

2002-2003

# Business Plan



**ChildSupport**  
*Helping parents manage  
their responsibilities*

# Business Plan 2002–2003

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# General Manager's Message

Last year was a particularly challenging and rewarding year for us all. We should be proud of how we successfully implemented Cuba, the biggest change we have undertaken in CSA. Such changes come at a cost and we have all had to make extraordinary efforts to keep our head above water since 4 March. We have succeeded. It was also the year in which we implemented the new broadband structure which will help us increase our organisational capability.

We received external recognition and internal feedback which gives us the confidence that our efforts are reaping rewards. The results of our Corporate Health Index were extremely positive and show that we listen to and support the needs of our people. We received external recognition from the Australian Quality Council in the prestigious Australian Business Excellence Awards. Our Progress Towards Excellence award is acknowledged as a particularly good result for an organisation in its first submission. The recent performance review by the Australian National Audit Office is positive overall, identifying opportunities for improvement.

Most recently we scooped the pool at the Australian Public Service Commission's *Service Charter – Awards for Excellence*. We received recognition for integrating our client service charter into our service delivery outcomes and culture, our online service delivery and our services to clients in rural, remote and regional Australia. This is a great achievement as we continue to face challenges for improving our client satisfaction. Our focus this year will be on addressing the issues raised in client feedback. These areas include: following through on promises, giving clients viable options to consider and providing consistent advice.

This year we will continue our work with other government agencies to progress the outcomes of the Family Law Pathways Advisory Group report to build an integrated system which will provide better support for parents and their children.

In the year ahead we will continue to bed down Cuba to ensure it supports you to help resolve parents' needs. To make the most of the benefits provided by Cuba, we will all need to work hard at changed work practices which will provide better service for parents and save us time. Streams will focus on differentiating client needs and matching services to meet those needs. Our key business priorities will be to improve client satisfaction, build stronger partnerships, continue staff support, simplify broadbanding and improve workload management.

Thank you for your continuing efforts, dedication and commitment during what was a particularly challenging year. Together we can achieve our vision that all Australian parents meet their child support responsibilities.



**Catherine Argall**  
General Manager

## The Plan

# Why we have a plan

The Business Plan is a key document prepared on an annual basis to enable us to effectively manage our business activities. It provides the focus to improve the delivery of child support services and to move closer to achieving our vision. The plan outlines the key business priorities and strategies we undertake each year.

This Business Plan is for everyone in CSA to use as a tool to understand our business direction and our key focus and strategies for the year. This document will be used as a framework upon which to build our operating plans. These include stream strategy plans, regional and national office plans. It also provides the basis to develop individual projects that support our business direction.

The plan also ensures that resources are allocated to achieve success in meeting our business challenges, priorities and strategies. Our key performance indicators for the year are in the plan and we evaluate our performance for the Child Support Agency as a whole in accordance with those indicators.

## The Past

# Where we have come from

The Child Support Agency has been in operation since 1988 administering the Australian Government's Child Support Scheme.

The Scheme provides the legislative framework to ensure that parents meet the financial needs of their children after separation.

Since its inception, CSA has worked hard to deliver on the Scheme's objectives, that:

- parents share in the cost of supporting their children according to their capacity;
- adequate support is available to all children not living with both parents;
- Commonwealth involvement and expenditure is limited to the minimum necessary for ensuring children's needs are met;
- work incentives for both parents to participate in the labour force are not impaired; and
- the overall arrangements are non-intrusive to personal privacy and are simple, flexible and efficient.

By the mid-1990s, CSA had become a world leader in child support compliance and cost effective administration. Our collection of child support dollars is high by international standards. CSA collects approximately \$7 for every dollar spent compared to less than \$5 collected by other countries with which CSA is benchmarked.

In 1998 the Child Support Agency, formerly part of the Australian Taxation Office (ATO), became part of the Department of Family and Community Services (FaCS). With this move we have continued to explore new ways to achieve a more coordinated approach in supporting separated parents. We remain closely aligned to the ATO with access to information which enables us to make and enforce child support assessments.

## Where are we now

Our role in assisting parents to take responsibility for the financial support of their children has resulted in significant benefits for separated parents and their children. There is much to be proud of:

- over 1.2 million parents use the services of CSA to benefit over 1,000,000 children;
- over \$1.45 billion child support was transferred for the benefit of children in 2001-2002 and a collection rate of 87.7 per cent was reached;
- since the inception of the scheme 92 per cent of child support liabilities have been paid;
- our focus on helping parents move to greater levels of self-reliance sees 49.4 per cent of parents choosing to make private arrangements for the collection of child support; and
- 70 per cent of parents pay regularly.

We are a key player in improving the integration of government systems to support families experiencing separation. We work with other agencies in the wider family law system and the community in shaping and implementing child support services.

Our client service delivery model segments clients on the basis of particular characteristics and provides a mix of services to meet their needs. Our involvement with clients ranges from those needing individualised support to those requiring little or no CSA involvement.

CSA is recognised as a world leader in the field of child support and has one of the most cost-effective child support schemes in the world. The effectiveness of the Australian child support system has resulted in reduced expenditure on social support for families and provides additional financial support for children in separated families.

## What we have done

Our achievements in 2001-2002 build on previous business success as we continue to deliver quality outcomes for clients through our 6 challenges and the implementation of our key business priorities. In spite of a difficult and challenging year we have achieved much. Highlights include a total collection rate of 87.7% and a private collect ratio of 49.4%. All other corporate outcomes have been maintained at a high level. We can be proud of how we have built our resilience and remained focused on the task at hand.

### **Building our organisational capability**

Building organisational capability is our biggest achievement for the year. This includes the capability of our people, our technology and our corporate governance arrangements.

We continued support for Team Leaders and provided staff with the information and skills to use the new technology.

Broadbanding has seen an increase in our organisational capability with a 53% growth in the APS 4 level.

The successful implementation of our new business support system, Cuba, and the integration with our state-of-the-art telephony marks a significant milestone in building our organisational capability. Our new technological infrastructure provides us with the platform to achieve productivity gains for staff and improved client service.

We have also built on our corporate governance arrangements. Our Business Management System, which is the framework to support the delivery of all our business activities, is in the final stages of implementation. It gives us the confidence that robust corporate governance arrangements are in place. The Business Management System supports the delivery, evaluation and improvement of our client service and business activities.

Our third Corporate Health Index shows a significant improvement in the health of CSA. We see significant improvements in our capability, particularly in our resourcing and time to do our job, the training we have provided and the way we manage change.



### **Client service improvements**

Last year we made some significant achievements in our client service. Our ongoing support for parents to build their capacity to manage their child support responsibilities has seen good results. 49% of parents now choose to make their own payment arrangements. We have streamlined our service to new clients with the implementation of Direct Phone Registration. It is now easier and more convenient for parents to apply to register with CSA directly via phone.

We have seen a substantial increase in demand for our products and services to assist clients with their child support issues. These include the financial calculators on our Web site, the Community Services Directory, and *Back on Track*, an education resource for community service providers who work with separated and repartnered parents. We have developed new products and piloted and evaluated two approaches to help parents deal with separation. The pilots were the Supporting Parents Referral Service for clients in Parramatta and the Primary Dispute Resolution Project for clients in Hobart. The new products are “Me and my kids – parenting from a distance” and “My family is separating – what now?”. Both products were launched in August this year.

### **Our role in the broader family law system**

CSA has played an active role in the broader family law system and we are translating the aspirations of an integrated family law system into our business direction and day-to-day activities. Last year we successfully implemented new legislation to improve the Child Support Scheme, including support for second families.

### **External recognition**

Our achievements have been acknowledged through external recognition from the Australian Quality Council (AQC) in the Australian Business Excellence Awards and the Service Charters – Awards for Excellence. The AQC recognised CSA at the Progress Toward Business Excellence level which is an excellent result and a clear milestone on the way to even greater achievements. We were the most successful agency in the recent Service Charter awards receiving 2 gold awards for excellence in integrating our service charter into service delivery outcomes and organisation culture and in our service delivery to rural, remote and regional Australians. We also received a silver award for excellence in our service charter driving online service delivery.

# How we contribute to FaCS



**Challenges and Outcomes**

**CSA Key link to integrated family law system**

**CHALLENGE 1**

A simpler and better integrated approach to child support.

**CHALLENGE 2**

Community service providers and family networks support and assist families to resolve their child support issues.

**CHALLENGE 3**

Parents increasingly accept their responsibilities with minimal government involvement.

**CHALLENGE 4**

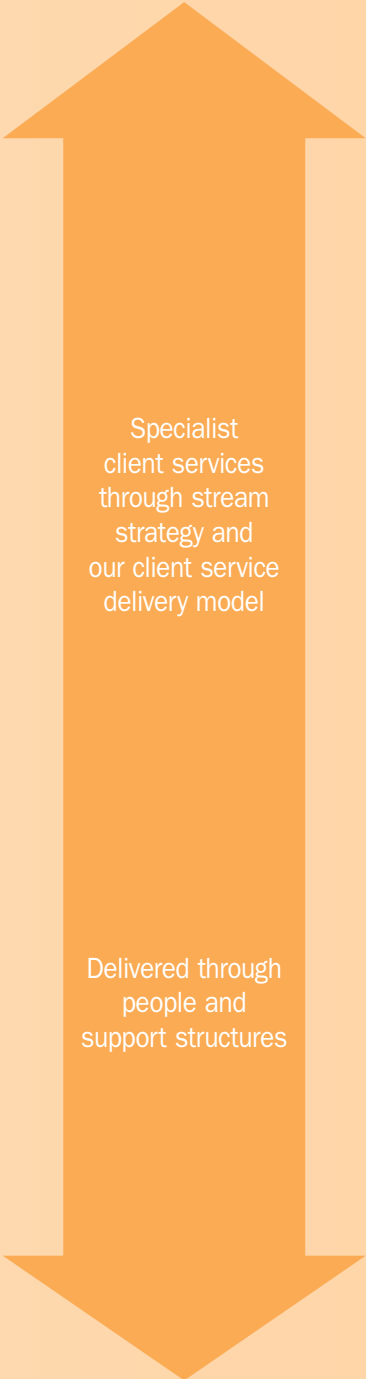
CSA administration represents world's best practice in the field of child support administration.

**CHALLENGE 5**

Achieve the right balance between the interest of CSA the organisation, and the interests of its people.

**CHALLENGE 6**

CSA is considered by Ministers, Government and the community as providing a valuable service to the community.



Delivered through people and support structures

Accountable to our stakeholders

## Our strengths

# What we do well

The capability, culture and commitment of our people to deliver quality outcomes for clients are our significant business strengths. We recruit, train and support high-quality people and now have in place leading-edge integrated technology to improve service for parents.

We are a world leader in cost-effective child support administration and achieve a collection performance which is high by international standards. Our willingness and commitment to work with other players in the family law system enables us to make a significant contribution to building a more integrated system for the benefit of families. Our system integration with the tax system is a significant strength in enhancing our ability to administer the child support scheme as it enables us to make child support assessments and enforce payments where necessary.

Our integrated business management system gives us the confidence that all our business activities are integrated and aligned to support our strategic direction. Recent external reviews of our business highlight some key strengths of our people. These include the alignment of our culture and capability to achieve our vision and our commitment to delivering quality client service through our charter commitments.

Our integrated Client Service Delivery Model and our stream structure provides a solid foundation to deliver quality client service, by segmenting clients and matching service offers to meet individual client needs.

Our robust business practices and commitment to quality and continuous improvement are also strengths. This helps us strive to excel in what we do for the benefit of separated parents, our people and the Australian community.

*We are a world leader in cost-effective child support administration and achieve a collection performance which is high by international standards.*

# What we can do better

Our opportunities are derived from capitalising on our strengths and addressing our weaknesses. Our most significant opportunities are to increase parents ability to manage their own child support arrangements and to increase the level of voluntary payment of child support. Our ongoing relationship with both separated parents puts us in a unique position to use other parts of the family law system to improve outcomes for parents and children.

Our business environment gives us the opportunity to interact with the social welfare and family law systems and community service organisations. These organisations provide help to separated parents with their legal, financial and emotional issues. This environment also provides us with the opportunity to build and shape a better child support system. This will include better integration and more consistent assessment of clients' needs at the time of separation. It will also include early intervention strategies, to deal more effectively with the range of issues facing separated parents, and ongoing support to meet changing needs.

Our regular client satisfaction research gives us an insight into our clients' view of the service they receive. Areas have been identified that present us with opportunities to improve our service. Recent client satisfaction research has highlighted opportunities to improve our service, including delivering on our promises to clients, providing consistent advice and viable options to help parents make choices that best meet their needs. These areas will be addressed in this year's key priority of increasing client satisfaction.

Business opportunities are also identified through audit and benchmarking activities. There is scope to improve our debt collection efforts to ensure that we support parents to meet their child support responsibilities. This includes ensuring that debt collection appropriately reflects capacity to pay, simplifying and enhancing payment channels and ensuring that our planning focuses stream activity in the appropriate areas.

There is also scope for ongoing improvement in managing changes of assessment for our clients. Greater focus can be directed to effectively manage clients' expectations in relation to the process and possible outcomes as well as increasing the level of understanding of various key elements within the process.

Opportunities have also been identified through the Australian Business Excellence Framework review. These include: build team capabilities to understand and interpret information to improve team performance and to drive ongoing quality improvements; continue to build on our track record for innovation to deliver improved outcomes for clients; streamline and simplify the process relating to quality improvements and innovation in relation to our client service, including integration of the information which supports our quality improvement agenda.

While we have seen significant improvements in some areas of corporate health there are still opportunities to improve the way we do things. These opportunities relate to simplifying broadbanding and making sure we have the tools and work processes to do a good job and provide a consistent service to clients.

## Our Risks

# What we must manage carefully

We have identified and assessed the risks outlined in this plan so that we can ensure strategies are in place to address the risks. Our risk assessment is developed using the APS Guidelines for Managing Risk. It is developed within the context of the key high-level risks identified for the Department of Family and Community Services. The risk analysis and assessment process has identified a mix of continuing and emerging risks.

Our risk assessment process uses the following APS risk matrix.

| LIKELIHOOD     | CONSEQUENCES |           |        |     |            |
|----------------|--------------|-----------|--------|-----|------------|
|                | Extreme      | Very high | Medium | Low | Negligible |
| Almost certain | H            | H         | H      | S   | S          |
| Likely         | H            | H         | S      | S   | M          |
| Moderate       | H            | H         | S      | M   | L          |
| Unlikely       | H            | S         | M      | L   | L          |
| Rare           | S            | S         | M      | L   | L          |

The risks outlined in the plan include those we have identified require a high (H), significant (S) or moderate (M) response. Strategies to address these risks are also outlined in the plan. High risks (H) are those managed by detailed research and management planning at executive levels. Significant risks (S) are those managed through senior management attention. Moderate (M) risks are those managed by specific monitoring or response procedures.

| Risk   | Potential Impact  | Likelihood | Consequence | Response    | Strategies to address risk |
|--|---|------------|-------------|-------------|----------------------------|
| <b>STRATEGIC DIRECTION AND STAKEHOLDER MANAGEMENT</b>  |   |            |             |             |                            |
| <b>1. CSA's strategic intent is not fully realised through the development of the integrated family law system.</b>  | Ongoing confusion for clients trying to navigate the agencies responsible for services for separated parents. CSA's dependence on other agencies to build a more integrated system may limit our progress towards our strategic intent. | Moderate   | Very High   | High        | 1,2,3,7                    |
| <b>2. Australian community perception of CSA's role in working with separated parents undermines our success.</b>  | CSA is seen as the source of the child support problem and must direct resources to defend its role at a cost to direct client service.   | Unlikely   | Very high   | Significant | 35, 40                     |
| <b>3. Ineffective management of our strategic relationship with key service delivery partners limits our ability to administer the Child Support Scheme.</b>     | Our ability to deliver quality client service is influenced by the effectiveness of our strategic relationship with key service delivery partners, i.e. Centrelink and the ATO.   | Unlikely   | Medium      | Moderate    | 2                          |
| <b>4. Stakeholder confidence in CSA is affected by our failure to manage the increase in complaints experienced during the implementation of new technology.</b> | The increase in complaints related to a decrease in client service during the implementation of new technology is a short term risk. If complaints are not managed in a timely way it could have a longer term effect.                  | Likely     | Very high   | High        | 41                         |

| Risk  | Potential Impact  | Likelihood | Consequence | Response    | Strategies to address risk |
|---|---|------------|-------------|-------------|----------------------------|
| <b>CLIENT SERVICE</b>   |   |            |             |             |                            |
| <b>5. CSA fails to meet client expectations for the collection of child support dollars.</b>  | CSA is seen as ineffective in enforcing child support payments in the more difficult circumstances and is unable to improve client satisfaction for resident parents.   | Moderate   | Very high   | High        | 4, 8, 11, 13, 18           |
| <b>6. CSA's quality client service is eroded during the implementation of new technology.</b>   | A short-term risk with decreased client satisfaction, increased complaints from clients and stakeholders during period of new system bedding down. It could have a longer-term impact on other key performance indicators, such as collection rate. | Likely     | Very High   | High        | 9, 16, 17                  |
| <b>7. CSA fails to address client satisfaction research findings and does not realise any improvements in client satisfaction.</b>  | Improvements in client satisfaction results are not achieved due to our failure to address service issues identified in client research.  | Moderate   | Medium      | Significant | 11, 15, 19, 34, 38         |
| <b>8. CSA is unable to maximise client benefits and contain costs through existing client service channels, including</b> <ul style="list-style-type: none"> <li>• use of IVR</li> <li>• web development</li> <li>• telephony</li> <li>• RSCs.</li> </ul> | The ongoing management of a number of service channels creates increasing pressure to ensure that client expectations are met in the most cost-effective manner.  | Moderate   | Very High   | High        | 20                         |

| Risk   | Potential Impact   | Likelihood | Consequence | Response    | Strategies to address risk |
|--|--|------------|-------------|-------------|----------------------------|
| <b>STAFF SUPPORT AND BUSINESS MANAGEMENT</b>   |  |            |             |             |                            |
| <b>9. CSA is unable to continue to attract and retain quality staff.</b>   | CSA's ability to attract and retain quality staff could be affected by decreased staff morale and more aggressive recruitment from competing organisations.  | Moderate   | Extreme     | High        | 21, 24, 26, 27             |
| <b>10. CSA is unable to effectively manage the transition to the new technology to achieve cultural cohesion, new work practices and workload management to deliver productivity gains and improvements in client service.</b> | The new technology does not realise client service improvements and productivity gains if individual work practices and workload management does not integrate the capability of the new technology.                                   | Moderate   | Very High   | High        | 9, 17, 21, 22, 23          |
| <b>CORPORATE GOVERNANCE</b>  |  |            |             |             |                            |
| <b>11. CSA is unable to implement robust corporate governance arrangements.</b>  | Reduced stakeholder confidence. Inability to reap ongoing productivity gains and reduced client satisfaction.  | Unlikely   | Very high   | Significant | 30, 31, 32, 36, 39         |
| <b>12. CSA is not able to access required funding based on actual caseload growth through our funding agreement.</b>   | Increased budgetary pressure if annual funding continues to lag behind required funding based on actual caseload growth in each financial year. This may affect our ability to effectively resource to deliver quality client service. | Unlikely   | Very High   | Significant | 37                         |
| <b>13. CSA does not properly classify, manage and protect client information.</b>  | Public criticism if CSA breaches security and privacy guidelines. Reduced client confidence in CSA's professionalism.  | Likely     | Very High   | High        | 33                         |
| <b>14. CSA's key business systems experience major failure and downtime.</b>   | Failure of key business systems will severely impact on client service. It will also reduce stakeholder confidence in our ability to administer the Scheme.  | Unlikely   | Extreme     | High        | 29                         |

## Where we want to go

Our strategic intent is to work with separated parents to enhance their self-reliance as they navigate the broader family law system.

We will continue to build on a solid base of experience and achievements to provide quality outcomes for both clients and staff. Our business direction is based on the principle that quality client service will lead to more satisfied clients and greater parental independence. This will be achieved by increased client segmentation and tailored services to meet different needs.

We will continue to work outside our traditional framework by playing a key role in working with other agencies in the family law system. We will build a network of key referral services that better support the issues facing separated parents.

Our challenge will be to continue our improvements in quality client service which in turn will improve parental self-reliance and voluntary payment of child support. This means that the focus of our stream strategy will require a better understanding of our client needs and behaviours and the ability to match our services to meet those needs. This will result in further improvements in voluntary payment of child support and continue to reap benefits for parents, children and the government. Access to CSA services will continue to be less reliant on physical location. Greater emphasis will be placed on electronic services and increasing the targeting and mobility of face-to-face services.

We will continue to build the capability of our staff to support the delivery of quality client service. This will involve a number of initiatives, including the expansion of learning programs and a national coach program.

We will continue to build on our infrastructure to support the delivery of quality client service. This includes the further development of Cuba and our web infrastructure. We will expand our online services to promote self-help, access to information and enable parents to conduct their child support business online.

## What we will focus on

Each year we identify a few key areas of major focus to further enhance the business and enable us to move closer to achieving our vision.

The implementation of Cuba in March last year saw the biggest change we have ever made. In the coming year we will continue to build our future by reaping the benefits of our investments in our people and our technology. It will be a year of focus on consolidation and rebuilding our capability and confidence.

Our key business priorities will make a difference for both clients and staff.

### **Improve client satisfaction**

The delivery of quality outcomes for clients and an improvement in client satisfaction will be a major aim this year. We will address issues raised in feedback from our clients, in particular, our failure to follow through on promises that we make, our inability to give clients viable options and the inconsistent advice we sometimes give.

The refinement of stream strategies and support tools for staff will enhance our ability to match client needs with service options. An overall strategy to maximise collection of child support will be supported by individual stream priorities. These priorities will build on our client segmentation and match service delivery with different client needs. We will use client feedback to continue improvements in client service.

Helping staff to deliver quality outcomes for clients will also be achieved through building alternative client service delivery channels. This will include electronic service delivery to support emerging client expectations and demand.

We recognise that the delivery of quality client service is the best way to influence the public perception of the organisation. We will focus on this strategy to improve our public profile.

We will continue to build and implement our corporate governance framework. This will ensure robust management practices allowing us to continue to deliver quality service to clients and maintain operational integrity.

### **Build stronger partnerships**

Building on our position as a significant member of the family law system will be a key priority. This will be achieved by working with other agencies in the family law system to build an integrated approach to service delivery for separated parents. We will continue to develop partnerships and networks with other agencies in the family law system and continue the development of joint case management and information projects. We will actively contribute to the development of a system-wide first point of contact Assessment and Referral Tool.

We will continue to build relationships with the Family Court of Australia and the Federal Magistrates Service and exploit opportunities at local and national levels. This will create a common service culture to support the intent of the integrated family law system. Influencing the development of projects which support the Government's strategy *Australians Working Together* will also be a focus for this year.

### **Continue Staff Support**

We will continue to help staff to better understand the needs of our clients. This support will be delivered through realising the benefits of our investment in technology and our human resources infrastructure. We will provide staff with information to give them confidence and pride in their ability to meet client needs and manage workloads. We will continue to build on training achievements (delivered through a new learning strategy), and support from team leaders and coaches. We will continue our focus on the implementation of team leader development supported by a national coaching program.

### **Simplify Broadbanding**

Our broadbanding advancement procedures will continue to be refined and simplified during 2002-03. We will build on our learnings and simplify the processes, while ensuring that our broadband structure delivers increased organisational capability. Simplified broadband procedures will contribute to improving client service and productivity.

### **Improve Workload Management**

We will ensure that we maintain a viable operational workforce that is well trained and supported to deliver quality outcomes for clients. The benefits of our investment in technology will help our people to manage the ongoing workload and ensure that they feel confident that they are meeting client needs.

## Our Strategies

# How we will get there

CSA is committed to its role in shaping and delivering the Child Support Scheme. We will continue to streamline and target service delivery options to meet the needs of an increasing number of separated parents. We will also focus on providing improved tools to help clients to understand and manage their own child support responsibilities.

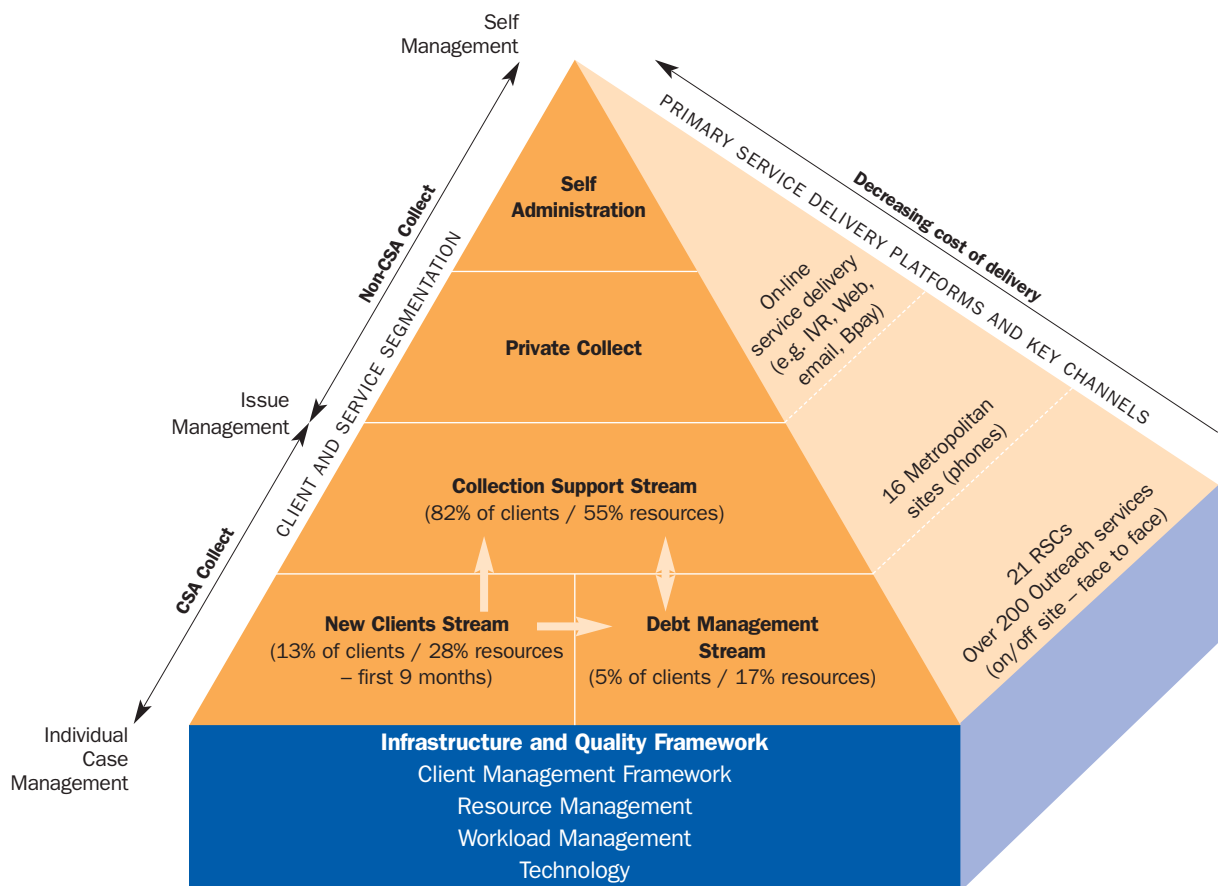
CSA's Client Service Delivery Model is based on delivering quality client service through appropriate service channels that meet individual client needs and business outcomes.

## CSA's Client Service Delivery Model

The main features of CSA's Client Service Delivery Model include:

- Client differentiation into 3 key market segments/streams based on a client's life-cycle with the CSA
- Streams assess client needs and provide tailored products and services to support those needs
- Client service channels are appropriately aligned with client needs and cost constraints
- An understanding that the costs of delivering services generally decrease with increasing levels of self-reliance of clients
- A model that recognises and facilitates the movement of clients through streams.

## CSA's Client Service Delivery Model



## Client Segmentation

Our clients are segmented into 3 streams: New Clients, Collection Support and Debt Management Services.

### New Clients – ‘settling into a new life’

The New Clients segment comprises parents who have recently separated. These clients need help to understand the Child Support Scheme and to establish appropriate child support payment arrangements for the benefit of their children.

### Collection Support – ‘sustaining good payment arrangements’

The Collection Support segment comprises separated parents who have an ongoing relationship with CSA. These clients need help with ongoing assessment and/or transfer of child support payments.

### Debt Management Services – ‘getting back on track’

The Debt Management Services segment comprises separated parents whose payment arrangements are not sustainable. These clients need intensive assistance to manage their child support responsibilities.

All CSA clients, regardless of their client segment, can choose to make their own private arrangements for the payment of child support. ‘Private Collect’ arrangements are made after a CSA assessment of the amount of child support payable. Clients who make their own child support arrangements without any involvement by CSA are shown as ‘Self Administration’ on the Client Service Delivery Model. These clients are not included in one of our 3 primary client segments and are depicted as an additional segment.

## Service delivery channels

Our services are delivered through a network of metropolitan sites and Regional Service Centres across Australia. Client services are primarily delivered through telephone, face-to-face and online service channels.

Telephone service delivery: CSA delivers telephone services to the majority of its clients through a national state-of-the-art telephony system.

Face-to-face service delivery: Our network of Regional Service Centres and outreach activities provide face-to-face services to clients throughout rural and regional Australia.

Online service delivery: Our Web site enables clients to access general information, publications, guidelines and legislation to help them manage their child support responsibilities. Clients can also submit CSA forms and use the financial calculators to assess the amount of child support payable. Separated parents who choose to make their own child support arrangements can also access our Web site to help them manage their child support responsibilities.

CSA’s key strategies for 2002-03 are formulated from the strategic direction of FaCS aligned with the strategic direction of the CSA.

Our key strategies will continue to underpin our vision, purpose and challenges. We will continue to focus on the delivery of quality client service, continuous improvement and innovation. We will build our organisational capability to support client choice and increase levels of parental independence at a reduced cost to government.

The strategies outlined in this Plan do not reflect all work that CSA does. Rather they are the strategies to address key business risks and to achieve our business priorities.

# Challenge 1 – Influence a whole of Government approach

To provide leadership when working with other government agencies to develop whole-of-government solutions in child support and related areas.

## Outcome –

A simpler and better integrated approach to child support across agencies.

### Strategy

### Responsibility

- |   |  |
|---|--|
| <p><b>1.</b> Play a key role in the development of an integrated family law system. CSA will:</p> <ul style="list-style-type: none"> <li>a) Continue to develop partnerships and networks with other key agencies which form part of the family law system, in particular the Family Court of Australia, the Family Court of Western Australia and the Federal Magistrates Service;</li> <li>b) Finalise the development of joint information projects – <i>Me and My Kids Parenting from a Distance</i> and <i>My Family is Separating – What now?</i> – and explore avenues for integration into stream service offers;</li> <li>c) Actively contribute to the development of a system wide point of contact Assessment and Referral Tool; and</li> <li>d) Identify and exploit opportunities for joint case management to improve outcomes for separated parents and reduce conflict.</li> </ul> | <p>General Manager</p> <p>Assistant General Manager (AGM)<br/>Client and Community</p> <p>AGM Business Strategy<br/>Stream Mentors</p> |
| <p><b>2.</b> Continue to build strategic relationships with key service delivery partners, Centrelink and the Australian Taxation Office.</p>   | <p>General Manager<br/>AGM Client and Community<br/>AGM Business Strategy</p>  |
| <p><b>3.</b> Influence the development of projects which support the Government's strategy <i>Australians Working Together</i> and FaCS Work and Family policy.</p>   | <p>General Manager<br/>AGM Business Strategy</p>   |

## Challenge 2 – Build a community focus

To work with the community in shaping and implementing child support systems.

### Outcome –

Community service providers and family networks support and assist families to resolve their child support issues.

#### Strategy

#### Responsibility

|   |   |
|---|---|
| <p>4. Continue to build collaborative relationships and targeted partnerships with key community service providers by influencing funding of appropriate community service providers that support and provide relevant services to separated men.</p>   | <p>General Manager<br/>AGM Client and Community<br/>AGM Business Strategy</p> |
| <p>5. Continue to build relationships with key employers to support parents through workplace initiatives to deliver information and services for separated parents in the workplace; i.e. by building partnerships with appropriate community service providers to develop joint products which integrate child support matters into employer, work and family strategies.</p> | <p>AGM Business Strategy</p>  |
| <p>6. Review and evaluate the Parents' Referral pilots in order to :</p> <ul style="list-style-type: none"> <li>• Explore best approach for integration into stream service offers; and</li> <li>• Consider preparing a budget proposal including possible government consideration of expansion of the chosen model into front line business.</li> </ul>                       | <p>AGM Business Strategy<br/>Regional Registrars</p>                          |
| <p>7. Continue to build relationships with the legal profession to support the objective of an integrated family law system.</p>  | <p>General Manager<br/>AGM Client and Community</p>                           |

# Challenge 3 – Encourage and support parental responsibility

To encourage parents to accept their child support responsibilities.

## Outcome –

Parents increasingly accept their responsibilities with minimal government involvement.

### Strategy

### Responsibility

|   |  |
|---|--|
| <p><b>8.</b> Develop a National Collection Strategy which provides a framework for stream collection strategies and a baseline for all stream research and activities.</p>  | <p>AGM Business Strategy<br/>Stream Mentors</p>  |
| <p><b>9.</b> Continue the implementation of stream strategy with a particular focus on:</p> <ul style="list-style-type: none"> <li>• Identifying primary client segments in each stream and developing service offers appropriate to each segment;</li> <li>• Providing appropriate support packages for staff which enable them to operationalise stream service offers and incorporate findings from client satisfaction research; and</li> <li>• Developing business cases for system enhancements required for future service offers</li> </ul> | <p>Stream Mentors<br/>Regional Registrars<br/>National Operations Manager</p>  |
| <p><b>10.</b> Ensure stream and operational plans include strategies to better support clients from diverse cultural and linguistic backgrounds in line with our framework for delivering multicultural services.</p>   | <p>AGM Business Strategy<br/>AGM Client and Community<br/>Regional Registrar WA<br/>Stream Mentors<br/>Regional Registrars</p> |
| <p><b>11.</b> Continue a targeted and nationally consistent approach for the delivery of Outreach services by:</p> <p>(a) improved targeting of clients who will benefit most from face-to-face services, and</p> <p>(b) evaluating the effectiveness of Outreach activities in meeting the needs of parents and realising business outcomes.</p>   | <p>AGM Client and Community<br/>AGM Business Strategy<br/>Regional Registrar WA<br/>Regional Registrars</p>                    |
| <p><b>12.</b> Determine feasibility of providing electronic services and further develop electronic service delivery to encourage and support client independence.</p>  | <p>AGM Business Strategy<br/>AGM Corporate Governance</p>  |
| <p><b>13.</b> Focus our business analysis and research on identifying:</p> <ul style="list-style-type: none"> <li>• resource allocation and results achieved in relation to key debt activities, including identification of potential early targets for Employer Withholding activity</li> <li>• levels of activity associated with new client segments to better inform timing of handover to other streams.</li> </ul>   | <p>AGB Business Strategy<br/>National Projects Manager</p>   |
| <p><b>14.</b> Identify areas of research that will assist our understanding of parents’/ children’s needs following parental separation and work with key research organisations to influence the research agenda.</p>  | <p>AGM Business Strategy<br/>National Projects Manager</p>   |
| <p><b>15.</b> Use client satisfaction research data to drive improvements in quality client service.</p>  | <p>AGM Business Strategy<br/>Stream Mentors<br/>Regional Registrars</p>  |

## Challenge 4 – Streamline agency service delivery

Optimise cost-effective service delivery.

### Outcome –

CSA administration represents world’s best practice in the field of child support administration.

| Strategy   | Responsibility  |
|--|---|
| <p><b>16.</b> Refine and realign the Client Management Framework to ensure opportunities afforded by Cuba are realised to increase organisational capability and productiveness. This will include:</p> <ul style="list-style-type: none"> <li>• implementation of the Call Management Procedural Instruction</li> <li>• refinement of work practices</li> <li>• improvement of workload management.</li> </ul>  | <p>National Operations Manager</p>  |
| <p><b>17.</b> Ensure that stream workload management reflects the service offers identified for each client segment and is able to effectively deliver our stream strategy.</p>  | <p>Stream Mentors<br/>Regional Registrars<br/>National Operations Manager</p>             |
| <p><b>18.</b> Review payment options for parents including the rebranding of ‘Employer Withholding’ and the development of a marketing strategy to promote it as an easy pay option.</p>   | <p>AGM Business Strategy</p>  |
| <p><b>19.</b> Review process for managing Change of Assessment with a greater focus on more effectively managing clients’ expectations and increasing their level of understanding of key elements.</p>  | <p>Stream Mentor<br/>Collection Support</p>   |
| <p><b>20.</b> Continue to review and monitor CSA’s service delivery channels to ensure that they continue to provide avenues for cost-effective client service; specifically</p> <ul style="list-style-type: none"> <li>• the cost-effectiveness of increasing the use of IVR to increase client independence; and</li> <li>• consider opportunities for enhanced client service through the RSCs, in light of the implementation of direct phone registration.</li> </ul> | <p>AGM Business Strategy<br/>AGM Corporate Governance<br/>National Operations Manager</p> |

# Challenge 5 –

## Increase our organisational capability and productiveness

All CSA's people have the capability, commitment and resources to deliver child support outcomes efficiently.

### Outcome –

CSA achieves the right balance between the interest of the organisation, and the interests of its people.

#### Strategy

#### Responsibility

|  |   |
|--|---|
| <p><b>21.</b> Continue to support staff through:</p> <ul style="list-style-type: none"> <li>(a) the development and implementation of a revised national coaching and development model;</li> <li>(b) implementation of the new team leader development program;</li> <li>(c) enhancing capabilities of staff to understand the needs of clients through the Quality Outcomes for Clients program</li> <li>(d) Development and implementation of learning strategies that increase the efficiency and effectiveness for learning in CSA in line with changing business needs.</li> </ul> | AGM Client and Community                          |
| <p><b>22.</b> Continue implementation of Cuba through the continuous development of Procedural Instructions to support new work practices.</p>   | National Operations Manager                       |
| <p><b>23.</b> Review and re-engineer the distribution of written correspondence to clients to minimise the impact on workload.</p>   | National Operations Manager                       |
| <p><b>24.</b> Implement simplified broadbanding advancement procedures to ensure the process delivers increased organisational capability to improve client service and productivity.</p>  | AGM Corporate Governance                          |
| <p><b>25.</b> Continue Cuba upgrades in accordance with defined business priorities.</p>   | AGM Corporate Governance                          |
| <p><b>26.</b> Implement a new Agency Agreement that reflects a balance between business imperatives and staff interests.</p>   | AGM Corporate Governance                          |
| <p><b>27.</b> Continue to monitor and refine CSA's recruitment strategy.</p>   | AGM Corporate Governance                          |
| <p><b>28.</b> Continue to identify opportunities for business improvement highlighted in the ANAO report and implement improvements identified in the AQC evaluation and analysis of other feedback mechanisms.</p>  | AGM Business Strategy<br>AGM Client and Community |
| <p><b>29.</b> Develop options which will build resilience of CSA's key business systems and provide assurance of business systems continuity.</p>  | AGM Corporate Governance                          |

## Challenge 6 – Guarantee transparent and accountable service

Ensure complete accountability and best value quality services by continually measuring and monitoring our performance.

### Outcome –

CSA is considered by ministers, Government and the community as providing a valuable service to the community.

| Strategy   | Responsibility   |
|--|--|
| 30. Ensure accountability and responsiveness of Child Support Scheme administration to all key stakeholders (the Minister, Government, Parliament, Secretary).   | General Manager<br>AGM Client and Community                        |
| 31. Use the Business Management System to support corporate governance arrangements, drive continuous evaluation, business improvement, innovation and improved client service.  | AGM Corporate Governance   |
| 32. Develop a comprehensive process for risk assessment and a rigorous internal audit program.   | AGM Corporate Governance   |
| 33. Develop and implement an information management strategy addressing record keeping, archiving and information security.  | AGM Corporate Governance   |
| 34. Review and update the CSA Client Charter, including service standards, taking account of client research findings and changes to performance targets.  | AGM Business Strategy  |
| 35. Ensure the creation and maintenance of long term working relationships with all Members of Parliament and community influence groups to encourage greater balance in the child support debate and understanding of CSA's strategic intent and client service strategies. | General Manager<br>AGM Client and Community<br>Regional Registrars |
| 36. Use database to track implementation of business recommendations and decisions.  | AGM Corporate Governance   |
| 37. Review and renegotiate CSA's funding arrangements to reduce budgetary pressure by realignment of funding and caseload growth.  | General Manager<br>AGM Corporate Governance                        |
| 38. Redesign client satisfaction research model.   | AGM Business Strategy  |
| 39. Develop a reporting framework to monitor the implementation and effectiveness of strategies to support clients from diverse cultural and linguistic backgrounds.   | Regional Registrar WA  |
| 40. Identify and use opportunities to position and promote CSA through participation in awards, conference presentations and other public relations activities.  | AGM Client and Community<br>AGM Business Strategy                  |
| 41. Appropriately resource the complaints service and proactive management of stakeholders during new system implementation phase.   | AGM Client and Community   |

# Financial Plan 2002–2003

|  | \$                 | %           |
|--|--------------------|-------------|
| <b>1. Client Service Delivery</b>                            | 127,121,747        | 56.7%       |
| New Clients  | 24,495,173         | 10.9%       |
| Collection Support   | 59,008,148         | 26.3%       |
| Debt Management  | 23,706,617         | 10.6%       |
| Regional Service Centres                                     | 5,881,671          | 2.6%        |
| Regional Support<br>(includes Client Matters and Objections) | 14,030,138         | 6.3%        |
|  | 127,121,747        | 56.7%       |
| <b>2. National Support</b>                                   | 13,662,744         | 6.1%        |
| <b>3. Corporate infrastructure</b>                           | 83,266,695         | 37.2%       |
|  | <b>224,051,186</b> | <b>100%</b> |

# Evaluation Framework

CSA's evaluation framework is how we measure our achievement of the challenges in this plan. By focussing on what we can learn, the framework links the measurement of current performance to future business improvement. This table outlines how CSA will undertake this evaluation in 2002-2003.

| Challenge  | Outcome   |
|--|---|
| <b>Influence a whole-of-government approach</b>                  | A simpler and better integrated approach to child support   |
| <b>Build a community focus</b>                                   | Community service providers and family networks support and assist families to resolve their child support issues |
| <b>Encourage and support parental responsibility</b>             | Parents increasingly accept their responsibilities with minimal government involvement                            |
| <b>Streamline agency service delivery</b>                        | CSA administration represents world's best practice in the field of child support administration                  |
| <b>Increase our organisational capability and productiveness</b> | Achieve the right balance between the interest of CSA the organisation, and the interests of its people           |
| <b>Guarantee transparent and accountable service</b>             | CSA is considered by ministers, government, and the community as providing a valuable service to the community    |

LEARN

| Key Performance Indicators   | Targets for 2002–2003   |
|--|---|
| Evidence of integrated approaches<br><br>Increase in the acceptance of child support responsibility  | Tangible evidence of partnerships within government of movement towards integrated family law system.<br><br>50% Private Collect        |
| Evidence of working together with the community  | Takeup of products and pilot programs*<br><br>* There are a number of products and pilot programs, each with individual targets         |
| Increase in the acceptance of child support responsibilities as measured by:<br>(a) Increase in the percentage of private collect cases to total cases (CSA collect and private collect cases)<br>(b) Increase in the total collection rate which includes: <ul style="list-style-type: none"> <li>• CSA collect</li> <li>• CSA private collect</li> </ul> | 50% Private Collect<br>88% Collection Rate  |
| Cost per \$ transferred<br><br>Evidence of client satisfaction with CSA services<br><br>Increase in the percentage of private collect cases to total cases (CSA collect and private collect cases)   | \$0.15 per \$ transferred<br><br>Increase in client satisfaction with CSA services<br><br>50% Private Collect                           |
| Corporate Health Index<br><br>Cost per case<br><br>Evidence of client satisfaction with CSA services   | Progress towards CHI target of 3.7 across all categories<br><br>\$336 per case<br><br>Increase in client satisfaction with CSA services |
| Evidence of stakeholder confidence<br><br>Evidence of client satisfaction with CSA services<br><br>Corporate Health Index  | Increase in client satisfaction with CSA services<br><br>Progress towards CHI target of 3.7 across all categories                       |

# Input into the Plan

The following matrix details how input was sought and included in this year's Plan.

| Source of Input                                  | Key themes   | Where included in plan  |
|--|--|---|
| <b>Corporate Health Index November 2001</b>      | <ul style="list-style-type: none"> <li>• Substantial increase in staff satisfaction</li> <li>• Areas not yet achieving corporate target include                             <ul style="list-style-type: none"> <li>– Broadbanding</li> <li>– Career progression</li> <li>– Consistency in service delivery</li> <li>– Processes in place to do good job</li> <li>– Open and honest communication</li> </ul> </li> </ul>  | <p>24</p> <p>21</p> <p>16</p> <p>9, 17</p>                              |
| <b>C3 Staff survey</b>                           | <ul style="list-style-type: none"> <li>• Continue support for staff to provide quality client service</li> <li>• Improve broadbanding by simplifying process</li> <li>• Improve functionality of Cuba</li> <li>• Continue focus on communication</li> <li>• Improve external profile of CSA</li> <li>• Training programs that best match staff needs</li> <li>• Further develop electronic services</li> </ul>   | <p>21, 26</p> <p>24</p> <p>25</p> <p></p> <p>40</p> <p>21</p> <p>12</p> |
| <b>Family Law Pathways Advisory Group Report</b> | <ul style="list-style-type: none"> <li>• Provide stronger and clearer pathways to early assistance when relationships break down</li> <li>• Help families minimise conflict, manage change and meet new obligations and commitments</li> <li>• Improve targeting, coordination and accessibility of information and support for families</li> <li>• Better coordinate service delivery between range of agencies involved in assisting families interacting with the system</li> </ul> | <p>1, 3, 4</p>  |
| <b>Client Satisfaction qualitative research</b>  | <p>Key opportunities for improvements in client service:</p> <ul style="list-style-type: none"> <li>– managing client expectations</li> <li>– providing options to clients</li> <li>– delivering on promises</li> <li>– improving consistency of quality service, and</li> <li>– written communication</li> </ul>  | <p>9, 11, 15, 17, 18, 19, 23</p>  |
| <b>Professionalism Index</b>                     | <ul style="list-style-type: none"> <li>• 'Outcomes of the interaction' rated lowest</li> <li>• Gap between payees and payers widened, with payees more satisfied</li> <li>• New Clients more satisfied than others and most notable improvements in New Clients</li> </ul>   | <p>9, 11, 15, 19</p>  |
| <b>Executive and Business and Learning Forum</b> | <ul style="list-style-type: none"> <li>• Ensure benefits of new technological infrastructure are realised</li> <li>• Focus of streams to enhance client segmentation to tailor services and improve client satisfaction</li> </ul>   | <p>16, 20</p> <p>9, 17</p>  |

# Associated Plans

CSA's annual Business Plan provides the framework for the development of the following plans and is supported by the National Collections strategy:

- New Clients Stream Strategy Plan
- Collection Support Stream Strategy Plan
- Debt Management Services Stream Strategy Plan
- Client Matters Strategy Plan
- Outreach Strategy Plan
- Regional Operational Plans
- National Office Unit Plans
- Financial Plan
- Security Plan
- Risk Management/Fraud Plan
- Plan for delivering multicultural services
- Human Resources Plans, including  
Occupational Health and Safety Plan, and  
Workplace Diversity Plan.

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