



Australian Government
Department of Social Services

Corporate Plan 2020–21



Covering reporting period
2020–21 to 2023–24

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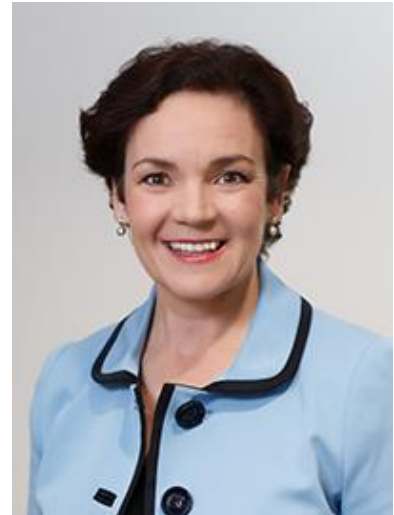
Cover image from left to right: Nick Connellan, Fiona Connellan and Raphael Connellan.

Secretary's foreword

This Corporate Plan outlines the strategic priorities of the Department of Social Services (the department) and ensures we remain open and transparent in managing our responsibilities. The Corporate Plan describes our key outcomes, the programs and activities that we will deliver and how we will measure our performance.

Following the release of the updated Administrative Arrangements Orders of 5 December 2019, the Social Services Portfolio incorporates the following:

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



This Corporate Plan is prepared at a time of significant challenge in Australia.

The summer bushfires and coronavirus pandemic have required urgent responses from the Government and the department, which will have significant impacts on the operations of the department in 2020-21, and beyond.

The department developed new policy to enable existing payments to be adapted, and was responsive in facilitating temporary payments to support Australians in these unprecedented times.

Our mission is to improve the wellbeing of individuals and families in Australian communities. To do this our focus for 2020-21, and beyond, includes:

- delivering services to support the economic recovery from the coronavirus pandemic
- designing and delivering policy solutions, including making social security payments to Australians through Services Australia
- supporting survivors of institutional child sexual abuse through the National Redress Scheme
- improving family safety and child protection through initiatives such as the National Plan to Reduce Violence Against Women and their Children 2010-22 and the development of a strategy to succeed the National Framework for Protecting Australia's Children 2009-20
- improving financial skills and capabilities through Financial Wellbeing and Capability, Emergency Relief and the Cashless Debit Card
- working in partnership with states and territories to implement a new National Disability Strategy to succeed the National Disability Strategy 2010-20
- supporting participants to achieve their outcomes through NDIS participant plans
- development of the NDIS Market including opportunities for participants to access services in the market
- administering the Disability Employment Services program to support people with disability to find and maintain employment
- provision of funding through the National Housing and Homelessness Agreements to states and territories to improve housing and homelessness outcomes
- provision of incentives to approved housing providers through National Rental Affordability Scheme to increase the supply of new and affordable rental dwellings
- funding eligible organisations through the Safe Places program to provide new or expanded emergency accommodation for women and children escaping family and domestic violence.

We will continue to engage with third parties, key peak bodies and states and territories in the development and delivery of Australia wide policy solutions.

We will monitor our performance throughout the year and provide our Annual Performance Statement as part of the 2020-21 Annual Report.

I look forward to working with our Portfolio Ministers and Assistant Ministers, their staff, portfolio agencies, external partners and stakeholders to deliver the outcomes set out in this Corporate Plan.

Statement of preparation

I, Kathryn Campbell, as the accountable authority of the Department of Social Services present the 2020–21 Department of Social Services Corporate Plan (the Plan), which covers the period 2020–21 to 2023–24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The Plan is prepared in accordance with the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule). This Plan has been compiled for the 2020–21 financial year.

Kathryn Campbell, AO, CSC

Secretary

August 2020

Contents

Secretary's foreword	2
Statement of preparation.....	3
Contents	4
Our mission.....	5
Our purposes	5
Our Outcomes	5
Our Operating Context	6
Our priorities	6
Our values.....	6
Our Workplace behaviours.....	6
Planning and performance	7
Outcome 1: Social Security	8
Environment	8
Programs and activities	8
Performance – Outcome 1: Social Security (Table 1)	9
Outcome 2: Families and Communities	15
Environment	15
Programs and activities	15
Performance – Outcome 2: Families and Communities.....	16
Outcome 3: Disability and Carers	20
Environment	20
Programs and activities	20
Performance – Outcome 3: Disability and Carers	21
Outcome 4: Housing and Homelessness	25
Environment	25
Programs and activities	25
Performance – Outcome 4: Housing and Homelessness	26
Program Support Performance - Cross Outcome.....	27
Our capabilities.....	28
Workforce strategy.....	28
Performance data development	28
Evaluation	28
Our risk management.....	29
Risk management and oversight	30
Internal audit and assurance	30

Our mission

Our mission is to improve the wellbeing of individuals and families in Australian communities.

Our purposes

The Department of Social Services' (the department) enduring purpose is to improve the economic and social well-being of individuals and families in Australian communities which we achieve through the implementation of a diverse range of government policies, programs, services and payments.

The department's purposes are set out in the Administrative Arrangement Orders as follows:

- Income security and support policies and programmes for families with children, carers, the aged, people with disabilities and people in hardship
- Income support policies for students and apprentices
- Income support and participation policy for people of working age
- Services for families with children, people with disabilities and carers
- Community mental health
- Community support services
- Family relationship, Family and Children's Support Services
- Social housing, rent assistance and homelessness
- Child support policy
- Services to help people with disabilities obtain employment
- Non-profit sector and volunteering
- Whole of government service delivery policy.

The following sections of this Plan provide further information about each of these outcomes.

Our Outcomes

The department's purposes are delivered under four outcomes areas, including:

Outcome 1 – Social Security

Encourage self-reliance and support people who cannot fully support themselves by providing sustainable social security payments and assistance.

Outcome 2 – Families and Communities

Contribute to stronger and more resilient individuals, families and communities by providing targeted services and initiatives.

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 and Homelessness

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

Our Operating Context

The environment in which the department operates is complex, interconnected and evolving. Our success is measured in terms of our ability to anticipate and adapt within this changing environment, while maintaining our strategic direction and focus on improving the wellbeing of individuals and families in Australian communities.

This document guides the department's planning and summarises what we aim to achieve over the next four years, the key activities to get us there and the performance measures to monitor our progress.

The broader environment presents a number of unique challenges. Throughout the duration of this plan the department will provide advice to government and implement the response to the summer bushfires and the coronavirus pandemic, to support individuals and families in Australian communities.

Our priorities

We deliver our mission and purposes through:

- **Quality policy advice** – providing timely, evidence-based, social policy advice to our Ministers and the broader government with a focus on ensuring the long-term sustainability of the welfare system.
- **Effective program design and management** – ensuring government policies and programs achieve intended outcomes through effective program planning, design, implementation, ongoing monitoring and evaluation.
- **People, culture and performance** – building a productive, safe, diverse and respectful workplace, effectively managing risks and resources, and ensuring we have the capability to deliver government priorities now and into the future.

Our values

Our values are those of the Australian Public Service (APS). The APS values require us to be impartial, committed to service, accountable, respectful and ethical. These are central to the way we work with our Ministers, colleagues and stakeholders.

Our Workplace behaviours

Our workplace behaviours are expressions of our commitment to making a difference.

We are:

- **Action-oriented** – we have a bias for action and achieving outcomes.
- **Builders of cooperative relationships** – we work with internal and external stakeholders to achieve results.
- **Curious** – we listen, learn, see opportunities and adapt.
- **Decisive** – we progress issues in a timely manner and are accountable to ensure closure.

Planning and performance

The Corporate Plan is the department's primary planning document and it integrates our outcomes, performance, priorities and workplace values.

Our Corporate Plan integrates with more detailed group business plans and individual performance plans to provide line of sight on delivering work priorities and activities throughout the organisation. We measure and assess performance in contributing to government policy objectives through the lens of the four outcomes.

We deliver a number of programs, each designed to contribute to the achievement of the four outcomes. These are monitored, and their performance tracked, to ensure the department's efforts remain aligned to our purpose of improving the wellbeing of individuals and families in Australian communities. Our approach to planning and performance are outlined in the frameworks diagrams below.

The department's approach to measuring performance has been updated which is reflected in the performance framework. Our performance measures have been developed on the basis of achieving the outcomes and purposes through the delivery of our key activities. We have set targets in the context of 2020-21 and they will be reviewed each year.

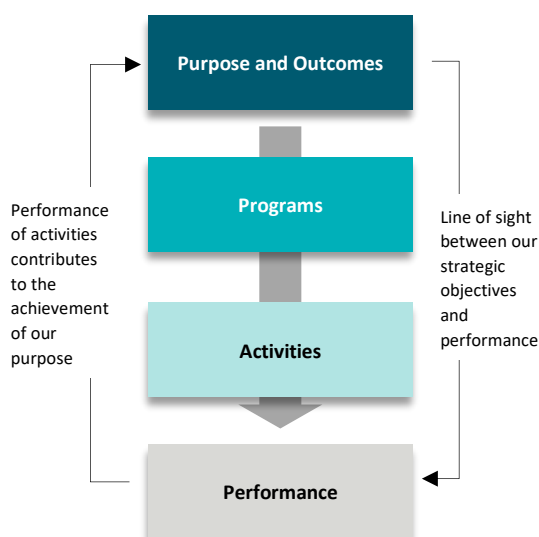
We have further enhanced the underlying performance methodology, data sources and risk controls to ensure outcomes are achieved in accordance with the requirements of the PGPA Rules. The department utilises payment and program administrative data for assessing the achievement of targets. Services Australia and the National Disability Insurance Agency agencies are a key data source as they administer payments and have service delivery responsibilities for social security policy. The department also collaborates with state and territory jurisdictions on the delivery of some programs.

To understand the department's complete performance status, performance criteria and indicators should be read along with financial and performance information that will be published in the 2020–21 Portfolio Budget Statements (PBS) and the Annual Performance Statement in the 2020-21 Annual Report.

DSS planning and reporting framework



DSS performance framework



Outcome 1: Social Security

Encourage self-reliance and support people who cannot fully support themselves by providing sustainable social security payments and assistance.

Environment

The social security system promotes self-reliance while providing adequate support for those who need it.

The sustainability of the social security system and the capacity of people to achieve and maintain financial self-reliance throughout their lives relies on many factors, some beyond the direct influence of our department. These factors include labour market conditions, availability and alignment of education and job opportunities, and increasing life expectancy. We work in close partnership with other Australian Government agencies to develop and implement cross-portfolio strategies aimed at influencing these factors to deliver an efficient and effective social security system.

As the policy department for social security, we have a key focus on the implementation of the social services policies through the range of life event payments administered by Services Australia. The beneficiaries of these payments are Australians who are eligible for, and in need of, support at some point in their lives. Currently, we are focussed on supporting Australian's through the coronavirus pandemic, including by temporarily adjusting policy arrangements in the Social Security framework.

Programs and activities

Outcome 1 comprises 12 programs and a number of activities contributing to the achievement of the social security outcome. The diagram below depicts how this purpose is translated into measurable activities.

Outcome 1 – Social Security					
Program 1.1 Family Tax Benefit	Program 1.2 Child Payments	Program 1.3 Income Support for Vulnerable People	Program 1.4 Income Support for People in Special Circumstances	Program 1.5 Supplementary Payments and Support for Income Support Recipients	Program 1.6 Income Support for Seniors
Key activities <ul style="list-style-type: none"> Family Tax Benefit (FTB) Child Support Scheme (CSS) 	Key activities <ul style="list-style-type: none"> Stillborn Baby Payment (SBP) Double Orphan Pension (DOP) Assistance for Isolated Children (AFIS) 	Key activities <ul style="list-style-type: none"> Special Benefit (SB) 	Key activities <ul style="list-style-type: none"> Payments under Special Circumstances (PUSC) 	Key activities <ul style="list-style-type: none"> Utilities Allowance (UA) 	Key activities <ul style="list-style-type: none"> Age Pension
Performance Measures	Performance Measures	Performance Measures	Performance Measures	Performance Measures	Performance Measures
Program 1.7 Allowances and Concessions for Seniors	Program 1.8 Income Support for People with Disability	Program 1.9 Income Support for Carers	Program 1.10 Working Age Payments	Program 1.11 Student Payments	Cross-Program Rent Assistance
Key activities <ul style="list-style-type: none"> Energy Supplement for Commonwealth Seniors Health Card Holders (ES) 	Key activities <ul style="list-style-type: none"> Disability Support Pension (DSP) 	Key activities <ul style="list-style-type: none"> Carer Payment (CP) Carer Allowance (CA) 	Key activities <ul style="list-style-type: none"> Jobseeker Payment (JP) Parenting Payment (PP) Youth Allowance (Other) (YA) 	Key activities <ul style="list-style-type: none"> ABSTUDY Austudy Youth Allowance (Student) (YA) 	Key activities <ul style="list-style-type: none"> Rent Assistance
Performance Measures	Performance Measures	Performance Measures	Performance Measures	Performance Measures	Performance Measures

Key activities across Outcome 1 include provision of payments to eligible Australians.

Performance – Outcome 1: Social Security

PROGRAM 1.1 - FAMILY TAX BENEFIT

Objective: To make payments to assist low and medium income families with the direct and indirect costs of raising dependent children.

Key activity:

Family Tax Benefit - Payments to eligible families to help with the cost of raising children.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which families with lower incomes are supported with the costs of raising children through Family Tax Benefit.	Payment targeted to low income families (67 per cent of support received by families under the Family Tax Benefit lower income free area). <i>Method: analysis of annual Family Tax Benefit (Part A) data sourced from Services Australia.</i>	•	•	•	•

Key activity:

Child Support Scheme - Activities to ensure children continue to receive support from their parents following separation.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which separated parents in the child support system are supporting their children.	At least 85 per cent of Family Tax Benefit children of separated parents meet the maintenance action test requirements. <i>Method: analysis of maintenance action test data sourced from Services Australia.</i>	•	•	•	•
Output data sets that support the performance report for the program	<ul style="list-style-type: none"> Administered outlays Number of recipients Number of children Payment accuracy <i>Method: administrative data.</i>				

PROGRAM 1.2 – CHILD PAYMENTS

Objective: To make payments to families in certain circumstances to assist with the costs of children.

Key activity:

Stillborn Baby Payment - Payments to eligible individuals where they, or their partner, would have been the primary carer of a child who was stillborn.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Proportion of stillbirths for which the Stillborn Baby Payment of Parental Leave Pay is paid.	100 per cent of eligible families receive assistance through Stillborn Baby Payment or Parental Leave Pay. <i>Method: analysis of Stillborn Baby Payment and Parental Leave Pay data sourced from Services Australia and Stillbirth data sourced from the Australian Institute of Health and Welfare.</i>	•	•	•	•
Output data sets that support the performance report for the program	<ul style="list-style-type: none"> Administered outlays Number of recipients Number of children <i>Method: administrative data.</i>				

PROGRAM 1.3 – INCOME SUPPORT FOR VULNERABLE PEOPLE

Objective: To make payments to financially assist eligible people in severe financial hardship who do not have any other means of support.

Key activity:

Special Benefit Payment - Payments to assist eligible people in severe financial hardship who do not have any other means of support.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which payments are made to recipients who are unable to fully support themselves or access another payment.	The average duration of recipients on special benefit remains below 130 weeks. <i>Method: analysis of administrative data sourced from Services Australia.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of recipients Payment accuracy <i>Method: administrative data.</i>				

PROGRAM 1.4 – INCOME SUPPORT FOR PEOPLE IN SPECIAL CIRCUMSTANCES

Objective: To make payments to financially assist eligible people in severe financial hardship who do not have any other means of support. To make payments to Australians in circumstances beyond their control to support them in overcoming those circumstances and maintaining their financial wellbeing.

Key activity:

Payments under Special Circumstances - Payments to eligible people in circumstances beyond their control to support them in overcoming those circumstances and maintain their financial wellbeing.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Agreements are in place (where relevant) with providers to ensure Payments under Special Circumstances are made in accordance with relevant legislation, policy, guidelines and contractual arrangements.	100 per cent of payments are made in accordance with the individual agreements. <i>Method: annual compliance review on payments made against agreement requirements.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of recipients <i>Method: administrative data.</i>				

PROGRAM 1.5 – SUPPLEMENTARY PAYMENTS AND SUPPORT FOR INCOME SUPPORT RECIPIENTS

Objective: To make payments and subsidise services to certain income support recipients and low income households to assist them financially and to help them continue to participate economically and socially.

Key activity:

Utilities Allowance - Payments to eligible income support recipients to assist with household expenses.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which payments are made to, or with respect to, people unable to fully support themselves.	Changes in Utilities Allowance recipient numbers align with movements in the total number of people receiving Partner Allowance, Widow Allowance and Disability Support Pension (who are younger than 21 with no dependent children). <i>Method: analysis of administrative data sourced from Services Australia.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of recipients <i>Method: administrative data.</i>				

PROGRAM 1.6 – INCOME SUPPORT FOR SENIORS

Objective: To make payments to senior Australians to assist them financially in a manner that encourages them to productively manage resources and life transitions.

Key activity:

Age Pension - Payments to eligible senior Australians to maintain their financial wellbeing in a manner that encourages self-reliance during retirement.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which people over the Age Pension qualification age are supported in their retirement through the age pension or other income support.	75 per cent or below of people of age pension age are supported by the Age Pension or other income support. <i>Method: analysis of administrative data sourced from Services Australia, Australian Bureau of Statistics data and Department of Veterans' Affairs data.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of recipients Payment accuracy <i>Method: administrative data.</i>				

PROGRAM 1.7 – ALLOWANCES AND CONCESSIONS FOR SENIORS

Objective: To make payments and provide services to senior Australians to assist with household expenses, enabling them to maintain their standard of living.

Key activity:

Energy Supplement for Commonwealth Seniors Health Card Holders - Payments to eligible senior Australians to assist with their household expenses including energy costs.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
To provide financial support to eligible senior Australians to assist with their household expenses.	100 per cent of eligible Commonwealth Health Card holders receive the Energy Supplement each year. <i>Method: analysis of administrative data sourced from Services Australia.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of recipients <i>Method: administrative data.</i>				

PROGRAM 1.8 – INCOME SUPPORT FOR PEOPLE WITH DISABILITY

Objective: To make payments to eligible people with disability who are unable to support themselves to achieve financial independence.

Key activity:

Disability Support Pension - Payments to eligible people with disability who cannot fully support themselves.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which people of working age with a profound or severe disability are paid Disability Support Pension.	90 per cent of people with a profound or severe disability of working age are supported by the Disability Support Pension. <i>Method: analysis of Disability Support Pension administrative data sourced from Services Australia and the Australian Bureau of Statistics Disability, Ageing and Caring Survey.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none">• Administered outlays• Number of recipients• Payment accuracy <i>Method: administrative data.</i>				

PROGRAM 1.9 – INCOME SUPPORT FOR CARERS

Objective: To make payments and allowances to financially assist eligible carers of people with disability or a severe medical condition.

Key activities:

Carer Payment - Payments to eligible carers of people with disability or a severe medical condition.

Carer Allowance - An income supplement for eligible people who provide daily care and attention in a private home to a person with disability or a severe medical condition.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which payments are made to, or with respect to, carers unable to fully support themselves.	70 per cent of primary carers in Australia are supported by Carer Payment and Carer Allowance. <i>Method: analysis of Carer Payment and Carer Allowance administrative data sourced from Services Australia and the Australian Bureau of Statistics Disability, Ageing and Caring Survey.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none">• Administered outlays• Number of recipients• Payment accuracy <i>Method: administrative data.</i>				

PROGRAM 1.10 – WORKING AGE PAYMENTS

Objective: To assist people who are temporarily unable to support themselves through work or have a limited capacity to work due to disability or caring responsibilities for young children.

Key activities:

Jobseeker Payment - The main income support payment for eligible people aged between 22 years to Age Pension qualification age who are looking for work, who temporarily cannot work or study because of an injury or illness, or bereaved partners in the period immediately following the death of their partners.

Parenting Payment - Payments to eligible parents or guardians to help with the cost of raising children.

Youth Allowance (other) - Payments to eligible young people 16-21 years of age, who are looking for full time work or undertaking approved activities.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which payments are made to, or with respect to, people unable to fully support themselves.	Changes in recipient numbers align with movements in the unemployment rate. <i>Method: analysis of working age payments administrative data sourced from Services Australia and employment data Australian Bureau of Statistics.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of recipients Payment accuracy <i>Method: administrative data.</i>				

PROGRAM 1.11 – STUDENT PAYMENTS

Objective: To achieve growth in skills, qualifications and productivity through providing income support and other financial assistance to students to assist them to undertake further education and training. To increase access and participation by Indigenous Australian students in school education, vocational education and training and higher education and accelerate their educational outcomes.

Key activities:

ABSTUDY - A group of payments to eligible Aboriginal and Torres Strait Islander students or apprentices to address the particular educational disadvantages faced by Aboriginal and Torres Strait Islander people.

Austudy - Payments to eligible students or apprentices aged 25 years and over who are in need of financial assistance to undertake education or training.

Youth Allowance (student) - Payments to eligible students or apprentices aged 16-24 years who are in need of financial assistance to undertake education or training.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which payment recipients have improved financial self-reliance.	A proportion of Austudy, Youth Allowance and ABSTUDY recipients who are not receiving income support 3/6/12 months after exiting student payments align with movements in the unemployment rate. <i>Method: analysis of student data sourced from Services Australia and the Department of Education, Skills and Employment and employment data from Australian Bureau of Statistics.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of recipients Payment accuracy <i>Method: administrative data.</i>				

CROSS-PROGRAM – RENT ASSISTANCE

Objective: To make payments to low and moderate income Australians receiving income support or family payments to assist with the costs of renting private and community housing.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which income support or family payment recipients are assisted with the costs of renting private and community housing.	<p>Of the individuals and families renting and receiving Rent Assistance, the proportion experiencing rental stress after receipt of Rent Assistance is at least 25 percentage points lower than it would be without Rent Assistance.</p> <p><i>Method: analysis of rent assistance administrative data sourced from Services Australia.</i></p>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Number of Commonwealth Rent Assistance income units <p><i>Method: administrative data.</i></p>				

Outcome 2: Families and Communities

Contribute to stronger and more resilient individuals, children, families and communities by providing targeted supports.

Environment

The department supports families and children to improve their wellbeing throughout their lives by responding to specific needs and encouraging independence and participation in the community.

Family and community functioning, and the capacity of individuals to improve their personal circumstances, are influenced by a complex array of external circumstances and social norms, as well as personal aspirations and motivations.

We provide assistance through grants, procurements, subsidies and ongoing collaboration, often working with third party providers to deliver services and achieve outcomes for vulnerable Australians. Different sectors and demographics in our client base mean that engagement with a wide range of stakeholders is critical to ensure targeted support.

Parenting, relationship and financial management skills also contribute to positive outcomes for families and children.

Programs and activities

Outcome 2 comprises three programs underpinned by a number of activities that seek to contribute to stronger and more resilient individuals, children, families and communities. The diagram below depicts how this purpose is translated into measurable activities.

Outcome 2 – Families and Communities		
Program 2.1 Families and Communities	Program 2.2 Paid Parental Leave	Program 2.3 Social and Community Services
Key activities <ul style="list-style-type: none">Families and ChildrenFamily SafetyProtecting Australia's ChildrenFinancial Wellbeing and CapabilityVolunteering and Community ConnectednessCashless Debit CardNational Redress Scheme for Institutional Child Sexual Abuse	Key activities <ul style="list-style-type: none">Parental Leave PayDad and Partner Day	Key activities <ul style="list-style-type: none">Social and Community Services Pay Equity Amount
Performance Measures	Performance Measures	Performance Measures

Key activities across Outcome 2 include:

- improving family safety and child protection through initiatives such as the National Plan to Reduce Violence Against Women and their Children 2010-22 and the development of a successor strategy to the National Framework for Protecting Australia's Children 2009-20
- building capacity and capability across the social services sector
- improving financial skills and capabilities through Financial Wellbeing and Capability , Emergency Relief and the Cashless Debit Card
- encouraging volunteering through the Volunteer Management Activities and the Volunteer Grants Program
- facilitating community cohesion, including by promoting digital literacy and connections for seniors
- supporting survivors of institutional child sexual abuse through the National Redress Scheme
- contributing to strengthening individual and family functioning through programs such as the Families and Children Activity.

Performance – Outcome 2: Families and Communities

PROGRAM 2.1 – FAMILIES AND COMMUNITIES

Objective: To strengthen relationships, support families, improve wellbeing of children and young people, reduce the cost of family breakdown, strengthen family and community functioning.

Key activity:

Families and Children - Services and initiatives to support families, strengthen relationships, improve the wellbeing of children and young people, enhance family and community functioning, and build capacity within the families and communities sector.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which individuals have improved individual and family functioning.	At least 75 per cent of clients in reporting services have improved family functioning. <i>Method: analysis of program administrative data sourced from the Data Exchange.</i>	•	•	•	•
Extent to which Families and Communities Service Improvement organisations support and drive continuous improvement of member organisations.	At least 90 per cent of members are satisfied with support received from funded service providers. <i>Method: analysis of program administrative data using a survey of members by third party providers.</i>	•	•	•	•

Key activity:

Family Safety – The National Plan to Reduce Violence against Women and their Children 2010-22 includes strategies and initiatives by the Commonwealth, state and territory governments.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent of contribution to a reduction in violence through successful implementation of the National Plan to reduce violence against women and their children 2010-22.	Successful implementation of departmental actions to contribute towards a reduction in women experiencing family, domestic and sexual violence and a reduction in attitudes supportive of violence. <i>Method: analysis of program administrative data.</i>	•	•	•	•

Key activity:

Protecting Australia's children - strategies focused on national efforts to improve the wellbeing of Australia's children.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent of contribution to creating and implementing a national children's strategy and related initiatives.	A new children's strategy is approved/adopted by Commonwealth, State and Territory First Ministers, by June 2021. <i>Method: evidence of decision records as related to the strategy.</i>	•			

PROGRAM 2.1 – FAMILIES AND COMMUNITIES

Objective: To strengthen relationships, support families, improve wellbeing of children and young people, reduce the cost of family breakdown, strengthen family and community functioning.

Key activity:

Financial Wellbeing and Capability - Services and initiatives to provide support to vulnerable individuals and families to navigate financial crises, address financial stress and hardship, and increase financial literacy for individuals and families.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which individuals and families can navigate through financial crisis, build financial resilience and reduce vulnerability to financial shock.	At least a 20 per cent reduction in the number of people with multiple requests for emergency relief. <i>Method: analysis of program administrative data sourced from the Data Exchange.</i>	•	•	•	•
	At least 70 per cent of people report an improvement in their financial well-being following engagement with a funded service. <i>Method: analysis of program administrative data sourced from the Data Exchange.</i>	•	•	•	•

Key activity:

Volunteering and Community Connectedness - Services and initiatives to strengthen communities and promote inclusion and participation in community life.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which volunteer grant recipients are satisfied with the program.	80 per cent of surveyed grant recipients considered the grants assisted in meeting their objective. <i>Method: analysis of data using a sample survey of grant recipients.</i>	•	•	•	•
Extent to which participants are satisfied with the support received through the Be Connected program to develop their digital skills, confidence and online safety.	At least 85 per cent of participants report satisfaction with the quality of the Be Connected program supports. <i>Method: analysis of data from a sample survey of participants.</i>	•	•	•	•
Extent to which participants (seniors connected) are satisfied with the support received through Friend Line to help address loneliness and social isolation.	At least 80 per cent of participants report satisfaction with the quality of Friend Line support. <i>Method: analysis of data from a sample survey of participants.</i>	•	•	•	•

PROGRAM 2.1 – FAMILIES AND COMMUNITIES

Objective: To strengthen relationships, support families, improve wellbeing of children and young people, reduce the cost of family breakdown, strengthen family and community functioning.

Key activity:

Cashless Debit Card - Aims to reduce the levels of harm associated with alcohol consumption, illicit drug use and gambling.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which the Cashless Debit Card supports a reduction in social harm in communities.	Evaluation results show improvements in social outcomes. <i>Method: evaluation by an independent provider.</i>	•	•	•	•
Extent to which participants are using their Cashless Debit Card to direct income support payments to essential goods and services, including to support the wellbeing of the participant.	95 per cent of Cashless Debit Card participants have activated their card and are using their card to purchase non-restricted items. <i>Method: analysis of program administrative data on activation and use of the card.</i>	•	•	•	•

Key activity:

National Redress Scheme for Institutional Child Sexual Abuse - Support to people who have experienced institutional child sexual abuse.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Timely finalisation of National Redress Scheme applications and offers made to survivors.	At least 80 per cent of applications that name institutions that participate in the Scheme have a decision communicated to the applicant within six months of being received by the Scheme. <i>Method: analysis of program administrative data sourced from the Case Manager system.</i>	•	•	•	•
	In the prior six month period at least 80 per cent of applications lodged in that period that name institutions that participate in the Scheme have a decision communicated to the applicant within six months of being received by the Scheme. <i>Method: analysis of program administrative data sourced from the Case Manager system.</i>	•	•	•	•
Maximise engagement of institutions with the National Redress Scheme.	Engagement of newly named institutions continues, and current participation is maintained, with institutions on board to cover 90 per cent of applications received. <i>Method: analysis of program administrative data sourced from the Case Manager system and the Institutional database.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> • Number of individuals assisted • Number of National Redress Scheme recipients • Number of National Redress Scheme applications received • Number of institutions that have joined the National Redress Scheme • Number of individuals engaged with income management and cashless debit card • Number of organisations contracted or receiving grant funding to deliver services • Percentage of assisted individuals from priority groups • Administered outlays <i>Method: administrative data.</i>				

PROGRAM 2.2 – PAID PARENTAL LEAVE

Objective: To provide financial support to parents to help them take time off work following the birth or adoption of a child.

Key activity:

Parental Leave Pay - Financial support to help eligible working parents (usually birth mothers) spend more time at home with a new baby or recently adopted child to enhance the health and development of mothers and their children. It also aims to encourage women's workforce participation and help employers retain skilled staff.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which parents take Parental Leave Pay.	95 per cent of eligible Parental Leave Pay families access payment. <i>Method: analysis of Parental Leave Pay administrative data sourced from Services Australia.</i>	•	•	•	•

Key activity:

Dad and Partner Pay - Financial support to help eligible fathers and partners to increase the time they take off work around the time of the birth or adoption, to create further opportunities to bond with their child, and to allow fathers and partners to take a greater share of caring responsibilities and support their partners from the beginning.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which parents take Dad and Partner Pay.	95 per cent of eligible Dad and Partner Pay claimants access payment. <i>Method: analysis of Dad and Partner Pay administrative data sourced from Services Australia.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays Number of individuals assisted <i>Method: administrative data.</i>				

PROGRAM 2.3 – SOCIAL AND COMMUNITY SERVICES

Objective: To set aside funding for the implementation period of Fair Work Australia's Social, Community and Disability Services Industry Equal Remuneration Order.

Key activity:

Social and Community Services Pay Equity Amount - To set aside funding for the implementation period of Fair Work Australia's Social, Community and Disability Services Industry Equal Remuneration Order.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Funds appropriated to the department for the Social and Community Services pay equity order are issued to meet the Australian Government's share of the pay increases.	100 per cent of eligible grant recipients will receive the Social and Community Services Pay Equity Special Account payments as required by legislation by 30 June 2021. <i>Method: analysis of administrative data from the Grants Payments System.</i>	•			
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Administered outlays <i>Method: administrative data.</i>				

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.

Environment

Through the provision of targeted supports and services for people with disability and carers, the department works to improve their independence and participation in community and economic life. We operate in an environment in which a range of factors impact the opportunities available for people with disability to improve their wellbeing.

Many mainstream policies and programs are run by state jurisdictions and Australian Government agencies other than the department. Our performance is reliant on influencing other jurisdictions, agencies and employers to reduce barriers to social and economic participation for people with disability and to improve their access to support.

The department, in partnership with all Australian Governments, will implement a new National Disability Strategy to succeed the 2010-20 Strategy. This will provide the overarching policy framework for all Australian disability policy, to guide governments in developing policies and programs that help improve the lives of people with disability. The department will also play a key role in improving the inclusion and participation of people with disability through the ongoing implementation of the National Disability Insurance Scheme.

Opportunities for people with disability, their families and carers to access the workforce and participate in the community are a critical aspect of improving outcomes throughout their lives. Australian Government agencies and state and territory governments will coordinate policies and programs to support the participation of people with disability, their families and carers. The department plays an important role within this environment, including through its role in administering the Disability Employment Services program.

Programs and activities

Outcome 3 comprises two programs and a number of activities which contribute to the achievement of the disability and carers outcome. The diagram below depicts how this purpose is translated into measurable activities.

Outcome 3 - Disability and Carers	
Program 3.1 Disability Mental Health and Carers	Program 3.2 National Disability Insurance Scheme (NDIS)
Key activities <ul style="list-style-type: none">Disability employment servicesSupport for carersAdvocacy support for people with disabilityDisability Strategy	Key activities <ul style="list-style-type: none">NDIS Transition (including Commonwealth Programs)Development of the NDIS MarketNDIS Participant Plans
Performance Measures	Performance Measures

Key activities across Outcome 3 include:

- administering the Disability Employment Services program to support people with disability to find and maintain employment through the service
- supporting carers through access and information services such as the Carer Gateway
- advocating support for people with disability including through the National Disability Advocacy Program
- managing the NDIS Transition (including Commonwealth Programs) and Continuity of Support for people transitioning from existing programs to the NDIS
- development of the NDIS Market including opportunities for participants to access services in the market
- supporting participants to achieve their outcomes through NDIS participant plans.

Performance – Outcome 3: Disability and Carers

PROGRAM 3.1 – DISABILITY MENTAL HEALTH AND CARERS

Objective: To provide support and community-based initiatives for people with disability, mental illness and carers, so they can develop their capabilities and actively participate in community and economic life.

Key activity:

Disability Employment Services (DES) - helps individuals with injury, disability or a health condition to secure and maintain sustainable open employment.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which people with a disability are supported to find and maintain employment through Disability Employment Services.	At least 40 per cent of job placements sustained to 13 weeks. <i>Method: analysis of job placements data sourced from DES administrative data.</i>	•	•	•	•
	At least 30 per cent of job placements sustained to 26 weeks. <i>Method: analysis of job placements data sourced from DES administrative data.</i>	•	•	•	•
	At least 20 per cent of job placements sustained to 52 weeks. <i>Method: analysis of job placements data sourced from DES administrative data.</i>	•	•	•	•
Delivery by Disability Employment Services Providers is in accordance with the specified requirements, including service level standards of the contracts and agreements between organisations and DSS.	At least 90 per cent of Disability Employment Services Providers met service level standards of the contracts and agreements between organisations and DSS. <i>Method: analysis of program compliance data against contracts and agreements.</i>	•	•	•	•

Key activity:

Support for Carers - Assistance, support and services for carers

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which carers access information, supports and services.	At least 10 per cent annual increase in people accessing Carer Gateway (website and 1800 number). <i>Method: analysis of program telephony data and web analytics.</i>	•	•	•	•

PROGRAM 3.1 – DISABILITY MENTAL HEALTH AND CARERS

Objective: To provide support and community-based initiatives for people with disability, mental illness and carers, so they can develop their capabilities and actively participate in community and economic life.

Key activity:

Advocacy support for people with disability - Provide people with disability with access to effective disability advocacy.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Number of people with disability provided with direct advocacy support through the National Disability Advocacy Program (NDAP).	At least 75 per cent of people who accessed NDAP reported improved choice and control to make their own decisions. <i>Method: analysis of program administrative data and delivery data sourced from the NDIA.</i>	•	•	•	•
Number of people with disability provided with direct advocacy support through the NDIS Appeals program.	Number of individual NDIS Appeals clients is less than 1 per cent of active NDIS participants. <i>Method: analysis of program data from the Data Exchange and data sourced from the NDIA.</i>	•	•	•	•

Key activity:

Disability strategy (cross program activity, covering programs 3.1 and 3.2) – Successor to the National Disability Strategy 2010–20. Provides national framework for improving the life outcomes of people with disability in Australia.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent of contribution to creating and implementing national disability policy and reform initiatives.	A new National Disability Strategy is finalised by the Commonwealth, State and Territory First Ministers by the end of 2021. <i>Method: evidence of decision records as related to the strategy.</i>		•		
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> • Number of carers assisted • Number of DES participants • Number of DES providers • Number of people with disability provided with direct advocacy support • Administered outlays <i>Method: administrative data.</i>				

PROGRAM 3.2 – NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

Objective: To improve the wellbeing and social and economic participation of people with disability, and their families and carers, by building a NDIS that delivers individualised support through an insurance approach. This program also includes funding from existing Commonwealth programs that are transitioning into the NDIS in a phased approach and the Jobs and Market Fund.

Key activity:

NDIS Transition (including Commonwealth Programs) - Support for people transitioning from state and territory, and Commonwealth programs to the NDIS.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Number of people supported through the NDIS.	500,000 NDIS participants by 30 June 2023. <i>Method: analysis of program administrative data sourced from the NDIA.</i>	•	•	•	
	Complete the transition of DSS Commonwealth program clients to the NDIS by 31 December 2020. <i>Method: analysis of DSS program administrative data and data provided by NDIA.</i>	•			

Key activity:

Development of the NDIS market - Support the development of an efficient, effective and mature market and workforce for the NDIS.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Market indicators signal that participants have improved opportunity to access services in the market.	At least 75 per cent market utilisation rates by 30 June 2021. <i>Method: analysis of program administrative data and delivery data sourced from the NDIA.</i>	•			
	At least 10 per cent improvement in NDIS market concentration in remote areas by 30 June 2021. <i>Method: analysis of program administrative data and delivery data sourced from the NDIA.</i>	•			

Key activity:

National Disability Insurance Scheme Participant Plans - Support to people with disability to participate in and contribute to their community.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which outcomes for children with disability more closely align with outcomes for all children.	At least 60 per cent of NDIS participants aged school age to 14 attend school in a mainstream class. <i>Method: analysis of survey data sourced from the NDIA.</i>	•	•	•	•
	At least 70 per cent of NDIS participants with disability aged 18 – 24 have completed secondary school. <i>Method: analysis of survey data sourced from the NDIA.</i>	•	•	•	•

PROGRAM 3.2 – NATIONAL DISABILITY INSURANCE SCHEME (NDIS)

Objective: To improve the wellbeing and social and economic participation of people with disability, and their families and carers, by building a NDIS that delivers individualised support through an insurance approach. This program also includes funding from existing Commonwealth programs that are transitioning into the NDIS in a phased approach and the Jobs and Market Fund.

Key activity:

National Disability Insurance Scheme Participant Plans - Support to people with disability to participate in and contribute to their community.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Extent to which NDIS participant outcomes are met.	At least 80 per cent of NDIS participants report satisfaction with the scheme planning process. <i>Method: analysis of survey data sourced from the NDIA.</i>	•	•	•	•
	At least 25 per cent of working age NDIS participants in paid employment. <i>Method: analysis of survey data sourced from the NDIA.</i>	•	•	•	•
	At least 45 per cent of NDIS participants involved in community and social activities. <i>Method: analysis of survey data sourced from the NDIA.</i>	•	•	•	•
	No people under 65 years entering residential aged care by the end of 2022 apart from in exceptional circumstances. <i>Method: analysis of program administrative data sourced from the NDIA and residential aged care data from the Department of Health.</i>	•	•	•	
	No people under 45 years living in residential aged care by the end of 2022 apart from in exceptional circumstances. <i>Method: analysis of program administrative data sourced from the NDIA and residential aged care data from the Department of Health.</i>	•	•	•	
	No people under 65 years living in residential aged care by the end of 2025 apart from in exceptional circumstances. <i>Method: analysis of program administrative data sourced from the NDIA and residential aged care data from the Department of Health.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Value and number of Jobs and Market Fund projects supporting the market, sector and workforce to transition to the National Disability Insurance Scheme Administered outlays (National Disability Insurance Scheme Transition; National Disability Insurance Scheme Participant Plans; National Disability Insurance Scheme; Information, Linkages and Capacity Building; Establishment of the NDIS Quality and Safeguards Commission; Boosting the Local Care Workforce; Payments to Corporate Entity – NDIA agency costs) <i>Method: administrative data.</i>				

Outcome 4: Housing and Homelessness

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

Environment

The policy tools to support the availability of affordable and stable housing for low and moderate-income households are shared between Australian Government and state and territory jurisdictions. These tools include financial, regulatory and tax settings, and planning and zoning policy. More broadly, factors such as housing market performance and labour market conditions are important influences on housing opportunities and outcomes.

We work with the Treasury and state and territory housing departments, including through the National Housing and Homelessness Agreement (NHHA), to improve housing outcomes.

Programs and activities

Outcome 4 comprises two programs and a number of activities which contribute to the achievement of the housing and homelessness outcome. The diagram below depicts how this purpose is translated into measurable activities.

Outcome 4 – Housing and Homelessness	
Program 4.1 Housing and Homelessness	Program 4.2 Affordable Housing
Key activities <ul style="list-style-type: none">National Housing and Homelessness Agreement (NHHA)	Key activities <ul style="list-style-type: none">National Rental Affordability Scheme (NRAS)
Performance Measures	Performance Measures

Key activities across Outcome 4 include:

- provision of funding through the NHHA to states and territories to improve housing and homelessness outcomes. Under the NHHA, states and territories are required to develop and publish their housing and homelessness strategies, contribute to improved data collection and provide annual reporting. All states and territories have satisfied their 2019–20 statement of assurance and bilateral reporting requirements.
- provision of incentives to approved housing providers through NRAS to increase the supply of new and affordable rental dwellings
- funding eligible organisations through the Safe Places program to provide new or expanded emergency accommodation for women and children escaping family and domestic violence.

Performance – Outcome 4: Housing and Homelessness

PROGRAM 4.1 – HOUSING AND HOMELESSNESS

Objective: To provide support for affordable housing and homelessness prevention initiatives, including the design and implementation of innovative early stage projects.

Key activity:

National Housing and Homelessness Agreement (NHHA) - Provides funding each year to states and territories to improve Australians' access to secure and affordable housing across the housing spectrum.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Standard of delivery by states and territories and organisations is in accordance with the terms and conditions of contracts and agreements with DSS.	100 per cent of states and territories meet their requirements under the NHHA by: Having a publicly available housing strategy. <i>Method: review of availability of strategy.</i>	•	•	•	•
	100 per cent of states and territories meet their requirements under the NHHA by: Having a publicly available homelessness strategy. <i>Method: review of availability of strategy.</i>	•	•	•	•
	100 per cent of states and territories meet their requirements under the NHHA by: Contributing to the ongoing collection and transparent reporting of agreed data. <i>Method: analysis of program administrative data sourced from states and territories and published by the Productivity Commission.</i>	•	•	•	•
	100 per cent of states and territories meet their requirements under the NHHA by: Providing annual statement of assurance reports outlining their housing and homelessness expenditure. <i>Method: analysis of program compliance data against the agreement.</i>	•	•	•	•

PROGRAM 4.2 – AFFORDABLE HOUSING

Objective: To improve the supply of affordable rental housing to low and moderate income households.

Key activity:

National Rental Affordability Scheme - Support and services to increase the supply of affordable rental dwellings and encourage institutional investment in affordable and innovative housing. The Scheme provides an annual, retrospective financial incentive each year for up to 10 years for participants who rent dwellings to eligible tenants at a rate at least 20 per cent below market rent.

Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Delivery complies with relevant legislation to ensure that incentives are issued accurately to approved participants.	90 per cent of statements of compliance are processed within 60 days. <i>Method: analysis of internal department reporting using NRAS delivery data.</i>	•	•	•	•
Output data sets that support the performance report for the program.	<ul style="list-style-type: none"> Percentage of dwellings that were paid an incentive for the relevant NRAS year Number of NRAS incentives issued for the relevant NRAS year (Cash payments and Refundable Tax Offsets) <i>Method: administrative data.</i>				

Program Support Performance - Cross Outcome

The following two measures and associated targets are reported at the entity level and are relevant to all four outcomes.

PROGRAM SUPPORT					
Objective: To provide departmental funding for the annual operating costs of DSS to achieve objectives.					
<u>Key activity:</u> Departmental funding and reporting at the entity level					
Performance Measure	Target	2020-21	2021-22	2022-23	2023-24
Cross-Outcome Departmental Expenditure.	<p>Budget estimates are accurate (taking into account, to the extent possible, all government decisions and other circumstances that may have a material effect) and explanations are provided where variances are equivalent to or greater than 2 per cent between budgeted expenses and Final Budget Outcome for all Department of Social Services Outcomes.</p> <p><i>Method: analysis of program support expenditure data sourced from the departmental finance system.</i></p>	•	•	•	•
Timeliness of advice and support provided to Portfolio Ministers and Assistant Ministers by the department across the four outcomes.	<p>At least 95 per cent of ministerial briefs and correspondence across the four outcomes are provided on time.</p> <p><i>Method: analysis of administrative data sourced from the Parliamentary Document Management System.</i></p>	•	•	•	•

Our capabilities

Workforce strategy

Our Workforce Strategy 2019–22 is set around five key themes which drive employee engagement and performance: leadership, adaptability, inclusion, capability and wellbeing; and sets out priority initiatives under each of these themes for the year ahead.

The priority initiatives are refreshed annually to ensure we have a roadmap to grow the capabilities needed to deliver our current and emerging priorities. We invest in continuous learning across a range of skills relating to policy, program, service delivery and professional corporate streams. Professional development includes a mix of experiential learning and formal training.

Operational workforce planning is aligned with annual business and risk planning, enabling senior leaders to manage their workforce capability and capacity at a local level.

We also have a dedicated Diversity and Inclusion Strategy 2019–21. Along with the Workforce Strategy, this strategy supports our commitment to an inclusive, respectful and safe workplace, which recognises and celebrates diversity.

Performance data development

We will continue program performance reporting through the Data Exchange with an increasing focus on the collection and reporting of outcomes data. Outcomes data is critical in understanding the impact programs are having on the lives of individuals, their families and communities. Since 2018 the department has started making outcomes reporting a requirement of grant agreements for some departmental programs. Over the next four years the department aims to increase the number of:

- organisations reporting outcomes data
- outcomes assessments reported for clients.

The department will also continue to explore data sharing opportunities with state and territory governments using the Data Exchange. In 2020–21 the department plans to negotiate data sharing arrangements with the New South Wales Department of Communities and Justice, and Communities Tasmania. These arrangements will expand the view of client pathways within and across a broad range of government services such as families and children, community services, mental health and financial wellbeing.

Evaluation

Our focus is to ensure our investment in evaluation activity is aligned with the strategic needs of the department and the Government. We continue to invest in centralised evaluation activity to embed an outcomes-focused and evidence-based approach to policy development and program implementation. A centralised approach promotes independence and rigour while building internal evaluation expertise to deliver consistent, fit-for-purpose technical advice. We continue to provide an 'evaluation readiness' service which prepares programs to successfully collect and use data to measure performance.

Our risk management

Effective risk management is fundamental to ensuring we are able to deliver on the Government's priorities for our department. Working in an environment where third parties deliver our programs requires us to understand how best to manage shared risks. As a result, we require the right evidence, at the right time, in order to make sound management decisions regarding the development and implementation of policy outcomes.

The department's Risk Management Framework (the Framework) serves to inform the decision making process on how we design, implement, monitor and continually improve risk management. It provides clear responsibilities for all staff within the department to manage and report on risk. We strengthen the management of risk by integrating risk into the department's governance and enterprise planning models, thereby ensuring management of risk is incorporated into decision-making at all levels.

Enterprise Risk	Context Statement for the Enterprise Risk
Risk 1: Government priorities: <i>Inability to provide quality policy advice and implement Government priorities</i>	There is a risk the department fails to deliver quality programs, initiatives and social policy advice – that is timely and evidence-based – to our Ministers to support the Government's agenda, including ensuring the long-term sustainability of the welfare system. This includes advice that addresses unanticipated events and a changing external environment (that includes technological changes, market capability and the needs of the Australian community) and properly considers how priorities will be implemented.
Risk 2: Budget management: <i>Inability to anticipate or respond to fiscal and the economic environment</i>	There is a risk the department fails to anticipate and/or is not responsive to fiscal and economic changes impacting the administered and departmental budgets including the short, medium and long-term sustainability of the welfare system, programs and initiatives. This includes anticipating foreseeable changes in demand for the services and payments administered by the department.
Risk 3: Workforce: <i>Inability to manage workforce requirements including capability, safety and wellbeing</i>	There is a risk the department fails to deliver required outcomes because it does not identify the skills and experience that we need to be a high performing organisation. There is a risk that the department is unable to attract and retain a diverse workforce, or does not adequately invest in workforce capability and wellbeing.
Risk 4: An integrated policy cycle: <i>Ineffective integration between policy, program, delivery and evaluation</i>	There is a risk that a lack of integration between policy, program, delivery and evaluation limits the department's ability to effectively use data, delivery and evaluation insights to inform advice to government about policy and program improvements that better target individuals and communities in need.
Risk 5: Critical sectors: <i>Inability to influence and oversight third parties in critical sectors</i>	To enable effective delivery of outcomes, the department relies on a range of third parties, including other Australian Government entities, state and territory government entities and external organisations to deliver programs, payments and services. There is a risk that the department does not properly understand or influence the design and implementation of effective markets and sectors, which underpin the delivery of major services including the NDIS, social security payments and community services. Failure to develop and maintain markets for these services expose Government to higher prices (cost of delivery) and create risk that those using these services get lower quality than they might expect.
Risk 6: System and data integrity: <i>Inability to maintain system, data or payment integrity</i>	There is a risk that the department is unable to maintain the integrity of its systems, payments, integrity or data. This includes the ability to prevent, detect and deal with fraud relating to the department's programs and operations, and to maintain the integrity of our payments, programs and data. There is a risk the department is unable to maintain the information technology systems required for the purposes of business continuity.

Risk management and oversight

Risk management is governed by legislation and regulation that includes: Section 16 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Commonwealth Risk Management Policy, and the Australian and New Zealand accepted international standard ISO31000:2018 Risk Management—Guidelines.

Senior governance committees, such as the Executive Management Group, Implementation Committee and the Audit and Assurance Committee, oversee the approach and effectiveness of the department's Enterprise Risk Framework and make decisions about Enterprise Risks. Management of the risks is further strengthened in the department through the assignment of individual senior executives to provide oversight to each of the enterprise risks.

The enterprise risks are reviewed annually to assess currency, relevance and the status of the key controls and progress of treatment actions. Outcomes of the annual risk review are provided to the senior governance committees to ensure senior executive oversight. The annual risk review is also aligned to the department's corporate planning cycle.

Internal audit and assurance

Our Internal Audit Practice is an operationally independent function which provides assurance to the Secretary that our internal controls are operating in an efficient, effective, economical and ethical manner. Internal Audit is an important component of the department's governance arrangements, with the Head of Internal Audit maintaining a degree of independence from the management of the department's programs and policy initiatives. This ensures provision of objective insights into the state of the department's governance, performance, risk management and internal controls.

The department's internal audit and assurance functions are supported by the role and functions of the Audit and Assurance Committee, as required under the *Public Governance, Performance and Accountability Act 2013*. This committee provides the Secretary with independent assurance on the appropriateness of the department's financial reporting, performance reporting, system of risk oversight and management, and systems of internal controls.

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