Australian Government
Child Support Agency

CSA…supporting separated families.

Child Support Agency Strategic Plan 2006-2008

General Manager's Message

Children need to be able to rely on their parents for financial and emotional support. CSA will work with stakeholders to actively help separated parents to accept their parental responsibilities. We will also provide a complete, fair and responsive service through reforms to the child support system and CSA as an organisation.

Over the next three years, CSA will undergo the most significant transformation since its inception. The Government has made a major investment in reforms to the Child Support Scheme and the Family Law System. These reforms will enable the real costs of raising children to be shared between both parents, encourage shared parental responsibility and promote payment of child support.

The Government has also invested in CSA service delivery reforms and new compliance programs to enable CSA to improve the quality of service and support to customers.

This additional funding provides a great opportunity for us to Build a Better CSA. We have to transform the way we deliver services to parents and stakeholders, increase our focus on early intervention to support parents through separation, engage more strongly in the Family Law System and achieve the transfer of more money for more kids. In a nutshell we have to build greater belief in the child support system and our capacity to deliver it; we have to take our performance to new heights.

This Strategic Plan outlines our goals and priorities for the next three years. It provides the fundamental rationale for what we will do over that period.

We have recognised the need to respond to the changing environment in which we operate and have embarked on an exciting new journey. I believe we are well positioned for that journey, and for ensuring that the Government investment in CSA delivers the best outcomes for our customers and their children.

Matt Miller
General Manager

"It's an exciting time to be working in CSA. We have a strong focus on improving our entire scheme. This motivates me, and I've been with the CSA for a long time now. I'm looking forward to a positive change for the customers and for staff...this change will be a huge improvement for us."

CSA staff member

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Our story

Our journey began with a strong focus on processing and has moved to a culture that encourages parental self-reliance and independence. The new stage of our journey seeks to build on our previous achievements to build a better CSA through quality customer service, connectedness in service delivery, communication and stakeholder engagement.

Chapter 1: 1988–1995

CSA was established in 1988 to administer the Australian Government's Child Support Scheme. The scheme aims to ensure that separated parents share in the cost of supporting their children. CSA's role includes registration, assessment, collection and transfer of child support payments.

Meeting the legislative requirements to collect and transfer child support payments for the benefit of children was the primary focus of CSA from 1988 until 1996. This focus on efficiency led to success as a collection agency and CSA became a world leader in the public administration of child support agencies. However, success was achieved at a cost—parents were becoming increasingly dependent on CSA to manage their child support responsibilities.

Chapter 2: 1996–2005

CSA recognised that to achieve future significant improvements in the payment of child support, we needed to actively support parents to manage their own child support responsibilities while still providing a safety net where private arrangements failed. In the period 1996–2005 we transformed every aspect of our business, working to positively influence separated parents' experience of key factors which influence voluntary acceptance of child support responsibilities.

Our achievements included:

- increased parental self-reliance—52% of parents now transfer their child support privately following CSA assessment, compared to 39% in 1996
- transfer of 95% of child support liabilities to the resident parent and their children since 1988
- success in connecting parents to key products and support services
- reduction in the cost to Government

CSA achievements were recognised through the following awards:

- 2005 Australian Business Excellence Awards: bronze award
- Prime Minister's Awards for Excellence in Public Sector Management:
  - 2004 gold award for the innovative Staying Connected program
  - 2003 silver award for Supporting parents through separation initiatives
  - 2002 silver award for People development: aligning culture and capabilities with vision
- 2002 Service Charters Awards for Excellence: two gold and one silver award

Chapter 3: 2006 and beyond

CSA's new strategic direction, which builds on the solid foundation of our previous achievements, marks the beginning of our exciting third phase as an organisation. CSA has developed a new vision and mission to drive us toward supporting separated parents to take joint responsibility for their children, as well as new goals to help us focus on the priorities for getting us there quickly.

The Government is reforming the Child Support System using a phased implementation which commenced in July 2006 and will be completed by 1 July 2008. To complement this new child support system that better reflects current community standards, the Government has injected further funds to encourage joint responsibility from both parents, increase compliance and enforcement activities, and invested in a major change program over the next four years to improve the quality of CSA's service delivery, known as Building a Better CSA. The service delivery reforms and new compliance initiatives are key planks in the Government's broader reform of the Family Law System.

CSA today is focused on transforming our customers' experience and on working more collaboratively with other organisations, both Government and non-Government, to deliver better outcomes for separated families. We are building a better CSA while implementing the Government's Child Support Scheme reforms. We are implementing more sophisticated responses to the changed circumstances facing separated parents and their children so as to achieve better outcomes for them.

"We need to draw a line in the sand… this is now the norm for lots of kids; the way we did things before is no longer relevant. It's time to rethink our whole attitude to raising children when parents don't live together anymore."

CSA customer

Our strategic direction

To transform our customers' experience, CSA will make substantial changes to the services and products we provide. In response to feedback from our customers, staff, key stakeholders and community groups, CSA has developed five goals for 2006–2008.

To achieve these goals, we will focus on fifteen key strategies over the coming three years along with the Change Projects and Business Priorities we will deliver to accomplish these strategies. Greater planning and governance detail, including accountability for delivering on these strategies will be outlined in annual plans for each Business Group.

Our Vision… for the future
Children can rely on their parents for the financial and emotional support necessary for their wellbeing.
Our Mission… our reason for being
To support separated parents to transfer payments for the benefit of their children.
Goal 1
Improved collection—*More money for more kids*
Goal 2
Customer service excellence—*Transform our customers' experience*
Goal 3
Effective stakeholder relations and engagement—*From consultation to engagement*
Goal 4
Informed customers and community—*Aware and knowledgeable customers*
Goal 5
Excellence in service delivery capability—*Our foundation for a better CSA*

"I want to see more instances where CSA considers the circumstances of the customer; where CSA is working with all parties to get an outcome, and is out there in the community working with people to assist them, and to have the community play a role in the outcome."

CSA staff member

‘More money for more kids’

Goal 1—Improved collection

Strategies	***Change Projects and Business Priorities***
1. Implement comprehensive compliance strategies that ensure the right amount of child support is paid on time	Support our customers to establish accurate, regular payments through a focus on: - early intervention - improved case selection and referral to appropriate compliance options - income accuracy through increased investigation of customers who understate their incomes, regular monitoring of default assessments and sharing best practice across the business - increased litigation action - increased demand on lodgement of income tax returns - new and extended garnishee processes - increased coverage of Departure Prohibition Orders - increased number of cases managed through intensive debt collection processes, and - developing a compliance plan that builds on the activities of DHS agencies and the ATO.
2. Implement reforms to the Child Support Scheme that better reflect current community standards	Implement Stages 2 and 3 of the Government’s changes to the Child Support Scheme. Stage 2—From January 2007: - introduce independent review of all CSA decisions by the Social Security Appeals Tribunal to improve accountability and transparency, and - broaden the powers of the courts to ensure that child support obligations are met, and strengthen the relationship between the courts and the Child Support Scheme, making the process easier and more responsive to parents’ needs. Stage 3—From July 2008: - introduce a new child support formula that will change the way child support payments are calculated to ensure more accurate assessments, encourage shared parenting, and recognise the costs of contact - ensure a minimum payment is made for each child support family - exclude income from second jobs and overtime jobs that assist with re-establishment after separation - consider first and second families when calculating child support responsibilities - simplify the ‘Change of Assessment’ rules for altering the amount of child support that is payable, - improve the arrangements for parents who wish to make agreements for ongoing child support or lump sum payments, and - make child support rules easier for those parents who are trying to get back together.
3. Provide support programs that encourage parents to meet their child support responsibilities	Provide referrals to Family Relationship Centres, the Family Relationship Advice Line and other support services for parents. Provide access to a support program for separated fathers in the workplace known as Staying Connected.

‘Transform our customers’ experience’

Goal 2—Customer service excellence

Strategies	***Change Projects and Business Priorities***
4. Respond to every customer with empathy and provide prompt, accessible, accurate, complete and unbiased support	Implement a cultural change programme to transform customers’ experience. Review and improve customer letters and forms, products and scripting for phone contact.
	Review processes and procedures to ensure procedural fairness occurs including procedural instructions, language and training. Establish CSA’s new Service Delivery Model characterised by more accessible, consistent, responsive, professional, accountable and empathetic interactions with customers. Implement three specialist service areas: Personalised Services, Specialised Services and Customer Services, and develop Centres of Excellence including a centre for our International customers. Implement a national workload management system to provide staff capacity to establish the new Service Delivery Model, while meeting service standards. Expand and enhance online services to give customers more choice in how they do business with CSA.
	Improve access for our multicultural customers including our Indigenous parents and customers living overseas.
5. Provide tailored service options and referral systems to customers with complex child support issues	Adopt a tailored case management approach to: - seamlessly integrate our service options - engage with customers and external stakeholders to proactively manage customer issues, and - connect parents to appropriate family support services, for instance Family Relationship Centres, Family Advice Line, Being Connected.
6. Broaden staff accountability to achieve the best possible outcome for the customer	Implement an outcomes focused performance management system to clearly define roles, responsibilities and performance measurement. Introduce a customer service guarantee and call recording to improve accountability for customers and CSA.

‘From consultation to engagement’

Goal 3—Effective stakeholder relations and engagement

Strategies	***Change Projects and Business Priorities***
7. Engage stakeholders to play an active role in supporting separated parents	Integrate stakeholder engagement within CSA’s internal processes and improvement strategies to encourage stakeholders to become advocates of paying child support. Maintain CSA’s collaborative approach to developing support for parents through external stakeholders including overseas child support authorities. Develop and implement a strategy to actively engage key Members of Parliament with an interest in the Child Support Scheme and its administration, and build effective working relationships with these MPs and their staff.
8. Partner with government and community stakeholders to develop and deliver products and services	Implement a stakeholder engagement and partnership plan to identify, prioritise and build partnerships with the major community groups that support separated parents.
9. Collaborate with key stakeholders to provide more seamless services	Implement referral mechanisms between CSA, Family Relationship Centres and the Family Relationship Advice Line, in conjunction with the Attorney-General's Department and FaCSIA, so that separated parents get timely and appropriate help to achieve workable parenting arrangements.

‘Aware and knowledgeable customers’

Goal 4—Informed customers and community

Strategies	***Change Projects and Business Priorities***
10. Increase customer understanding of child support, the broader Family Law System and the options available to them so they can make informed choices	Expand CSA’s education and communication programs, including: - targeted marketing campaigns and media strategy for Building a Better CSA and Child Support Scheme reforms - upgrading and marketing of CSA customer choices (including CSAonline and website, and - implementing a positive proactive media strategy. Increase the distribution of CSA information and self help products to provide customers with the advice and information that they need, at the time that they need it. Refine the targeting of customers for specific product and service offers. Review Community Information Sessions against best practice and customer feedback, and implement an improved approach to achieve better customer outcomes.
11. Increase stakeholder understanding of CSA, our products and services and the inter-relationship between the Child Support Scheme and the Family Law System	Assist our customers to navigate through the Family Law System by: - developing staff understanding of the Family Law System and how to best guide customers through it - improving our referrals to other support organisations and seeking feedback on the success of these referrals - providing ongoing training to staff in other parts of the Family Law System on child support issues - improving our collaboration with Family Law System partners to develop joint products and services - widely distributing both CSA and joint support resources for parents throughout the Family Law System, and - continuing to contribute to an evolving Family Law System that customers can more easily navigate through.
	Develop and implement an engagement and communication strategy to inform the community and stakeholders about CSA, its role, products, service choices and connection with the Family Law System.
	Develop and implement a conference, sponsorship and partnership strategy.

‘Our foundation for a better CSA’

Goal 5—Excellence in service delivery capability

Strategies	***Change Projects and Business Priorities***
12. Create a work environment that supports staff to deliver excellent service	Introduce smaller teams and the structures and systems to support them. Implement an integrated strategy to improve workplace health and productivity and reduce CSA's workers' compensation premium and rate of unplanned leave.
	Continue implementation of team, leadership and working environment feedback and improvement mechanisms, to understand and improve workplace morale.
13. Provide staff with development, support and leadership to build a culture that will shift customer service to a new level	Train staff in the specific technical, customer interaction and leadership skills they need within their service segment to provide exceptional customer service.
	Develop and implement a new Performance Management Framework that provides strong alignment between CSA performance indicators and the outcomes sought by Government.
14. Improve CSA’s internal systems, financial management capability and governance processes	Build a national, strategic workforce planning approach that ensures availability of people with relevant skills and attitudes. Develop a new Change Governance Framework, project management capability and associated work practices. Develop and deliver Information and Communications Technology (ICT) solutions and services to support CSA’s change program, Child Support Scheme reforms and other business and technology improvements, including call recording. Enhance and expand ICT capabilities to respond quickly to business requirements and change through a review of CSA’s IT architecture and improvement of capability (including skills, recruitment and external partnerships), change and facilities support, risk mitigation, and planning and governance. Establish a sourcing strategy for ICT infrastructure that effectively supports CSA’s goals and strategies, and transition from the current Australian Taxation Office (ATO) arrangement.
	Ensure privacy of customers’ information by completing Privacy Impact Statements for all change projects, conducting Privacy Awareness Training, and enhancing our ability to investigate unauthorised access.
	Provide cost-effective and efficient financial management services that focus on quality and continuous improvement in delivery to stakeholders.
15. Gather customer feedback and use it to inform continuous improvement of our business	Research customer preferences, expectations and preferred language, and use to develop new customer service principles which will be integrated into all aspects of our business.
	Draw together customer feedback from across CSA to inform service improvements at the team and individual level.

Our change agenda

Child Support Scheme Reforms

The Child Support Scheme is changing to better reflect today's society where separated parenting is a common experience. The changes seek to ensure that the Scheme works in the best interests of children, better balances the interests of parents and reflects community values. It is another step towards supporting separated parents.

Under the new Scheme:

- child support payments will be calculated based on the actual costs of children
- the combined income of both parents will be used to calculate child support payments treating the incomes of both parents in the same way
- both parents' contributions to the cost of their children through care and contact will be recognised, and
- children of first and subsequent families will be treated more equally.

The Australian Government is implementing the new Scheme in three stages over a two-year period.

Stage 1
From July 2006, there was an increase in the lowest amount of child support that can be due for low income earners and a reduction in the maximum amount that can be paid for high income earners to ensure that child support payments better reflect the actual cost of children. Changed arrangements for assessing the capacity of parents to earn income were also introduced. In addition, non-resident parents are now able to spend a greater proportion of their payments directly on their children. The referral of CSA customers to the newly formed Family Relationship Centres and Family Relationship Advice Line will assist parents through their separation period.

Stage 2
From January 2007, CSA customers can seek independent review of CSA decisions with the Social Security Appeals Tribunal. The relationship between the courts and the Child Support Scheme will be expanded allowing parents to enforce payment of child support through the courts and increasing the power of the courts in obtaining information to assist in determining child support matters. Separating parents will also have more time to work out parenting arrangements before their Family Tax Benefit is affected.

Stage 3
From July 2008, the Government will introduce a new formula, developed by the Ministerial Taskforce on Child Support, for calculating the amount of Child Support transferred between separated parents. This new formula is based on contemporary Australian research on the costs of children. It will treat both parents' incomes more equally and change the way children from first and second families are considered and take into account the fact that older children cost more than younger children. Parents will be able to apply to have income earned from second jobs and overtime excluded from child support calculations, if this is earned to contribute to re-establishment costs after separation. The 'change of assessment' rules for altering the amount of child support payable will be simplified and there will be more flexible options for parents who wish to make agreements for ongoing child support or lump sum payments.

Building a Better CSA change program

Building a Better CSA is a comprehensive package of reforms designed to ensure that separated parents, their children and the broader Australian community receive better service. The Australian Government is committing $150 million over four years to:

- enhance the quality of customer service
- manage complex organisational change within CSA, and
- improve customer communication and stakeholder engagement.

These service delivery reforms are a key plank in the Australian Government's broader reform of the Family Law System. They complement the reforms announced to the Child Support Scheme as a result of the Ministerial Taskforce Report and the changes already being implemented by the Attorney-General, including the establishment of Family Relationship Centres and the Family Relationship Advice Line.

Key impacts of Building a Better CSA will be:

- a more responsive and visible CSA
- improved access to CSA and other related services
- better access for high need customers in regional areas
- improved CSA accountability for decisions, and
- better informed customers and community.

Improved compliance

The Government has also injected an additional $143 million over four years to increase compliance and enforcement activities undertaken by CSA. It is expected to result in an additional $460 million in child support being collected for the benefit of children.

To ensure the right amount of child support is paid on time, CSA will implement a range of compliance initiatives.

CSA will work closely with the Australian Taxation Office to improve the rate and timeliness of lodgements of tax returns by parents with child support liabilities. This will enable child support calculations to be more accurate. CSA will refer 100,000 parents who have failed to lodge their tax return to the ATO each year compared with the current rate of 24,000.

Consistent with the recommendations of the Ministerial Taskforce Report, CSA will take greater action against serious avoiders of child support payments. CSA will greatly increase the number of proactive investigations it undertakes of parents who are suspected of understating their incomes in order to pay less than the appropriate amount of child support. This is an area of considerable community dissatisfaction to which CSA can now apply greater resources.

CSA will build on the success of its current Intensive Debt Collection program to target customers who have debt that's proven very difficult to collect in the past.

Where CSA has not been successful through using the available administrative enforcement options, taking parents to court is the only way to obtain child support payments. CSA will increase the number of cases where parents are taken to court and deliver more child support to the children affected.

Parents wishing to travel overseas who have failed to pay their child support can be stopped from leaving the country until they pay their child support debts. CSA will improve the systems and processes surrounding Departure Prohibition Orders to enhance their effectiveness as an enforcement tool and will deliver more child support to the children affected.

Our culture

CSA has embarked on a cultural change program to support achievement of our goals. CSA needs to shift its culture from one focused on enforcement through rules and systems to one focused on providing excellent customer service and the support that individuals need to manage their parental responsibilities.

To achieve this:

- our behaviour to our customers will be shaped by what customers say they want from us
- our language will be based on customer preferences, so that customers find CSA service to be more friendly, less bureaucratic and more understandable
- our staff training will draw on customer preferences to encourage new service behaviours
- our leaders will model customer focussed behaviours
- our work practices and policies, our structures and roles will all focus on creating the best possible customer experience, and
- our formal and informal awards and rewards will reinforce our customer focused culture.

Our Customer Charter

Our Customer Charter outlines how we treat our customers and our colleagues. Our Customer Charter commitments belong to all CSA staff, no matter who they are or what they do.

We're committed to providing quality service. This means we'll:

- treat customers and their situation with respect
- be objective and listen to both sides
- be accurate and correct
- keep customers informed, explain their options and the reasons for our decisions
- be prompt and do what we say we'll do
- do the best we can to help customers resolve their child support issues, and
- protect all personal information according to the law.

We regularly monitor our performance against our Customer Charter commitments and use this feedback to inform our service delivery and strategies.

"Believing that this change initiative will benefit customers is what motivates me. I will feel happier about my job when certain key changes are made. When we have better letters to customers. When we can present the legislation and customer options in better ways. When we are better trained and better equipped to provide customer service. I want to be more confident and more skilled in the job I'm doing."

CSA staff member

The service we provide

A linked service, Australia-wide

CSA is one of six service delivery agencies within the Department of Human Services (DHS), which includes CSA, Centrelink, Medicare Australia, CRS Australia, Australian Hearing and Health Services Australia. The Department of Human Services was established in October 2004 to improve the delivery of social and health-related services to the Australian people. It supports the Minister for Human Services in ensuring that these services are delivered in an efficient, timely and sympathetic way. As part of DHS, we have additional opportunities to support separated parents through greater collaboration, efficiencies and sharing of best practice.

CSA is a dedicated team of about 3,500 people, helping over 1.3 million separated parents to manage their child support responsibilities for the benefit of over 1.1 million children.

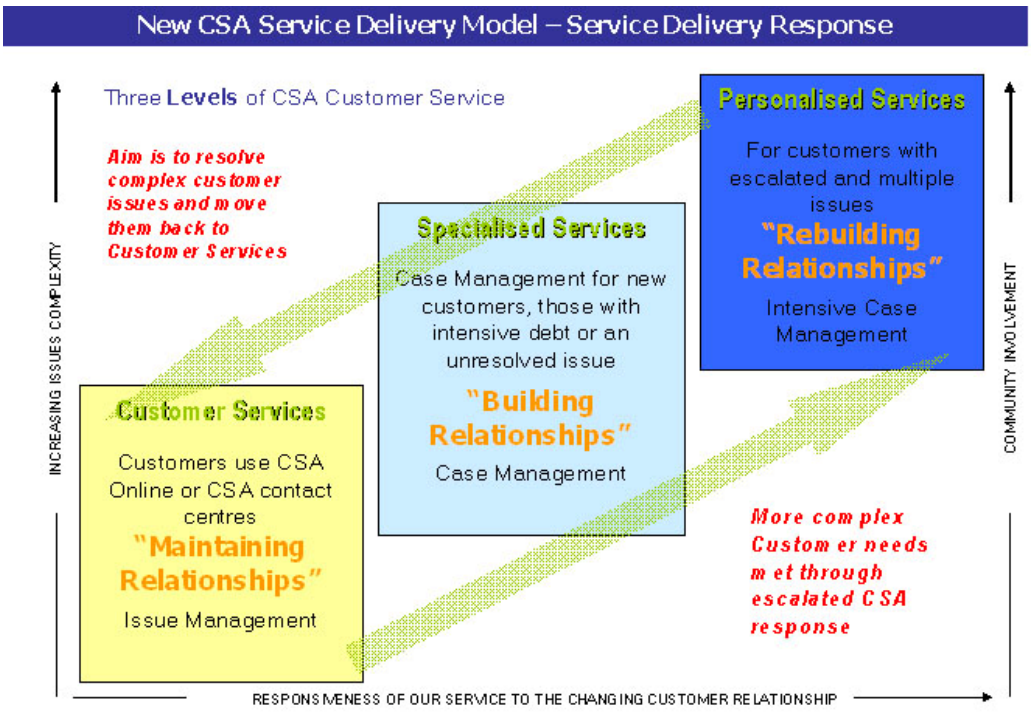
Service within reach

CSA's new Service Delivery Model outlines our service approach that builds on our early success with matching services to customer needs using segmentation. Feedback from our customers and the wider community highlighted the need for CSA to deliver more tailored support to our customers, particularly those with highly complex needs. The new model shows how we will support parents with different requirements to manage their child support responsibilities.

- **Customer Services** offers service and advice to customers with routine transactions. Customers will be given more choice in how they do business with CSA, including on-line access to important CSA services and self-help tools, via telephone through a national telephone network and in person at CSA offices. Reduced team sizes and referral of customers with more complex needs to Specialised Services or Personalised Services will provide staff with the space they need to deliver quality service.

- **Specialised Services** offers case management to new customers and those with intensive debt or unresolved issues. Customers receive a high level of specialised service, tailored to their individual circumstances. A CSA officer will personally manage their issues and guide them through CSA's customer processes and external support services.

- **Personalised Services** offers intensive case management to customers with escalated and multiple issues. These customers receive personal attention, including outreach and face-to-face services. Their case managers will be accountable for helping to resolve issues for customers with the most complex or high need issues, and for guiding them through CSA's customer processes and external support services.



CSA offices are located around Australia and services are distributed to provide tailored, local support for our customers through our new Service Delivery Model. Personalised Services will be situated in all sites. Medium or regional sites will provide both Personalised Services and Specialised Services. Large CSA sites will deliver all three types of service—Personalised Services, Specialised Services and Customer Services. Some sites will also have centres of excellence providing specialist functions that cut across all three service levels.

Customers have access to information and self-help services 24 hours a day, 7 days a week through CSA's flexible, convenient online service. CSAonline enables customers to update their personal details, submit information or advise when income or care arrangements for their children have changed.

Detailed information sessions are held across the country to help parents make informed decisions. CSA's community information sessions also include legal, financial and parenting groups within the community. These sessions provide information about the Child Support Scheme and aim to help parents examine their options and make choices on how they can both be responsible for the financial and emotional wellbeing of their children.

To meet the needs of separated parents and parents thinking of separating right across Australia, CSA contributes to mobile/outreach assistance, co-locates, where possible, with Centrelink's extensive network of service centres, and refers separated parents to other appropriate services and support including Family Relationship Centres and the Family Relationship Advice Line. We understand the need for seamless service delivery to our customers across government and will actively train Family Relationship Centre and Family Relationship Advice Line staff to better understand Child Support implications. We recognise the emotional and financial strain separated parents experience and are proactively developing partnerships with key support providers including *beyondblue: the national depression initiative*.

"I would like to say that the most important thing that I need is for CSA to treat me like a person and not like a client or a number. These are very emotional issues that can be very upsetting and to have somebody treat you like a human being is probably the most important thing that you can do for us. I have had that, so thank you."

CSA customer

Risk management

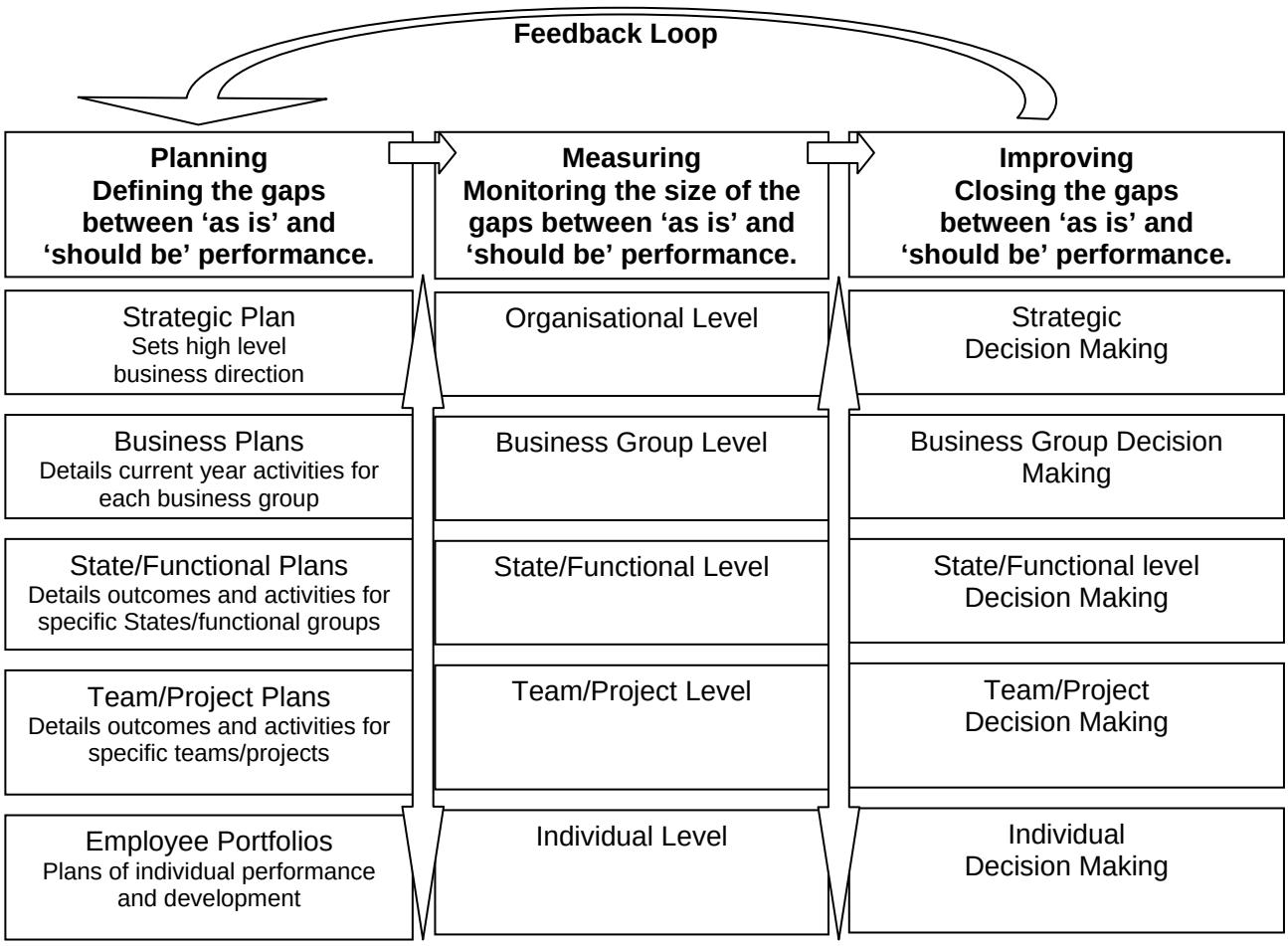
Risk management is central to planning in CSA. At the strategic level, risks are identified, assessed and mitigating strategies developed. These strategic level risks are monitored by CSA's Risk Management Committee and escalated where appropriate to the National Executive Team. CSA's internal audit program is built around our risk assessments. Risk management is also undertaken at operational and project planning levels in CSA.

CSA's strategic risks	**Goals and strategies that address these risks**
Ensuring Child Support Scheme Reforms are successfully implemented in a timely manner with sufficient skilled staff, funding and information technology improvements	Goal 1—Strategy 2 Goal 5—Strategies 13 & 14
Ensuring that the service delivery improvements anticipated under Building a Better CSA are realised	All goals
Ensuring CSA is financially viable to achieve planned budget outcomes	Goal 5—Strategy 14
Ensuring CSA's workforce is adequately resourced, safe and effectively managed	Goal 5—Strategies 12 & 13
Ensuring unplanned leave is managed appropriately to reduce pressure on workload management and increase organisational performance	Goal 5—Strategy 12
Ensuring privacy of customers' information	Goal 2—Strategy 4
Ensuring CSA's access to critical data is not inhibited by disengagement from the Australian Taxation Office (ATO)	Goal 5—Strategy 14
Ensuring domestic and international maintenance debt collection is accurately assessed and managed	Goal 1—Strategies 1, 2 & 3
Ensuring the integrity of the child support scheme	Goal 1—Strategies 1, 2 & 3
Ensuring we engage CSA's key stakeholders in our business and respond to their requests in a timely manner	Goal 3—Strategies 7, 8 & 9 Goal 4—Strategy 11

Planning and Performance Cycle

We aim to achieve strong and transparent alignment of plans and performance at all levels of CSA.

We are currently developing new performance measures across CSA to ensure all staff understand how the work they do contributes to achieving our goals and vision. The new Planning and Performance Management Framework will identify the business results that matter most and develop meaningful measures that help us to continually improve the outcomes for customers. This framework will balance our focus around quality as well as efficiency for the new CSA from 2008 onwards.



"I'm looking forward to the changes and being better able to look after my customers."
CSA staff member