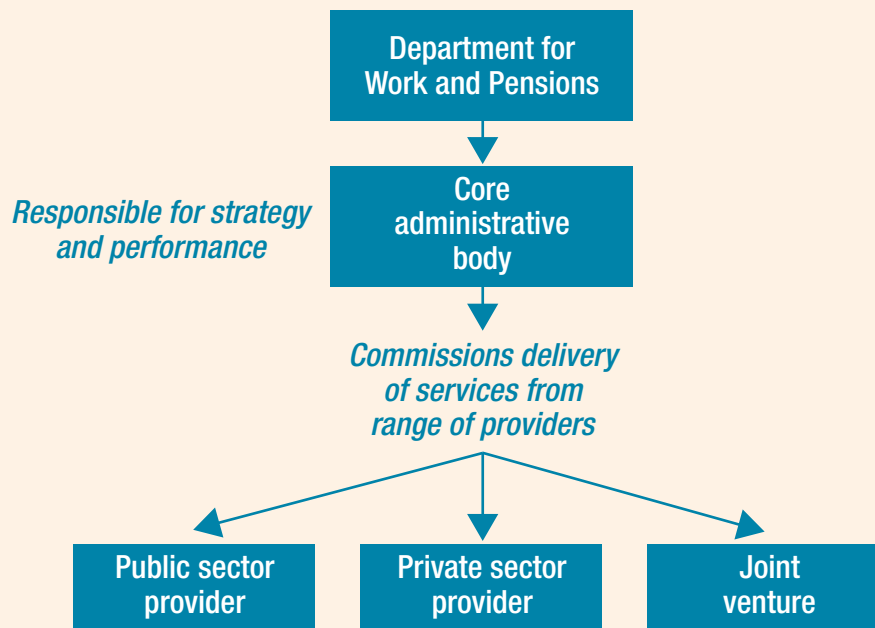


8 A new operating model

88. The new operating model for delivering child support should be centred on meeting the needs of the clients. There are a range of functions involved in delivering child support. While some of them, such as tracing non-resident parents, require specialist skills and resources, others, such as collecting money, are standardised business processes widely carried out elsewhere. There is considerable expertise both in the private sector and across government in delivering the processes that will be central to the success of the new child support system. To allow the delivery of child support to benefit from such expertise, I recommend that the administrative organisation is established essentially as a commissioning body. Under such a model the administrative body would retain responsibility for strategy and performance, but commission delivery of services from a range of providers in the private and wider public sectors.
89. The commissioning model would have to ensure that clients do not have to deal with multiple organisations providing different elements of the child support process. This can be achieved by having one body acting as the primary customer interface, managing the relationship between customers and service providers. As a result, customers should have a single point of contact. Such a function could either be delivered by the commissioning body itself or be provided by an outside body, possibly in combination with another part of the service.
90. The structure of this model could vary from straight outsourcing to the creation of joint venture frameworks which would allow a more collaborative and, ultimately, more effective approach to be delivered.

Figure 9. **Commissioning structures**



91. The business design process will have to examine whether the existing infrastructure is capable of supporting the new processes required. While the formula and the assessment process are not recommended to change substantially, a changing caseload may vary IT requirements. The current IT contract between the CSA and its provider lapses in 2010 and the build-up to this will provide the opportunity to reconsider future needs.

Recommendation: Child support should be delivered through a commissioning body drawing on expertise from the private, not for profit and wider public sectors.