our long term policy planning.

Performance indicators

During 2014–15, we developed an integrated outcome-level non-financial performance framework in response to enhanced non-financial performance reporting requirements prescribed by the PGPA Act. We have undertaken an initial mapping and review of our Key Performance Indicators (KPIs) within this framework, along with associated measurement methodologies, data and information.

In 2015–16, we will continue to refine our KPIs within this framework to:

- Improve the alignment of programme measures at each performance tier.
- Transition the Department towards more results-focused performance assessment and reporting for each outcome area.

Evaluation

Our longer term approach is to ensure that our investment in evaluation activity is of strategic value to the Department and the government. We have centralised all evaluation activities into a Policy Office to provide this strategic oversight. This will assist us to move towards cross-cutting performance assessments focused on the impacts of a range of activities with the same or similar policy objectives.

We are developing a four year Evaluation Plan, to be updated annually, to provide greater clarity about how our evaluation investment contributes to measuring our performance.

Investment approach

In 2015–16, we will be commencing implementation of an Australian investment approach to welfare. This approach is designed to improve lifetime wellbeing by increasing the capacity of people to live independently of welfare, to decrease the Commonwealth's long term social security liabilities and to address the risks of intergenerational welfare dependency.

The investment approach involves actuarial valuations of Commonwealth social security liabilities and the identification of groups at risk of long term welfare dependency.

Each year, expert actuaries will assess changes in social security liabilities and consider which policies are working for which groups of payment recipients. Government can then invest in evidence-based policy interventions tailored to improve the outcomes of those identified groups.

Research and data development

In 2015–16, we will be continuing programme performance reporting for grant agreements through the *DSS Data Exchange Framework*. The Framework reflects the focus on both smarter and more efficient ways of collecting data from service providers, and more useful reporting of data about the outcomes achieved for individuals, families and communities. The Framework applies to the majority of client-based programmes in DSS and will provide the Department with a better understanding of the collective impact of DSS programmes, including client pathways within and across a broad range of services such as Families and Children, Settlement Services, Mental Health and Commonwealth Home Support.

We have launched the National Centre for Longitudinal Data (www.dss.gov.au/NCLD) to support the management of critical national data assets. Over the next few years, a major review will be undertaken to determine what Australia's longitudinal data needs are for the future and the best way for meeting these needs. Ongoing support for our national data assets and review of longitudinal needs is a substantial investment in our future performance data capability. and will contribute to a better understanding of trends, influences and barriers to improving lifetime wellbeing.

Longer term priorities

The Department will focus on a number of key performance reporting priorities to support its mission of improving the lifetime wellbeing of people and families in Australia.

We will:

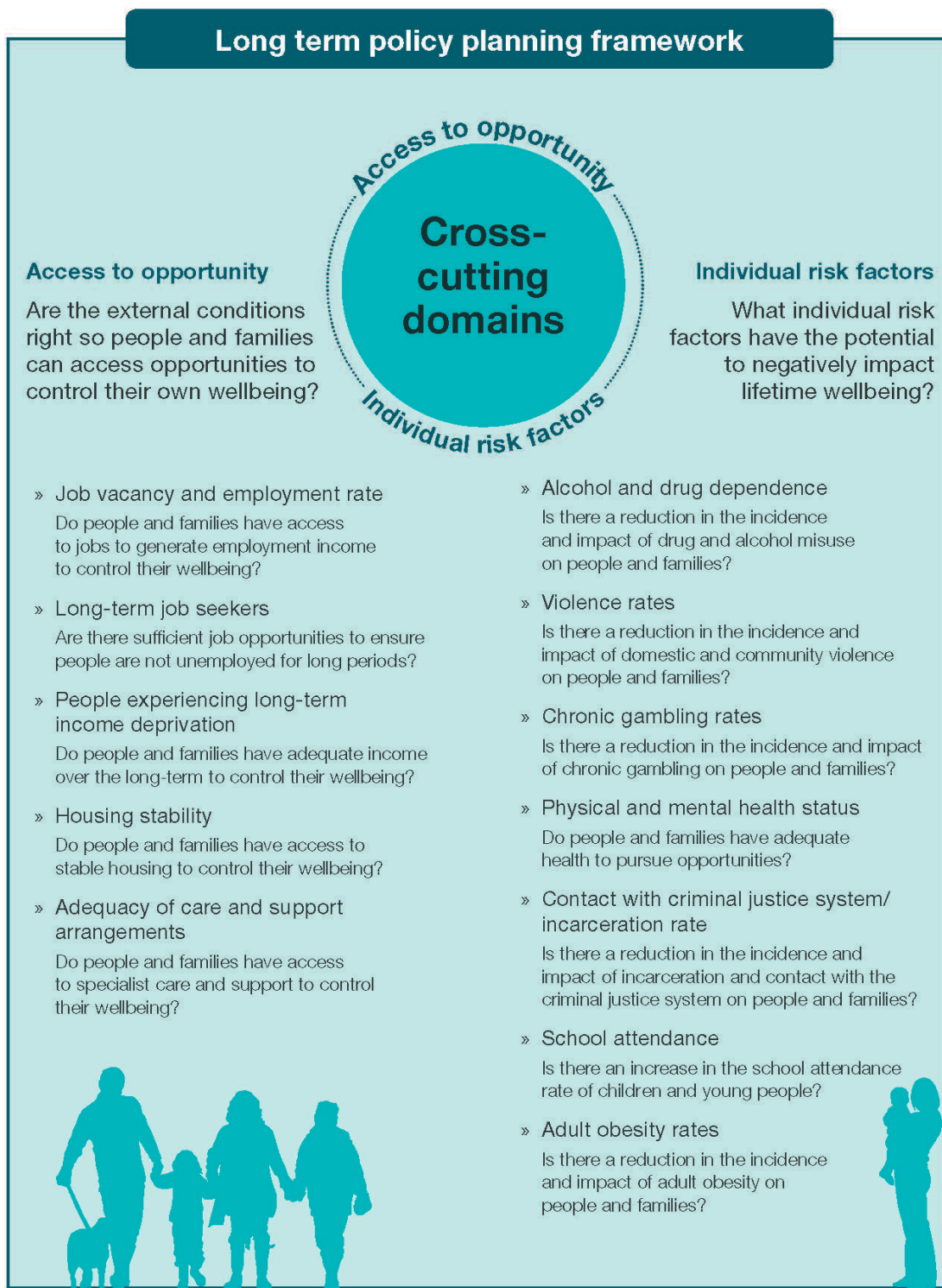
- Continue to refine our approach to assessing how our outcome-level performance influences broader domains of family and individual wellbeing.
- Continue to review and refine our performance measures.
- Integrate our evaluation capability more closely into our outcome-level performance planning and reporting.
- Continue to implement the investment approach to identifying welfare system outcomes.
- Continue to improve and develop our performance data infrastructure and holdings, including the *DSS Data Exchange* and longitudinal data assets.
- Develop an approach to measuring cross-agency performance in improving lifetime wellbeing.
- Actively host and participate in cross-government and external communities of practice to build best practice capability in policy planning, performance measurement and evaluation.

FIGURE 5: DSS POLICY PLANNING AND PERFORMANCE FRAMEWORK



Our long term policy planning framework intends to promote evidence-based discussions within the Department and with our partners about long term policy challenges and opportunities for improving lifetime wellbeing for people and families. A range of key policy questions intended to guide our policy focus are presented in four domains that address individual, family and community functioning, and readiness for people and families to transition across significant life events. Two cross cutting domains address broad socio-economic and individual risk factors that have the potential to impact these four domains.

FIGURE 6: LONG TERM POLICY PLANNING FRAMEWORK



Long-term policy domains - impacted by cross-cutting domains



Independence

Do people and families have the personal capacity and motivation to make choices that contribute to wellbeing?

- » **Financial self-reliance**
Can people and families be self-sufficient at key transition points or when circumstances/ roles change?
- » **Household income from private income**
Are people and families financially self-reliant – across all life stages?
- » **Dependence on government income support**
Are people and families financially reliant on government income support? Are people exiting income support to employment?
- » **Adult and child functioning**
Do adults and children have the skills to build strong relationships and communities, establish healthy boundaries and adapt to changing circumstances?
- » **Choice and control**
Are people able to responsibly exercise choice and control?



Life readiness

Are people and families able to make successful transitions across significant life stages and events?

- » **Age-appropriate development**
Are children developmentally on track to start/complete school?
- » **Youth participation in education and employment**
Are school leavers and young people engaged in either education or work?
- » **Post-school qualifications**
Are more working age people attaining a post-school qualification?
- » **Readiness for retirement and ageing**
Are people ready for retirement and ageing transitions as financial, care and support needs change?
- » **Carers**
Are carers able to successfully transition into and out of carer responsibilities?



Family functioning

Are families functioning to support the wellbeing of family members over all life stages?

- » **Growing up in well-functioning families**
Are children and young people growing up in well-functioning families?
- » **Children on care and protection orders**
Is there a reduction in the number of children at risk of serious harm?
- » **Access to ongoing family support**
Do people have family networks to support their independence?



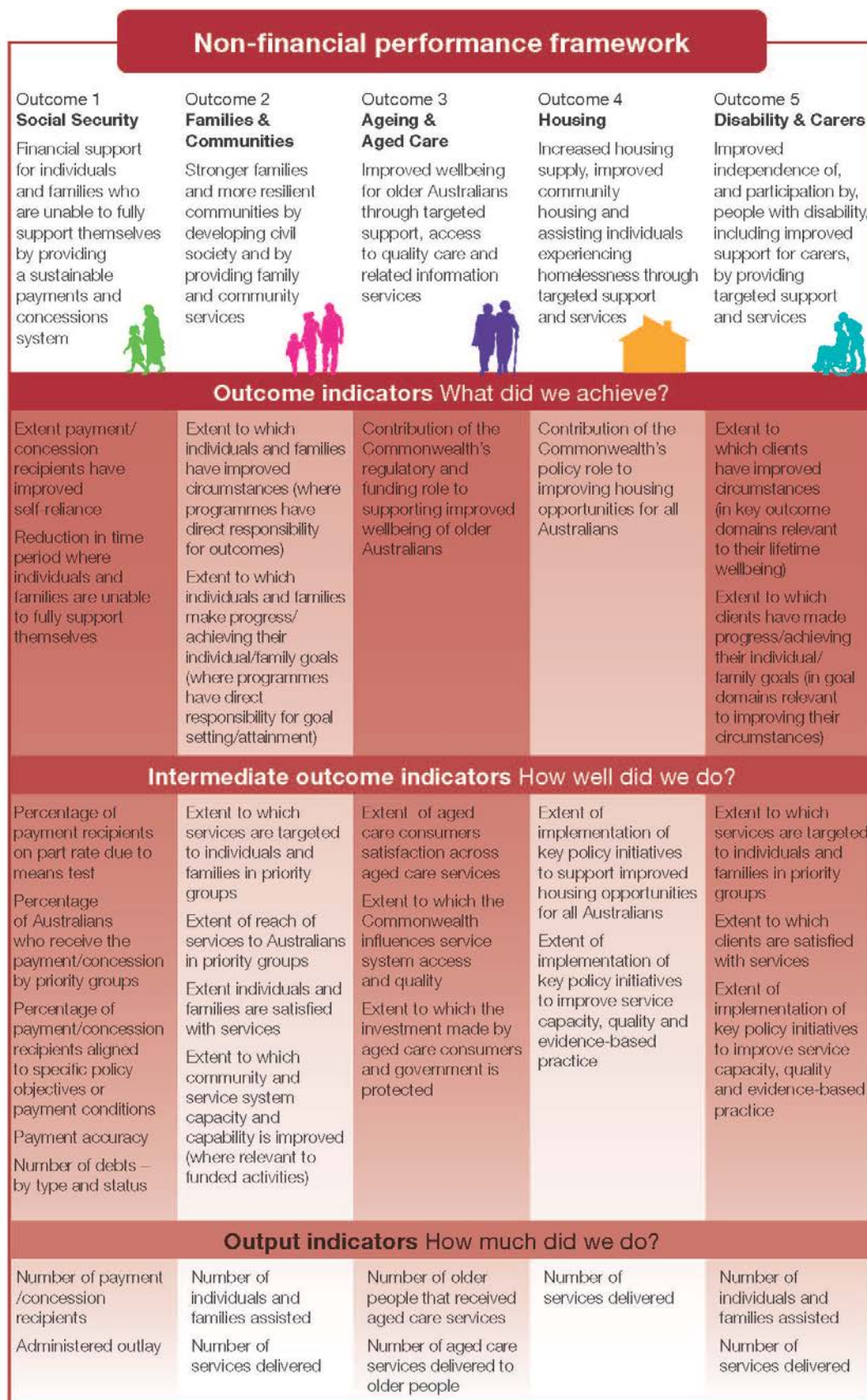
Strong communities

Are people and families living in environments and communities that support lifetime wellbeing?

- » **Participation in community activities and volunteering**
Are people and families involved in community activities and volunteering?
- » **Supportive environments**
Do people and families feel safe in their community and have a positive sense of belonging?
- » **Support networks**
Do people and families have support networks to support their independence?

These domains and questions are intended to guide our policy focus and are not indicators of departmental performance. Trends in these domains may be influenced by the action of a range of Commonwealth agencies, state/territory governments, non-government organisations, and broader economic and social dynamics.

Figure 7: Outcome level non-financial performance framework⁵



⁵ Note: Responsibility for Outcome 3 (Ageing and Aged Care functions) has transferred to the Department of Health under the Administrative Arrangements Order of 30 September 2015.

Organisational capability

Policy

Our policy capability supports the Department's strategic direction by providing well-considered, timely and practical policy advice to government on improving the lifetime wellbeing of people and families in Australia.

Priorities

- Embed social policy leadership as part of the Department's core role.
- Strengthen external collaboration, including with end users of our systems, to build a common understanding of social policy issues and priorities.
- Establish strong social policy development and evaluation practices, and focus strongly on policy performance.
- Develop a long term view of social policy issues likely to affect people and families in Australia.

What we need to do

- Develop a 5–10 year outlook (horizon view) of social policy.
- Embed relationships with external social policy stakeholders, and ensure our policies and programmes consider a range of stakeholder views.
- Develop systems to support better exchange of knowledge.

Programme

Our programme capability is designed to streamline services to make the most of common client needs, reduce duplication and ensure the most effective approaches are used to address community needs in line with government expectations.

Priorities

- Establish DSS as a preferred provider of whole of government grants administration services.
- Continue to implement a fit-for-purpose Programme Delivery Model.
- Drive strategic engagement with our key stakeholders including the community services and not-for-profit sectors to shape best practice programme delivery.

What we need to do

- Deliver a best practice and fit-for-purpose Programme Model Framework and Services Catalogue.
- Implement the *DSS Data Exchange* to provide streamlined programme client reporting, to improve evidence-based policy development and grants administration in partnership with the social services sectors.
- Work in close partnership with policy areas and the Delivery Network to shape best practice programme delivery.
- Engage with key internal and external stakeholders in programme design.

Delivery

Our delivery network is extensive, spanning all states and territories. It provides locational knowledge and evidence-based advice to help develop innovative social policy and programme solutions.

Priorities

- Promote a 'One Delivery' culture, including strengthening our delivery protocols.
- Work with our programme partners to establish DSS as preferred provider of whole of government grants administration to drive efficiencies and improve our ability to coordinate cross-cutting policy measures that impact lifetime wellbeing.
- Engage purposefully with a broad range of stakeholders to provide well-considered advice about policy, programme and regulatory implications of local conditions and events.

What we need to do

- Embed our Delivery Operating Model.
- Foster strong relationships to ensure collaboration and early engagement in policy and programme design, delivery and evaluation.
- Centralise and better leverage our client relationship management capability across DSS.
- Achieve better outcomes for communities and clients by ensuring local knowledge and experience is part of our policy formulation process.

Regulatory

Our regulatory capability is focused on shaping effective, proportionate and targeted regulation in line with the Government's Regulatory Performance Framework.

Priorities

- Embed best practice regulation across DSS policies and programmes.
- Drive activity to meet our annual regulatory targets.

What we need to do

- Ensure our policies and programmes do not unnecessarily impede the efficient operations of service providers or burden consumers.
- Communicate clearly and effectively with service providers.
- Ensure our regulatory actions are proportionate to the risk being managed.
- Develop compliance and monitoring approaches that are streamlined and coordinated.
- Be open and transparent in our dealings with service providers.
- Seek to continually improve regulatory frameworks.

Financial management and capital intentions

Over the life of the DSS Corporate Plan, the significant capital investments that will make a major contribution to DSS achieving its mission to improve the lifetime wellbeing of people and families in Australia, include:

Digital Transformation Agenda

The Australian Government is investing in the Digital Transformation Agenda (DTA) to drive innovation and make it easier for individuals and businesses to access government services. As part of the DTA, a streamlined approach to grants administration is being implemented across the Australian Government. The programme is primarily targeting a better user experience for grant applicants and recipients and will also enable government to deliver grants more efficiently, effectively and at a lower cost. The streamlined approach to Grants Administration will deliver a simpler and more consistent approach to the administration of grants across the Australian Government through the establishment of two grants administration hubs. DSS will establish one of the two administration hubs.

Australian Capital Territory Accommodation Project

The ACT accommodation project will deliver a flexible and adaptable building that will meet the Department's needs into the future.

Figure 8: Forecast capital expenditure

Capital item(s)	Forecast 2015-16 \$'000	Forecast 2016-17 \$'000	Forecast 2017-18 \$'000	Forecast 2018-19 \$'000
IT – Digital Transformation Agenda	34,187	26,368	8,221	-
Property – ACT Accommodation	11,599	6,932	-	-
Other – ICT and Accommodation priorities	23,822	14,792	16,975	17,118
Total	169,608	48,092	25,196	17,118

Appendixes

Appendix A – DSS approach to policy advice

This document represents a statement to ministers, other agencies and external stakeholders on the Department's approach to developing its policy advice. It is designed in the context of Australia's existing social support system and is intended to set a high benchmark for the quality of the Department's policy advice. The document provides a consistent, rigorous and systematic basis for policy development, and articulates the Department's role, focus and approach to advising government action.

Our role

Domain	Our Approach
Supporting Ministers	<p>We support the role of our ministers as decision-makers.</p> <p>We understand the economic, social and fiscal environment in which the government operates.</p> <p>We understand the government's objectives, and respond diligently and in a timely manner to requests for policy advice.</p> <p>We work hard to implement the government's decisions efficiently and effectively. Subsequent policy advice reflects decisions already taken.</p>
Policy Development	<p>We develop evidence-based innovative policy advice that is practical, timely and apolitical.</p> <p>We recognise our role in ensuring the long term integrity of policy development within our areas of responsibility.</p>
Evidence-based and whole of department	<p>Our advice reflects a thorough understanding of the issues and evidence, and carefully considers the views of experts, stakeholders and other agencies.</p> <p>We are forward-looking and provide considered advice on future issues, opportunities and challenges.</p> <p>We explain and test assumptions that underpin our policy advice and carefully explain our reasoning where a view is not backed by robust evidence.</p> <p>We consult internally and work hard to develop and promulgate a robust departmental view.</p>

Our focus

Domain	Our Approach
Improving lifetime wellbeing	<p>Our policy advice is focused on improving the lifetime wellbeing of people and families, within a frame of encouraging independence and economic and social participation.</p> <p>We understand that people's needs and circumstances change across their lives and are influenced by the broader social and economic context.</p> <p>We give policy priority to those people and families who are most likely to have poor lifetime outcomes.</p> <p>We understand the role that education, employment and well-functioning families play in promoting lifetime wellbeing, and that acting early can prevent poor lifetime outcomes.</p> <p>We recognise the role that community behaviours, civil society and economic opportunity play in promoting wellbeing.</p> <p>Our focus on lifetime wellbeing occurs in the context of promoting Australia's diverse multicultural society.</p> <p>Our focus on lifetime wellbeing recognises the importance of ensuring sustainability and equity.</p>
National Significance	<p>Our advice focuses on issues of national significance. These are issues that affect people across the country or, where localised, are of such intensity and significance as to be of national concern.</p> <p>Our advice recognises the roles of the states, territories, local government, civil society and the private sector and considers the contribution they do or could make.</p>
Role of government	<p>Our advice recognises that governments have a role to play in creating the environment in which people have access to the resources and opportunities needed to live a reasonable life.</p> <p>We recognise that governments play a role in encouraging norms and behaviours that maximise wellbeing across the community.</p> <p>Our advice recognises that governments cannot address all harm or risk, and that individuals and families are primarily responsible for their own lifetime wellbeing.</p> <p>Our advice recognises that not intervening can be a valid government response.</p>

Proposing action

Domain	Our Approach
Action will help, and cost effective	<p>Our advice carefully considers the likely impact of government action or inaction, including the potential for unintended negative consequences.</p> <p>We advise government action where it has a good chance of improving lifetime outcomes for those affected and where the likely benefits to society justify costs.</p> <p>We carefully consider the equity of access, sustainability and precedent set by our proposed government action.</p>
Action is connected and practical	<p>Our advice considers all relevant mechanisms to address an issue, not just those administered by our department.</p> <p>We recognise that sometimes the best solution will be the responsibility of others.</p> <p>We design solutions that connect to, and utilise, the policies and services of other agencies, levels of government, civil society and the private sector.</p> <p>Our advice carefully considers cost, implementation and timing issues, recommends a course of action and includes practical, achievable plans.</p>
Success and failure	<p>We define success in terms of achieving expected improvements in lifetime wellbeing and encouraging greater independence for individuals and families.</p> <p>Our advice recognises that social policy outcomes can take time to deliver and can be difficult to measure. We propose well-considered strategies for evaluation, including interim and proxy measures of progress.</p> <p>We provide honest advice on when and why a policy should be changed or terminated. Such advice might be needed, for example, when policy is: not achieving its intended effect; not cost-effective; or no longer appropriate for the prevailing social or economic circumstances.</p>

Appendix B – Performance indicators by Outcome

Outcome 1 - Social Security

Financial support for individuals and families who are unable to fully support themselves by providing a sustainable payments and concessions system.

Programme 1.1 Family Tax Benefit

Programme 1.2 Child payments

Programme 1.3 Income support for vulnerable people

Programme 1.4 Income support for people in special circumstances

Programme 1.5 Supplementary payments and support for income support recipients

Programme 1.6 Income support for seniors

Programme 1.7 Allowances and Concessions for seniors

Programme 1.8 Income support for people with disability

Programme 1.9 Income support for carers

Programme 1.10 Working Age payments

Programme 1.11 Student payments

Cross-Programme Rent Assistance

Outcome indicators - What did we achieve?

Extent payment/concession recipients have improved self-reliance or improved circumstances

- Programme 1.3, 1.10: Percentage of recipients
 - who exit income support within 3/6/12 months
 - undertaking activities as a condition of payment
- Programme 1.3, 1.8 Disability Support Pension, 1.9 Wife Pension (DSP), 1.10, 1.11: Percentage and/or number of recipients reporting employment income
- Programme 1.11: Percentage of recipients who are not receiving income support within 3/6/12 months after exiting student payments
- Cross-programme Rent Assistance: Proportion of Rent Assistance recipients in rental stress before and after receiving Rent Assistance

Reduction in time period where individuals and families are unable to fully support themselves

- Programme 1.3, 1.10: Average duration on payment by payment type
- Programme 1.3, 1.10: Average duration on income support by income support payment
- Programme 1.8 Disability Support Pension: duration on payment

Intermediate outcome indicators - How well did we do?

Percentage of payment recipients on part rate due to means test

- Programme 1.1 Family Tax Benefit A, Programme 1.1 Child Support Scheme: Reduction of Family Tax Benefit as a result of maintenance income test

- Programme 1.3, 1.6, 1.8 Disability Support Pension, 1.9 Wife Pension (DSP), 1.10, 1.11: Percentage and number of recipients on part rate due to the means test – by means test type; (Programme 1.11 also by payment type)

Percentage of Australians who receive the payment/concession by priority groups

- Programme 1.1 Family Tax Benefit A/B: Percentage of estimated population of families with children under 16 years of age receiving Family Tax Benefit A/B
- Programme 1.6 Age Pension: Percentage and number of senior Australians who receive payment
- Programme 1.8 Disability Support Pension: Percentage of estimated population of people with disability who receive payment
- Programme 1.8 Disability Support Pension: Percentage of Disability Support Pension population as a proportion of the total Australian working age population

Percentage of payment/concession recipients aligned to specific policy objectives or payment conditions

- Programme 1.1 Family Tax Benefit A/B: Percentage and number of families in receipt of Family Tax Benefit within income test categories
- Programme 1.1 Family Tax Benefit A: Percentage and number of children who meet the Family Tax Benefit immunisation requirements – by age check point (Family Tax Benefit A Supplement)
- Programme 1.1 Family Tax Benefit A: Percentage and number of children who meet the Family Tax Benefit health check requirements (Family Tax Benefit A Supplement)
- Programme 1.6 Age Pension: Percentage and number of recipients and new entrants with employment income
- Programme 1.6 Age Pension: Ratio of assessed income of pensioners to their total income
- Cross-programme Rent Assistance: Proportion of Rent Assistance recipients paying enough rent to receive the maximum rate of assistance
- Cross-programme Rent Assistance: Proportion of clients assisted who identify as Aboriginal or Torres Strait Islander

Payment accuracy

- Programme 1.1 Family Tax Benefit A/B, 1.3, 1.6 Age Pension, 1.8 Disability Support Pension, 1.10, 1.11: Payment accuracy

Number of debts – by type and status

- Programme 1.1 Family Tax Benefit A/B: Debt type and status by percentage of all customers

Output indicators - How much did we do?

Number of payment/concession recipients

- Programme 1.1 Family Tax Benefit A/B: Total number of eligible customers
- Programme 1.1 Child Support Scheme: Number of cases
- Programme 1.1 Child Support Scheme: Total value of annual assessments
- Programme 1.1 Child Support Scheme: Total value of child support assessments raised during Child Support Collect in the past financial year and percentage collected
- Programme 1.1 Family Tax Benefit A/B: Proportion of all customers paid by instalment/lump sum/both
- Programme 1.1 Schoolkids Bonus, 1.2, 1.3, 1.4, 1.5 (except Essential Medical Equipment Payment), 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, Cross-programme Rent Assistance: Number of recipients – by payment type; (Programme 1.2 also by number of children, Programme 1.11 also by sector)
- Programme 1.5 Reimbursement to Great Southern Rail for Concessional Fares: Number of journeys
- Programme 1.5 Essential Medical Equipment Payment: Number of payments
- Cross-programme Rent Assistance: Average rent paid by Rent Assistance recipients by number of recipients, primary payment type and income unit type
- Cross-programme Rent Assistance: Average Rent Assistance paid to Rent Assistance recipients by number of recipients, primary payment type and income unit type

Administered outlay

- Programme 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, Cross-programme rent Assistance: Administered outlays – by payment type

Outcome 2 - Families and Communities

Stronger families and more resilient communities by developing civil society and by providing family and community services

Programme 2.1 Families and Communities

Programme 2.2 Paid Parental Leave

Programme 2.3 Social and Community Services

Programme 2.4* Support for the Child Care System

Programme 2.5* Child Care Benefit

Programme 2.6* Child Care Rebate

Programme 2.7* Child Care Subsidy*

Outcome indicators - What did we achieve?

Extent to which individuals and families have improved circumstances (where programmes have direct responsibility for outcomes)

- Programme 2.1 Families and Children: Percentage of clients with improved family functioning, including child wellbeing, safety and development
- Programme 2.1 Settlement Services: Percentage of clients with improved settlement outcomes
- Programme 2.1 Financial Wellbeing and Capability: Percentage of clients with improved financial wellbeing, capability and resilience
- Programme 2.1 Welfare Conditionality: Number of individuals with reduced exposure to goods and services associated with social harm

Extent to which individuals and families make progress/achieving their individual/family goals (where programmes have direct responsibility for goal setting/attainment)

- Programme 2.1 Families and Children: Percentage of clients with improved knowledge, skills, behaviours and engagement with services
- Programme 2.1 Strengthening Communities: Percentage and number of individuals reporting improved skills and confidence
- Programme 2.1 Strengthening Communities: Percentage and number of individuals participating in education or training activities
- Programme 2.1 Financial Wellbeing and Capability: Percentage of clients achieving individual goals related to financial counselling, capability and resilience

Intermediate outcome indicators - How well did we do?

Extent to which services are targeted to individuals and families in priority groups

- Programme 2.1 Families and Children and Programme, 2.1 Financial Wellbeing and Capability: Percentage of clients from priority groups
- Programme 2.1 Strengthening Communities: Percentage and number of individuals from Indigenous and culturally and linguistically diverse backgrounds
- Programme 2.1 Families and Children, 2.1 Financial Wellbeing and Capability: Percentage of clients from disadvantaged or targeted communities
- Programme 2.1 Settlement Services: Percentage of clients assisted
- Programme 2.4*: Percentage of children in priority groups using child care services –
 - Indigenous children
 - Children from culturally and linguistically diverse backgrounds
 - Children with disability
- Programme 2.5*, 2.6*: Percentage of families using child care services that receive a child care payment (Child Care Benefit or Child Care Rebate)
- Programme 2.7*: Percentage of families using child care services that receive the Child Care Subsidy

Extent of reach of services to Australians in priority groups

- Programme 2.2 Parental Leave Pay: Percentage and number of mothers for whom Parental Leave Pay has been paid as a proportion of all mothers in the same year

Extent individuals and families are satisfied with services

- Programme 2.1 Strengthening Communities: Percentage and number of individuals satisfied with service provision
- Programme 2.1 Families and Communities Service Improvement: Extent of stakeholders' satisfaction with leadership and representation

Extent to which community and service system capacity and capability is improved (where relevant to funded activities)

- Programme 2.1 Settlement Services: National Accreditation Authority for Translators and Interpreters provide a high quality credentialing service supported by Members
- Programme 2.1 Civil Society: Extent of expansion of giving, volunteering and corporate social responsibility
- Programme 2.1 Families and Communities Service Improvement: Extent of national leadership and representation
- Programme 2.4*: Extent of implementation of initiatives to improve the quality and affordability of child care

Output indicators - How much did we do?

Number of individuals and families assisted

- Programme 2.1 Families and Children, 2.1 Settlement Services, 2.1 Financial Wellbeing and Capability: Number of clients assisted – by service type
- Programme 2.1 Transition to Independent Living Allowance: Number of Transition to independent Living Allowance claims granted
- Programme 2.1 Strengthening Communities: Number of individuals and number of organisations assisted
- Programme 2.1 National Initiatives: Number of contacts to 1800RESPECT
- Programme 2.1 Welfare Conditionality: Number of individuals engaged with income management
- Programme 2.2 Parental Leave Pay: Percentage and number of parents paid government funded Paid Parental Leave by employers
- Programme 2.2 Parental Leave Pay: Percentage and number of families who have taken the full 18 weeks of Parental Leave Pay
- Programme 2.2 Dad and Partner Pay: Percentage and number of dads and other partners who have taken the full two weeks of Dad And Partner Pay
- Programme 2.4*: Number of children in child care assisted through Jobs Education and Training Child Care Fee Assistance
- Programme 2.4*: Number of parents assisted through Jobs Education and Training Child Care Fee Assistance
- Programme 2.4*: Number of families assisted through the Home Based Care Subsidy Programme
- Programme 2.5*, 2.6*: Number of families receiving Child Care Benefit only, Child Care Rebate only, Childcare Benefit and Child Care Rebate
- Programme 2.7*: Number of families receiving Child Care Subsidy

Number of services delivered

- Programme 2.1 Settlement Services: Number of service instances/episodes – by service type
- Programme 2.1 Strengthening Communities: Milestones and timelines specified in funding agreements for grants are met
- Programme 2.3: Funds are issued to eligible service providers/other government agencies to meet the Australian government share of the pay increase for Social and Community Services Pay Equity Special Account
- Programme 2.4*: Number of child care services receiving assistance to improve access and quality of child care – by type of assistance
- Programme 2.2 Parental Pay Leave, 2.5, 2.6, 2.7: Administered outlays

Outcome 3 - Ageing and Aged Care**

Improved wellbeing for older Australians through targeted support, access to quality care and related information services

Programme 3.1 Access and Information

Programme 3.2 Home Support

Programme 3.3 Home Care

Programme 3.4 Residential and Flexible Cares

Programme 3.5 Workforces and Quality

Programme 3.6 Ageing and Service Improvement

Outcome indicators - What did we achieve?

Contribution of the Commonwealth's regulatory and funding role to supporting improved wellbeing of older Australians

Extent of aged care consumer satisfaction across aged care services

- Programme 3.1: Extent of consumers satisfaction with My Aged Care Contact Centre service
- Programme 3.1: Extent of consumers satisfaction with My Aged Care website service
- Programme 3.5: Satisfaction with the operation of the Aged Care Complaints Scheme

Intermediate outcome indicators - How well did we do?

Extent to which the Commonwealth influences service system access and quality

- Programme 3.1: ACAP data is maintained to a high level of accuracy and provided within the specified timeframe by State and Territory governments to the Australian Government
- Programme 3.1: My Aged Care assessment workforce to complete mandatory training prior to undertaking screening and assessment through My Aged Care
- Programme 3.5: Extent to which the Department has taken appropriate action against approved providers to address serious non-compliance that threatens the health, welfare or interests of care recipients
- Programme 3.6: Extent of implementation of service system improvement initiatives to better support older people from diverse backgrounds and with special needs

Extent to which the investment made by aged care consumers and government is protected

- Programme 3.5: Extent to which the Department has taken appropriate action to identify and respond to provider financial risks assessed at the highest level

Output indicators - How much did we do?

Number of older people who received aged care services

- Programme 3.2: Commonwealth Home Support services delivered by contracted service providers support frail older people and their carers to get the services they need to remain at home
- Programme 3.3: Home Care providers continue to deliver services

Number of aged care services delivered to older people

- Programme 3.4: All new residential Aged Care places allocated
- Programme 3.4: All new flexible places for the National Aboriginal and Torres Strait Islander Flexible Aged Care Programme allocated

Outcome 4 - Housing

Increased housing supply, improved community housing and assisting individuals experiencing homelessness through targeted support and services

Programme 4.1 Housing and Homelessness

Programme 4.2 Affordable Housing

Outcome indicators - What did we achieve?

Contribution of the Commonwealth's policy role to improving housing opportunities for all Australians

Intermediate outcome indicators - How well did we do?

Extent of implementation of key policy initiatives to support improved housing opportunities for all Australians

- Programme 4.1: Development of an evidence base on housing and homelessness

Extent of implementation of key policy initiatives to improve service capacity, quality and evidence-based practice

- Programme 4.2: Timely provision of incentives for eligible NRAS dwellings

Output indicators - How much did we do?

Number of services delivered

Outcome 5 - Disability and Carers

Improved independence of, and participation by, people with a disability, including improved support for carers, by providing targeted support and services

Programme 5.1 Disability Mental Health and Carers

Programme 5.2 National Disability Insurance Scheme

Outcome indicators - What did we achieve?

Extent to which clients have improved circumstances (in key outcome domains relevant to their lifetime wellbeing)

- Programme 5.1 Disability Employment: Proportion of job seekers in employment three months following participation in Employment Services – by employment service type
- Programme 5.2 National Disability Insurance Scheme Transition: Percentage and number of supported employees/clients likely to have reduced reliance on income support payments (sufficient income to affect the Disability Support Pension)

Extent to which clients have made progress/achieving their individual/family goals (in goal domains relevant to improving their circumstances)

- Programme 5.1 Disability Employment: Total job placements achieved
- Programme 5.1 Disability Employment: Number of commencements
- Programme 5.2 National Disability Insurance Scheme Transition: Percentage and number of individuals, parents and carers who report that they were assisted to access choices and options that enabled them to manage their needs

Intermediate outcome indicators - How well did we do?

Extent to which services are targeted to individuals and families in priority groups

- Programme 5.1 Community Mental Health, 5.2 National Disability Insurance Scheme Transition: Percentage and number of participants/clients from
 - Indigenous, and
 - Culturally and linguistically diverse backgrounds
- Programme 5.2 National Disability Insurance Scheme Transition: Number of eligible children with disability from Indigenous and culturally and linguistically diverse backgrounds receiving early intervention services
- Programme 5.2 National Disability Insurance Scheme Transition: Number of eligible children with disability receiving early intervention services
- Programme 5.2 National Disability Insurance Scheme Transition: Number of parents/carers who access information and support services

Extent to which clients are satisfied with services

- Programme 5.1 Community Mental Health: Percentage of participants who report that they are satisfied that the service they received was appropriate to their needs
- Programme 5.2 National Disability Insurance Scheme Transition: Percentage and number of clients reporting that the services received were appropriate to their needs as parents/carers
- Programme 5.2 National Disability Insurance Scheme Transition: Percentage of clients satisfied the services they received were appropriate to their needs as carers
- Programme 5.2 Sector Development Fund: Increase the capacity of the people with disability and their families to exercise choice and control, both in engaging with the NDIS, and in purchasing supports in an open market in order to realise their aspirations

Extent of implementation of key policy initiatives to improve service capacity, quality and evidence-based practice

- Programme 5.2 National Disability Insurance Scheme: Extent of timely and effective policy advice on full-scheme roll-out of the National Disability Insurance Scheme, including on the implications for the workforce
- Programme 5.2 National Disability Insurance Scheme: Extent agreements with states and territories for transition to full-scheme roll-out are in place
- Programme 5.2 Sector Development Fund: Develop a market capable of providing the necessary supports required for full scheme
- Programme 5.2 Sector Development Fund: Increased mix of support options and innovative approaches to provision of support
- Programme 5.2 Sector Development Fund: Increase the disability services workforce, making it more diverse and better equipped to meet the needs of people with disability
- Programme 5.2 Sector Development Fund: Develop an evidence base to inform an insurance approach to disability support

Output indicators - How much did we do?

Number of clients assisted

- Programme 5.1 Disability and Carer Support: Number of people with disability provided with direct advocacy support
- Programme 5.1 Community Mental Health: Number of people whose lives are affected by mental illness accessing support services
- Programme 5.1 Community Mental Health: Number of participants in youth employment support trials
- Programme 5.2 Sector Development Fund: Number of carers of people with severe or profound disability assisted with short-term or immediate respite
- Programme 5.2 Sector Development Fund: Number of clients receiving Outside School Hours Care for Teenagers with Disability services

- Programme 5.2 Sector Development Fund: Number of young carers at risk of not completing secondary education assisted with respite services
- Programme 5.2 Sector Development Fund: Number of supported employees assisted by Australian Disability Enterprises
- Programme 5.2 Sector Development Fund: Number of people whose lives are affected by mental illness accessing support services

Number of services delivered

- Programme 5.1 Disability Employment: National Disability Recruitment Coordinator – Number of job vacancies generated

* Programmes 2.4, 2.5, 2.6 and 2.7 transferred to the Department of Education under the Administrative Arrangements Order of 21 September 2015.

**All Outcome 3 Programmes transferred to the Department of Health under the Administrative Arrangements Order of 30 September 2015.