

Corporate Plan 2021-22



Australian Government
Department of Veterans' Affairs

Acknowledgement of Country

The Department of Veterans' Affairs acknowledges the Traditional Owners of the land throughout Australia and their continuing connection to country, sea and community. We pay our respects to all Aboriginal and Torres Strait Islander peoples, to their cultures and to their elders past, present and emerging. DVA also acknowledges the services of Aboriginal and Torres Strait Islander veterans who have contributed to serving Australia.

Acknowledgement of Service

We respect and give thanks to all who have served in our Defence Force and their families.

We acknowledge the unique nature of military service and the sacrifice demanded of all who commit to defend our nation.

We undertake to preserve the memory and deeds of all who have served and promise to welcome, embrace and support all military veterans as respected and valued members of our community.

For what they have done, this we will do.

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Secretary's introduction

The Department of Veterans' Affairs (DVA) Corporate Plan 2021–22 will guide the department's implementation of its purpose and key activities, and enable us to measure and assess our performance over the next 4 years.

DVA is continuing the most significant transformation of the veteran support system in its history, making it easier for veterans and their families to engage with DVA and access the services and support they need. We are firmly focused on the promotion and maintenance of wellbeing for all veterans and their families, across all the domains of wellness: physical and mental health, employment, education and skills, social connection, income support and finance, housing, and respect and recognition.

This includes moving away from requiring veterans to prove how unwell they are to access help and shifting attention to wellness, capability and whole-of-life satisfaction – from serving well, to living well, to ageing well.

Significant numbers of new veterans and their families are engaging with DVA as a result of these reform activities. This has in turn led to substantial increases in claims processing volumes and an increase in time taken to process. Over the past 2 years, volumes across the 4 contemporary compensation streams have more than doubled. Notwithstanding a significant increase in the productivity of our staff, the increased demand has outstripped the ability to process all claims received within target timeframes. Investment in claims processing resources, staff capacity and further streamlining our systems and processes are key priorities over the period of this Corporate Plan. DVA recognises that responding quickly has a positive impact on the health and wellbeing of veterans and their families.



We will continue to focus assistance on at-risk veterans and those with mental health conditions. There have been a number of significant developments in the mental health environment in recent months including the release of the Prime Minister's National Suicide Prevention Adviser's *Final Advice* and the National Mental Health and Suicide Prevention Plan. DVA will continue to ensure that the specific needs of veterans and their families are addressed through these reform opportunities and that the impacts of the unique nature of military service are recognised. The *Final Advice* will inform DVA's future approach to contributing to the Australian Government's towards zero suicide agenda.

Our *Veteran Mental Health and Wellbeing Strategy and National Action Plan 2020–2023* – co-designed with veterans and their families and partners, governments, the community and the private sector – aims to better understand the risk of suicide and to improve mental health and wellbeing outcomes. We will release a Veteran Suicide Prevention Strategy to guide our work in this vital area. Grassroots initiatives including a growing network of Veteran Wellbeing Centres across Australia; the Psychiatric Assistance Dogs Program; and the Open Arms – Veterans & Families Counselling lived-experience peer workers, who demonstrate practical solutions to enhance

wellbeing outcomes for the veteran community. We will continue to build on these initiatives, investing in what we know works.

DVA is fully committed to cooperating with the Royal Commission into Defence and Veteran Suicide, making sure we do all we can to support the wellbeing of serving and ex-serving Australian Defence Force (ADF) personnel and other families.

DVA is supporting the Veteran Family Advocate Commissioner to give families of veterans a greater voice in policies and programs affecting their health and wellbeing. We will release our Veteran Family Strategy 2021–26 in coming months, which will guide the work of the department in actively supporting veteran families. The strategy will highlight the crucial role veteran families play and recognise the impact military service has on their lives and experiences.

DVA staff have not only risen to the challenge of increased claim volumes but also maintained continuity of service delivery to veterans and families against a backdrop of significant challenges, including the widespread bushfires in 2019–2020, the COVID-19 pandemic and the flooding in eastern Australia in early 2021.

DVA has taken steps to ensure veterans and their families are supported physically, mentally and emotionally during the pandemic. We have been actively reaching out to the veteran community, keeping people up to date on developments around the pandemic with special editions of our e-newsletter *e-news*, and special sections in *Vetaffairs*. We are keeping people informed on a daily basis via the 'Latest news for veterans' page of our website.

The pandemic necessitated change and opened opportunities for DVA, driving innovation across our service spectrum including in how we communicate with veterans and their families, how we deliver services, how we interact with our stakeholder community and how we commemorate important milestones. We will continue to leverage the positive gains from dealing with adversity to ensure our support for veterans and their families evolves and adapts to the changing environment and expectations.

Commemorative activities and events help to raise community awareness and understanding of the service and sacrifice of those in uniform, and this in turn helps promote strong veteran wellbeing outcomes.

We continue to build our understanding of the impacts of military service on those who serve and their families.

I, as the accountable authority of the Department of Veterans' Affairs, am pleased to present the reissued DVA Corporate Plan 2021–22, covering the period 2021–22 to 2024–25, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

This document has been amended to align performance information with DVA's 2022–23 Portfolio Budget Statements, and other minor amendments.



Liz Cosson AM CSC

Secretary, Department of Veterans' Affairs

Purpose

The purpose of DVA is to support the wellbeing of those who serve or have served in the defence of our nation, and their families, by:

- partnering with organisations and individuals to help design, implement and deliver effective programs and benefits, which enhance wellbeing of veterans and their families
- providing and maintaining war graves and delivering meaningful commemorative activities to promote community recognition and understanding of the service and sacrifice of veterans.

What wellbeing means to DVA

Wellbeing is a central element of DVA's purpose. Our veteran-centred wellbeing approach aims to support the health and capability of veterans and their families across the whole-of-life continuum. To enable wellbeing measurement across this continuum from serving to civilian life to ageing well, DVA is working closely with the Department of Defence (Defence) to develop joint longitudinal data and wellbeing metrics through the Data Sharing and Analytics Solution (DSAS). DVA's approach includes assumptions that wellbeing is holistic, is centred on the individual, and focuses on the experiences of and outcomes for the individual.

We work to enhance the wellbeing of veterans and their families by supporting their transition back to civilian life, providing treatment, enabling rehabilitation for service-related conditions, and assisting them to engage in programs with a wellbeing focus. Key to embedding a wellbeing approach is ongoing engagement with veterans and their families and



Figure 1: Wellbeing model

collaboration with key organisations such as Defence, the Australian Institute of Health and Welfare, ex-service organisations (ESOs) and service providers to ensure the needs of veterans and their families are considered in policy and service design and delivery now and into the future.

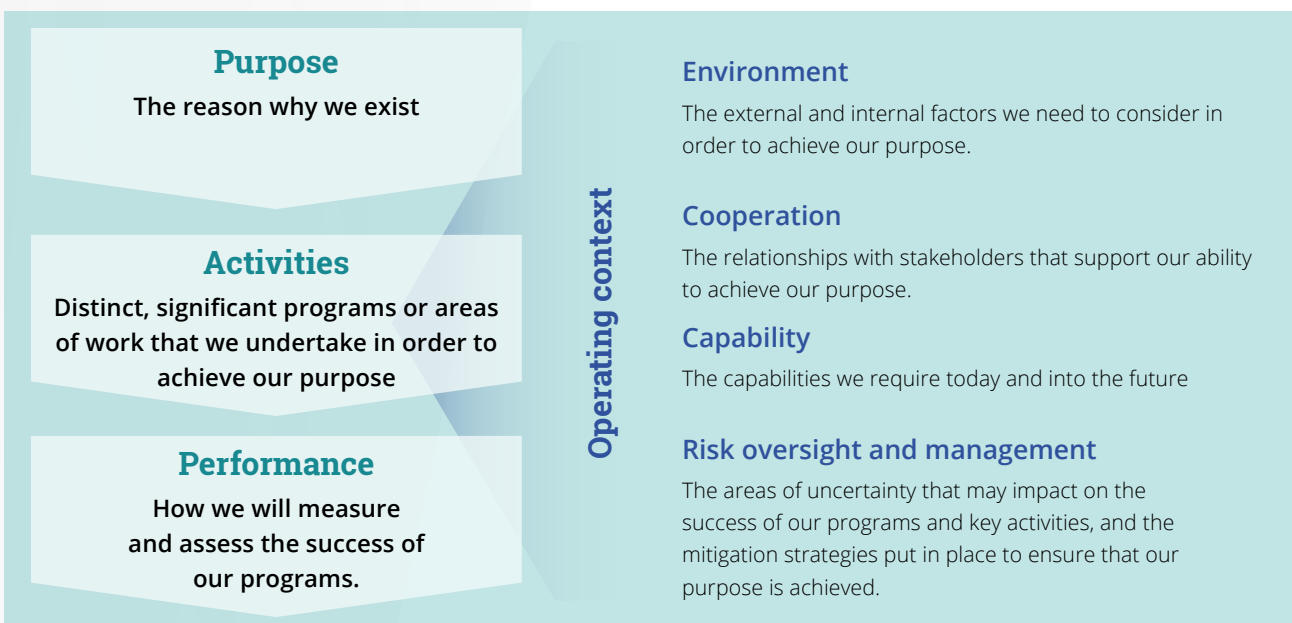


Figure 2: How the elements of our corporate plan integrate

Operating context

DVA's operating context influences our ability to achieve our purpose and successfully meet our performance targets. Our ability to adapt and to work within a changing environment is critical to our ability to achieve our purpose.

Our corporate plan presents how we plan to manage our risk profile, influence and leverage our government and stakeholder partners, and discern how best to invest in our capability to ensure we are ready for changes to our operating environment.

Environment

Our success is contingent on our ability to anticipate and adapt to an evolving environment, while maintaining our focus on enhancing wellbeing outcomes and promoting community understanding, recognition and respect for the service and sacrifice of veterans and their families.

Key environmental factors include:

- the changing needs and expectations of veterans and their families, and the changing nature of military service and Defence operational tempo
- the Royal Commission into Defence and Veteran Suicide
- the COVID-19 pandemic and its impact on operations in Australia and overseas
- a complex legislative framework highlighting the need for legislative reform and a roadmap
- broader Australian Public Service reforms
- global conditions and our international operations.

Veterans and their families are our first priority, and we acknowledge the unique nature of military service and the diversity of their needs, expectations and preferences. Our success depends on maintaining an open dialogue with veterans and their families, being responsive to their circumstances and needs, and remaining flexible, open to change and focused on continuous improvement.

Changing needs and expectations of veterans and their families

The veteran community has changed significantly in the past 2 decades. This has been driven by the duration and nature of recent military conflicts and operations, and the evolving demographics of the veteran population. DVA recognises that transition from military to civilian life is an important stage for veterans and their families. Research will continue to improve our understanding of the medium and long-term physical, mental and social impacts of military service.

Our veteran community has changing expectations. In part this is reflected in the shift from a lifetime pension approach under the *Veterans' Entitlements Act 1986* (VEA) to a rehabilitation and needs-based compensation focus under the *Military Rehabilitation and Compensation Act 2004* (MRCA). Societal and technological changes over the last 2 decades have also altered the way veterans and their families expect to engage with DVA. Expectations have shifted toward simpler, more accessible and more responsive engagement through the use of technology.

DVA's success is dependent on knowing our veterans and their families and making it easier for them to access benefits and services. Through engagement with veterans and their families, DVA is more informed about the factors and types of services that lead to improved health and welfare outcomes, and has been able to adjust and tailor its programs to better meet their needs.

Veteran Centric Reform – Putting Veterans and their Families First Program continues to deliver improved access to services and supports for veterans and their families. Clearer content on our website and continuous improvement in the range of services accessible via the digital MyService platform has resulted in a substantial increase in online claims and services. While this has improved the user experience, claims processing arrangements will continue to be refined to meet the expectations of veterans and their families.

DVA now knows more veterans through measures including the Veterans Recognition Program. This has led to greater engagement from veterans who previously did not interact with DVA, and greater awareness of the benefits offered. In response to the evolving needs of DVA's client base, DVA has expedited the integration of evidence from data and analytics underlying the Priority Investment Approach – Veterans (PIA-V) platform into its strategic objectives and service delivery. We will be working closely with Defence to tailor services to veterans and their families based on wellbeing needs at different life stages.

In 2021–22, we expect to develop more targeted measures of success, once the extent of the proportion of the population who have served but are unknown to DVA becomes clearer, including through the 2021 Census.

Along with the change in demographics and the expectations of veterans and their families, there has also been a shift in the broader community's expectations of DVA, and of government more generally. In the Veterans' Affairs portfolio, this has been reflected in heightened awareness and an expectation of greater transparency and accountability when it comes to the health and welfare outcomes of veterans and their families. This has created additional interest in DVA's performance and in the long-term sustainability of the veteran support system from a range of sources, including the media, the Parliament and the ex-service community.

Royal Commission into Defence and Veteran Suicide

On 8 July 2021, following agreement by the Governor-General, His Excellency General the Honourable David Hurley AC DSC (Retd), the Government established a Royal Commission into Defence and Veteran Suicide. The Letters Patent for the Royal Commission, which formally appoint the Royal Commissioners, outlines the Commission's Terms of Reference.

The Royal Commission is focusing on systemic issues and common themes among defence and veteran deaths by suicide, including for those with lived experience of suicide behaviour or risk factors. Counselling and support services are available to assist people calling or engaging with the Royal Commission. The Royal Commission is required to deliver an interim report by 11 August 2022 and a final report by 15 June 2024.

Impact of and responses to COVID-19

DVA's primary focus during the global pandemic continues to be the health and wellbeing of Australia's veteran community. The Australian Government and the department have had to adapt and innovate, and this must continue. Over the coming 3 years, it will be critical for DVA to support broader government policies, while pursuing our veteran affairs reform agenda.

COVID-19 has changed the way veterans interact with their health care providers. As part of the whole-of-government response, temporary telehealth arrangements have ensured veterans are able to continue to access critical health services. This helps to reduce the risk of community transmission of COVID-19 as well as providing protection for patients and health care providers. These arrangements have been extended to the end of 2021. The Australian Government is working with general practitioners, allied health providers, consumer groups and other health experts to review the implementation, use and impact of the temporary telehealth arrangements. DVA will continue to align its arrangements with any whole-of-government approach.

In 2020 and 2021, DVA also administered economic support payments to more than 220,000 veterans and their families, and the Coronavirus Supplement to more than 1,600 students. These payments are part of the Australian Government's response to the economic impacts of the COVID-19 pandemic.

The response to COVID-19 was also an opportunity to utilise digital channels to proactively reach out to clients potentially needing support. Within the Open Arms – Veterans & Families Counselling service, for example, social media and direct messaging were utilised to proactively offer 24-hour counselling resources, as well as to promote wellbeing resources. This increased use of the support line and resources in the 'Living Well' section of the Open Arms website, demonstrating the value of proactive engagement. In spite of this, DVA delivered significant events such as the 75th anniversary of the end of the Second World War at the Australian War Memorial in Canberra, and the 50th anniversary of Operation Overlord, including Battle of Long Khanh, at the Australian Vietnam Forces National Memorial, Anzac Parade in Canberra.

Significant work has been undertaken to enable flexible working arrangements for our staff. This has accelerated DVA's move to a more digitally enabled workforce, providing improved risk management and ensuring business continuity. DVA has rolled



out mobile computing solutions and implemented collaboration and workload management tools to enable our workforce to meet service delivery needs while working remotely. DVA is well connected to other Australian Public Service (APS) agency responses to the pandemic through the Chief Operating Officers Committee.

During the response phase, DVA managed present and emerging risks and captured lessons learnt and the initiatives undertaken. DVA continues to keep a close eye on staff, and on the wellbeing of veterans and their families throughout the pandemic to enable early and targeted outreach where required. Our experience has informed business improvements through this time. DVA continues to explore which positive changes to its ways of doing business can be built into future operating models so we emerge from the pandemic stronger and more resilient.

COVID-19 will continue to have an impact on the way we deliver commemorative services at home and overseas.

Complex legislative framework

DVA administers a range of interrelated pieces of veteran legislation, with an overlapping and complex set of entitlements. There has been much commentary on the complexity of the legislative framework and advice on future reform, most recently by the Productivity Commission. DVA will progress a legislative reform roadmap to make incremental and targeted changes to harmonise and simplify veteran legislation. Care will be taken not to disrupt the veteran support system and to move in a carefully calibrated way toward bringing the *Safety, Rehabilitation and Compensation (Defence-related Claims) Act 1988* (DRCA) and the MRCA closer together as the VEA gradually comes to the end of its applicability. DVA will continue to reform its processes and systems to improve the veteran experience and mitigate the impact of legislative complexity.

DVA administers the following Acts and their instruments:

- *Defence Act 1903*, in relation to paragraph 124(1) (qba) – relating to service graves
- *Defence Services Home Act 1918*
- *Protection of Word ‘Anzac’ Act 1920*
- *Papua New Guinea (Members of the Forces Benefits) Act 1957*
- *Australian War Memorial Act 1980*
- *War Graves Act 1980*
- *Veterans’ Entitlements Act 1986* (VEA)
- *Safety, Rehabilitation and Compensation (Defence-related Claims) Act 1988* (DRCA) and its predecessors, the *Compensation (Commonwealth Government Employees) Act 1971* and the *Commonwealth Employees’ Compensation Act 1930*.
- *Anzac Day Act 1995*
- *Compensation (Japanese Internment) Act 2001*
- *Military Rehabilitation and Compensation Act 2004* (MRCA) except to the extent that it is administered by the Minister for Defence or the Chief of the Defence Force
- *Veterans’ Entitlements (Clarke Review) Act 2004*
- *Australian Participants in British Nuclear Tests and British Commonwealth Occupation Force (Treatment) Act 2006*
- *Military Memorials of National Significance Act 2008*
- *Australian Veterans’ Recognition (Putting Veterans and their Families First) Act 2019*
- *Treatment Benefits (Special Access) Act 2019*
- Some aspects of the *Social Security Act 1991*.

Australian Public Service reform

Broader APS reform is underway aimed at making agencies more productive, inclusive, diverse, and better able to meet the Australian Government’s needs and obligations to taxpayers.

The Independent Review of the APS and reforms such as the Shared and Common Services Programme, Public Management Reform Agenda, Welfare Payments Infrastructure Transformation, and Streamlining Government Grants Administration (SGGA) program have influenced, and will continue to influence DVA at the strategic, organisational and operational levels. Newer initiatives as part of the APS reform agenda including the APS Human Resources, Data and Digital Professional Streams, will influence our people capability investment to meet our longer term capability needs.

DVA is collaborating with other agencies, including Services Australia and Defence, to ensure our digital footprint supports veterans and their families accessing DVA supports and services, while providing easy-to-read information on user-friendly sites and platforms. We are exploring innovation opportunities to increase connectivity of information and are leveraging and re-using technology to meet the needs of veterans, their families and the department.

Overseas operations

DVA’s operations are far reaching and include engagement in many countries, particularly in relation to the work of the Office of Australian War Graves (OAWG) and the Commemorations Branch.

Both the Commemorations Branch and OAWG manage the significant international commemorations annually in Turkey and France, and support other local commemorations in Papua New Guinea, Malaysia and Thailand.

They also have responsibility for the ongoing management of a significant number of Australian national war memorials overseas on behalf of the Australian Government. This work requires close engagement with host nations.

There is an ongoing challenge for DVA to consider the risks of doing business in each country and ensure that appropriate mitigation strategies are in place to maintain operations that reflect Australian Government standards and expectations. DVA’s close working relationship with the Department of Foreign Affairs and Trade and the Department of Defence underpins this work.

Capability

We recognise that our skills, expertise and collaboration with others is fundamental to achieving our purpose.

This section outlines how we will continue to develop these capabilities to respond to our changing operating context and achieve our purpose.

Workforce capability

We invest in our workforce, recognise current gaps and future capability requirements and have the strategies and plans in place to address our needs.

Effective workforce and capability planning is essential to our successful transformation outlined in DVA's Future Business Operating Model. This is currently guided by the Enterprise Strategic Workforce Plan and will be guided, in the future, by the Organisation Capability Strategy.

Enterprise Strategic Workforce Plan

The Enterprise Strategic Workforce Plan is an assessment of the impact of DVA's transformation activities on our current workforce capacity and capability. It considers how to maintain 'business as usual' outcomes while transforming for the future.

In addition to DVA's core functions of service delivery and policy development, the plan identifies key skill sets and roles we require in future. It also identifies activities that must be undertaken to ensure our workforce is appropriately supported during significant change.

The plan has 4 areas of focus, with strategies developed for each area:

- **The journey ahead** – The impact of change on the workforce will be managed to minimise capacity constraints. To ensure the change is sustainable, governance of systems and processes is necessary for effective knowledge management.
- **The right skills** – DVA's workforce will need to be adaptive to change and uplifted in critical skills. Building this workforce requires effective talent management, supported by strategic sourcing decisions such as utilising APS or non-APS labour. Six critical skills have been identified (digital ability; stakeholder engagement; research and analysis; change management; leadership; and business

process improvement). This does not necessarily reflect their inherent criticality to the delivery of DVA business; rather, they are either required by a significant portion of the department or require a long lead time to build competency. DVA will focus its attention on developing these skills through the Organisational Capability Strategy.

- **The right place** – Principles that guide recruitment activities are required to support consistent decision-making regarding DVA's geographic footprint and achievement of workforce outcomes.
- **Productive and engaged workforce** – DVA's staff experience must be aligned to our defined objectives to ensure staff are retained and motivated to deliver high-quality work. Culture and ways of working must embrace innovation, supported by a robust ICT infrastructure.

A blended workforce is an important strategy to enable the department to quickly and effectively scale up its workforce to address the identified pressure points within the organisation.

Organisational Capability Strategy

DVA's Organisational Capability Strategy was endorsed in February 2021 and was launched in May 2021. The strategy seeks to meet interim goals in the new operational model and define streams for staff skills development and talent retention, to achieve the department's broader strategic drivers and longer term high performance vision.

The new capability strategy – under 4 pillars of governance, capabilities, learning culture, and technology – will support the Future Business Operating Model and the Enterprise Strategic Workforce Plan, address critical skills gaps across the organisation, support the attraction and retention of high-performing staff, provide meaningful measures for success and align the business to proactively manage capability development into the future.

ICT capability

Having the right mix of capability is important now more than ever. COVID-19 has not only changed how our staff work, but also highlighted the importance of having the right systems in place for DVA to interact with veterans and their families and our partners to ensure we can deliver timely services and support. As Services Australia is the provider of ICT for DVA, the Services Australia technology plans, overlaid with the Services Australia/DVA ICT Roadmap 2018–2022, will guide delivery of technology solutions into the future. DVA's ICT Guiding Principles, to be considered as part of Services Australia's Technology Plan for DVA, are:

Simple, user-focused systems

- We will focus on providing intuitive, easy-to-use veteran and family focused systems which make it easier and convenient for veterans and their families to access them anytime, anywhere, on any device, and which enable DVA Staff to deliver Services more effectively
- We will listen to the experiences of veterans and families and build this into our improvements
- We will enable better service delivery to veterans and their families through improved ICT systems.
- We will reduce time to implement new technology, while exploring whole-of-government technology capabilities.
- We will focus on operating fewer, more modern systems.

Modern and common business systems

- We will enable DVA's business systems, which will be standard, secure and consolidated.
- We will enable adaptable technology to meet DVA's changing environment.
- We will reduce our legacy system footprint by transitioning to newer technologies.

Extendable and adaptable architecture

- We will allow innovation through an architecture that supports adoption of new technology without costly re-engineering of existing systems.
- We will collaborate with other government agencies and the private sector to ensure ICT solutions benefit veterans and their families, providers and staff.
- We will make it easier for service providers to interact with the department using technology.
- We will continue to benefit from the Government's common and shared services program.

Make evidence-based decisions

- We will consult with DVA business and other relevant stakeholders to ensure future ICT improvements are based on evidence and invest in areas that will provide the best user experience and DVA productivity returns.
- We will consult with shared services partners to determine availability of new ICT capabilities and leverage these capabilities.
- We will deliver outcomes through normalising digital innovation and process design to improve business value and benefits realisation.
- We will make effective use of our data through automation of management information.
- We will leverage analytical capabilities to inform decision-making and support veterans in need.
- We will establish evidence-based wellbeing measurement to facilitate program and policy design and evaluation.
- We will provide more and better data to DVA business areas to support decision-making and program evaluation.

Prioritise cyber resilience

- The protection of DVA's information, particularly veteran information, remains paramount.
- DVA will ensure cyber resilience, including appropriate information security controls, is considered in the context of digital transformation, data management and the department's broader ICT environment.

Risk oversight and management

Effective risk management is integral to achieving our objectives and supporting our purpose over the life of this plan. DVA is committed to promoting a proactive risk culture that considers threats and opportunities.

Our Risk Management Framework

DVA's Risk Management Framework provides the necessary foundations and organisational arrangements for facilitating this culture and managing risk across the department. The framework sets out our systems of risk oversight and management in accordance with section 16 of the *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Risk Management Policy. It is aligned with the International Standard on Risk Management, ISO 31000:2018 Risk management – Guidelines, and Commonwealth best practice guidance. The framework includes the policy, risk appetite statement and tolerances, and guides the identification, management and reporting of risks where they may impact our business at the strategic and operational levels.

The implementation of a single framework across DVA contributes to strengthening management practices, decision-making and innovation. We have specific risk management roles and regular reporting. All staff have a responsibility to manage risk and must complete online risk management training and engage with further education on risk.

DVA has created a Chief Risk Officer position at the Senior Executive level. Risk management oversight is also incorporated into departmental executive governance committees. The Risk and Fraud Management Committee provides support, oversight and internal assurance to the Secretary and Executive Management Board (EMB), and provides information to the Audit and Risk Committee (ARC) through the Integrity Sub-Committee (ISC). The ARC and its subcommittees – the Financial and Performance Statements Sub-Committee and the ISC – provide independent, external advice to the Secretary on the appropriateness of DVA's system of risk oversight and management.

Enterprise risks

DVA has identified 8 enterprise risks that impact on the achievement of our purpose. The Secretary and the EMB have oversight of the enterprise risks. Each risk is reviewed by an enterprise risk owner (SES Band 2) at least twice each year and reported to the EMB. All enterprise risks also undergo an annual assurance review by an enterprise risk assurer (SES Band 3 or equivalent) with a report to the EMB.

Table 1: Enterprise risks and key mitigation strategies

Enterprise risks	Mitigation strategies
<p>1. Wellbeing – Failing to deliver programs which aim to improve the health and wellbeing of veterans and their families.</p>	<ul style="list-style-type: none"> • DVA has a governance committee framework that supports decision-making and monitoring performance, which contributes to its ability to deliver effective programs and resolve issues. • The Program Performance Assurance Strategy assesses program controls to ensure they are operating efficiently and effectively. • Programs funding management ensures the allocation of government funding is adequately and sufficiently budgeted for health and wellbeing programs. • Sound management of procurement and contracts of all health and community services provides for effective provider relationships and delivery of services and products. • Veteran and family communications and engagement through various support frameworks allow veterans and their families access to care and entitlements that is responsive and tailored for their specific needs. • DVA is working with Defence to establish lifetime wellbeing measurement to facilitate early interventions.

Enterprise risks	Mitigation strategies	
<p>2. Policy – The inability to provide strategic and evidence-based policy advice to government.</p>	<ul style="list-style-type: none"> • DVA is developing a Whole of Life Wellbeing Framework to better align our understanding and support for veteran wellbeing with policy development and advice to government. • A Veteran Family Advocate role has been established in DVA to draw on the advice of families of veterans to assist in developing policy and programs that are contemporary with a focus on mental health and transition. 	<ul style="list-style-type: none"> • The Strategic Research Framework and research priorities guide DVA's investment in applied research that supports and informs policy and service delivery. • The development of sophisticated data management and actuarial analytics capability provides reporting on the recent past and future lifetime financial liabilities of the veteran community. The PIA-V projections will reliably inform policy development, program evaluation, budget estimates, client segmentation and early interventions.
<p>3. Finance – Funding is insufficient to effectively and efficiently deliver the department's outcomes.</p>	<ul style="list-style-type: none"> • Our internal and external business planning and budgeting processes provide regular monitoring and reporting of DVA's financial position. • The department's governance structure enable executive oversight of the prioritisation and delivery of departmental and administered activities. 	<ul style="list-style-type: none"> • The Enabling Services Improvement Project will standardise procedures for budget forecasting to ensure more accurate and consistent financial estimates.
<p>4. Technology – The inability to provide reliable, responsive, fit-for-purpose and cost-effective digital services.</p>	<ul style="list-style-type: none"> • A dedicated Shared Services and Technology branch within DVA maintains oversight and administration of our working relations with Services Australia and other partners. • Enterprise solution architecture ensures tactical and operational objectives of DVA are achieved in a way that derives value from technology investments. 	<ul style="list-style-type: none"> • A range of forums inform strategic direction and guide DVA to deliver fit-for-purpose solutions. • A dedicated requirements management office, together with incident and escalation management, Chief Information Security Office (CISO) cyber security, disaster recovery and business continuity management and remote working arrangements, provides an additional mechanism to safeguard our digital services.
<p>5. Commemorate – The inability to deliver appropriate, successful, dignified and solemn commemorative activities.</p>	<ul style="list-style-type: none"> • All DVA commemorative activities have stringent governance arrangements with executive oversight and documented security, safety arrangements and event contingency planning and delivery. 	<ul style="list-style-type: none"> • Media and issues management and communication planning supports effective media partnerships and community involvement.

Enterprise risks	Mitigation strategies	
<p>6. Workforce – The inability to provide a professional, engaged and flexible workforce to meet our operational requirements.</p>	<ul style="list-style-type: none"> • DVA has an Enterprise Strategic Workforce Plan and workforce strategy to enable us to manage our changing environment and challenges, through increasing capability for staff to be flexible, innovative and adaptive. • A formal agreement on pay and conditions is established jointly by DVA and our employees through an enterprise agreement. This agreement is applied through DVA policies, guidelines and advice. 	<ul style="list-style-type: none"> • A variety of recruitment, performance, leadership, and training programs exist to support DVA's workforce with skills improvement and personal development.
<p>7. Claims – The inability of DVA to effectively engage and deliver claims processing, entitlements and services to veterans and their families.</p>	<ul style="list-style-type: none"> • Governance structures, committees and reporting provide oversight and assurance of our service delivery. • DVA reviews current workforce provisioning and practices to meet the demand of benefits processing. 	<ul style="list-style-type: none"> • An Income Support and Compensation Quality Management Framework provides assurances to internal/ external stakeholders and audit and risk committees as required and contributes to learning and development, and process improvements. • A robotic process automation trial is underway to enhance processing. • The implementation of active scheme performance management (ASPM) with operational dashboards will improve monitoring and responsiveness to a dynamic claims processing environment. • Under the Compensation Claims Learning and Development Framework all DVA APS and labour hire staff have access to training to develop their skills and knowledge and to upskill them in processing complex dual-Act and tri-Act claims as appropriate.
<p>8. Partnering – Failing to capitalise on strategic partnering arrangements with other entities, including Commonwealth Government entities and engaging with stakeholders.</p>	<ul style="list-style-type: none"> • DVA has a wide range of critical partnership contracts/agreements with public and private providers to deliver services, as well as shared services agreements with other government agencies. • Veteran Centric Reform is seeking to transform DVA operations and broaden DVA's sourcing approach and partnerships. Pilots are continuing to ascertain innovative and best-practice service delivery strategies. 	<ul style="list-style-type: none"> • Our engagement with other Commonwealth departments, including Defence, Services Australia, Health, and Social Services, is fundamental to ensuring that the needs of veterans and their families are considered across government. • DVA also works to engage constructively with ex-service organisations and representatives of veterans and their families to deliver support and services which respond to their needs. • DVA and Defence are working together on the development of the DSAS to better understand and influence the experience of serving members, veterans, and their families.

Cooperation

Our ability to cooperate and partner with organisations and individuals is critical to enhance wellbeing outcomes for veterans and their families.

DVA is reliant on strong and cooperative partnerships with state and territory governments and other commonwealth departments. This ensures that services such as health, housing, education and employment are available and joined up in order to influence health and wellbeing outcomes for veterans and families.

Engagement with veterans and their families

DVA engages with veterans and their families to ensure we gain an understanding of the unique nature of military service, and to hear feedback about the experience of accessing DVA services.

We are committed to understanding the circumstances, needs and service delivery preferences of veterans and their families, so that we can place them at the centre of everything the department does. The National Consultation Framework (NCF) facilitates this by providing a formal consultative structure designed to facilitate effective communication between the veteran and ex-service community, the Repatriation and Military Rehabilitation and Compensation Commissions, and DVA.

The NCF comprises:

- Ex-Service Organisations Round Table
- Council for Women and Families United by Defence Service
- Younger Veterans Forum
- Operational Working Party
- National Aged Community Care Forum.

The needs of veterans and their families remain at the centre of our transformation planning and delivery. Products and solutions are co-designed and tested with current and former serving ADF members, and we are making sure that we are implementing and delivering solutions that meet the needs and expectations of the veteran community.

On 5 February 2020 the Government announced the establishment of a Veteran Family Advocate to directly engage with the families of veterans, to improve the design of all veteran programs and services, including mental health supports and services. The Veteran Family Advocate was appointed as a Commissioner of the Repatriation Commission in August 2020 and as a member of the Military Rehabilitation and

Compensation Commission in March 2021. The Veteran Family Advocate is helping to develop and foster productive relationships across government and the veteran community, including with Defence, with ex-service organisations, and particularly with organisations and individuals representing the interests of veterans' families.

Veteran Wellbeing Centres

In addition to the Veteran Wellbeing Centres being delivered through partnership with the Queensland and South Australian governments, Wellbeing Centres in Darwin, Nowra, Wodonga and Perth are being implemented through close cooperation between DVA and ex-service organisations with local expertise in the needs of veterans and their families and in the services available to them. These centres will deliver integrated support to veterans and their families from government, business and community partnerships. Funding was also provided in the 2021–22 Budget to expand the network to Tasmania and South East Queensland.

Government partnerships

DVA has strong relationships with government partners and stakeholders and we work together to support current and former ADF members and their families as they move out of service and into the next stage of their lives.

Defence

DVA and Defence work together to provide care and support for ADF members at all stages during their career with the ADF and as they transition to civilian life. Defence has the lead in supporting current serving ADF members and their families, while DVA has the lead in supporting veterans and their families. Recognising that responsibility for the delivery of this support is shared, DVA and Defence have established a lasting framework through a memorandum of understanding for the cooperative delivery of care and support.

Transitioning to civilian life can be a challenging time for some ADF members and their families. Defence has primary responsibility for managing transition. DVA works with Defence, with a focus on rehabilitation, employment, physical health and mental wellbeing during this time to ensure that this is a seamless and positive transition. The establishment of the Joint Transition Authority (JTA), operating within Defence, has provided new partnership opportunities for Defence and DVA.

By establishing the DSAS, DVA and Defence also continue to improve information sharing and to align

wellbeing measurements to ensure veterans can access the services they require. This includes sharing information about DVA services to encourage serving members to engage with the department, as well as information sharing with Defence to identify veterans' eligibility, and for better coordination and continuity of care in rehabilitation.

DVA has leveraged the extensive work undertaken by Defence in procuring health services for ADF members under the Defence Health Services Contract with Bupa. Using piggybacking contract clauses, DVA has established its own contract with Bupa to access a range of health services for veterans. The contract is tailored to meet DVA's specific requirements. It complements existing services across DVA and Open Arms – Veterans & Families Counselling, and allows for DVA business areas to procure various health services, including clinical and mental health services, for the benefit of veterans on an as-needed basis. The contract incorporates providing DVA with a workforce to deliver clinical adviser services. The contract supports the Chief Health Officer Operating Model by providing an efficient and effective clinical advisory capability. This arrangement provides DVA with workforce flexibility in responding to veteran claims and health treatment requests, and access to data-driven technology not previously available.

Services Australia

DVA has a longstanding partnership arrangement with Services Australia for program delivery and data exchange services, corporate HR/payroll and ICT services under a shared services arrangement.

In addition to this, DVA has partnered with Services Australia to deliver our transformation program, making it faster and easier for veterans and their families to connect with DVA. By working together, DVA and Services Australia are continuing to provide more opportunities for veterans and their families to manage their business with DVA through user-friendly online, telephone and face-to-face services. DVA and Services Australia also work together to review and rationalise shared services arrangements between the agencies through the DVA/SA Partnership Forum (DSPF). Services Australia will have a key role in supporting DVA in responding to requests for DVA records and information by the Royal Commission into Defence and Veteran Suicide.

DVA's transformation process is supported by the Transformation Program Board which includes representatives from a range of agencies such as the Digital Transformation Agency, Department of Finance, Defence and Services Australia, to manage

the successful implementation of the program.

Contemporaneous, fit-for-purpose and transparent governance is essential to the success of DVA's partnership with Services Australia. This is achieved through a memorandum of understanding and associated schedules and service charters.

Other Australian Government partnerships

DVA also works with the departments of Health, Social Services (including the National Disability Insurance Agency), Foreign Affairs and Trade, Home Affairs, Education, Skills and Employment, Attorney General's (including Royal Commission Branch), Prime Minister and Cabinet (including International Division and Protocol and International Visits Branch), as well as the Australian Federal Police, the Australian Government Actuary, the Commonwealth Superannuation Corporation, the Australian Taxation Office, Comcare, the Australian Institute of Health and Welfare, and the National Mental Health Commission.

State and territory partnerships

DVA engages with state and territory government veterans' affairs ministers through the National Federation Reform Council – Veterans' Wellbeing Taskforce and their respective public service departments through the Commonwealth, State and Territory Committee. Both groups provide an opportunity to coordinate and integrate support for veterans and their families across Australia.

DVA has also engaged with the Queensland and South Australian governments to design and deliver Wellbeing Centres which provide direct support to veterans and their families through partnerships with local ex-service and veteran support organisations. These centres will deliver integrated support to veterans and their families from government, business and community partnerships.

International partnerships

DVA represents the Commonwealth War Graves Commission in Australia to ensure that the service and sacrifice of Australia's service men and women is commemorated and remembered in cemeteries across the world.

DVA engages with Five Eyes countries (Australia, Canada, New Zealand, the United Kingdom and the USA) at agency head level through the Five Eyes Officials Meeting, at officer level through the Five Eyes COVID-19 Working Group, and through a range of working groups under the Veterans' Research Network. All of these forums aim to provide better outcomes for veterans and their families through dialogue, research and data sharing.

Performance

Performance reporting framework

The corporate plan is DVA's primary planning document and covers a rolling 4-year period. It sets out the direction for how we will work, build our capability and engage with risk to deliver our purpose. Our corporate plan is a key component of our performance framework.

DVA has an integrated planning, budgeting and reporting process. This plan:

- is aligned to our outcomes, strategies, and priorities
- is aligned to the portfolio budget statements (PBS)

The department's PBS sets out DVA's 3 outcomes, the programs and the performance measures used to monitor achievements against the deliverables. The performance measures are included in this plan and have been aligned to our purpose and activities to demonstrate how success will be measured.

All the performance measures in this plan will be reported in the annual performance statements within the department's annual report. The annual performance statements report our actual performance for the year against the performance measures and targets in our corporate plan and PBS, and provide analysis of the extent to which we have achieved our purpose including the factors that contribute to the outcomes.

There have been a number of reviews undertaken over the last 12 months focusing on DVA's performance measures, including the Australian National Audit Office (ANAO) independent assurance report on the department's annual performance statements. The department plans to conduct a thorough review of all its performance measures. The review will seek to streamline all performance measures for better alignment with DVA's purpose. Critical changes have been incorporated into the department's 2021–22 Corporate Plan.

The priorities and key activities outlined in the corporate plan will flow through to our division and branch plans, and finally into our individual performance agreements. This provides a clear line of sight from our purpose to the work of the individual.

Measuring performance

Good performance information demonstrates how DVA is meeting its purpose through the activities we undertake.

The achievement of the activities can be traced to DVA's outcomes and programs – refer to Figure 3. How we perform in undertaking those activities is monitored through performance measures and targets which are detailed in the 'our performance measures' sections. These criteria are the cornerstones of all services and activities provided by the department.

The department may be involved directly in implementing national policy, while at other times we use our funding and policy role to improve outcomes through delivery of services by states and territories; general practitioners, specialists and allied health professionals; ex-service organisations; and a range of public, private and not-for-profit organisations.

DVA has a range of performance measures that assess all aspects of the department's performance. We use qualitative and quantitative, output and effectiveness measures to provide a balanced and unbiased assessment of our achievements.

Efficiency measures demonstrate that we are improving our processes and systems, and becoming more efficient over time while maintaining quality standards. In this corporate plan, we use timeliness measures as proxies to measure efficiency, as these can give an indication of efficiency over time.

To provide our complete performance story, performance measures and targets should be read along with program financial and performance information published in our PBS. Achievement against the performance criteria in this corporate plan and the PBS is monitored by the Executive Management Board (EMB) on a triannual basis and will be reported in the department's annual performance statements at the end of the reporting period. The relationship between performance information in the PBS, corporate plan and annual performance statements is outlined in Figure 3.

Below is a summary of how our performance criteria are measured.

Timeliness

These measures assess the time taken to process claims to ensure DVA is promptly responding to requests for benefits. Targets are set as the same or greater (that is, an improvement) than the previous year to ensure DVA is continually improving.

Quality – correctness rate

Quality assurance assessments are conducted monthly on a statistical random sample by quality assurance officers using assessment criteria relevant to the function that is, initial liability, permanent impairment and incapacity etc. All aspects of the claim are assessed for correctness, including eligibility, entitlements received, decision-making and processing. Quality assurance officers are separate to delegates who process claims, to ensure independence. All findings, recommendations or comments are recorded in the quality assurance system. All results are reported quarterly. Errors are deviations from the entitlements an eligible veteran or family member should or should not have received. Errors may involve both financial and non-financial impacts, including, for example, failure to formally notify a veteran of a decision.

Client satisfaction

Client satisfaction is measured through a quarterly independent survey¹. Either clients are statistically selected at random or there is a census of all clients within a program, and the survey has a confidence level of 95%.²

Quality of service

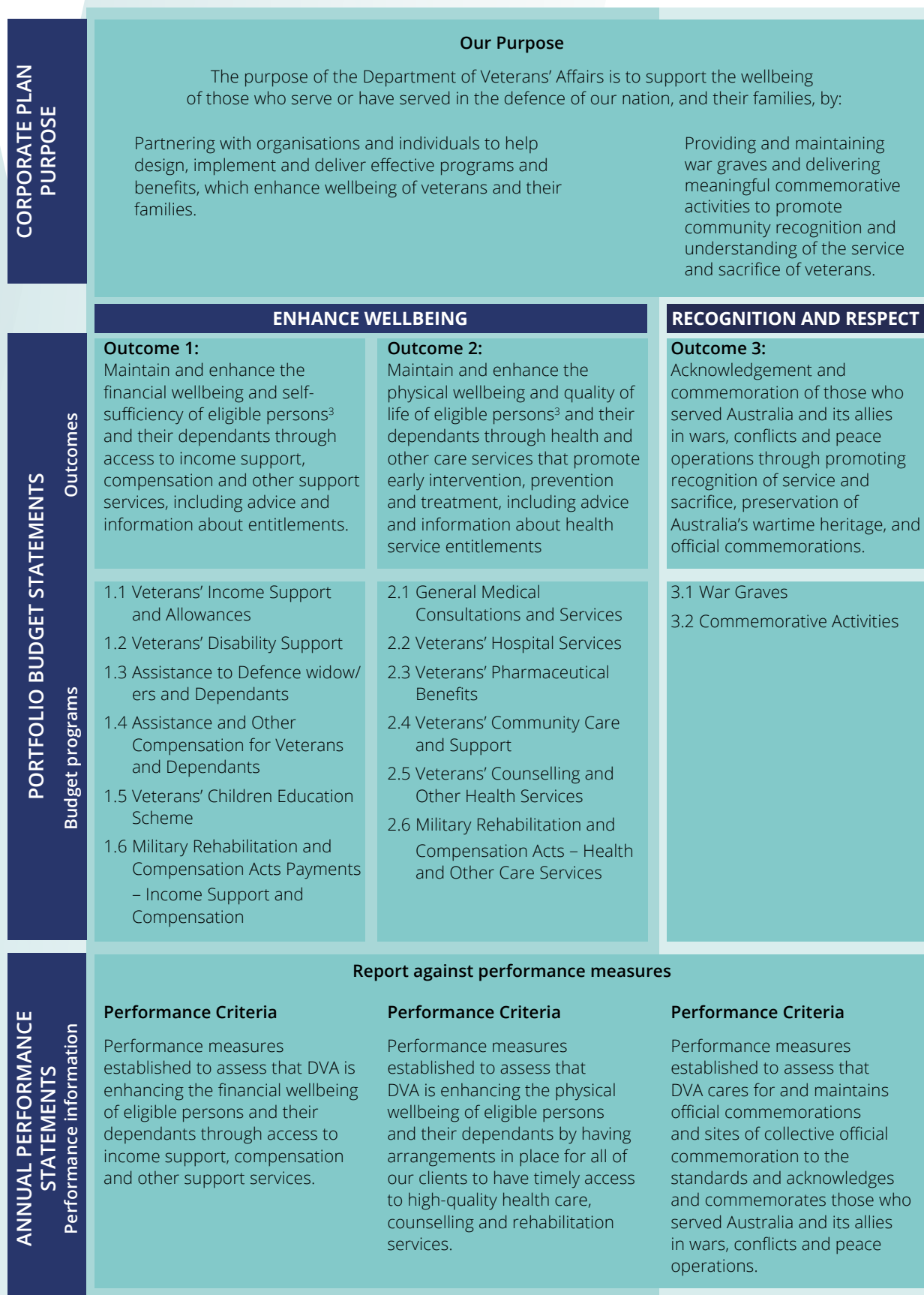
These measures provide a comparison of the number of clients accessing services compared to the number of complaints recorded about being unable to access services or about the quality of the service. This data is obtained from Services Australia. A report from a database of all client feedback identifies the number of complaints for the program. This is assessed annually.



¹ This is a specific survey for clients receiving benefits. DVA also undertakes an annual Client Satisfaction Survey on a broad range of topics, with results publicly available on the DVA website.

² A confidence level of 95% means that there is a probability of at least 95% that the result is reliable.

Figure 3: Relationship between performance information in the portfolio budget statements, corporate plan and annual performance statements



³ An eligible person as defined by the relevant legislation.

Enhance wellbeing

Support the wellbeing of those who serve or have served in the defence of our nation, and their families, by partnering with organisations and individuals to help design, implement and deliver effective programs and benefits, which enhance wellbeing of veterans and their families.

Our key activities

- Make arrangements with public and private hospital service providers throughout Australia to ensure veterans and their families have access to a comprehensive range of services.
- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Engage with ex-service organisations and representatives of veterans and their families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and their families.
- Provide veterans and their families with access to mental health care services, including primary prevention through counselling and complex care coordination.
- Provide access to Open Arms including individual and family counselling, after-hours counselling, group program interventions, and peer support.
- Enable veterans and their families to access housing-related support via Defence Home Ownership Assistance Scheme and Defence Service Homes Insurance.
- Monitor the Provider Engagement Framework for ongoing effectiveness of our engagement and communication activities with DVA's health providers. Proactively drive continuous improvement building on the strong foundations provided under the framework, with a focus on enabling DVA and providers to deliver effective programs that enhance the wellbeing of veterans and their families.
- Provide veterans and their families with access to education and skills development.
- Provide veterans with access to medical management, psychosocial and vocational rehabilitation programs and support for employment.
- Support veterans with travel for treatment and provide access to aids, appliances and modifications to support independent living.
- Provide veterans with access to allied health services, including access to telehealth services.

Initiatives supporting our key activities

- Establish a national network of Veteran Wellbeing Centres to deliver integrated support from government, business and community partnerships.
- Work with Defence to provide a seamless and positive transition for veterans and their families to civilian life with a focus on rehabilitation, employment, physical health and mental wellbeing.
- Administer the Strategic Research Framework (SRF) and drive a program of applied research focusing on the health and wellbeing of veterans and their families.
- Implement the PIA-V evidence-based platform to target vulnerable cohorts and tailor services.
- Implement a clinical quality framework to ensure responses to veteran claims and requests for health services continue to be evidence based and align with contemporary best practice.
- Provide grants to support a variety of wellbeing initiatives, including those that enhance connection to the wider community.
- Provide policy advice to government to improve the design of compensation, income support, rehabilitation and health treatment for veterans.
- Work with the Veteran Family Advocate to understand the experiences of veteran families and design services accordingly.

Our performance measures

The performance measures and targets are shown in the tables below. Where a tick is presented in the 'year' columns in the performance tables, this indicates that the measure and target applies to that reporting period.

Program 1.1: Deliver veterans' income support and allowances

To deliver means tested income support pensions and other allowances to eligible veterans and dependants under the *Veterans' Entitlements Act 1986*. Income support provides a regular means-tested payment for eligible veterans and their dependants with limited means.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Provide income and financial support and compensation payments to eligible veterans and their families.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
1.1.1.1	Timeliness: The percentage of new claims processed within 30 days ⁴	Percentage is the same or greater than previous year ⁵	35	✓	✓	✓	✓
1.1.1.2	Timeliness: The percentage of pensioner-initiated reviews (PIRs) processed within 10 days ^{4,6}	Percentage is the same or greater than previous year ⁵	35	✓	✓	✓	✓
1.1.2.1	Quality: Correctness rate of new claims	>95%	35	✓	✓	✓	✓
1.1.2.2	Quality: Correctness rate of pensioner initiated reviews	>95%	35	✓	✓	✓	✓
1.1.3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements	80%	35	✓	✓	✓	✓

Program 1.2: Deliver veterans' disability support

This program provides compensation in the form of disability pensions and ancillary benefits to eligible veterans for the tangible effects of war or defence service.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Provide income and financial support and compensation payments to eligible veterans and their families.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
1.2.1	Timeliness: The percentage of claims processed within 100 days ⁴	Percentage is the same or greater than previous year ⁵	36	✓	✓	✓	✓
1.2.2	Quality: Correctness rate	>95%	36	✓	✓	✓	✓
1.2.3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements	80%	36	✓	✓	✓	✓

⁴ In this corporate plan we use timeliness measures as proxy tools to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

⁵ The target for this performance criterion has changed from 'percentage increase over previous year' in the 2021-22 PBS to 'percentage is the same or greater than previous year' in this corporate plan.

⁶ Reviews of a pensioner's entitlements as a result of the client updating their personal or financial circumstances.

Program 1.3: Deliver assistance to Defence widow/ers and their dependants

The war widow/ers pension is part of a compensation package provided in recognition of the special circumstances and to compensate a widowed partner of a veteran, where there was a connection between the veteran's death and service. Eligible children are also provided with financial support.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Engage with ex-service organisations and representatives of veterans and their families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and their families.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
1.3.1	Timeliness: The percentage of claims processed within 30 days ⁷	Percentage is the same or greater than previous year ⁸	37	✓	✓	✓	✓
1.3.2	Quality: Correctness rate	>95%	37	✓	✓	✓	✓
1.3.3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements	80%	37	✓	✓	✓	✓

Program 1.4: Deliver assistance and other compensation for veterans and dependants

This program delivers other allowances and assistance to eligible veterans and dependants under the VEA and related legislation, including home insurance, funeral benefits, prisoner of war ex gratia payments, and payments on behalf of Commonwealth and allied countries. Assistance is also provided to the ex-service community via Building Excellence in Support and Training grants and the Training and Information Program.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Engage with ex-service organisations and representatives of veterans and their families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and their families.
- Enable veterans and their families to access housing related support via Defence Home Ownership Assistance Scheme and Defence Service Homes Insurance.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
Funeral benefits							
1.4.1.1	Timeliness: The percentage of claims processed within 10 days ⁷	Percentage is the same or greater than previous year ⁸	38	✓	✓	✓	✓
1.4.1.2	Quality: Correctness rate	>95%	38	✓	✓	✓	✓
1.4.1.3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements	80%	38	✓	✓	✓	✓

⁷ In this corporate plan we use timeliness measures as proxy tools to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

⁸ The target for this performance criterion has changed from 'percentage increase over previous year' in the 2021-22 PBS to 'percentage is the same or greater than previous year' in this corporate plan.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
Defence Service Homes Insurance							
1.4.2	Policyholder satisfaction: The percentage of policyholders satisfied with the service provided when their claim for damage to their home has been finalised ⁹	>90%	38	✓	✓	✓	✓

Program 1.5: Deliver the Veterans' Children Education Scheme

Under the Veterans' Children Education Scheme and the Military Rehabilitation and Compensation Act Education and Training Scheme, education allowances are paid to eligible children of ADF members who have died or been severely injured as a result of service. The schemes provide financial assistance, student support services, guidance and counselling for eligible students undertaking primary, secondary and tertiary full-time study within Australia.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Engage with ex-service organisations and representatives of veterans and their families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and their families.
- Provide veterans and their families with access to education and skills development.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
1.5.1	Timeliness: The percentage of claims processed within 28 days ¹⁰	Percentage is the same or greater than previous year ¹¹	39	✓	✓	✓	✓
1.5.2	Quality: Correctness rate	>95%	39	✓	✓	✓	✓
1.5.3	Client satisfaction: Percentage of responses to the annual Education Schemes Satisfaction Survey indicating that students thought the support provided helped them reach their academic potential ¹²	>75%	39	✓	✓	✓	✓

⁹ Policyholder satisfaction is measured through a monthly survey sent to 100 randomly selected policyholders who have recently had a claim finalised.

¹⁰ In this corporate plan we use timeliness measures as proxy tools to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

¹¹ The target for this performance criteria has changed from 'percentage increase over previous year' in the 2021-22 PBS to 'percentage is the same or greater than previous year' in this corporate plan.

¹² All clients are sent an online survey to complete each year. The survey asks clients to rate the support provided to them by DVA staff on a scale of: 'made no difference to academic outcomes'; 'effective'; or 'very effective'.

Program 1.6: Deliver income support and compensation under DRCA and MRCA

This program provides compensation to eligible veterans and dependants under the DRCA, the MRCA and related legislation.

The DRCA (and MRCA for injuries since 1 July 2004) provides coverage for injured ADF members to support their return to health, work and independence. There is also compensation for eligible dependants, and MRCA health care and other ancillary benefits.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Engage with ex-service organisations and representatives of veterans and their families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and their families.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
1.6.1.1	Timeliness: The percentage of DRCA liability claims processed (determined) within 100 days ¹⁰	Percentage is the same or greater than previous year ¹¹	40	✓	✓	✓	✓
1.6.1.2	Timeliness: The percentage of DRCA permanent impairment (PI) claims processed (determined) within 100 days ¹⁰	Percentage is the same or greater than previous year ¹¹	40	✓	✓	✓	✓
1.6.1.3	Timeliness: The percentage of DRCA incapacity claims processed (determined) within 50 days ¹⁰	Percentage is the same or greater than previous year ¹¹	40	✓	✓	✓	✓
1.6.2.1	Quality: Correctness rate of DRCA liability claims	>95%	40	✓	✓	✓	✓
1.6.2.2	Quality: Correctness rate of DRCA permanent impairment claims	>95%	40	✓	✓	✓	✓
1.6.2.3	Quality: Correctness rate of DRCA incapacity claims	>95%	40	✓	✓	✓	✓
1.6.3.1	Timeliness: The percentage of MRCA liability claims processed (determined) within 90 days ¹³	Percentage is the same or greater than previous year ¹⁴	40	✓	✓	✓	✓
1.6.3.2	Timeliness: The percentage of MRCA permanent impairment claims processed (determined) within 90 days ¹⁴	Percentage is the same or greater than previous year ¹⁵	40	✓	✓	✓	✓
1.6.3.3	Timeliness: The percentage of MRCA incapacity claims processed (determined) within 50 days ¹⁴	Percentage is the same or greater than previous year ¹⁵	41	✓	✓	✓	✓
1.6.4.1	Quality: Correctness rate of MRCA liability claims	>95%	41	✓	✓	✓	✓
1.6.4.2	Quality: Correctness rate of MRCA permanent impairment claims	>95%	41	✓	✓	✓	✓
1.6.4.3	Quality: Correctness rate of MRCA incapacity claims	>95%	41	✓	✓	✓	✓
1.6.5	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements	80%	41	✓	✓	✓	✓

¹³ In this corporate plan we use timeliness measures as proxy tools to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

¹⁴ The target for this performance criteria has changed from 'percentage increase over previous year' in the 2021–22 PBS to 'percentage is the same or greater than previous year' in this corporate plan.

Program 2.1 Provide access to general medical consultations and services

DVA has arrangements in place with medical and allied health practitioners in both the public and private sectors to deliver a comprehensive range of services throughout Australia, provided in hospitals, in providers' rooms and in the homes of veterans and their families. To ensure that eligible veterans and dependants are able to access necessary services, DVA will either pay for travel to the nearest service provider or pay a provider to travel to other locations to provide services to eligible veterans and dependants.

Key Activities:

- Make arrangements with medical, dental, hearing and allied health providers throughout Australia to ensure veterans and their families have access to a comprehensive range of services.
- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Monitor the Provider Engagement Framework for ongoing effectiveness of our engagement and communication activities with DVA's health providers. Proactively drive continuous improvement building on the strong foundations provided under the framework, with a focus on enabling DVA and providers to deliver effective programs that enhance the wellbeing of veterans and their families.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
2.1.1	Quality of service: The proportion of clients accessing services against the total number of clients who have registered a complaint in relation to unmet access and/or quality	>99%	50	✓	✓	✓	✓

Program 2.2: Provide access to veterans' hospital services

This program provides access to inpatient and outpatient hospital services for eligible veterans through arrangements with private hospitals, day procedure centres and mental health hospitals, as well as all public hospitals operated by the state and territory governments.

Key Activities:

- Make arrangements with public and private hospital service providers throughout Australia to ensure veterans and their families have access to a comprehensive range of services.
- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Monitor the Provider Engagement Framework for ongoing effectiveness of our engagement and communication activities with DVA's health providers. Proactively drive continuous improvement building on the strong foundations provided under the framework, with a focus on enabling DVA and providers to deliver effective programs that enhance the wellbeing of veterans and their families.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
2.2.1	Quality of service: The proportion of clients accessing services against the total number of clients who have registered a complaint in relation to unmet access and/or quality	>99%	51	✓	✓	✓	✓

Program 2.3: Provide access to veterans' pharmaceutical benefits

The Repatriation Pharmaceutical Benefits Scheme provides clients with access to a comprehensive range of pharmaceuticals and wound dressings for the treatment of their health care needs, including items available to the broader Australian community under the Pharmaceutical Benefits Scheme.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
2.3.1	Quality of service: The proportion of clients accessing services against the total number of clients who have registered a complaint in relation to unmet access and/or quality	>99%	52	✓	✓	✓	✓

Program 2.4: Provide access to veterans' community care and support

DVA manages community support and residential aged care programs for clients, including the Veterans' Home Care program and the Community Nursing program, which aim to support people to remain independent in their homes and improve their quality of life and health. This program also provides subsidies and supplements for DVA clients living in residential care facilities.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Monitor the Provider Engagement Framework for ongoing effectiveness of our engagement and communication activities with DVA's health providers. Proactively drive continuous improvement building on the strong foundations provided under the framework, with a focus on enabling DVA and providers to deliver effective programs that enhance the wellbeing of veterans and their families.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
2.4.1	Quality of service: The proportion of clients accessing services against the total number of clients who have registered a complaint in relation to unmet access and/or quality	>99%	53	✓	✓	✓	✓

Program 2.5: Provide veterans' counselling and other health services

This program provides a wide range of mental and allied health care services, including counselling and referral services for veterans and their families. The program also supports eligible veterans and their families with funding for aids and appliances, and travel for treatment.

Key Activities:

- Provide veterans and their families with access to mental health care services, including primary prevention through counselling and complex care coordination.
- Provide veterans with access to medical management, psychosocial and vocational rehabilitation programs and support for employment.
- Support veterans with travel for treatment and provide access to aids, appliances and modifications to support independent living.
- Provide veterans with access to allied health services, including access to telehealth services.
- Provide access to Open Arms including individual and family counselling, after-hours counselling, group program interventions, and peer support.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
Access to services							
2.5.1	Quality of Service: The proportion of clients accessing services against the total number of clients who have registered a complaint in relation to unmet access and/or quality	>99%	56	✓	✓	✓	✓
Travel							
2.5.2	Timeliness: Target percentage of claims for reimbursement processed within 28 days	95%	56	✓	✓	✓	✓
2.5.3	Client satisfaction: Degree of complaints about arranged travel relative to the quantity of bookings ¹⁵	<0.05%	56	✓	✓	✓	✓
Open Arms - Veterans & Families Counselling Services							
2.5.4	Percentage of clients allocated to Open Arms clinician within two weeks of initial intake ¹⁶	>65%	56	✓	✓	✓	✓
2.5.5	Client satisfaction ¹⁷	>80%	56	✓	✓	✓	✓

¹⁵ This measure is assessed the total number of complaints compared to total number of transport bookings provided.

¹⁶ The performance measure title has changed from the 2021–22 PBS to Corporate plan. It was previously 'percentage of clients provided an appointment with a Veterans and Families Counselling Service Open Arms clinician within two weeks of initial assessment'. However the approach to assessing this performance measures is unchanged. This measure indicates the timely allocation to an Open Arms clinician for counselling or other mental health support services, and is an indication of how well we engage with our clients in their initial engagement with our service.

¹⁷ Client satisfaction is measured by a questionnaire. Satisfaction questionnaires are offered by clinicians at the end of the period of counselling. All clients who answer 'satisfied' or 'very satisfied' to the question 'How satisfied were you with the counselling provided to you?' will be measured as satisfied. The questionnaire is not compulsory for clients to complete.

Program 2.6: Provide access to health, rehabilitation and other care services under DRCA and MRCA

DVA arranges for the provision of rehabilitation, medical and other related services under the DRCA, the MRCA and related legislation. The services include payment for medical treatment, rehabilitation services, attendant care and household services.

Key Activities:

- Make it easier for veterans and their families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Provide veterans with access to medical management, psychosocial and vocational rehabilitation programs and support for employment.

No	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
2.6.1	Timeliness: The percentage of rehabilitation assessments that were made within 30 days of referral for assessment	75%	57	✓	✓	✓	✓
2.6.2	Quality: Percentage of clients where rehabilitation goals were met or exceeded	75%	57	✓	✓	✓	✓
2.6.3	Client satisfaction: An annual survey of client satisfaction with the rehabilitation program ¹⁸	75%	57	✓	✓	✓	✓

¹⁸ Client satisfaction is measured through a monthly independent survey by ORIMA Research of DVA clients who have recently completed the rehabilitation program. With an average of 115 clients surveyed each month in 2021-22 via an online survey, there was a 20% response rate.

Recognition and respect

Support the wellbeing of those who serve or have served in the defence of our nation, and their families by providing and maintaining war graves and delivering meaningful commemorative activities to promote community recognition and understanding of the service and sacrifice of veterans.

Our key activities

- Provide and maintain war cemeteries, war plots, gardens of remembrance and memorials to the missing and other individual official commemorations for those eligible veterans who have died as a result of their service to Australia in wars, conflicts and peace operations.
- Deliver domestic and international commemorative events to enable the community to better understand, acknowledge and commemorate the service and sacrifice of those who have served Australia in wars, conflicts and peace operations.
- Develop and distribute digital and hard copy educational and commemorative resources and information to promote an increased understanding in the community of Australia's experiences of service and wartime history.

Initiatives supporting our key activities

- Maintain official national memorials overseas and operate interpretive centres in France, Thailand and Malaysia.
- Continue to recognise and acknowledge the contribution of veterans and their families through the distribution of the Veterans' Covenant: oath, lapel pin and discount card (promoting access to a range of benefits from participating businesses).
- Understand the historical interaction of veterans and their families with the department and provide support.
- Provide grants to a diverse range of community-based organisations, enabling people around the country to be involved in meaningful projects and activities that commemorate the service and sacrifice of Australia's service personnel in wars, conflicts and peace operations.
- Regulate use of the word 'Anzac' as per the Protection of Word 'Anzac' Regulations 1921 to ensure the significance of the word is preserved and it is used respectfully due to its unique place in Australian culture.

Our performance measures

The performance measures and targets are shown in the tables below. Where a tick is presented in the 'year' columns in the performance tables, this indicates that the measure and target applies to that reporting period.



Program 3.1: Provide and maintain war graves

This program acknowledges and commemorates veterans' service and sacrifice, and promotes an increased understanding of Australia's wartime history. To meet the Government's commitment, the Office of Australian War Graves cares for and maintains official commemorations and sites of collective official commemoration to the standards set by the Commonwealth War Graves Commission.

Key Activities:

- Provide and maintain war cemeteries, war plots, gardens of remembrance and memorials to the missing and other individual official commemorations for those eligible veterans who have died as a result of their service to Australia in wars, conflicts and peace operations

No.	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
3.1.1	Official commemorations, war cemeteries, war plots and gardens of remembrance are maintained in accordance with Commonwealth War Graves Commission (CWGC) specifications ¹⁹ <ul style="list-style-type: none"> • 95% of official commemorations are inspected at least once annually to ensure they continue to meet the CWGC standards 	95%	61	✓	✓	✓	✓
3.1.2	Percentage of official commemorations that meet the standard compared to the previous year ²⁰	Percentage is the same or greater than previous year	61	✓	✓	✓	✓

Program 3.2: Deliver commemorative activities

Commemorative activities are delivered to enable the community to better understand, acknowledge and commemorate the service and sacrifice of the men and women who have served Australia in wars, conflicts and peace operations.

Key Activities:

- Deliver domestic and international commemorative events to enable the community to better understand, acknowledge and commemorate the service and sacrifice of those who have served Australia in wars, conflicts and peace operations.
- Develop and distribute digital and hard copy educational and commemorative resources and information to promote an increased understanding in the community of Australia's experiences of service and wartime history.

No.	Performance criteria	Target	PBS page	2021-22	2022-23	2023-24	2024-25
3.2.1	Commemorative event quality: Commemorative events are conducted to commemorate veterans' service in a dignified, solemn and respectful manner	The number of discrete complaints is less than 1% of the estimated audience for any one event	62	✓	✓	✓	✓

¹⁹ Official commemorations (graves, headstones, bronze plaques) are maintained in accordance with the CWGC standards (each commemoration type has different specifications).

²⁰ This performance measure has changed from '95% of official commemorations that no longer meet the standard (through either environment factors, vandalism or aging) are to be replaced or refurbished within the following industry average timeframes: graves < 6 months; columbarium or niche placement < 4 months; garden of remembrance plaque < 3 months' in the 2021-22 PBS to 'Percentage of official commemorations that meet the standard compared to the previous year' in this corporate plan. The associated target has also changed from '95%' to 'Percentage is the same or greater than previous year'.

* This Corporate Plan was republished in May 2022 to incorporate changes to align performance information with the 2022–23 DVA Portfolio Budget Statements, and other minor amendments.