



Australian Government

Department of Employment,  
Skills, Small and Family Business

# CORPORATE PLAN 2019–2020

Corporate Plans are a requirement under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The Plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014 and will be acquitted in the annual performance statements published in the Annual Report 2019–20.

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The document must be attributed as the *Department of Employment, Skills, Small and Family Business Corporate Plan 2019–2020*.

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The department acknowledges the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respects to them and their cultures and to their elders both past and present.



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# SECRETARY'S INTRODUCTION

On 26 May 2019, the Prime Minister announced his new Ministry following the 2019 general election. To support the new Ministry, the former Department of Jobs and Small Business has become the Department of Employment, Skills, Small and Family Business.

The Skills functions of the former Department of Education and Training (now the Department of Education) have moved to our department. The Industrial Relations and Work Health and Safety functions of the department, including the seven associated portfolio agencies, have moved to the Attorney-General's Department. Concurrently, the Australian Skills Quality Authority has joined our portfolio.

The 2019–20 Department of Employment, Skills, Small and Family Business Corporate Plan, sets out the work of the department in 2019–20 and over the next four years. This is the department's primary planning document, and sets the direction for how we will work, build our capability and engage with risk to deliver our purpose. We will work together to leverage the transformative opportunities that our new responsibilities represent.

We continue to deliver our ongoing policies and programs to assist job seekers to find work and fostering the growth of small business. The addition of vocational education, training and apprenticeships places the department in a central role in delivering on the Government's commitment to growth in employment by providing better access to quality skills and training.

Our role is even more important in the continuum of education and skills, employment and job creation. We will ensure that the right training and employment systems are in place to lift the capacity of new entrants to the labour market, assist those already in the workforce to continually acquire new skills and support small businesses to invest in skills and access these systems.

This year, we start our journey as a new department with several flagship initiatives:

- Implementing the Skills Package which will deliver skills for today and tomorrow by improving the quality of the Vocational Education and Training System and respond to the expert review of Australia's Vocational Education and Training System led by the Hon Steven Joyce.
- Piloting key elements of a new employment services model from 1 July 2019 to 30 June 2022 prior to a national rollout. The pilot will provide digital employment servicing for job-ready job seekers and enhanced services for disadvantaged jobseekers.
- Assisting small businesses by supporting the wellbeing and digital capabilities of small business owners. The expansion of Everymind's Ahead for Business platform and the establishment of a dedicated online portal will assist business owners in accessing the right resources to take care of their mental health. By continuing the Australian Small Business Advisory Service Digital Solutions Program and the Small Business Digital Champions Project, small businesses can gain dramatic results in revenue and job creation by adopting digital capabilities.
- Building a positive culture of strong performance as a new department. The quality and capability of our people will always be at the heart of our success. This year we will focus on working together as a department with a clear picture of who we are, the people we serve and the capabilities we need to get the job done.

As a new department we will continue to look for opportunities to drive greater linkages between our two outcomes. We will build positive relationships and collaborate within and beyond government to foster a strategic approach to policy development and program delivery that achieves the Government's employment, skills and small and family business agenda.

We will review and adjust this plan each year to take into account new information, emerging issues and progress on implementing our key strategies and initiatives.

## STATEMENT OF PREPARATION

I, as the accountable authority of the Department of Employment, Skills, Small and Family Business, present the Department of Employment, Skills, Small and Family Business Corporate Plan 2019–20, which covers the period 2019–2023 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



**Kerri Hartland**  
Secretary  
16 August 2019

## PURPOSE

Our role is to support economic growth, by delivering policies and programs that assist job seekers to find work, encourage small and family business to grow, and maximise opportunity through access to quality skills and training.

## PERFORMANCE FRAMEWORK

Our corporate plan is a key component of our Performance Framework, which reflects the requirements of the enhanced Commonwealth Performance Framework.

As our primary planning document, our corporate plan is developed at the beginning of the reporting cycle and outlines our purpose, how we will measure our performance and what elements (environment, capability and risk) will play a role in how successful we are.

The Portfolio Budget Statements set out our annual appropriations and how we will measure the impact of the expenditure of our appropriations against our purpose.

Our annual performance statements are included in our annual report, which is prepared at the end of the reporting cycle. The annual performance statement reports our actual performance for the year against our targets in our corporate plan and Portfolio Budget Statements, and provides analysis of the extent to which we have achieved our purpose and the factors that contributed to the outcome.

Our annual priorities flow into our division business plans, branch business plans, and then into individual performance agreements. This flow provides a clear line of sight from our purpose to the work of the individual. This cascading effect is shown in Figure 1.

Figure 1. The department's planning framework





# ENVIRONMENT

The environment in which the Department of Employment, Skills, Small and Family Business operates is global and complex. Australia's continued integration with the world economy and the resulting structural change will have a major influence on the labour market and businesses over the four years of this plan. The impact of digital disruption and an aging population are just some of the other variables we need to consider. Economic shifts, social change and the take up of new technology, will transform the way people work, consume and interact.

Two-thirds of the forecast growth in employment is expected to occur in four industries – Health Care and Social Assistance; Construction; Education and Training; and Professional, Scientific and Technical Services. By contrast, declines are projected for the Wholesale Trade, and Agriculture, Forestry and Fishing industries.

In this context, we will support Australian workers to gain the necessary skills to operate in a more services-oriented and high-tech economy, where higher skill-based jobs will attract higher wages. We will deliver employment and training policies, programs and services to help job seekers find sustainable employment, help employers meet their recruitment and skills needs, and increase workforce participation. We will support small and family businesses, as they are a source of prosperity, jobs and innovation, including looking for ways to improve the regulation they are subject to so they are able to innovate and invest.

Of course, we do more than just respond to our external environment. Where we can, we will constructively influence and advise on the frameworks and environment in which we operate. Over 2019–2023, we will continue to collaborate to deliver our portfolio priorities, engage with the changing nature of work and build lifelong learning opportunities that support workforce participation and allow for workforce mobility through all stages of life. We will put our experience and expertise into practice, and use our knowledge base to develop proactive policies to support people and small businesses to gain the maximum benefit from this challenging environment.

We will drive our agendas and priorities, even as our environment changes. We will achieve this by:

- researching, analysing and monitoring skills needs, economic and labour market conditions and trends in Australia, including at the regional level. Our research assesses the impact of labour market movements on various cohorts — including youth, women, older workers and Indigenous Australians — and the outlook for business, the economy and the labour market. With states and territories, we support national skills data reforms to develop a common understanding of VET activity, outcomes and funding.
- ensuring the VET system can deliver the skills critical to the economy now and into the future. We will work with industry, state and territory governments to ensure system structures and funding arrangements focus on supporting individuals to develop the skills they need to succeed in Australian modern workplaces and providing employers with the workers they need to grow the economy.
- developing high quality, evidence-based policy to enable us to provide sound advice to Government as conditions evolve. We will stay focussed on removing or reforming bad regulation that blocks investment, supporting small and family business, building workforce participation, delivering quality training, increasing productivity and raising awareness of contemporary labour market issues.

- delivering a new employment services model in 2022 that leverages from opportunities presented by digital transformation. We will realise the vision of the Employment Services Expert Panel and create the best employment service model for Australian job seekers.
- providing high-quality detailed, relevant, and up-to-date information to support students, job seekers, career planners, training providers, businesses, and policy makers to anticipate and prepare for changing work roles.
- engaging internationally, to allow us to monitor and advise on worldwide policy developments and apply that insight to our work here in Australia, and strive to be influential within the Indo-Pacific region, particularly in pursuit of Australia’s foreign policy objectives. We will learn from and influence multilateral agendas, and pursue bilateral networks on issues such as global employment, skills, regulation policy and small business issues. This includes APEC and the Organisation for Economic Co-operation and Development (OECD).
- engaging with a variety of stakeholders, clients and their representatives. Our major stakeholders are the Government, our ministers, COAG Industry and Skills Council (CISC), federal, state and territory agencies, employers, unions, employees, students, Registered Training Organisations (RTOs), our Australian Apprenticeship Support Network, industry associations, small and family businesses and their representatives, the Australian Industry and Skills Committee (AISC), Industry Reference Committees (IRCs), the Australian Skills Quality Authority (ASQA), VET Student Loans providers, the VET Student Loans Ombudsman, our network of employment services providers, job seekers and the Australian public. This engagement will make sure our policy development, program delivery, on-the-ground services and evaluation is grounded and reflects the needs of our users.
- actively engaging with businesses and industries to gain better intelligence and feedback to help improve the success of our policies and programs.

Our challenge will be to assist stakeholders including businesses, students, job seekers, and providers; to thrive in this environment; to have the confidence, skills and ability to embrace change; and to position Australia to create jobs for the future.

Examples of the key environmental factors that will influence our work over the next four years and what we will do in response are as follows.

# ENVIRONMENTAL FACTORS, IMPACT AND RESPONSE

## The changing world of work

The effects of new technology, globalisation, demography and consumer preferences are changing existing jobs and creating new jobs.

There is an increasing need for digital skills, ranging from basic digital literacy to specialised and high-level technical skills. Demand is also growing for creativity, complex judgement, emotional intelligence and communication skills.

Workers will likely need to train and upskill throughout their careers to adapt to changing roles.

Businesses — small and large — may need information and support to reskill or upskill current workers, rather than take the more costly path of recruiting for new skills.

While many people and businesses will prosper in this environment, negative impacts from future of work changes may be higher for some regions, occupations and vulnerable cohorts.

### How it impacts the department

There is increasing employer demand for workers who possess a 'portfolio of skills' including specialised and high level skills, digital literacy and soft skills, while also expecting workers to be prepared with job-specific skills.

Many jobs, particularly entry-level jobs, require increasingly higher skill levels, putting additional pressure on job seekers and workers preparing for new roles.

Students, job seekers, career planners, businesses, policy makers and training providers are looking for relevant, and up-to-date labour market information to prepare for changing work roles.

Policies and programs that target job seekers and communities undergoing structural adjustment will need to focus on skills and pathways to new jobs.

Continuing globalisation, an increasingly competitive global market, and technological change will open up different ways of working and employment models.

### How the department is responding to the challenge

People need to be supported across all stages of life to develop a 'portfolio of skills' from early learning, schooling, and tertiary education along with continuous training and upskilling throughout their careers to adapt to changing demands.

Close engagement with industry about the competencies that are needed to perform effectively in the workplace will inform the national training system in building a skilled workforce.

The New Employment Services Model, currently being trialled, provides an opportunity to focus more on the skills needed for jobs growing at a local level. This will be supported by ongoing reforms to the vocational education and training system.

The department is placing a high priority on gaining a more comprehensive understanding of skills demand and supply at the regional level. This includes understanding how the skills required for occupations are changing, which skills are transferable across occupations and how skills can expand career options.



The department’s Job Outlook website ([www.joboutlook.gov.au](http://www.joboutlook.gov.au)) helps people make informed decisions about their job search, study or training, by presenting accessible career information about job tasks, required skills, study and training pathways, and employment prospects. Job Outlook hosts a number of interactive tools like the Career Quiz and Skills Match to help users engage with the career information on the website, explore options open to them, and find the right job suited to their interests, experience and/or skillset.

The myskills website ([www.myskills.gov.au](http://www.myskills.gov.au)) is the authoritative source of information about VET providers and their course offerings. Students, employers, career advisers use the website more than 2.5 million times per year to compare information about course locations, duration, price and outcomes. The site also features information and personal journey videos about where a career in VET can lead.

In addition to our mainstream programs, the department delivers a number of support mechanisms, including Stronger Transitions, the Regional Employment Trials program and Employment Facilitators, to support vulnerable regions and industries.

The department will continue to provide access to programs that provide people with the opportunity to develop and improve soft skills and engage job seekers with their local labour market – such as National Work Experience and Work for the Dole. These programs will help increase employability, and provide vital work experience to help prepare job seekers for employment.

The department will also actively engage on the future of work with international partners. These include other national governments, as well as multilateral organisations such as the Asia-Pacific Economic Cooperation, the Group of Twenty, the OECD and the International Labour Organization. Best practice from these discussions will feed into future policy development.

## Relationships with State and Territory Governments

The national training system is a responsibility shared between the Commonwealth and states and territories.

### How it impacts the department

A cooperative and collegiate relationship enables effective policy development and implementation, especially in a period of VET reform.

### How the department is responding to the challenge

Proactive engagement with states and territories through senior officials and other networks, with an explicit focus on improving the VET system. In order to substantially improve the availability, quality and ease of access to training for people to navigate the new world of work, there will be a focus on better skills forecasting and funding, improving the quality of training and more easily accessible careers information.

## Disadvantaged Job Seekers

Because of the changing nature of work, certain groups of job seekers face higher unemployment rates and are more likely to experience long term unemployment. These groups include youth, mature-age Australians, Indigenous Australians, people with disability, migrants and ex-offenders. Many face additional barriers and may experience higher relative disadvantage compared to other job seekers in the labour market.

### How it impacts the department

We need to make sure the programs delivered by the department are able to successfully support all job seeker cohorts to gain and keep employment, and minimise their likelihood of entering a cycle of long-term unemployment.

Policies and programs need to continuously improve to provide targeted support to disadvantaged job seekers.

### How the department is responding to the challenge

The department will deliver a range of programs to achieve positive results for unemployed Australians and employers. These include programs that service a large number of job seekers with a wide range of needs, like jobactive, and targeted programs aiming to support specific cohorts.

The new employment services trial is an opportunity to better support disadvantaged groups of job seekers into employment, and use learnings from this trial in the development and implementation of the new employment services model due to be launched in 2022.

We will also deliver programs supporting specific cohorts, and respond to their individual needs. These include programs supporting parents (ParentsNext), youth (Transition to Work and Youth Jobs PaTH), Indigenous prisoners (Time to Work Employment Service), and mature aged Australians (Career Transition Assistance program).

The department will continuously seek to improve the programs we deliver, both in program settings and in the quality of support offered through service providers.

## Digital transformation

We have an important role to ensure small businesses and vulnerable and disadvantaged cohorts are empowered by technology and not left behind.

Digital transformation is not just an external factor affecting the wider labour market. It is a challenge to the department as well.

The department will need to continue to offer support to providers, small businesses and other end users, including education and training.

### How it impacts the department

One of the challenges we will face is keeping pace with digital transformation and making sure our own services complement and link with other government and private sector technology.

Digital transformation also provides an opportunity for the department to deliver better and more services online, to make it easier for citizens to access and transact with government. It changes the way we connect with customers and creates value.

### How the department is responding to the challenge

The department is committed to transforming services in line with the Government's Digital Transformation Agenda. This includes:

- delivering more services online to make it easier for citizens to access services and transact with government
- empowering job seekers to update their personal information online through the Online Jobs Seeker Classification Instrument (JSCI) Trial
- supporting the Welfare Payment Infrastructure Transformation and Single Touch Payroll projects
- embedding a user-centred design approach to the way we develop policy, programs and services
- adopting whole of government solutions to engage with Australians.

The department is also committed to supporting small businesses to engage with digital technology through the:

- Australian Small Business Advisory Services (ASBAS) Digital Solutions program, and
- Small Business Digital Champions project.

## Small business challenges

While small businesses remain the engine room of job creation and employed more than 4.9 million Australians in 2017-18, they face a unique set of challenges.

These challenges include access to finance and low cash flow, engaging with digital technology, access to justice, compliance with government regulation, meeting changing consumer expectations and giving enough attention to running the business. Such challenges have a significant and direct impact on their day-to-day business, as well as the mental health and wellbeing of small business operators.

When these issues are overcome, small and family enterprises can create communities in their areas, helping to form and build the fabric of our cities, regional and rural landscapes.

### How it impacts the department

Small businesses are fundamental to continued growth in jobs and reducing unemployment levels. There is a strong link between the policy objectives of jobs and small business.

### How the department is responding to the challenge

The department is committed to working collaboratively with small business representatives, within the portfolio and across other areas of government on the challenges small business face and finding solutions to these issues.

We will continue to help small businesses improve their business sustainability and management practices by providing access to low cost and high quality advisory services.

We will support people to create their own jobs through self-employment via the New Enterprise Incentive Scheme.

We will continue to support the Australian Small Business and Family Enterprise Ombudsman (ASBFEO), the Small Business Digital Champions Project and the Australian Small Business Advisory Service (ASBAS) to achieve their goals. The department is working across government and industry to develop the government response to the Parliamentary Joint Committee on Corporations and Financial Services' Fairness in Franchising report, including through co-chairing the inter-agency Franchising Taskforce with the Department of the Treasury. We will continue to oversee the Franchising Code of Conduct.

We will continue to implement the payment times reporting framework in consultation with government and small and large businesses, as well as develop a procurement connected policy for large businesses to match the government's 20 day payment terms.

We will continue to promote information and services to help small business operators to proactively manage their mental health and wellbeing.

## Transforming the National Data System

The Government is committed to a national data agenda, including the establishment of the National Data Commissioner, National Data Advisory Council, new Data Sharing and Release legislation and an Artificial Intelligence Ethical Framework. The Government is also committed to building public trust in its management and use of public data.

### How it impacts the department

Wide ranging whole of government changes are affecting the way we use and share data.

The community has a greater expectation that data is used to improve service delivery and as an evidence base for policy and programs. There is, however, an ongoing concern that this data be protected from misuse.

These higher community expectations and requirements from the Government's Data Agenda mean that the department needs to be more open with, and make better use of, its data for service delivery. We also expect increased transparency, opening up our policies for more examination on their effectiveness and allowing for more digital service delivery.

These expectations will also mean increased costs to prepare data for access and use and demand for advanced data skills to meet whole of government requirements and community expectations.

### How the department is responding to the challenge

The department is fully aware of the impacts of the national data agenda and has taken important steps to prepare for that.

We have published a data strategy that aims to harness our data, grow our capability, communicate data insights more effectively and protect the data we manage and use from misuse.

Our Data Champion will guide the implementation of the data strategy, with oversight from our internal Data, Digital and Privacy governance committee.

We will continue to focus on, and improve, how we support staff to improve their data literacy and capability.

We will improve how we manage our data and enhance its quality for use in digital service delivery and to link with other high value government datasets.

We will continue to work proactively to release non-sensitive datasets on data.gov.au and on departmental websites.

We will also continue to promote further cultural change to ensure greater data sharing, while ensuring privacy and security.

OUR WORK IN FOCUS

# THE NEW EMPLOYMENT SERVICES MODEL

We are continuing work on designing the future employment services model, with the current jobactive employment services contract extended until 2022, and the new model scheduled to start in July 2022.

As publicly announced in early 2019, the new model will transform the way we deliver employment services to provide a better system to job seekers, employers and providers. As part of this, job-ready job seekers will be able to self-service online, while employment services providers will deliver greater support to the more disadvantaged job seekers.

Given the scale of reform, we are trialling key elements of the new model in select employment regions ahead of the full rollout. This includes:

- aspects of a new job seeker assessment framework
- new service offers, entitled Digital First, Digital Plus and Enhanced Services
- flexible, points-based mutual obligations system
- performance management and payment structures
- how employers engage with the new system.

We are implementing the trial through a phased approach. From July 2019, job-ready, digitally literate job seekers in the trial employment regions will start using online services. From late 2019, providers will start delivering new Enhanced Services for job seekers with more barriers. We will then introduce different aspects of the new model, such as new approaches to assessment and activation, over the course of the trial as they are ready for testing.

The development of the new employment services model involved extensive consultation with more than 1400 stakeholders including job seekers, employment services providers, industry representatives, employers and peak bodies, and independent advice delivered by the Employment Services Expert Advisory Panel in its report to Government.

We will continue working closely with stakeholders throughout the trial and intend to establish local working groups with stakeholders and community organisations, as well as a national reference group to test ideas and learnings from the trial.

We will also continue our focus on user-centred design. This includes fieldwork and user-research, spending time listening and talking with everyday job seekers, employers, and employment service providers to discover what they need from a new model and to test ideas.

In preparation for the new model, we have extended the Online Employment Services Trial and the Online Job Seeker Classification Instrument Trial until June 2022. Outcomes from these trials will also inform the design of the new model.

We will also continue work with other departments to ensure the new model offers a digital platform that provides personalised support to all users.

# RISK OVERSIGHT AND MANAGEMENT

Our department accepts that risk exists with all of the activities we undertake. We acknowledge that taking risks in a considered way allows for opportunities that will support innovation and transformational change. We seek out potential risks as part of business planning and prioritisation of resources, allowing for the identification and management of emerging and shared risks as we conduct our business over the four years of this plan.

The Executive is accountable for risk oversight and oversees the adequacy and effectiveness of our Enterprise Risk Management Framework (the Framework). Risk oversight is also integrated into departmental governance committees, which oversee project and service delivery. The Executive is also responsible for setting the department's risk appetite—the level of risk we are willing to accept in the course of achieving our strategic objectives.

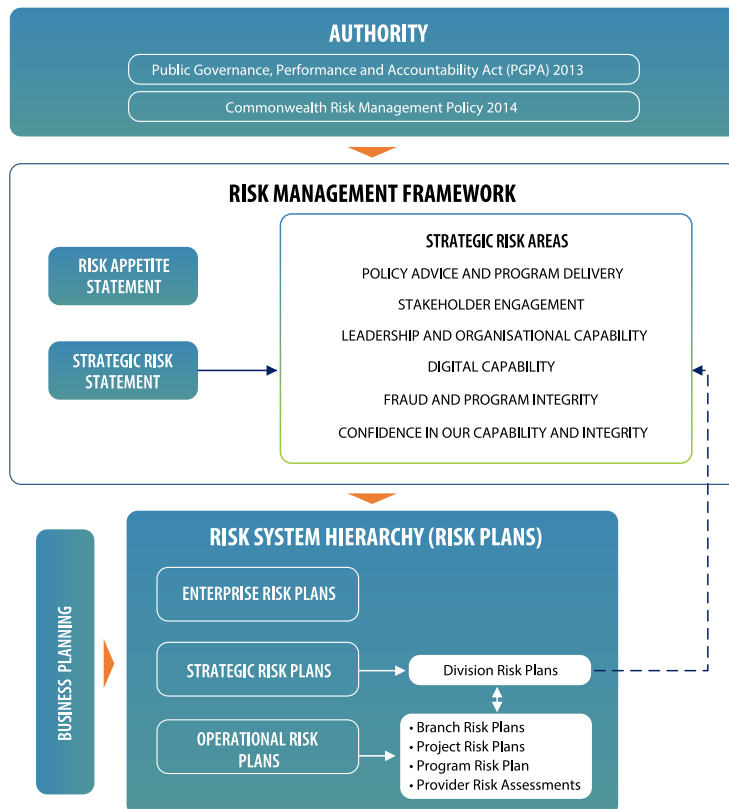
While the Executive is accountable for risk oversight, management and treatment owners are responsible for risk management.

In line with the Accountable Authority Instructions, we manage risk in accordance with the Commonwealth Risk Management Policy, which is supported by our overarching risk framework (Figure 2). The framework

guides our management of risk and confirms our commitment to driving a positive risk culture—where risk is identified, assessed and managed across all levels of the department.

A central Enterprise Risk Section supports the department in its everyday work. As part of this support, a risk plan hierarchy has been incorporated to simplify the structure of risk plans and align risk management to the business planning cycle. The risk plan hierarchy also enables risk metric exercises on Branch (operational) and Division (strategic); as well as Enterprise plans to obtain risk information for reporting to the Executive to inform business planning and resource allocation. Regular risk reporting to the Executive also supports the management of the department's risk profile and the continuous review of our planned risk maturity implementation activities.

**Figure 2.** Department of Employment, Skills, Small and Family Business Risk Framework overview



Our increased focus on collaborative approaches in the delivery of programs and policies requires an increase in the need for effective management of shared risk. In doing this, we champion shared risk practices, including the use of monitoring mechanisms to ensure that the process of managing shared risk is operating to expectations.

Over the next four years, we will continue to build a positive risk culture in which risk management prospers and adds value to decision-making and strategic direction, and promotes a consistent practice across the department. This will include trialling initiatives in-line with our innovation agenda, which is detailed in the Capability section of this plan. We will also further enhance our holistic view of risk across the department with a focus on common language and risk rating criteria for enhanced reporting synergies.

The department has identified six strategic risks, which, if realised, may affect our ability to achieve our outcomes. We manage these risks through mitigation strategies that focus on the investment in our people, stakeholders, systems and service delivery (Table 1).

**Table 1. Key Strategic Risk Areas and Mitigation Strategies**

Strategic Risk Area	Strategic Risk Mitigation
<p><b>Policy Advice and Program Delivery</b></p> <p>Delivering policy advice and programs on time to budget and as expected.</p>	<p><b>Providing policy advice to Government and our stakeholders is integral to the outcomes of the service we provide. Ensuring the programs we administer deliver on expectations is integral to stakeholder confidence.</b></p> <p>Mitigation strategies include the:</p> <ul style="list-style-type: none"> <li>● Strategic Plan 2017–2020</li> <li>● Undertaking research and piloting new initiatives as part of the skills package</li> <li>● Trialling elements of the new employment services model</li> <li>● Employer Mobilisation Strategy</li> <li>● Employment Services Program Assurance</li> </ul>
<p><b>Stakeholder Engagement</b></p> <p>Engaging and collaborating with stakeholders.</p>	<p><b>We engage with stakeholders to proactively manage shared risk. We map internal and external stakeholders through risk systems to find ways in which to collaborate effectively on priorities.</b></p> <p>Mitigation strategies include the:</p> <ul style="list-style-type: none"> <li>● Governance Framework</li> <li>● Corporate Legal Charter of Services</li> <li>● COAG Skills Council and Australian Industry Skills Committee and other stakeholder forums</li> </ul>



Strategic Risk Area	Strategic Risk Mitigation
<p><b>Workforce Capability and Capacity</b></p> <p>Anticipating, investing in and nurturing the current and emerging needs of our people.</p>	<p>People are central to achieving our purpose. Our aim is to make tangible differences in the lives of our employees, clients and communities. Our mitigation strategies reflect evidence-based decision-making about the solutions that are most likely to impact the quality of our policy, programs and services and enable our people to deliver the strategic, corporate and business plans now and into the future.</p> <p>Mitigation strategies include the:</p> <ul style="list-style-type: none"> <li>• Enterprise Workforce Plan 2019–20</li> <li>• People Strategy 2018-2022</li> <li>• Diversity and Inclusion Strategy</li> <li>• Health, Safety and Wellbeing Initiative</li> <li>• IT Strategy, Data Strategy and Innovation Agenda</li> </ul>
<p><b>Digital Capability</b></p> <p>Ensuring security of our services, data and information in a whole-of-government context.</p>	<p>Digital capability is changing how we perform our daily operations and designing online services to be simpler, clearer and faster for government service users. This means the need to ensure our services are securely protected is a priority.</p> <p>Mitigation strategies include the:</p> <ul style="list-style-type: none"> <li>• IT Strategy</li> <li>• Data Strategy</li> <li>• Information Management Strategy 2018-20</li> <li>• Information Management Policy 2018</li> <li>• Use of trials</li> </ul>
<p><b>Fraud and Program Integrity</b></p> <p>Protecting the integrity of policy advice, program delivery and the proper use of public resources by detecting and responding to non-compliance, fraud and corruption.</p>	<p>Having a sound fraud prevention program is imperative to ensuring adequate compliance is in place to deter unnecessarily exposure to risk of fraud and serious non-compliance.</p> <p>Mitigation strategies include the:</p> <ul style="list-style-type: none"> <li>• Fraud Control Strategy Statement</li> <li>• Fraud Control Plan 2017–2019</li> <li>• Privacy Notice</li> <li>• Privacy Policy</li> </ul>
<p><b>Confidence in our Capability and Integrity</b></p> <p>Maintaining the confidence of our stakeholders in our capability and integrity.</p>	<p>Stakeholder confidence will be sustained by consistently meeting expectations, exhibiting good leadership and communication. Our stakeholders need to trust in our ability to manage our programs, provide policy advice and to meet the expectations of Government.</p> <p>Mitigation strategies include the:</p> <ul style="list-style-type: none"> <li>• Business Continuity Management Policy</li> <li>• Incident Management Plan</li> <li>• Risk Appetite Statement</li> <li>• Risk Framework</li> <li>• Internal Audit Program</li> <li>• Legislation Compliance Tool</li> </ul>

# PERFORMANCE

Our department will achieve its purpose through two Outcomes. Each Outcome will be achieved through a set of activities that support their accomplishment. How we perform in undertaking those activities is monitored through performance measures and targets which are linked directly to each activity. The department monitors performance against these measures regularly throughout the year.

## OUTCOME 1

Foster a productive and competitive labour market through policies and programs that assist job seekers into work, meet employer needs and facilitate the growth of small and family business.

Tables 2–7 set out the activities, performance measures and targets relating to Outcome 1.



**Table 2.** Program performance information - jobactive

Activity	Performance Measure	2019-20 targets
1.1 Help job seekers find and keep a job	1.1.1 Proportion of job placements sustained to 26 weeks	30% overall 30% Indigenous
	1.1.2 Proportion of job seekers employed three months following participation in employment services	45% overall
		55% Stream A
		40% Stream B
25% Stream C		
1.2 Help job seekers move from welfare to work	1.2.1 Proportion of job seekers moving off income support, or with reduced reliance on income support, six months after participation in jobactive	40%

Activity	Performance Measure	2019-20 targets
1.3 Help job seekers meet their mutual obligation requirements	1.3.1 Proportion of Work for the Dole participants who report increased motivation to find a job	75%
	1.3.2 Proportion of provider appointments attended by activity-tested job seekers	90%
	1.3.3 Proportion of job seekers (with Mutual Obligation requirements) who are actively looking for work	90%
1.4 jobactive organisations deliver quality services	1.4.1 Proportion of employers satisfied with the assistance provided by a jobactive organisation	80%
	1.4.2 Proportion of jobactive organisations that meet their service delivery commitments	80%
1.5 Overall program measure	1.5.1 Cost per employment outcome	\$2,500

**Table 3. Program performance information - New Enterprise Incentive Scheme (NEIS)** **New Business Assistance with NEIS**

Activity	Performance Measure	2019-20 targets
1.6 Help people to create their own job through self-employment	1.6.1 Proportion of NEIS participants off income support or working 20 hours per week three months after participating in and then exiting NEIS	68%

**Table 4. Program performance information - ParentsNext**



Activity	Performance Measure	2019-20 targets
1.7 Support parents to build their work readiness	1.7.1 Proportion of ParentsNext participants who increase their work readiness	Overall 80% Indigenous participants 80%
	1.8.1 Number of participants who improve their education (completion of an Education course higher than the participant's previous education level) or find employment	Overall 5,000 Indigenous participants 1,000
1.8 Support parents on a pathway to education or work	1.8.2 Proportion of early school leavers who are in or have completed education or training	25%

**Table 5. Program performance information - Time to Work Employment Service**

Activity	Performance Measure	2019-20 targets
1.9 Support Indigenous prisoners prepare to find employment and reintegrate back into the community	1.9.1 Proportion of eligible prisoners that participate in the service	50%
	1.9.2 Proportion of participants who exit the service with an approved transition plan	25%



**Table 6. Program performance information - Transition to Work**

Activity	Performance Measure	2019-20 targets
1.10 Help young people move into work or education	1.10.1 Proportion of placements sustained to a 12-week employment outcome or hybrid outcome, or an education outcome	65%
	1.10.2 Proportion of placements that are converted to sustainability outcomes	40%
	1.10.3 Proportion of Transition to Work participants moving off income support, reducing their reliance on income support, or moving on to Youth Allowance (student) six months after participating in the service	30%



**Table 7. Program performance information - Small Business Support**


Activity	Performance Measure	2019-20 targets
1.11 Support small business to transition to the digital economy	1.11.1 Increased access by small businesses to advisory services that support and enhance their digital capabilities	Digital competency for small businesses increases
	1.11.2 Increased awareness of the benefits of digital engagement by small business operators	Business performance improves through implementation of effective digital strategies
1.12 Promote good mental health for small business operators	1.12.1 Increased awareness of support available to promote good mental health for small business operators	Regular engagement with stakeholders to maintain and increase the profile of mental health awareness for small business operators

## OUTCOME 2

Promote growth in economic productivity and social wellbeing through access to quality skills and training.

Table 8 sets out the activities, performance measures and targets relating to Outcome 2.

**Table 8. Performance information - Building Skills and Capability**

VET Student Loans  AUSTRALIAN APPRENTICESHIPS  
Your Life. Your Career. Your Future.

Activity	Performance Measure	2019-20 targets
<b>2.1</b> Maintain the quality of vocational education and training	<b>2.1.1</b> Proportion of employers that report use of the VET system	50%
	<b>2.1.2</b> Proportion of graduates who are satisfied with the overall quality of the training	85%
<b>2.2</b> Respond to industry and employers through access to VET graduates with the required skills	<b>2.2.1</b> Proportion of VET graduates who are employed or enrolled in further study after training	80%
	<b>2.2.2</b> Growth in the number of apprenticeship commencements	An increase from 2018-19
<b>2.3</b> Improve language, literacy and numeracy for target groups	<b>2.3.1</b> Proportion of participants in targeted programs who increase one or more levels on the Australian Core Skills Framework	80%
<b>2.4</b> Reduce student financial barriers to undertaking quality, higher-level VET training	<b>2.4.1</b> Proportion of VET Student Loans students who are satisfied with the quality of their training provider	80%
	<b>2.4.2</b> Proportion of VET Student Loans students who complete units of study in VET Student Loans	70%

# UNDERSTANDING OUR PERFORMANCE MEASURES

Our Performance Measures have been developed with the criteria of relevance, reliability and completeness in mind. The delivery strategies which will contribute to performance against each measure, risks which may impact the achievement of targets and methodology for calculating results are detailed as follows.

## OUTCOME 1

Foster a productive and competitive labour market through policies and programs that assist job seekers into work, meet employer needs and facilitate the growth of small and family business.

Program – jobactive<sup>1</sup>



### Activity 1.1 - Help job seekers find and keep a job

#### Delivery strategies

- Job seekers in non-remote Australia are assisted by 41 jobactive providers in around 1,700 locations nationally. jobactive providers work closely with job seekers, tailoring their services to the job seeker's assessed needs so they can find and keep employment.
- Payments to providers and the performance framework emphasise the achievement of outcomes, with the greatest weight given to long-term outcomes achieved for the most disadvantaged job seekers.
- Providers have access to a range of support and tools to provide assistance according to individual job seeker circumstances, including complementary programs, Wage Subsidies and post-placement support, and drawing on the Employment Fund.
- The department's assessment of provider performance is published quarterly as Star Ratings to drive continuous improvement.

#### Risks

- Sustainability of job placements is influenced by local labour market conditions, including the availability of suitable long-term work, as well as the relationship between providers and employers in supporting participants post-placement.

#### Methodology

- Calculated as the proportion of job placements recorded by jobactive providers on the department's information technology system that convert to a paid 26-week outcome.
- Administrative data is used for this measure.
- The department reports publicly on this measure each year.

<sup>1</sup> Where indicated, jobactive performance data includes participants in the Online Employment Services Trial.

**Performance Measure 1.1.1 - Proportion of job placements sustained to 26 weeks**

**Target Overall: 30%\* Indigenous job seekers: 30%\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

**Delivery strategies**

- jobactive providers work closely with job seekers, tailoring their services to the job seeker’s assessed needs so they can find and keep employment.
- The jobactive program is designed to give job seekers the practical help they need to build their skills and employability and to find and stay in work.
- Payments to providers and the performance framework emphasise the achievement of outcomes, with the greatest weight given to long-term outcomes achieved for the most disadvantaged job seekers.
- Providers have access to a range of support and tools to provide assistance according to individual job seeker circumstances, including complementary programs, Wage Subsidies and post-placement support, and drawing on the Employment Fund.
- The department’s assessment of provider performance is published quarterly as Star Ratings to drive continuous improvement.

**Risks**

- Sustainability of job placements is influenced by local labour market conditions, including the availability of suitable long-term work, as well as the relationship between providers and employers in supporting participants post-placement.

**Methodology**

- The department surveys a sample of job seekers who participated in jobactive three months earlier on their employment status. The job seekers may have been on the jobactive caseload or exited jobactive when selected for the Post-Program Monitoring survey.
- Data is published in the quarterly Employment Services Outcomes Report.

**Performance Measure 1.1.2 - Proportion of job seekers employed three months following participation in employment services**

**Target Overall: 45%\*  
Stream A job seekers: 55%\*  
Stream B job seekers: 40%\*  
Stream C job seekers: 25%\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Activity 1.2 - Help job seekers move from welfare to work

### Delivery strategies

- jobactive providers work closely with job seekers, tailoring their services to the job seeker's assessed needs so they can find and keep employment.
- The jobactive program is designed to give job seekers the practical help they need to build their skills and employability, to find and stay in work and to move off welfare dependency.
- Payments to providers and the performance framework emphasise the achievement of outcomes, with the greatest weight given to long-term outcomes achieved for the most disadvantaged job seekers.
- Outcome payments are paid to providers when job seekers stay in work that significantly reduces their reliance on income support although they may continue to receive partial benefits. Higher outcome payments are made to providers where job seekers move fully of income support, or if they are parents, people with disability or others who have part-time Mutual Obligation requirements, they work sufficient hours to meet those requirements.
- Providers have access to a range of support and tools to provide assistance according to individual job seeker circumstances, including complementary programs, Wage Subsidies and post-placement support, and drawing on the Employment Fund.
- Online employment services assist eligible job ready job seekers who are digitally capable.

### Risks

- Achieving sustainable employment and reducing or removing reliance on income support payments is strongly influenced by labour market conditions, the availability of suitable full-time work, jobactive provider services and the extent and nature of employment barriers faced by participants.

### Methodology

- The measure is calculated using administrative data. A snapshot of the income support status of all job seekers on the jobactive caseload is taken at the end of each month. Each job seeker's income support status is then compared with their income support status six months later.
- A significant reduction in a job seeker's reliance on income support payments is defined as an average reduction of 60 per cent or more.
- This measure includes participants in the Online Employment Services Trial.
- The department reports publicly on this measure each year.

### Performance Measure 1.2.1 - Proportion of job seekers moving off income support, or with reduced reliance on income support, six months after participation in jobactive

Target

40%\*

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)



## Activity 1.3 - Help job seekers meet their mutual obligation requirements

### Delivery strategies

- A central feature of the jobactive program is its emphasis on keeping job seekers activated and focused on finding employment.
- Work for the Dole places job seekers in activities where they can build employability skills, and get the experience and confidence to move from welfare to work, while giving back to their community.
- Providers are incentivised through the Performance Framework to ensure job seekers are activated and can meet their mutual obligations.
- The Targeted Compliance Framework focuses penalties on the small minority of job seekers who persistently do not comply with their requirements, while ensuring that requirements take into account each individual’s capabilities.

### Risks

- This measure uses a job seeker’s own assessment of changes in their motivation, which is influenced by personal and internal factors as well as program factors.
- Changes in the number and characteristics of job seekers participating in Work for the Dole activities, rather than other activities that fulfil mutual obligations, could affect the measure over time.

### Methodology

- The department’s Post-Program Monitoring survey measures the proportion of job seekers reporting an improvement in their desire to find a job around six weeks after commencing a Work for the Dole activity.
- The data is published in the quarterly Employment Services Outcomes Report.

### Performance Measure 1.3.1 - Proportion of Work for the Dole participants who report increased motivation to find a job

**Target**      **75%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Delivery strategies

- jobactive participants must attend regular appointments with their provider to help them find work, develop strategies to address barriers to work, and monitor their achievements in activities to meet their mutual obligation requirements.
- Providers have flexibility to schedule appointments in a way that takes into account participant needs and the provider's service delivery strategy.
- The Targeted Compliance Framework focuses resources and financial penalties on the small minority of job seekers who persistently do not comply with requirements, while providing protection for vulnerable job seekers by ensuring requirements match capabilities.

## Risks

- Achieving the target for this measure depends on both the extent to which job seekers comply with their requirements, and effective communication between providers and job seekers.

## Methodology

- The extent to which job seekers attend provider appointments is an established measure of job seeker engagement.
- The measure is calculated using administrative data. The measure calculates provider appointments attended as a proportion of the sum of attended appointments, appointments not attended for an invalid reason, and appointments where misconduct occurred. Missed appointments where the job seeker had a valid reason for not attending are excluded from the calculation
- The department reports publicly on this measure each year.

### Performance Measure 1.3.2 - Proportion of provider appointments attended by activity-tested job seekers

Target      90%\*

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

### Delivery strategies

- Ensuring that job seekers actively look for work and stay engaged with the labour market is a key objective of jobactive. Most job seekers participating in jobactive must search for work and have the requirement to look for work included in their Job Plan.
- The number of job searches which a job seeker needs to undertake is based on their individual circumstances and local labour market conditions.
- Job seekers can report their job search activities on the Job Seeker App or jobactive website, or directly to their provider.
- Providers need to ensure job seekers are aware of their job search requirements as well as when and how to report on their job search.

### Risks

- Achieving the target for this measure is dependent on job seekers complying with the requirements of their Job Plan.
- Performance against this measure could be affected if providers do not adjust job search requirements to take into account personal and local factors – such as limited vacancies being available in a small labour market.

### Methodology

- This measure is calculated using administrative data.
- The measure calculates the proportion of active job seekers meeting their job search requirement when it is included in their Job Plan.
- The department reports publicly on this measure each year.

### Performance Measure 1.3.3 - Proportion of job seekers (with Mutual Obligation requirements) who are actively looking for work

**Target 90%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Activity 1.4 - jobactive organisations deliver quality services

### Delivery strategies

- By tailoring their services to employers' needs, jobactive providers are better positioned to help job seekers achieve job placements, while providing a valuable service for employers.
- A range of initiatives and incentives are available through jobactive to help employers hire unemployed job seekers at no cost to the employer. This includes screening and shortlisting candidates, providing support after the employee starts work, and help to access Wage Subsidies if the employer hires an eligible job seeker.

### Risks

- Providers not taking into account employer needs and individual job seeker capabilities may result in unsuitable participants being referred to vacancies..

### Methodology

- The performance measure is the proportion of employers who used an employment service provider in the last 12 months who said they were satisfied with the assistance provided.
- The data is sourced from the department's Survey of Employers' Recruitment Experiences. The survey is broadly representative of Australian employers and has coverage of employers across all industries; metropolitan, regional and remote areas; and business sizes.
- The measure is calculated based on the employers who could recall the name of a jobactive provider they had used in the last 12 months. The department verifies that the named provider delivers jobactive services.
- The department reports publicly on this measure each year.

### Performance Measure 1.4.1 - Proportion of employers satisfied with the assistance provided by a jobactive organisation

Target

80%\*

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

### Delivery strategies

- jobactive providers are monitored to ensure they are delivering the services to help job seekers into work and to meet employers and other stakeholders’ needs to which they committed as part of their Service Delivery Commitments.
- Service Delivery Commitments are based on the obligations a jobactive provider made in its tender response and Service Delivery Plan.

### Risks

- Providers not delivering on their service delivery commitments.
- Competing priorities result in fewer commitments being assessed.

### Methodology

- Providers’ delivery of their Service Delivery Commitments is monitored through the department’s contract management arrangements.
- This measure calculates the proportion of jobactive providers that meet at least 80 per cent of their assessed Service Delivery Commitments.
- From 1 July 2018, 25 per cent of provider commitments are being assessed each six months, with all commitments assessed over two years.
- The department reports publicly on this measure each year.

### Performance Measure 1.4.2 - Proportion of jobactive organisations that meet their service delivery commitments

**Target 80%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Activity 1.5 - Overall program measure

### Delivery strategies

- The cost per employment outcome is the key efficiency measure of jobactive.

### Risks

- This measure is driven by program costs, including outcome payments and administration fees paid to providers. The extent to which providers achieve employment outcomes for different cohorts of job seeker, and take up of Wage Subsidies or use of the Employment Fund, affects the overall cost of jobactive.
- The number of employment outcomes achieved is influenced by labour market conditions and the composition of the caseload.
- Poor targeting of expenditure and provider time can reduce the efficiency of jobactive by spending discretionary funds where they are not needed, or failing to sufficiently invest in job seekers for whom this would make a significant difference.

### Methodology

- This measure is calculated annually using administrative data and data from the department's Post-Program Monitoring survey. It includes participants in the Online Employment Services Trial.
- Program costs include Employment Fund expenditure, administration fees and outcome payments.
- Employment outcomes are extrapolated from the number of job seekers who are employed three months after participation in jobactive, as measured by the department's Post-Program Monitoring survey. Employment outcomes include any type of employment, such as casual, part-time and full-time employment.
- The department reports publicly on this measure each year.

### Performance Measure 1.5.1 - Cost per employment outcome

Target      **\$2,500\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

**New Business Assistance**  
with NEIS

Program – New Business Assistance with NEIS<sup>2</sup>

**Activity 1.6 - Help people to create their own job through self employment**

**Delivery strategies**

- The New Enterprise Incentive Scheme (NEIS) helps people create their own job through self-employment by providing accredited small business training with mentoring and support for up to 52 weeks.

**Risks**

- Performance depends on the participants' aptitude and ability to manage self-employment, and the market support for their business idea.

**Methodology**

- This measure is calculated using administrative data.
- It measures the proportion of NEIS participants off income support or working 20 hours per week three months after exiting NEIS.

**Performance Measure 1.6.1 - Proportion of NEIS participants off income support or working 20 hours per week three months after participating in and then exiting NEIS**

**Target 68%\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

2 New Enterprise Incentive Scheme

## Activity 1.7 - Support parents to build their work readiness

### Delivery strategies

- ParentsNext is a national pre-employment program that assists parents of young children plan and prepare for employment by the time their youngest child reaches school age.
- ParentsNext provides personalised assistance to improve work readiness by helping parents to identify their education and employment goals, develop a pathway and link them to activities and services in the local community to achieve these goals.
- As part of assessing a provider’s performance, the department takes into account the overall increase in parents’ Work Readiness, including Work Readiness Assessments.

### Risks

- The accuracy of this performance measure is dependent on accuracy, quality and timeliness of Work Readiness Assessments undertaken by providers.
  - Provider staff need to be trained using the third-party tool (Work Star) which is licensed by the department.
  - Provider staff retention can affect the accuracy of assessment as it is based on a rapport between the provider and parent.
- Another factor is that the pool of candidates on a provider’s caseload changes frequently.

### Methodology

- This measure is calculated using data from a third party tool.
- The measure calculates the proportion of parents who increase their work readiness based on their results in the Work Star assessment tool.
- Providers undertake an initial assessment and then re-assess parents every six months using the Work Star tool.
- The department reports publicly on this measure each year.

### Performance Measure 1.7.1 - Proportion of ParentsNext participants who increase their work readiness

#### Target

**Overall: 80%\***

**Indigenous participants: 80%\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)



## Activity 1.8 - Support parents on a pathway to education or work

### Delivery strategies

- ParentsNext is a national pre-employment program that assists parents of young children plan and prepare for employment by the time their youngest child reaches school age.
- ParentsNext provides personalised assistance parents to identify their education and employment goals, develop a pathway and link them to activities and services in the local community to achieve these goals.
- The program aims to increase parents' participation in education and employment.

### Risks

- Achievement of employment outcomes is dependent on local labour market conditions, particularly the availability of suitable work that participants are able to combine with their childcare responsibilities.
- Some participants may have limited capacity to improve their education, due to lack of access to suitable courses, ability or interest in undertaking further study, or because they already have a high level of qualification.

### Methodology

- This measure uses administrative data recorded in the department's employment services system as well as earnings reported by participants to Services Australia.
- The department reports publicly on this measure each year.

**Performance Measure 1.8.1** - Number of participants who improve their education (completion of an Education course higher than the participant's previous education level) or find employment

### Target

**Overall: 5,000\***

**Indigenous participants: 1,000\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

### Delivery strategies

- ParentsNext is a national pre-employment program that assists parents of young children plan and prepare for employment by the time their youngest child reaches school age.
- ParentsNext provides personalised assistance to help parents at risk of long-term welfare dependency identify and achieve their education goals.

### Risks

- Participation in education and training is affected by the availability of appropriate courses and the presence of enablers or barriers to access, as well as ParentsNext participants' interest in and aptitude for further study.

### Methodology

- Administrative data is used to determine the number of parents who commence, or are expected to commence, in an accredited education course, complete an accredited education course higher than their previous level of education or achieve an education outcome.
- The department reports publicly on this measure each year.

### Performance Measure 1.8.2 - Proportion of early school leavers who are in or have completed education or training

Target      25%\*

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Program – Time to Work Employment Service



### Activity 1.9 - Support Indigenous prisoners prepare to find employment and reintegrate back into the community

#### Delivery strategies

- The Time to Work Employment Service provides in-prison employment services to Aboriginal and Torres Strait Islander prisoners. The service is designed to ensure Indigenous prisoners are able to access to support they need upon release to better prepare them to find employment and reintegrate back into the community.

#### Risks

- This measure relies on providers forming effective working relationships with prison staff, whose assistance is required to promote the program and provide access to facilities.
- Estimates of eligible prisoner numbers may differ from actual eligible prisoner numbers as they are based on the number of Aboriginal and Torres Strait Islander prisoners released in the previous six months, which can fluctuate.

#### Methodology

- Data for this measure is sourced from state and territory governments (estimated eligible prisoner numbers) and departmental administrative data sources (participant numbers).
- The measure calculates the number of participants as a proportion of eligible prisoners where providers have commenced delivering services in a prison.
- The department reports publicly on this measure each year.

#### Performance Measure 1.9.1 - Proportion of eligible prisoners that participate in the service

Target

50%\*

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Delivery strategies

- The Time to Work Employment Service provides in-prison employment services to Aboriginal and Torres Strait Islander prisoners. The service is designed to ensure Indigenous prisoners are able to access support they need upon release to help them to find employment and reintegrate back into the community.
- Providers are required to deliver three face-to-face meetings, two assessments and complete a transition plan with a facilitated transfer where possible.

## Risks

- Developing and approving a transition plan may be affected by a participant receiving an early release from prison, or barriers to providers or participants attending appointments.

## Methodology

- This measure is calculated using administrative data.
- The measure calculates the number of participants who exit the service with an approved transition plan as proportion of the total number of participants who have exited the service.
- The department reports publicly on this measure each year.

### Performance Measure 1.9.2 - Proportion of participants who exit the service with an approved transition plan

Target      25%\*

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)



## Program – Transition to Work

### Activity 1.10 - Help young people move into work or education

#### Delivery strategies

- Transition to Work is designed to provide intensive, pre-employment support to improve the work readiness of young people aged between 15 and 21 (and between 15 and 24 from 1 January 2020) to help them into work (including apprenticeships or traineeships) or education.
- This performance measure recognises the different ways a participant can find and stay in work. A Transition to Work provider can receive:
  - a 12 week employment outcome when a participant is employed for 12 cumulative weeks, where each period of employment comprises at least four weeks;
  - an education outcome when a participant attains a Certificate III course or higher, or Year 12;
  - an education outcome when a participant undertakes 26 consecutive weeks of: full-time participation in or completion of a Certificate III course or higher, full-time participation in or completion of secondary education leading to a Year 12 qualification, or full-time participation in the Adult Migrant English program or the Skills for Education and Employment program; and
  - a hybrid outcome when a participant completes 12 consecutive weeks in a combination of employment and education participation (as described in the outcomes listed above).

#### Risks

- Achievement of outcomes is influenced by the nature of services delivered by Transition to Work providers and local labour market conditions, particularly for young people. Education or hybrid outcome achievement relies on participants having the capacity to participate or complete a course at the requisite level.

#### Methodology

- This measure is calculated as the proportion of Transition to Work placements sustained to a 12 week employment or hybrid outcome, or an education outcome, using administrative data.
- The department reports publicly on this measure each year.

**Performance Measure 1.10.1 - Proportion of placements sustained to a 12-week employment outcome or hybrid outcome, or an education outcome**

**Target 65%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

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## Delivery strategies

- Transition to Work is designed to provide intensive, pre-employment support to improve the work readiness of young people aged between 15 and 21 (and between 15 and 24 from 1 January 2020) to help them into work (including apprenticeships or traineeships) or education.
- Transition to Work providers can receive a sustainability outcome when a participant achieves a 12 week employment or hybrid outcome, which then continues for a further 14 consecutive weeks.

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## Risks

- Sustainability outcomes depend on participants being placed in work that has the potential to be long-term, as well as the post-placement support offered by providers to both participants and employers.

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## Methodology

- This measure is calculated as the proportion of placements converted to sustainability outcomes using administrative data.
- The department reports publicly on this measure each year.

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### Performance Measure 1.10.2 - Proportion of placements that are converted to sustainability outcomes

Target      **40%\***

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\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

### **Delivery strategies**

- A key objective of Transition to Work is to help participants move off, or reduce, their reliance on income support, or be on the path to becoming financially self-reliant and independent. Those who move onto Youth Allowance (student) payments are studying and earning qualifications that will improve their employment prospects in the future.

### **Risks**

- Achieving sustainable employment and reducing or removing reliance on income support payments is strongly influenced by labour market conditions, Transition to Work provider services and the extent and nature of employment barriers faced by participants.
- Availability of suitable education options that meet the qualifying conditions for Youth Allowance (student) and that participants have the ability to engage in also affects performance against this measure.

### **Methodology**

- This measure is calculated as the proportion of Transition to Work participants moving off income support, reducing their reliance on income support (defined as a reduction of 60 per cent or more), or moving onto Youth Allowance (student) six months after participating in the service.
- The department reports publicly on this measure each year.

**Performance Measure 1.10.3** - Proportion of Transition to Work participants moving off income support, reducing their reliance on income support, or moving on to Youth Allowance (student) six months after participating in the service

**Target**      **30%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

# Program – Small Business Support

## Activity 1.11 - Support small business to transition to the digital economy

### Delivery strategies

Australian Small Business Advisory Services (ASBAS) - three specialist digital advisors provide low cost, high quality digital advisory services to small businesses in metropolitan and regional Australia over three years covering content in:

- Websites and selling online
- Social media & digital marketing
- Using small business software
- Online security and data privacy

Accessible and flexible modes of delivery including one-on-one coaching, group workshops and online training modules/webinars.

### Risks

- The focus on digital capability of the ASBAS program may create a gap in the market for low cost general business advisory services and demand of the program may be significantly higher or lower than expected.
- Programs do not enhance the digital capabilities of small businesses.

### Methodology

- Quarterly provider progress reports including progress against KPIs and customer satisfaction survey results. Formal project evaluation.

### Performance Measure 1.11.1 - Increased access by small businesses to advisory services that support and enhance their digital capabilities

#### Target

**Digital competency for small businesses increases\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

The following Outcome 1 Performance Measures were published in the department's 2019-20 Portfolio Budget Statements but have been removed from our suite of performance information as follows:

- Performance Measure 'Increased awareness by small businesses of the Australian Government support available' has been removed because this measure was completed during 2018-19.
- Performance measure 'Improved payment practices by larger businesses to reduce the incidence of late payments to small businesses' has been removed as legislative schedules have meant that it will not be possible to provide performance information on the Large Business Payment Times Reporting Initiative for the 2019-20 Financial Year.



### Delivery strategies

- A Digital Champions Conference will promote the program and communicate the benefits of digital transformation to participating small businesses.
- Case studies to capture transformation journeys and demonstrate how small business can benefit from digital engagement
- Development of social media content on Small Business Digital Champions

### Risks

- Program does not enhance the digital capabilities of small businesses.

### Methodology

- Business performance data of businesses participating in the Digital Champions project will be compared with baseline data to indicate the benefits of adopting digital technologies. Industry Associations to provide quarterly reports which includes detail on the number of members who have received advice.

#### Performance Measure 1.11.2 - Increased awareness of the benefits of digital engagement by small business operators

### Target

**Business performance improves through implementation of effective digital strategies\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Activity 1.12 - Promote good mental health for small business operators

### Delivery strategies

- Work with stakeholders to develop and implement strategies to raise awareness of programs and support available to small businesses.
- Guide the design and implementation of deliverables under the \$3.1 million grant to Everymind to roll out the second phase of the 'Ahead for Business' trials.

### Risks

- Low willingness to engage by stakeholders

### Methodology

- Check that the register of stakeholder collaboration activities shows a record of regular engagement with a broad range of stakeholders, including small businesses, regarding small business mental health.

#### Performance Measure 1.12.1 - Increased awareness of support available to promote good mental health for small business operators

### Target

**Regular engagement with stakeholders to maintain and increase the profile of mental health awareness for small business operators\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## OUTCOME 2

Promote growth in economic productivity and social wellbeing through access to quality skills and training.

### Program – Building Skills and Capability

VET Student Loans



A U S T R A L I A N  
APPRENTICESHIPS  
Your Life. Your Career. Your Future.

### Activity 2.1 - Maintain the quality of vocational education and training<sup>3</sup>

#### Delivery strategies

- Implementation of the Delivering Skills for Today and Tomorrow Budget Package, including the establishment of a National Skills Commission, piloting of Skills Organisations, establishment of a National Careers Institute and improved apprenticeship arrangements.
- Improving the currency and relevance of nationally recognised VET qualifications, with support for industry-led training product development and improved processes through the Australian Industry Skills Committee mechanism.
- Quality training underpinned by effective national regulation.
- Develop an RTO performance dashboard on the My Skills website to enable consumers to make better choices based on outcome and price information.
- Develop a new VET Employer Survey to measure factors contributing to employers' use and views of the VET system.

#### Risks

- Delivery of improvements to the system slow due to divergence of stakeholders' views on reform.
- Lack of support for regulatory arrangements undermines confidence in the quality of training.
- Data gaps and concerns about the publication of outcome and price information may result in reduced confidence in the effectiveness of the reforms.
- Respondent fatigue may lead to reduced data and compromise the effectiveness of information available to the sector.

#### Methodology

- Sourced directly from National Centre for Vocational Education Research (NCVER) statistics: Employers' Use And Views Of The VET System and VET Student Outcomes. Data is publicly available from NCVER publications.

#### Performance Measure 2.1.1 - Proportion of employers that report use of the VET system

Target **50%**

<sup>3</sup> Delivery strategies will combine to achieve both performance measures

**Performance Measure 2.1.2 - Proportion of graduates who are satisfied with the overall quality of the training**

**Target 85%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

**Activity 2.2 - Respond to industry and employers through access to VET graduates with the required skills**

**Delivery strategies**

- Establishment of a National Skills Commission and trialling of Skills Organisations to improve the alignment of training to skills needs and job opportunities.
- Ongoing support to the Australian Industry Skills Committee and its network of Industry Reference Committees to ensure the skill standards needed to perform effectively in the workplace are reflected in nationally recognised VET qualifications.
- Establish a new National Careers Institute and appoint a National Careers Ambassador to work with industry, governments, schools and tertiary providers to ensure every working age Australian has access to high-quality, evidence-based career advice to support and inform their study and career choices.

**Risks**

- Successful implementation of the Skills Package – delivering skills for today and tomorrow in the 2019-2020 Budget will be dependent on support from states and territories and industry partners.

**Methodology**

- Sourced directly from NCVET, VET Student Outcomes. Data is publicly available from NCVET publications.

**Performance Measure 2.2.1 - Proportion of VET graduates who are employed or enrolled in further study after training**

**Target 80%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Delivery strategies

- Providing advice and support to employers and apprentices throughout the life cycle of an Australian Apprenticeship.
- Implementing incentives that encourage up to 80,000 additional apprentices over 5 years.

## Risks

- The economic cycle can influence the ability of employers to employ and retain apprentices and trainees.
- Workplace, personal and health issues encountered by apprentices and trainees can become a barrier to completion.

## Methodology

- Sourced directly from NCVET, National Apprentice and Trainee Collection. Data is publicly available from NCVET publications.

### Performance Measure 2.2.2 - Growth in the number of apprenticeship commencements

**Target**      **An increase from 2018-19\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Activity 2.3 - Improve language, literacy and numeracy for target groups

## Delivery strategies

- Deliver foundation skills training to eligible individuals, including job seekers, recently unemployed or at risk of unemployment through the Skills for Education and Employment program and the Foundation Skills for Your Future programs.

## Risks

- That individuals and communities most in need of language, literacy and numeracy training experience barriers to participation that prevent them from taking up the opportunity.
- Availability of data to generate meaningful predictions about future skills supply.

## Methodology

- Data is sourced from Employment, Skills for Education and Employment Program administrative data

### Performance Measure 2.3.1 - Proportion of participants in targeted programs who increase one or more levels on the Australian Core Skills Framework

**Target**      **80%\***

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

## Activity 2.4 - Reduce student financial barriers to undertaking quality, higher-level VET training

### Delivery strategies

- Ensure high-quality provision of training through effective VET Student Loans provider approval processes and ongoing compliance activity.
- Engagement Strategy to ensure the VET Student Loans program is meeting the needs of students.

### Risks

- Approved VET Student Loans providers are not of sufficient quality to enable successful student outcomes.
- Engagement with students does not fully capture the breadth of student needs and the program is unable to respond accordingly.

### Methodology

- Data is sourced from student electronic Commonwealth assistance form (e-CAF) survey results.

### Performance Measure 2.4.1 - Proportion of VET Student Loans students who are satisfied with the quality of their training provider

Target **80%\***

\* Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

### Delivery strategies

- Ensure high-quality provision of training through effective VET Student Loans provider approvals processes and ongoing compliance activity.
- Pay VET Student Loans providers in a timely way after assurance of student progression.

### Risks

- Approved VET Student Loans providers are not of sufficient quality to enable successful student outcomes.
- Approved courses don't match student training objectives.

### Methodology

- Data is sourced from student outcomes as reported by VET Student Loans approved providers through the Department of Education's Higher Education Information Management System and published annually.

### Performance Measure 2.4.2 - Proportion of VET Student Loans students who complete units of study in VET Student Loans

Target      70%\*

\*Targets remain consistent across reporting periods (2019–20, 2020–21, 2021–22, 2022–23)

# CAPABILITY

To achieve our purpose, we need to be a focussed, highly capable organisation. Our capability comes from the synergy of our people, culture, processes and systems. Building our capability allows us to improve the quality of our policy advice to our ministers and the performance of our programs.

## Capability and Continuous Improvement

Developing our capability enables the department to continue to build on its strengths and maintain performance given the risks we face as the environment changes.

A healthy organisation will constantly look at ways to refresh itself. For us, this involves reviewing and reprioritising our research priorities, developing and promoting our people’s skills and learning, and investing strategically in information technology. Our enabling services partner with clients to deliver high quality, responsive services in a contemporary and digital way. We will ensure a sound governance framework, including fraud, audit and risk management arrangements are in place to support the department maintaining the confidence of the Government, our ministers, and the public.

## Innovation

Innovation is an integral long-term driver to achieve economic and jobs growth for Australia, and essential to the continued success of the Public Service. We will demonstrate our commitment to innovation through the implementation of the Innovation and Science Australia 2030 Plan, and objectives of the Australian Public Service (APS) Review and APS Reform Agenda.

Innovation at the department is putting ideas into practice to add value for our people, stakeholders and the community. Our Innovation Agenda contributes to achieving the department’s Purpose by:

- enhancing policy design and service delivery
- better meeting the diverse needs of our stakeholders
- building our innovation culture and capability
- more efficient and productive ways of working
- demonstrating value and sharing our story.

We will contribute to driving and influencing the innovation agenda in collaboration with the Public Sector Innovation Network. We will apply innovation methodologies—such as design thinking, user research and behavioural economics—and undertaking pilots before rolling out projects on a larger scale. Our approaches contribute to mitigating risks and applying early learnings to enhance our policy design and service delivery.

Our innovation activities will include mentoring our Graduate cohort to learn the practical application of innovation methodologies as part of our Shark Tank initiative, progressing ideas through our ideas management system, Spark, and showcasing innovation activities during July’s Innovation Month each year.

Our Innovation Agenda will contribute to preparing the department for the future, and over the next four years our activities will:

- encourage being open to new ideas, taking calculated risks and learning from failure through the promotion of the growth mindset concept
- partner with internal and external stakeholders through online collaboration platforms, co-design and formal networks
- harness the use of digital options and trial new technologies
- instil data driven and human centred design in our policy design and service delivery
- incorporate horizon scanning, trend analysis and scenario planning to enable a future focus in our innovation methodologies.

## Evaluation and Research

The Evaluation, Research and Evidence Framework 2015–2020 features four pillars — evaluation, research, data management and evidence capability. The framework will guide our investment in evaluation and research to ensure it supports evidence-based policy and maximises the use of the insights we collect.

This year we will evaluate the design and impact of a number of departmental programs and trials. This will include evaluations of the new employment services trial, the national expansion of ParentsNext, Empowering YOUth Initiatives, the Youth Jobs PaTH, Career Transition Assistance, Entrepreneurship Facilitators, the Online Job Seeker Classification Instrument (JSCI) trial and the Online Employment Services trial.

We will prioritise our research efforts in line with our strategic goals to maximise the return on our investment. We will support research projects from across the department and collaborate with other agencies to support evidence-based decision making and to inform broader debate. We will also leverage international best practices, experiences and research in line with the department's International Engagement Strategy.

We will also work to enhance the availability of data and evidence and to build staff capability in conducting research and in analysing and using evidence.



## OUR WORK IN FOCUS

# STRATEGIC WORKFORCE PLANNING

Workforce planning is about understanding our business strategies and objectives. It involves drawing on data and evidence about the current workforce and forecasting changing requirements for the future.

A workforce plan specifies the priority actions to be implemented over time to mitigate risks to workforce composition and capability.

A workforce plan will position the department to focus on implementing the most effective actions to ensure we have “the right number of people (capacity) with the right skills, knowledge and experiences (capabilities) in the right jobs, for the right price, at the right time” as our environment and workforce change over time.

### Creating an Enterprise Workforce Plan

This initiative will create the foundation for a holistic and consistent approach to workforce planning in the department and build workforce planning capability. It will establish a strategic workforce planning function and develop a strategic enterprise workforce plan for the department.

Developing a strategic enterprise workforce plan will support the department to:

- develop a shared understanding of strategic workforce planning,
- identify crucial job roles and capabilities required to meet the key priorities of the department now and into the future; and
- make decisions about human resource management driven by departmental business objectives and underpinned by a sound evidence base.

## Enabling services

The Enabling Services Group plays a pivotal role in driving key governance, parliamentary, communication, audit, legal, information technology, information management, financial, property and people capability outcomes for the department. The group builds capability, supports delivery and enhances accountability; lifting performance and helping all staff to deliver the department's purpose and outcomes in an evolving environment.

Driven by the need for us to stay attuned to the changes in our environment and ensure we are efficiently structured, appropriately resourced and integrated, in 2018-19 we completed a review of our corporate functions. A product of the review is a roadmap for improving and strengthening enabling services and support over the life of this plan.

Central to our servicing strategy is our enabling services vision:

*The Enabling Services Group partners with clients to deliver high quality, responsive, and enabling services in a contemporary and digital way.*

*These services will be accessible, integrated, risk-based, and informed by the client's needs and organisational context.*

We will continue work to improve the impact, cost and performance of our functions. In everything, we do, we aim to support a positive, flexible and innovative workplace culture. It is important that we lead by example in the way we deliver our enabling functions, particularly in our workplace practices and policies.

The department also shares enabling services with other APS departments and agencies. We provide IT and some other corporate services to other government departments, including the Department of Education.

The Department of Finance's Service Delivery Office supplies our department with core transactional services including accounts payable and receivable, payroll and payroll administration.

## People

The department is focussed on building the foundations that support our people to build skills, strengthen their leadership and embrace new ways of working. The department has prioritised strategic workforce planning as a signature initiative through which to achieve this outcome.

The department will create an Enterprise Workforce Plan with a key focus on workforce risks over the next three years. The plan will establish the framework by which to monitor the effectiveness of, and, review our people management practices. The Enterprise Workforce Plan will translate the people related objectives in our Strategic Plan to priority, practical actions for investment.

The department's Enterprise Workforce Plan will complement the overarching vision articulated by our:

- People Strategy
- Diversity and Inclusion Strategy
- Health, Safety and Wellbeing Initiative.

The People Strategy identifies the vision for our people and the department and is designed to ensure our workforce is prepared for the future. It is informed by our environment, current business objectives and planned future work. The People Strategy takes an enterprise approach to building and managing workforce capability across the department's permanent and contingent workforce.

The department's commitment to diversity and inclusion is outlined in the Diversity and Inclusion Strategy 2018 —2020. This strategy, and the supporting plans, outline how our department will ensure it remains an inclusive and safe place for people to work. Indigenous business remains our business, and we continue to recognise, embrace and celebrate the full range of perspectives our people bring to our work. The department is committed to building further depth of perspectives, experience, knowledge and skills in our people in order to help us better represent the wider community in our service delivery.

We acknowledge employees may identify across a number of diversity groups. We support this by outlining our commitments to action in the following employee plans:

- Aboriginal and Torres Strait Islander Employment and Career Plan 2016–2020
- Culturally and Linguistically Diverse Employee Action Plan 2018–2020
- Disability Action Plan 2018–2020
- Gender Equality Action Plan 2016–2019
- Intergeneration Leadership Action Plan 2018–2020
- Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ+) Plan 2018–2020.

The Diversity and Inclusion Strategy is also complemented by the department's Reconciliation Action Plan 2017–2020.

The Health, Safety and Wellbeing Initiative will promote and build on our current initiatives in WHS and bring all of the key elements together in an easy-to-understand framework. It will provide robust governance guidelines, outline employee and manager responsibilities and shape the department's commitment to supporting our people at work, including their health, safety and wellbeing.

This initiative supports our vision and the integration of four key initiatives. These include:

- the departmental WHS Risk Profile
- the departmental WHS Training Needs Analysis
- the departmental WHS Audit Program
- an effective online Safety Management System.

## Information Technology

The department uses information technology to deliver better outcomes and a better experience for the public, businesses and government.

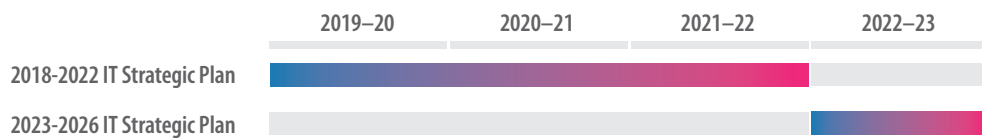
The IT Strategic Plan 2018-2022 will guide the department's information technology direction and support the department's Strategic Plan. The IT Strategic Plan is based on the principles of partnerships, people, delivery and technology. One of the core objectives of the IT Strategic Plan is for the department to be responsive to changing expectations from government, the public, and its staff, by making the most of new and emerging technology. To achieve this, we will continue to ensure our investments are prioritised to align with the principles and objectives of the IT Strategic Plan.

In 2019-20, the department will enhance the productivity tools that support our staff, encourage collaboration and enable user-centred ways of working.

We will continue to transition our systems to cloud computing where it is cost effective and appropriate to do so. We will continue to strengthen the security and integrity of the department's IT systems and data holdings, including delivering ongoing improvements to reduce the risk of cyber intrusion through the implementation of the Australian Cyber Security Centre's eight essential mitigation strategies to prevent cyber incidents.

We will support the future employment services model by trialling new ways of delivering employment services through our digital platforms. We will work with our users to co-design and enhance our online service offering, modernise technology and automate services and build our data and analytics capability. We will continue to adopt whole of government services, partner with industry and leverage re-use of technology across government where appropriate.

**Figure 3. Looking forward – Information Technology**



## Governance

The department works to ensure good governance by focusing on:

- **performance** — governance arrangements and practices are designed and operate to shape the department's overall results, including the successful delivery of government programs and services.
- **accountability** — governance arrangements and practices are designed and operate to provide visibility of our results to the Executive, the Government, the Parliament and the community and conform with applicable legislative and policy requirements as well as public expectations of openness, transparency and integrity.

Governance committees play an important role in the functioning of the department by overseeing reporting processes, facilitating decision making and providing a forum for consultation. The committees are overseen by and report to the department's overarching governance body, the Executive Meeting.

Our governance committees are:

- Audit Committee, which assists the department to comply with its PGPA Act obligations and provides a forum for communication between the Secretary, senior managers and the department's internal and external auditors.
- Finance and Business Services Committee, which considers and oversees business improvement practices and the use of resources and procedures to ensure the department meets its business goals.
- Information Technology Committee, which considers and oversees the management and use of information technology to enable the department to meet its program and corporate objectives.
- People and Capability Committee, which considers and oversees the management of the department's people and organisational strategies and assists the department to comply with its work health and safety duties and obligations.
- Strategic Policy Committee, which operates as a policy think tank, focusing on emerging cross portfolio priorities and longer term policy issues, and provides a forum to exchange, test and challenge new ideas about current and future work.
- The Data, Digital and Privacy Committee, which provides oversight of the development of implementation plans and awareness across the department for whole of government data and digital agendas.

## Fraud and corruption

The department has dedicated investigations teams to manage the department's response to allegations of fraud and corruption against the department and its employment services and skills and training programs. We use prevention, assurance and compliance mechanisms to continue to meet or exceed our obligations under the Commonwealth Fraud Control Framework.

Our Fraud Control Plan outlines the department's commitment to effectively manage fraud and corruption risks. An updated Fraud and Corruption Control Plan is currently being revised for release in 2020. The revised Plan will focus on ensuring the department can respond effectively and efficiently to an evolving fraud landscape, with emerging fraud and corruption risks presenting new and complex challenges, including the establishment of the:

- Fraud Prevention Centre within the Attorney-General's Department
- Commonwealth Integrity Commission and the department's corruption reporting obligations under the proposed legislation.

The Plan describes the key mechanisms used to address fraud and corruption risks and outlines how the department reports on fraud and corruption. The department's Fraud Control Strategy Statement outlines the commitment we have to fraud control and the responsibilities all staff have to prevent, detect and respond to fraud and corruption.

The department is committed to establishing an ethical culture that works to protect public resources through sound program design and evaluation. We will do this by collaborating with program areas to support compliance, integrity and the security activities of our department and the Government. We will continue to promote prevention through policy review, guideline enhancement, training and advice, and use detection, disruption and deterrence methods in responding to incidents of fraud and corruption.

## Audit

The internal audit function is a key component of our governance framework. Internal audit will work to strengthen accountability and promote good governance and transparency by providing independent and objective assurance. Internal audit will improve and add value to the department's operations, including program management, risk, fraud and serious non-compliance.

The department's Audit Committee provides independent advice and assurance concerning the appropriateness of the department's control framework regarding:

- financial reporting
- performance reporting
- system of risk oversight and management
- system of internal control.

The image features a background with a vertical color gradient from purple at the top to blue at the bottom. Overlaid on this are several thick, white, angular lines that create a stylized, abstract shape. One of these lines is a diagonal segment that contains the text 'www.employment.gov.au' written in a white, sans-serif font.

[www.employment.gov.au](http://www.employment.gov.au)