

# *Strategic Directions*

**2002-2007**

*Part of the Strategic Framework*

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The Strategic Services Team has produced the Centrelink Strategic Directions in consultation with Centrelink people.

The Strategic Directions may be accessed through our internet and intranet sites located at [www.centrelink.gov.au](http://www.centrelink.gov.au) and <http://centrenet/homepage/nso/strat/index.htm> respectively.

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# Strategic Directions (Our Business)

## INTRODUCTION TO THE STRATEGIC DIRECTIONS

The Strategic Directions is part of our Strategic Framework and contains information about our Strategic Directions and Strategic Plan for 2002–07. It also highlights our key achievements over the last four years.

The Strategic Directions defines our business and sets the scene for the new heights to which we aspire. The Strategic Plan then provides details of each of the goals for the next five years, recognising that all Centrelink people play an important part in attaining our vision.

This document is designed for Centrelink people to be familiar with our shared purpose and direction. It is also the basis for all planning activities.

## CORPORATE GOVERNANCE IN CENTRELINK

Centrelink is governed by a Board of Management (the Board), which is responsible for deciding Centrelink's goals, priorities, policies and strategies. The Board consists of the Chairman, the Chief Executive Officer (CEO) and at least four other members. Three Board committees assist the Board in the discharge of its responsibilities. These committees are the Audit, Information and Technology and Quality Committees. The Board is fully accountable through the Chairman to the Minister for Family and Community Services.

Under the direction of the Board, the CEO is responsible for the day-to-day administration and control of Centrelink's operations. In accordance with service arrangements made under section 7 of the *Commonwealth Services Delivery Agency Act 1997*, the Secretary of the Department of Family and Community Services has delegated to the CEO of Centrelink all of the powers of the Secretary under section 234 of the *Social Security (Administration) Act 1999* except for those covered under section 7 and subsections 10(2), 10(4) and 10(5). The CEO leads the Centrelink management team in implementing strategy, measuring performance and reporting to the Board.

Centrelink operates under a purchaser/provider framework with client agencies and derives its funding through both Business Partnership Agreements and other agreements.

## OUR PURPOSE (WHY CENTRELINK WAS CREATED)

*Centrelink was created to provide exceptional service to the community by linking Australian government services and achieving best practice in service delivery.*

## OUR VISION (WHAT WE WANT CENTRELINK TO BE)

*Centrelink will make a positive difference to Australian individuals, families and communities particularly during transitional periods in their lives.*

**OUR MISSION**  
(HOW WE WILL  
ACHIEVE OUR VISION)

Centrelink will build a stronger community by:

- *simplifying access to government services by providing a single entry point;*
- *providing innovative and personalised services, opportunities and support, that are culturally appropriate, during key life events;*
- *maintaining a high level of customer service, while ensuring strong accountability to stakeholders; and*
- *building quality relationships with business and the community to improve the social well-being of the Australian society.*

**OUR OUTCOME AND OUTPUT**

Centrelink has one Government directed outcome which is *effective delivery of*

*Commonwealth services to eligible customers.* This outcome is supported by the output of *efficient delivery of Commonwealth services to eligible customers.* Centrelink's output consists of a range of business outcomes aligned to its corporate goals and contributes to the outcomes of all its client agencies.

**OUR GOALS**  
(THE HIGH LEVEL  
OUTCOMES  
CENTRELINK NEEDS  
TO ACHIEVE TO BE  
SUCCESSFUL)

To achieve our commitments to government, client agencies, customers, Centrelink people and the community, we

have set ourselves six goals. They are:

- **Client Partnerships**—*To build partnerships with client agencies that deliver the required results and provide value for money.*
- **Customer and Community**—*To increase customer and community involvement and satisfaction with services.*
- **Centrelink People**—*To provide Centrelink people with confidence, knowledge, skills and tools to meet the challenges of current and future business and their own career aspirations.*

- **Cost Efficiency**—*To manage our business efficiently and return a dividend to Government.*
- **Innovation**—*To provide innovative and personalised solutions, consistent with government policy.*
- **Best Practice**—*To be first choice and benchmarked as the best practice in service delivery.*

**OUR CULTURE**  
(THE WAY WE DO  
THINGS)

Centrelink is made up of people who want to help others—who want to make a

difference in people's lives, in the community and in society as a whole. Centrelink employs people who are strongly committed to and take pride in quality customer service delivery.

In Centrelink, we uphold and practice the Australian Public Service (APS) values and code of conduct that describe the APS and its fundamental characteristics. To help us better apply the APS values in our daily work in Centrelink, we have clustered the APS values into five groups:

- responsiveness to Government
- results
- openness
- fairness
- ethical conduct

A copy of the APS values, listed in full against each of these five groups, is available on our Internet site located at [www.centrelink.gov.au](http://www.centrelink.gov.au)

**OUR SHARED BEHAVIOURS**

Our Shared Behaviours are one way we demonstrate

our commitment to the APS values and code of conduct and to our customer charters. These behaviours set a standard of interaction and service that help build the image and reputation of Centrelink as a provider of excellence in customer service within the community. The Shared Behaviours are an integral part of Centrelink's business and team approach and apply to everyone in Centrelink.

The Shared Behaviours are:

- listening to customers and the community;
- mutual respect for our customers and for each other;
- exploring and putting in place innovative and cost effective ways to provide the right outcome;
- solving problems and developing opportunities; and
- behaving with integrity and in an ethical manner.

#### OUR INTERNAL CUSTOMER CHARTER

(WHAT SERVICE OFFER WE MAKE TO EACH OTHER)

Our internal charter outlines what Centrelink people can expect from each other (see page 18). A copy of our

**Internal Customer Charter** is also available to Centrelink people on the People Management Team Intranet homepage.

#### OUR EXTERNAL CUSTOMER CHARTER

(WHAT SERVICE OFFER WE MAKE TO OUR CUSTOMERS)

Our external charter outlines what customers can expect from Centrelink and what we expect from our customers (see

page 18). A copy of our **External Customer Charter** is also available on our Internet site, located at [www.centrelink.gov.au](http://www.centrelink.gov.au) and on the Strategic Services Team Intranet homepage.

#### OUR QUALITY FIRST POLICY

(HOW QUALITY IS DEFINED IN CENTRELINK)

Quality in Centrelink is about the integrity of business and decision making processes and getting it right. It is about

ensuring the needs of client agencies and the expectations of customers and the community are met. It is inherent in all strategic and business directions.

The major business of Centrelink is service delivery: to the government, client agencies, to the Centrelink board and executive, to customers and the community and to ourselves as internal customers of each other in *One Business*.

The hallmarks of this service are:

- achieving program and policy outcomes;
- providing client agencies with the levels of service that they pay for and expect;
- making high levels of accurate entitlement decisions;
- being responsive and meeting stakeholder expectations; and
- providing customers with services that are culturally appropriate.

#### LINKS TO QUALITY ASSURANCE

Business focused quality activities should assist in providing assurance on the achievement of business objectives. Key elements of achieving this include:

- sound corporate governance supported by comprehensive risk management;
- the whole organisation engaged in quality assurance process;
- a planned approach to quality at the strategic and operational levels;
- shared leadership;
- team-based working arrangements;
- compliance with applicable laws and regulations;
- strong internal capability constantly reviewed and matched with need;
- responsive and flexible customer service;
- best practice and benchmarking;
- thorough performance reporting data;
- demonstrated results; and
- continuous improvement and the Plan-Do-Review-Act cycle.

## RESPONSIBILITIES

The table below links specific responsibilities to levels in the organisation. Working together with this policy in mind will assist Centrelink to consistently achieve quality outcomes as *One Business* (see figure 1).

LEVEL	RESPONSIBILITY
<i>Centrelink Board</i>	Strategic Policy
<i>Executive and Guiding Coalition</i>	Supporting operational and business processes
<i>Managers</i>	Staff awareness, staff support and monitoring of quality control
<i>Team leaders</i>	Quality control and staff awareness
<i>Team members</i>	Right action and decision every time
<i>Shared leadership for all Centrelink people</i>	Leadership at all levels to support a quality working environment

### OUR RISK MANAGEMENT FRAMEWORK

Risk management forms part of Centrelink's Quality Assurance Framework,

and is an integral part of planning and operations in Centrelink. Centrelink has a Risk Management Policy that ensures effective risk management outcomes through clear objectives, responsibilities and support activities. Our Risk Management Guidelines provide a structured approach and outline the process for successfully dealing with risk issues.

The strategic risks to achieving Centrelink's mission and goals have been identified as:

- failure to be and be seen to be effective stewards of contracted business;
- failure to provide and be seen to provide consistent, accurate, efficient, quality customer service;
- failure to be and be seen to be financially viable;

- failure to become One Business and maintain Centrelink as the Commonwealth provider of choice;
- failure to learn and improve;
- failure to lead, support and invest in our people;
- failure to act on the right strategic decisions and business assumptions;
- failure to build and maintain competitive advantage, to hold and gain business;
- failure to get governance and stakeholder relationships right;
- failure to be, and be seen to be credible influencers of government policy and process at any point in its development; and
- failure to maintain business continuity.

Treatment strategies for these risks are outlined in our Business Plan.

## OUR BALANCED SCORECARD

The National Balanced Scorecard is the primary tool

for communicating and understanding our performance. The Scorecard corresponds directly to the goals held within the Strategic Directions. It gives us the information we need to focus our future efforts. The Balanced Scorecard:

- assists in corporate governance;
- focuses performance against our goals by linking them to explicit objectives and measures;
- identifies key performance attributes that we must succeed in to reach our goals;
- allows monitoring of ongoing performance through a range of key measures, against which our achievements can be recognised and our weaknesses identified, to give opportunities to improve performance; and
- communicates our performance across the whole organisation to support ongoing planning.

A range of performance measures underlie five of the six goals. These measures focus on outcomes relevant to Centrelink's business imperatives which are, in turn, informed by the expectations of government, our client agencies, our customers, Centrelink people and the community. Achievement against the Best Practice goal is measured by the level of achievement in the other five goals.

## OUR PLANNING FRAMEWORK

The planning framework suggests that all planning

must be part of an integrated process within Centrelink. Each team's plan contributes to the achievement of our vision and enhances our One Business—One Team concept where we all work together as illustrated in figure 1.

The planning framework highlights the relationships between the core elements of planning within Centrelink (see figure 2). The Business Plan takes the Strategic Plan down one level and has a shorter timeframe.

FIGURE 1: One Business—One Team

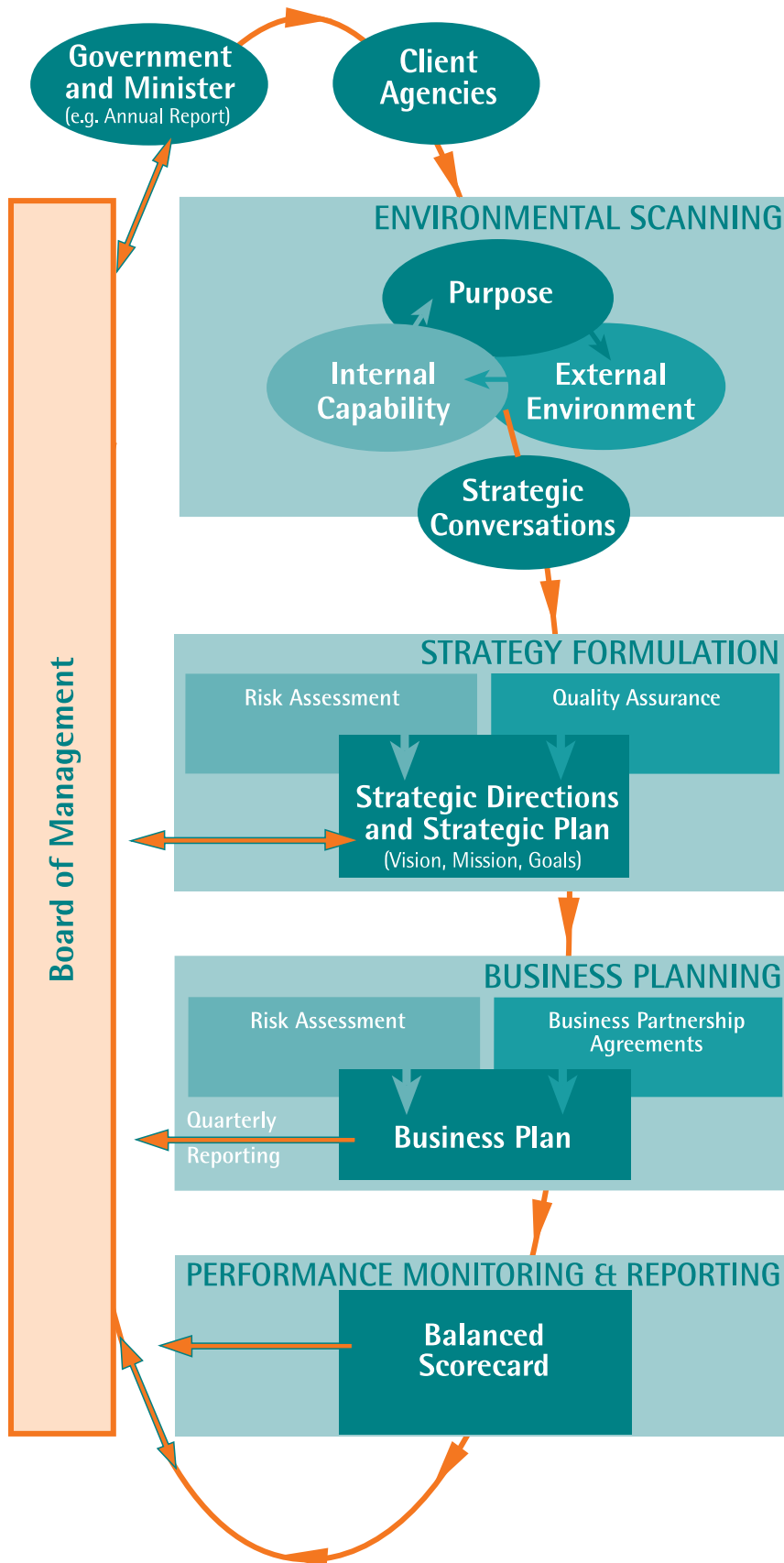


It provides a clear linkage between the desired high level outcomes of the Strategic Plan through to the operational activities outlined in Business Improvement Plans. It is through the Business Improvement Plans that the Strategic Directions becomes real. Through the Business Improvement Plans, local teams are able to develop strategies in their particular environment in a manner that enhances Centrelink's overall business position.

The types of planning in Centrelink are:

- **Strategic**—focuses on the future direction of our whole business, for example, the Strategic Directions and the Strategic Plan.
- **Business**—focuses on the medium-term business objectives, priorities for action, measures and results that will assist us reach our goals, for example, the Business Plan.
- **Operational**—focuses on the short-term business dealing with the local environment and the actions we need to undertake to ensure Centrelink operates effectively, for example, the Business Improvement Plan.

FIGURE 2: Elements of Strategic and Business Planning





# Strategic Plan (Our Future)

## OUR GOALS, DETAILS AND OUTCOMES

GOAL	DETAILS	OUTCOMES
<p><b>Client Partnerships</b></p> <p><i>To build partnerships with client agencies that deliver the required results and provide value for money</i></p>	<ul style="list-style-type: none"> <li>- Retain current business by delivering agreed business outcomes</li> <li>- Market Centrelink's capabilities</li> <li>- Explore possibilities for new business</li> <li>- Build partnerships and alliances for effective program development and service delivery</li> <li>- Build effective and balanced communication mechanisms with client agencies</li> <li>- Build and maintain optimum competitive advantage</li> <li>- Ensure the integrity of the social security system</li> </ul>	<ul style="list-style-type: none"> <li>- Business Partnership Agreement outcomes</li> </ul>
<p><b>Customer and Community</b></p> <p><i>To increase customer and community involvement and satisfaction with services</i></p>	<ul style="list-style-type: none"> <li>- Maintain customer and community focus</li> <li>- Connect the citizens of Australia to community and government services</li> <li>- Simplify and personalise service</li> <li>- Effectively integrate and target service delivery channels</li> <li>- Ensure equity of access to services for all customers that is culturally appropriate</li> <li>- Promote Centrelink's image in the community</li> <li>- Help people move forward</li> <li>- Work in partnerships with communities and business</li> <li>- Make Centrelink even more responsive to citizens and business</li> </ul>	<ul style="list-style-type: none"> <li>- Customer satisfaction with overall service</li> <li>- Customer satisfaction with service delivery channels</li> </ul>

GOAL	DETAILS	OUTCOMES
<p><b>Centrelink People</b></p> <p><i>To provide Centrelink people with confidence, knowledge, skills and tools to meet the challenges of current and future business and their own career aspirations</i></p>	<ul style="list-style-type: none"> <li>– Employ people who have the appropriate experience, commitment and skills mix to perform their jobs effectively</li> <li>– Continually provide Centrelink people and our agents with skills, knowledge, and tools required to do their jobs and to realise their career aspirations</li> <li>– Promote a high-performance culture in which people demonstrate high levels of responsibility and accountability</li> <li>– Ensure Centrelink is an employer committed to providing an excellent working environment</li> <li>– Strengthen leadership and succession planning at all levels</li> <li>– Support our staff and agents to achieve our business objectives</li> </ul>	<ul style="list-style-type: none"> <li>– An environment which develops our people's skills and commitment to service</li> </ul>
<p><b>Cost Efficiency</b></p> <p><i>To manage our business efficiently and return a dividend to Government</i></p>	<ul style="list-style-type: none"> <li>– Enhance business management systems and understand costs at all levels across Centrelink</li> <li>– Adopt best practice in financial systems fundamentals to provide better decision support</li> <li>– Enhance business culture that reduces cost while maintaining satisfactory service levels</li> <li>– Promote efficient, effective and ethical use of resources including alternative sourcing arrangements and service delivery channels</li> <li>– Give government confidence in its investment and transparency in costs</li> </ul>	<ul style="list-style-type: none"> <li>– Return required efficiency dividends to Government</li> </ul>
<p><b>Innovation</b></p> <p><i>To provide innovative and personalised solutions, consistent with government policy</i></p>	<ul style="list-style-type: none"> <li>– Exploit new and emerging technologies and methods to support our goals</li> <li>– Explore and develop new markets, products and services</li> <li>– Capitalise on Centrelink's intellectual property</li> <li>– Actively support and promote innovation and creativity in Centrelink people</li> <li>– Explore innovative business partnerships and strategic alliances with the federal, state and local government, business and community based organisations</li> </ul>	<ul style="list-style-type: none"> <li>– No measurable outcome</li> </ul>
<p><b>Best Practice</b></p> <p><i>To be first choice and benchmarked as the best practice in service delivery</i></p>	<ul style="list-style-type: none"> <li>– Establish a systematic approach to benchmark Centrelink business and services</li> <li>– Share and implement best practice throughout Centrelink</li> <li>– Maximise learning through links with other organisations</li> <li>– Ensure effective internal and external governance and accountability arrangements</li> </ul>	<ul style="list-style-type: none"> <li>– Measured by the level of achievement of the other five goals</li> </ul>

**OUR FUTURE AT A GLANCE**



*Delivering Today/Transforming Tomorrow*

*Excellence in Service*

Goal	2002 Development	2003 Development	2004 Advancement	2005 Advancement	2006 Excellence	2007 Excellence
<b>Client Partnerships</b>	Effectively delivering client agency outputs and building and maintaining competitive advantage		Increasing and diversifying business		Leading in service delivery and client relationship management	
	Providing value for money for stakeholders		Partnering across sectors to deliver a greater range of government services		Tailoring client agency solutions	
	Providing input for policy development		Developing more sophisticated client agency partnerships and alliances with an outcome focus		Delivering results through strategic partnerships and alliances	
	Enhancing our advisory role with client agencies on policy impacts on service delivery		Supporting client agencies develop better policy		Assisting client agencies design effective policy delivery strategies	
<b>Customer and Community</b>	Strengthening and supporting the life events approach		Becoming a Premier Broker		Being a Premier Broker	
	Making it easier to do business with us		Integrating service delivery channels		Establishing extensive virtual service delivery	
	Tailoring service offers		Connecting the public to federal, state and local government, business and community based organisations		Providing a one-stop-shop for federal, state and local government, business and community based organisations	
	Designing and implementing the Government's <i>Australians Working Together</i> initiatives		Ensuring economic and social participation and delivering effective solutions		Delivering results that make a difference to individuals, families and the community	
	Establishing a civic entrepreneur role to work with business and the community to address social issues		Implementing seamless services by expanding our existing role and establishing new relationships with business and the community		Delivering high quality servicing arrangements that are understood by all sectors of the Australian community	
	Developing Centrelink's Digital Business Strategy		Establishing Centrelink's role as a leading collaborative partner, enabling client agencies, customers and citizens to access public and private sector services online		Brokering solutions through physical and virtual networks across government and other sectors	



Delivering Today/Transforming Tomorrow

Excellence in Service

	2002	2003	2004	2005	2006	2007
Goal	Development		Advancement		Excellence	
<b>Centrelink People</b>	Training and developing people for their current and future roles		Creating a diverse, capable workforce of employees who are valued and give their best within an excellent working environment		Establishing Centrelink as an employer of choice	
	Increasing recognition for high performance		Increasing accountability and commitment to high performance		Being a flexible, virtual workforce committed to high performance	
	Strengthening the leadership framework and implementing workforce planning		Creating a strong leadership culture within Centrelink and enhancing workforce planning		Utilising a strong leadership culture to drive future change	
	Increasing flexibility in the workforce structure		Creating a flexible and responsive workforce framework		Being a versatile and responsive organisation able to meet changing demands	
<b>Cost Efficiency</b>	Using effective business pricing, funding and distribution models		Implementing robust cost management methodologies to achieve faster, cheaper, smarter and simplified delivery of service		Achieving program outcomes and efficiency dividends delivered to government and the Australian community	
	Implementing business transition strategies and job redesign		Achieving efficiencies through streamlined processes, profiling and customer accounts delivered across multiple channels		Providing personalised solutions through multiple channels	
	Increasing accuracy and reducing rework from the Getting it Right initiative		Delivering right referrals and solution brokering		Providing efficient and effective stewardship of payments and entitlements	
	Increasing Call Centre automation access		Implementing extended hours of access through automated self-service applications		Effectively delivering seamless service delivery channels	



Delivering Today/Transforming Tomorrow

Excellence in Service

	2002	2003	2004	2005	2006	2007
Goal	Development		Advancement		Excellence	
<b>Innovation</b>	Optimising innovation to personalise service and support staff decision-making		Building on self-service capability and increasing customer participation in designing services		Providing a new and wider range of self-service options and staff support mechanisms	
	Capitalising on Centrelink's intellectual property		Identifying all intellectual property opportunities and using them to improve service delivery and business opportunities		Using intellectual property to develop and support improved service offers and new opportunities for business	
	Exploring new partnership and collaborative alliances for competitive advantage		Identifying and translating social and commercial opportunities into improved service delivery, branding and creating revenue		Being recognised as an Australian leader in human services network operations	
	Developing a citizen-to-government electronic gateway		Establishing a gate keeper role in joint service delivery		Exploring creative delivery modes with new business sectors	
	Using technology to optimise service delivery and government processes through use of information and digital technology		Implementing the digital business strategy and the data warehousing strategies		Providing an electronic and seamless citizen-centric integrated service for all levels of government, business and the community	
<b>Best Practice</b>	Exploring internal and external benchmarking		Increasingly benchmarked as best practice		Being first choice for Government and customers	
	Sharing best practice with stakeholders		Improving stakeholder relationships and information management activities		Achieving excellent business relationships between Centrelink, the government and the broader community to provide a seamless service and broker new solutions	
	Promoting effective governance and accountability arrangements		Introducing measures aimed to increase performance, visibility, accountability and transparency		Measuring increased organisational effectiveness and impact	

# *The First Four Years (Our Achievements)*

## THE FIRST FOUR YEARS

Centrelink is well on its way to meeting its purpose of providing exceptional service to the community through continuous improvements in its performance and service delivery.

Centrelink can be proud of the following achievements towards its goals over the last four years.

## OUR CLIENT PARTNERSHIPS

Established relationship committees to ensure strong partnerships

Implemented policy initiatives such as Work for the Dole, Youth Allowance, Newstart Common Platform and Preparing for Work

Achieved consistently above the benchmark for social security compliance reviews

Retained 100 per cent of existing business and gained new business

Delivered Veterans' Information Service

Commenced partnerships with seven newly established Rural Transaction Centres

Implemented the reforms of the *Social Security (Administration) Act 1999*

Implemented effectively the Olympic Employment Strategy

Participated jointly with Department of Family and Community Services (FaCS) in the Rules Simplification Task Force

Delivered effectively client agency outputs

Provided input for policy development

Established a Gateway to Australians Working Together (AWT)

Increased our client agencies from 12–20 and number of products and services from 64–140 in four years

## OUR CUSTOMER & COMMUNITY

Developed and reviewed a Customer Charter

Responded positively to the Regional Australian Summit

Achieved speedy ex-gratia payment response to national disasters

Established Value Creation Workshops as a feedback mechanism

Increased access for customers through new servicing arrangements and extended Call Centre hours

Completed the Payment Cycles project

Introduced a new service delivery model embodying life events and one-to-one service

Increased Call Centre performance and established new Indigenous and Rural Call Centres

Achieved overall increase in customer satisfaction

Established a range of community partnerships and strategic alliances

Launched the Statement of Centrelink's Commitment to Reconciliation on 14 December 2000

Strengthened and supported the life events approach

Launched 310 Family Assistance Offices in various sites on 1 July 2000

Improved Centrelink's services for Indigenous customers in rural and remote areas

Implemented the Sugar Industry Package

## OUR PEOPLE

Developed the Internal Customer Charter

Instituted a National Awards Program as well as a new classification structure

Became a registered training organisation in June 1999

Introduced a Centrelink Development Agreement

Implemented the new *Public Service Act 1999*

Conducted staff polls showing the overall level of staff satisfaction has generally improved

Improved productivity and received pay rises on time

Received public recognition for Workplace Diversity initiatives

Established the Centrelink Virtual College providing staff access to quality learning and nationally recognised qualifications

Developed Centrelink Leadership Qualities

Developed Centrelink's Indigenous Employee's Action Plan

**OUR COST EFFICIENT ORGANISATION**

- Implemented Infolink (financial) management information system
- Implemented accrual accounting to enable better understanding of our cost structures
- Achieved additional savings from compliance review and debt recovery activities
- Made additional savings from national contract management
- Achieved savings from consolidation of mainframe computer operating and production processing staff
- Established the Cost Optimisation Project to enhance Centrelink's approach to strategic cost management
- Implemented the Getting it Right strategy
- Achieved a positive net equity position
- Centrelink has returned a total of \$586.2m in efficiency dividends to Government since its inception

**OUR INNOVATIVE ORGANISATION**

- Launched Centrelink website in September 1997
- Developed Intranet for all staff
- Ranked fourth out of Australia's 100 leading information technology users
- Implemented employment services online claim process
- Improved the Call Centre system to include Global Call Handling
- Conducted Multimedia Payphone trials in partnership arrangements
- Developed 7Business, the Centrelink Education Network and CentreThink
- Developed the Rural CD-Rom to increase support for rural agents
- Launched the new Centrelink website
- Developed a standalone configuration of Edge [Decision Support System] with FaCS and Softlaw Corporation
- Conducted Community Connections trials in four sites
- Completed the Centrelink Online project

**BEST PRACTICE**

- Provided a true one-stop-shop for the public
- Introduced performance improvement planning to all business units
- Implemented Quality Assurance Framework and Risk Management Guidelines
- Implemented a Guiding Coalition system of management
- Implemented activity based costing
- Developed an annual inventory of external benchmarking activities
- Conducted mystery shopping trials in 152 Customer Service Centres
- Conducted over 50 Risk Assessment Workshops
- Hosted a wide range of international visits
- Received a wide range of awards



GOALS...

- Build Partnerships with Clients
- Increased Customer Satisfaction & Community Involvement
- Provide Staff with Confidence, Knowledge, Skills & Tools
- Cost Efficiency
- Provide Innovative & Personalised Solutions
- First Choice & Benchmarked as Best Practice

**FOR THE CUSTOMER**

**POSITIONING CENTRELINK**

**by 2002**

- Making Centrelink Even More Responsive to Citizens
- Ensuring the Integrity of the Social Security System

**2003**

- Helping People Move Forward
- Gateway to Economic & Social Opportunities

**2004**

- Seamless Services Between Government Agencies
- Implementing Improved Cost Management

**2005**

- Building Self Service Capability
- Using Digital Technology in Service Delivery

**2006**

- Virtual Service Delivery
- Delivering Results that Make a Difference to Society

**2007**

- Premier Broker & Service Deliverer, Employer of Choice

**Our Vision**

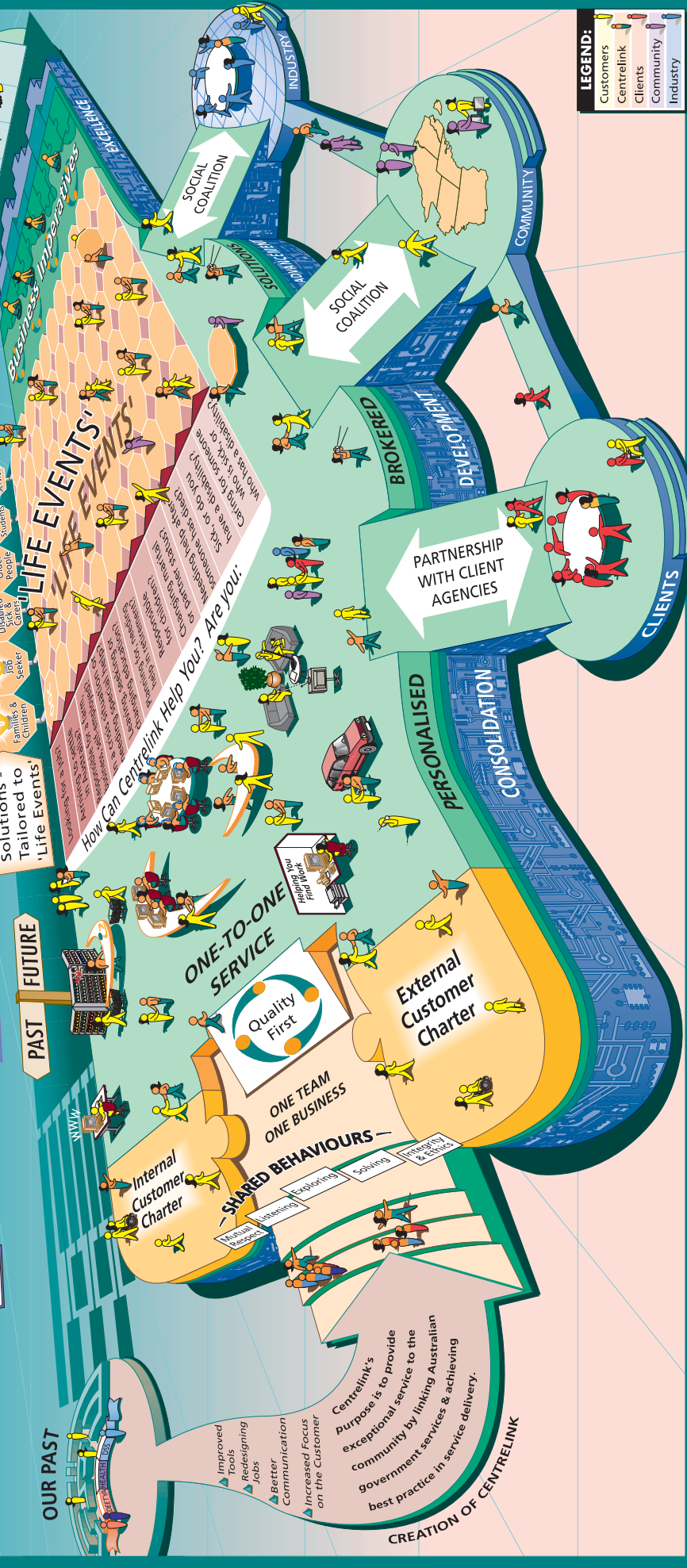
Centrelink will make a positive difference to Australian individuals, families and communities particularly during transitional periods in their lives.

**Our Mission**

Building a stronger community by:

**Business Imperatives**

**EXCELLENCE**





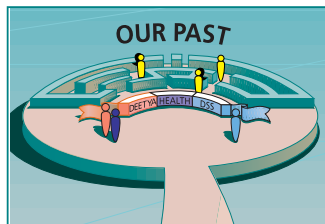
# Strategic Directions

## 1 Our Past...

This is a representation of where we have come from, a reflection of what we knew needed to change to allow the newly created Centrelink to be benchmarked as Best Practice in service delivery.

Previously, customers faced a maze of protocol and procedure when accessing services provided by various agencies such as DEETYA and DSS and the Department of Health. Between the people in these agencies and

the customer was a 'red tape' counter. Once a customer had been attended to they were often redirected through the system, without being offered an effective solution.



## 2 Creation of Centrelink...

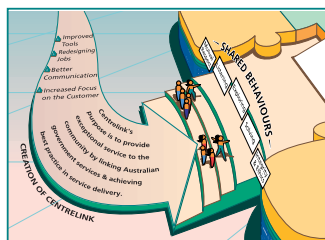
Centrelink's people have worked hard to get where we are today. Milestones lead forward from our past, representing some of the achievements that enabled us to develop Our Vision for the future. Improved tools, redesigning jobs, better communication and increased focus on the customer were the stepping stones for the creation of Centrelink.

Our purpose, why Centrelink was created, is the driving force for Centrelink, and is as important today as it was in 1997.

In order to fulfil Our Purpose in a consistent and cohesive way, Centrelink people were introduced to a set of Shared Behaviours.

These are what we are expected to use to generate and maintain relationships with our customers, clients, and each other.

Through a personal commitment to demonstrating the intent behind these Behaviours, we bind our culture together and show the human face of Government to the Australian community.

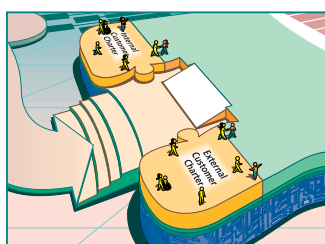


## 3 Customer Charters...

Our Internal Customer Charter outlines what Centrelink people can expect from each other. Our External Customer Charter outlines what customers can expect from Centrelink and what we expect from our customers.

The platform represents how we are shaping Centrelink and creating relationships in order to meet the needs of our people and customers.

The Customer Charters are one medium through which our people and customers benefit from our commitment to the Shared Behaviours.



## The Whole Picture...

This picture communicates messages about Centrelink, its creation, its direction and its future. It provides a context that helps us see the main issues, to help everyone understand Centrelink as a whole, and to be able to see their place in it. This picture shows our past, and how we

## 4 One Team...One Business...

This area is accessed by our people from the Shared Behaviours platform, and represents the need for everyone to treat our business as one business, even though many people in Centrelink do different things. Our outcomes can only be achieved by the combined efforts of all Centrelink people.

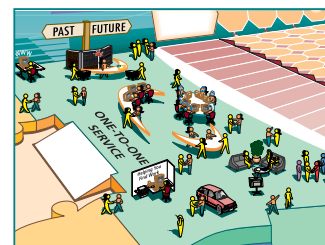
The gateway between theory, learning and practice is the Quality First framework. Using Quality First will allow us to deliver services that are of the

highest value to our customers, and deliver consistent results. Quality is not an outcome in itself, but a way through which we deliver solutions to customers.



## 5 Customer Service...

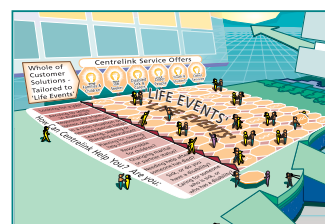
At the centre of the platform is a representation of our service and call centres in action. Customers make their initial contact via phone, in person or other remote means. Surrounding these service centres are ways that customers can maintain contact with us, such as the internet, instore kiosks, home visits, by phone, in the workplace, through special 'Helping You Find Work' areas, and most recently in retail outlets.



## 6 Service Delivery Model...

Centrelink has changed its approach to service delivery. Once customers contact Centrelink, we find out their needs, and then offer service options tailored to their requirements. The Service Delivery Model represents the daily life circumstances Australians experience at various stages throughout their lives.

The Centrelink model of service delivery has been developed in consultation with client agencies.



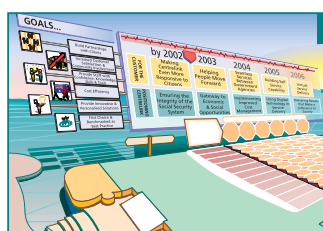
are moving towards what Centrelink represents. It also shows how we work together, what to achieve and how to achieve it, to reach the future we set for ourselves—to be premier broker, service deliverer and employer of choice. With a common understanding of our past, our shared future and the road towards it, we can all make a difference to Centrelink.

### 7 Goals...

Centrelink has goals that help us progress towards Our Vision. They are seen on the upper left side of the picture. The goals are connected to our measurement device, the Balanced Scorecard (represented here by Centrelink's heartbeat), set on a time line.

The time line is divided into six time frames: by 2002, 2003, 2004, 2005, 2006 & 2007. Each section specifies outcomes for the customer, and the business

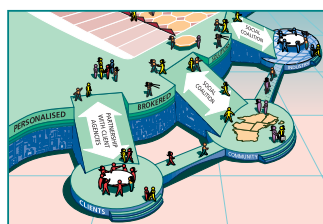
positioning of Centrelink. The broad outcomes mark our progress.



### 8 Partnering and Social Coalitions...

Centrelink has relationships with a variety of organisations, including client agencies, community groups and industry. The network of relationships, which becomes a social coalition, assists us to 'broker' solutions for customers, or to refer them to the most appropriate organisation that can meet their needs. This is represented through Centrelink people facilitating the transfer of customers to and from our partners. We also work to foster the partnerships and alliances within these relationships, and to strengthen communication

between our business partners in the social coalition. There is also a mutual obligation between Centrelink and our customers through which obligations are clearly articulated and understood.



### 9 Business Imperatives...

There is no defined path to what we want to achieve. We must refine the building of that path together.

Business Imperatives and Business Knowledge are the underlying factors that, combined, contribute to achieving business success. Business imperatives can be seen as a layer on the Centrelink platform which underpins our decision-making, from our very beginnings, to the present day, and in our future.

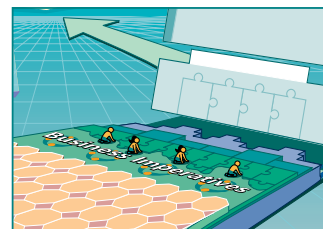
They are constantly revised to ensure clear links between our actions and achieving business growth.

People are shown at the leading edge of the pathway, capturing their learning and converting it to new and innovative ways of supporting and assisting the community. Each piece of learning is represented as a tile that can be fitted to the advancing pathway. The Quality First symbol occurs across all the tiles and

### 9 Business Imperatives...(continued)

represents how quality underpins all aspects of our business.

As Centrelink moves forward through the efforts of our people, the platform is covered with a professional 'skin'. The construction of the pathway is only visible at the leading edge. However, its foundations stretch back to the creation of Centrelink.

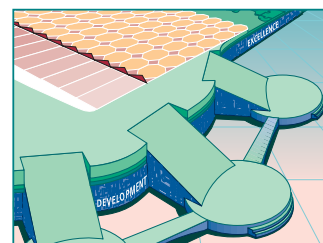


### 10 Information & Technology Infrastructure...

The Information & Technology infrastructure is the technical foundation on which Our Business is built. The I & T infrastructure underpins how we do all of our business, including the delivery of our Service Offers, and assists our people to ensure seamless service delivery. It is also essential in capturing information on the profile of the 'future Centrelink customer', so that we can shape our service offers according to what our customers will need as the Australian environment changes.

Earlier, Centrelink's I & T infrastructure was quite different to what it is today, and different

to how it is now being developed. As evolving systems come online, the representation of the developing infrastructure tightens in the Consolidation phase. Looking at the Development phase the advanced infrastructure is still being constructed, as it incorporates new ideas and systems.



### 11 Our Mission, Vision... and beyond...

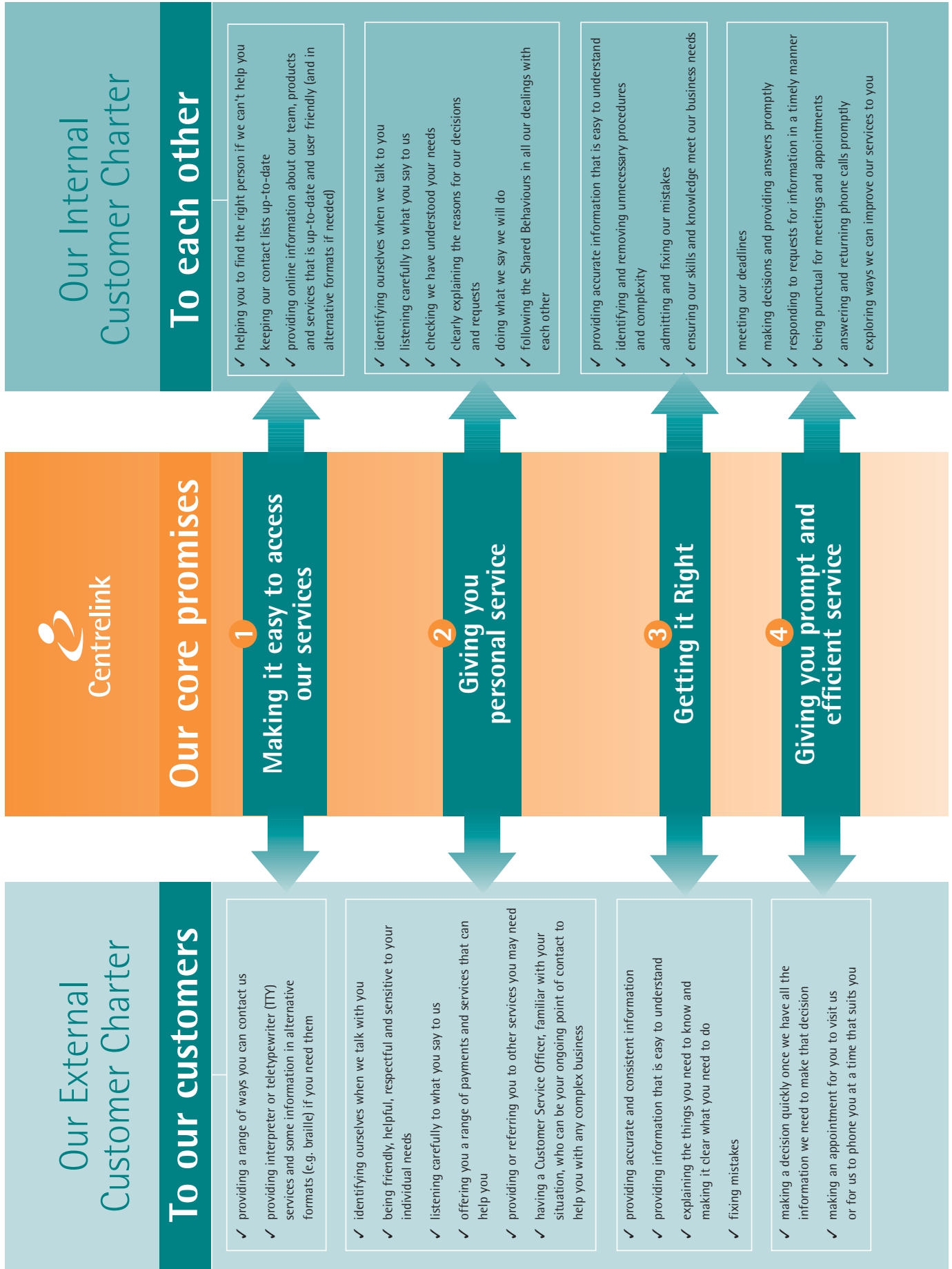
We need a supply of tiles, created from Centrelink's Mission, to build this path. The raw tiles are designed to fit the specifications of the four elements of the Mission, but at the present time they have no defined features. These are added by our people through innovation and learning, and are then attached to the advancing pathway.

The Mission guides the pathway towards Centrelink's stated Vision, and ensures that we maintain our focus on achieving desired business outcomes, as

well as improving our processes.

The path continues towards the year 2007 on the horizon, where Centrelink is recognised as 'Premier Broker and Service Deliverer' of information, knowledge, and solutions for our customers and 'Employer of Choice'.





**GLOSSARY  
OF TERMS**

<i>Term</i>	<i>Meaning</i>
<b>Balanced Scorecard (BSC)</b>	the key instrument for measuring and reporting Centrelink's performance against its goals
<b>Business Improvement Committee (BIC)</b>	a sub-committee of the Guiding Coalition, responsible for approving major Centrelink initiated projects
<b>Business Improvement Plan (BIP)</b>	plan which details the activities to achieve Business Plan objectives at the Area, Customer Service Centre and individual support team levels
<b>Business objectives</b>	the desired business outcomes of Centrelink as stated in the Business Plan
<b>Business Plan</b>	plan which provides a framework for Centrelink's business priorities including business objectives and actions for achieving them
<b>Business process redesign</b>	the review of existing business processes and development of an agreed set of principles to be applied to new processes and workflows
<b>Channel management</b>	encouraging the use of cost effective customer access options, on site, on call, on paper and online that match the service offers
<b>Citizen centric</b>	focus on the relationship required to work with government and community members
<b>Civic entrepreneur</b>	broker opportunities in partnership with communities and non-government organisations for focusing on social and economic participation outcomes
<b>Customer account</b>	the creation of a single customer data file that can be accessed to simplify service
<b>Customer centric</b>	focus on the relationship and service offers that address customer circumstances and needs
<b>Customer profiling</b>	a set of customer characteristics that identifies and links a group of customers to the most appropriate intervention strategy for meeting customer and program objectives
<b>Corporate governance</b>	an integrated system of controls which encompass authority, accountability, stewardship, leadership and direction exercised in an organisation
<b>Digital business</b>	sophisticated use of information and digital technology in optimising service delivery and government processes
<b>Environmental scanning</b>	a process of investigating the internal and external factors relevant to Centrelink's future

<i>Term</i>	<i>Meaning</i>
<b>Enterprise architecture</b>	a conceptual structural framework for all I&T systems
<b>Getting it Right</b>	a strategy to improve accuracy and accountability leading to quality decision making throughout Centrelink
<b>Goal</b>	a high-level desired outcome needed to fulfil the purpose of Centrelink
<b>Information holdings</b>	a bank of data, voice, image digital, paper and ideas information enabling Centrelink to advance its business
<b>Intellectual property</b>	common law rights affording protection to creative and intellectual efforts, e.g. patents and copyright
<b>Leadership</b>	guiding and influencing staff direction and actions towards achieving organisational goals
<b>Life event</b>	a significant change or changes that affect an individual and/or their family and/or their community which causes people to approach Centrelink for assistance
<b>Mission</b>	unique character of Centrelink, which identifies its scope of activities and distinguishes it from others
<b>National Strategic Development Conference (NSDC)</b>	tripartite management, staff representative and union forum
<b>No wrong door</b>	a customer or citizen will be assisted by Centrelink to find the appropriate solution or solution provider across all access points
<b>Objective</b>	a statement of intent about something to be achieved in the future which is clear enough to be measured
<b>One-stop-shop</b>	linking Australian Government services whenever possible in one place
<b>Operational Level [of Planning]</b>	the level at which strategies and plans are implemented
<b>Outcomes—External</b>	changes in the external environment that the Government expects as a result of Centrelink's outputs such as increased customer satisfaction
<b>Outcomes—Internal</b>	changes in the internal environment such as increased productivity
<b>Output</b>	goods and services produced by Centrelink to achieve outcomes

<i>Term</i>	<i>Meaning</i>
<b>Performance Assessment Plan</b>	a plan to provide guidance and measure the performance of an individual
<b>Performance measure</b>	the criteria used to assess whether desired outcomes have been achieved
<b>Quality Assurance Framework</b>	a statement of principles and a set of measurable standards which assist teams to maximise business outcomes
<b>Risk</b>	the chance of something happening that may impact upon goals
<b>Risk profiling</b>	the probability that a particular program outcome will not be achieved assessed in terms of the level of effort applied to service that customer
<b>Risk treatment</b>	selection and implementation of appropriate options, strategies and actions for dealing with risk
<b>Social entrepreneurship</b>	participating with the community and non profit sectors to assist social change using business principles
<b>Shared behaviours</b>	the behaviours valued by Centrelink that set a standard for interaction with customers, client agencies and each other
<b>Stakeholders</b>	customers, client agencies, government and general community
<b>Strategy</b>	a statement of intent which is achieved by a set of actions
<b>Strategic Directions</b>	the document that contains the core statements of Centrelink's future such as purpose, vision, mission and goals
<b>Strategic Framework</b>	the suite of Centrelink planning documents including Strategic Directions, Strategic Plan, the Business Plan and Business Improvement Plans
<b>Stewardship</b>	the way in which a person controls or organises a particular event or provides services to particular people
<b>Target</b>	the element of a performance measure which indicates a desired level of performance
<b>Team and Individual Learning Plans</b>	plans linked to Performance Assessment Plans that specify the learning needs at an individual and team level
<b>Text mining</b>	a tool which extracts key words from text and helps make correlations
<b>Value chain</b>	identifies the sequence of activities undertaken to increase the value of services and products, as judged to be of value by customers for themselves
<b>Vision</b>	what we want Centrelink to be as an organisation
<b>Virtual service delivery</b>	futuristic view of providing the easiest, most direct and comprehensive route to the best solution electronically

