

Appendix 3. Strategic directions

Appendix Table 3.1 Centrelink Strategic Directions, 2001–06

Goal	Details	Outcomes
<p>Client partnerships</p> <p>To build partnerships with client agencies that deliver the required results and provide value for money</p>	<p>Retain current business by delivering agreed business outcomes</p> <p>Market Centrelink's capabilities</p> <p>Explore possibilities for new business</p> <p>Build partnerships and alliances for effective program development and service delivery</p> <p>Build effective and balanced communication mechanisms with client agencies</p> <p>Build and maintain optimum competitive advantage</p>	<p>Client agency satisfaction</p> <p>Business Partnership Agreement outcomes</p>
<p>Customer and community</p> <p>To increase customer and community involvement and satisfaction with services</p>	<p>Maintain customer and community focus</p> <p>Connect the citizens of Australia to community and government services</p> <p>Simplify and personalise service</p> <p>Effectively integrate and target service delivery channels</p> <p>Ensure equity of access for all customers to services that are culturally appropriate</p> <p>Promote Centrelink's image in the community</p>	<p>Customer satisfaction with overall service</p> <p>Customer satisfaction with service delivery channels</p>
<p>Centrelink people</p> <p>To provide Centrelink people with confidence, knowledge, skills and tools to meet the challenges of current and future business and their own career aspirations</p>	<p>Employ people who have the appropriate skills and experience needed to do their jobs effectively</p> <p>Continually provide Centrelink people and our agents with the skills and knowledge required to do their jobs</p> <p>Promote a culture in which people perform highly and accept responsibility for their actions</p> <p>Ensure Centrelink is an employer committed to providing first-class working conditions</p> <p>Strengthen leadership and succession planning at all levels</p>	<p>An environment that develops our people's skills and commitment to service</p>
<p>Cost efficiency</p> <p>To manage our business efficiently and return a dividend to the government</p>	<p>Enhance business management systems at all levels across Centrelink</p> <p>Adopt best practice in financial systems fundamentals to provide better decision support</p> <p>Enhance a business culture that reduces cost while maintaining satisfactory service levels</p> <p>Promote efficient, effective and ethical use of resources including alternative sourcing arrangements and service delivery channels</p>	<p>Return required efficiency dividends to the government</p> <p>Cost for service</p>

The Centrelink Experiment

Goal	Details	Outcomes
<p>Innovation To provide innovative and personalised solutions consistent with government policy</p>	<p>Exploit new and emerging technologies and methods to support our goals Explore and develop new markets, products and services Capitalise on Centrelink's intellectual property Actively support and promote innovation and creativity in Centrelink people Explore innovative business partnerships and strategic alliances with the federal, state and local governments, business and community-based organisations</p>	<p>Business improvement</p>
<p>Best practice To be first choice and benchmarked as the best practice in service delivery</p>	<p>Establish a systematic approach to benchmark Centrelink business and services Share and implement best practice throughout Centrelink Maximise learning through links with other organisations Ensure effective internal and external governance and accountability arrangements</p>	<p>Measured by the level of achievement of the other five goals</p>