



Australian Government  
Department of Veterans' Affairs

# Corporate Plan 2022–23



### **Acknowledgement of Country**

The Department of Veterans' Affairs acknowledges the Traditional Custodians of Country throughout Australia. We pay our respects to Elders past and present.

We recognise and celebrate Aboriginal and Torres Strait Islander people as the First Peoples of Australia and their continuing spiritual and cultural connection to land, sea and community.

### **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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Able Seaman Elizabeth McCallum marching in Mornington, Victoria with her then 95 year old grandfather Major Alec Weaver (now deceased) during the 2017 Anzac Day parade. Major Weaver had a 34 year career in the Army, which included service in New Britain, New Guinea and Japan in World War II, as well as action in the Philippines and Korea, and two rotations in the Vietnam War.

Photographer: Peta Heffernan-Prosser. Image courtesy of the Department of Defence.



# Secretary's introduction

**The Department of Veterans' Affairs (DVA) Corporate Plan 2022–23 guides the department's implementation of its purpose and key activities, and enables us to measure and assess our performance over the next four years.**

At DVA we are continually striving to deliver a better system of support and to find new and improved ways of assisting the veteran community.

Our significant transformation to better know, connect, support and respect all veterans and families continues. We are shifting the focus from illness to wellness via a wellbeing approach, and making it easier for veterans and families to access the services and support they need.

Wellbeing is at the centre of everything we do. We are focused on improving the physical, mental and social health and wellbeing of veterans and families on the whole-of-life journey—serving well, living well, to ageing well.

Acknowledging the current claims processing backlog, and with the support of the Australian Government, we are delivering more resources to cut waiting times while continuing to modernise technology to drive efficiencies and improve the veteran experience.

DVA is identifying realistic options for legislative simplification to achieve better outcomes. We also play a key role in prioritising support activities and whole-of-system reform to create a stable and sustainable joined-up approach to service delivery that works in the best interests of veterans and families.

Building our understanding of who is serving or has served in the Australian Defence Force (ADF) is fundamental to adapting our services to meet the needs of veterans and families now and in the future.

Results from the Australian 2021 Census were made available from June 2022. For the first time, the Census asked a question about current or previous service in the ADF, including reserve service. The Census data will provide a better understanding of how many veterans there are and where they live, and will help us guide services and support on issues such as health, housing and employment.

The Royal Commission into Defence and Veteran Suicide continues to provide veterans and families an opportunity to share their experiences, and to identify further steps to prevent suicide among current and former members of the ADF. During this first phase of the Royal Commission's work, we have supported and responded to its inquiries in a timely and transparent manner. Throughout the Royal Commission, DVA is supporting veterans and families through what, for many, is a very painful process. This will continue over the coming years as we support the Government to respond to the Royal Commission's interim report delivered in August 2022, and throughout the next phase of the Commission's work.

Commemorative activities raise community awareness and understanding of the service and sacrifice of our military personnel and families, and promote improved veteran wellbeing outcomes through recognition and respect. We were once again able to lead the delivery of overseas Anzac Day public commemorative services in 2022, including in Turkey and France—the first time since 2019 due to the global pandemic.

DVA will continue to provide quality services for the veteran community. Veterans and families will continue to benefit from a holistic investment in a wide range of wellbeing supports to ensure they have access to opportunities to thrive and contribute to their communities after their military service.

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I, as the accountable authority of the Department of Veterans' Affairs, am pleased to present the DVA Corporate Plan 2022–23, covering the period 2022–23 to 2025–26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



**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 families, by:

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

This is supported by DVA's three outcomes, as described in the Portfolio Budget Statements (PBS) published in March 2022:

**Outcome 1:** Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.

**Outcome 2:** Maintain and enhance the physical wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements.

**Outcome 3:** Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.

## What wellbeing means to DVA

DVA aims to support better outcomes for veterans and families across the whole-of-life continuum through a focus on holistic wellbeing, represented by the DVA Wellbeing Model. This includes improving ongoing engagement and working collaboratively with veterans, families and the broader veteran community through initiatives such as the Veterans and Families Hubs.

We are working with key partners, including the Australian Institute of Health and Wellbeing and the Australian Bureau of Statistics, to develop measures of wellbeing, and with the Department of Defence (Defence) to develop joint longitudinal data and wellbeing metrics through the Data Sharing and Analytics Solution. This will give us a greater understanding of wellbeing needs across the whole-of-life journey (serving in the ADF, transitioning back to civilian life, through to living and ageing well).

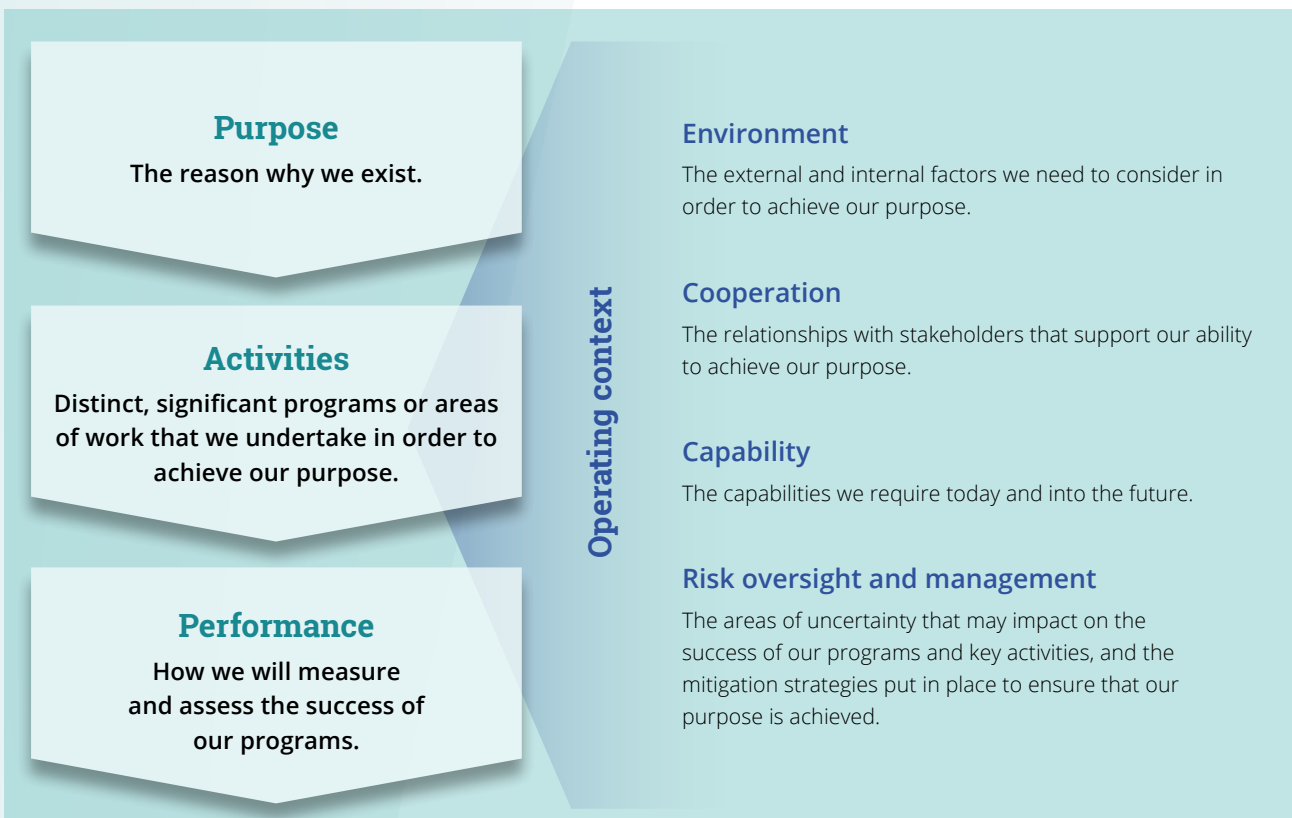
Wellbeing is individual and influenced by different factors in a person's life. In practical terms, DVA works to enhance wellbeing by supporting transition from the ADF back to civilian life, enhancing employment opportunities, funding access to health treatment, enabling rehabilitation for service-related conditions,



**Figure 1: Wellbeing model**

and assisting veterans and families to engage with services and programs. The wellbeing focus is guided by veterans and families in collaboration with key organisations across the veteran support system, ex-service organisations (ESOs) and service providers to ensure needs are considered in policy, service design and delivery now and into the future.

**Figure 2: How the elements of our corporate plan integrate**



# Operating context

DVA is facing a number of service delivery pressures, in particular in relation to reducing the backlog of claims and improving the claims processing system. Reducing the claims backlog is a priority for DVA and we are delivering additional resources to cut waiting times and improve the claims processing system. The Government has committed additional funding for more staff to address the backlog however recruiting and retaining people remains a challenge in the current environment. DVA will continue to work with our stakeholders, partners and the veteran community to simplify and streamline the claims process.

## Environment

We maintain our focus on enhancing wellbeing outcomes and promoting community understanding, recognition and respect for the service and sacrifice of veterans and families. Key environmental factors include:

- the changing needs and expectations of veterans and families
- the Royal Commission into Defence and Veteran Suicide
- the COVID-19 pandemic and its impact on operations in Australia and overseas
- staff capability and wellbeing
- broader Australian Public Service (APS) reforms
- a complex legislative framework highlighting the need for legislative reform
- global conditions and our international operations.

Veterans and families are our first priority, and we acknowledge the unique nature of military service and the diversity of needs, expectations and preferences. Our success depends on maintaining an open dialogue with veterans and 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 families

Over the past 20 years the veteran community has changed significantly, driven by the changing nature of military operations and the demographics of the veteran community. We are working to modernise technology to drive efficiencies in our operations and

improve the experience for everyone who engages with DVA.

Planning for the future, while also responding to the priorities of today, is key in transforming and delivering a veteran-centred whole-of-life wellbeing support model.

The Census data released in June 2021 provides the best snapshot of the veteran population we've ever had access to. Looking ahead, the data will inform DVA's work to improve services and support and assist DVA to shape the veteran and family support system into the future.

Building our understanding of who is serving or has served in the ADF is fundamental to adapting our services to the needs of veterans and families now and in the future, and ensuring that those who need DVA's support are able to access it.

## Royal Commission into Defence and Veteran Suicide

The Royal Commission into Defence and Veteran Suicide is focusing on systemic issues and common themes among defence and veteran deaths by suicide. This includes issues identified by those with lived experience of suicide behaviour or risk factors. The Royal Commission continues to provide veterans and families an opportunity to share their experiences, and to identify further steps to prevent suicide among current and former members of the ADF.

During the first phase of the Royal Commission's work we have supported and responded to its inquiries in a timely and transparent manner. Throughout the Royal Commission, DVA is supporting veterans and families and continuing to make changes and improvements that are resulting in better outcomes for our clients. Counselling and support services are available to assist people calling or engaging with the Royal Commission. This will continue over the coming years as we support the Government to respond to the Royal Commission's interim report delivered in August 2022, and throughout the next phase of the Commission's work. The final report of the Royal Commission is due by 17 June 2024.

## COVID-19

Throughout the COVID-19 pandemic, DVA's focus has been on the health and wellbeing of veterans and families, and of our staff.

We have adapted how we do business and engage with the veteran community to ensure continuity of support for veterans and families.

The significant work undertaken to enable flexible working arrangements for DVA staff has ensured our business continuity with minimal disruption to veterans and families. We have embedded lessons learnt into new ways of working and engagement with the veteran community. DVA continues to utilise digital channels to proactively reach out to clients needing support, not just because of COVID-19, but more broadly during the many natural disasters that have recently impacted the Australian community. DVA also continues to work with service providers to manage the impact COVID-19 has had on the health workforce, to ensure continuity of service for veterans and families.

## DVA's Staff Wellbeing Plan

DVA continues to promote supportive work environments, highlighted by the DVA Staff Wellbeing Plan which prioritises staff wellbeing in an accessible, timely and appropriate manner. DVA will continue to support staff and their wellbeing needs, including in relation to DVA's engagement with the Royal Commission into Defence and Veteran Suicide, encourage a healthy lifestyle and continue to promote flexibility to support work/life balance in line with achieving business needs.

## Australian Public Service Reform

A broader Australian Public Service (APS) APS reform agenda 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 will continue to influence DVA at the strategic, organisational and operational level. Newer initiatives as part of the APS reform agenda including the APS Human Resources, Data and Digital Professional Stream, 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 families accessing DVA 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 which meets the needs of veterans, families and DVA.

## 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, including by the Productivity Commission in its report released in June 2019.

DVA is developing a strategy aimed at simplifying and harmonising veterans' legislation for consideration (and decision) by the Australian Government. The findings and recommendations of the Royal Commission into Defence and Veterans Suicide will inform the priorities and work of DVA. 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:

- *Anzac Day Act 1995*
- *Australian Participants in British Nuclear Tests and British Commonwealth Occupation Force (Treatment) Act 2006*
- *Australian Veterans' Recognition (Putting Veterans and Their Families First) Act 2019*
- *Australian War Memorial Act 1980*
- *Compensation (Japanese Internment) Act 2001*
- *Defence Act 1903, in relation to paragraph 124(1)(qba)*
- *Defence Service Homes Act 1918*
- *Families, Community Services and Indigenous Affairs and Other Legislation (2006 Budget and Other Measures) Act 2006, Item 33 of Schedule 7*
- *Families, Community Services and Indigenous Affairs and Veterans' Affairs Legislation Amendment (2006 Budget Measures) Act 2006, Items 44 and 45 of Schedule 1*
- *Household Stimulus Package Act (No. 2) 2009, Schedule 4 insofar as it relates to legislation administered by the Minister for Veterans' Affairs and Minister for Defence Personnel*
- *Military Memorials of National Significance Act 2008*
- *Military Rehabilitation and Compensation Act 2004, except to the extent administered by the Minister for Defence*
- *Military Rehabilitation and Compensation (Consequential and Transitional Provisions) Act 2004*



- *Papua New Guinea (Members of the Forces Benefits) Act 1957*
- *Protection of Word "Anzac" Act 1920*
- *Safety, Rehabilitation and Compensation (Defence-related Claims) Act 1988*
- *Social Security and Other Legislation Amendment (Economic Security Strategy) Act 2008*, Schedule 4 insofar as it relates to legislation administered by the Minister for Veterans' Affairs and Minister for Defence Personnel
- *Social Services and Other Legislation Amendment (Supporting Retirement Incomes) Act 2019*, Schedules, 1, 2 and 3, insofar as it relates to legislation administered by the Minister for Veterans' Affairs and Minister for Defence Personnel
- *Social Services Legislation Amendment (Energy Assistance Payment) Act 2019*, Part 2 of Schedule 1
- *Treatment Benefits (Special Access) Act 2019*
- *Treatment Benefits (Special Access) (Consequential Amendments and Transitional Provisions) Act 2019*
- *Veterans' Entitlements Act 1986*
- *Veterans' Entitlements (Clarke Review) Act 2004*
- *Veterans' Entitlements (Rewrite) Transition Act 1991*
- *War Graves Act 1980*

## Overseas commemorations

DVA is committed to delivering solemn, safe and dignified commemorative services to remember the service and sacrifice of all Australian service men and women.

DVA leads the delivery of international commemorative services on behalf of the Australian Government and is also responsible for the management and operations of three overseas interpretive centres located in France, Thailand and Malaysia and the care and maintenance of official Australian overseas memorials. This work requires close engagement with our host nations.

In addition, DVA manages the Overseas Privately Constructed Memorial Program to assist Australian veterans and other individuals to restore and preserve eligible military unit and battle memorials that were privately constructed overseas.

The statutory position of Director War Graves is supported within DVA through the Office of Australian War Graves, and has the ongoing responsibilities for the care and maintenance of official war graves in Papua New Guinea and the Solomon Islands.



Vyner Brooke memorial, Bangka Island, Indonesia. New interpretive signage installed February 2022.

## 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 changes in the operating context and achieve our purpose.

### Workforce capability

We invest in our people, acknowledge current workforce gaps and future capability requirements, and have the strategies and plans in place to address our needs. This includes to address any critical skills gaps across DVA, to support the attraction and retention of high performing staff, and to provide meaningful measures for success and align the business to proactively manage capability development into the future.

Effective workforce and capability planning is guided by the Enterprise Strategic Workforce Plan and the Organisational Capability Strategy.

### Enterprise Strategic Workforce Plan

The Enterprise Strategic Workforce Plan provides an assessment of our current workforce capacity and capability in light of DVA's transformation activities. It identifies two core functions: service delivery and policy, and considers how to maintain 'business as usual' while looking ahead to consider what we might need for the future.

It identifies activities that must be undertaken to support our workforce during significant change.

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

- The journey ahead—the impact of change on the workforce will be proactively managed to minimise capacity constraints. To ensure the change is sustainable, governance frameworks around systems and processes are necessary for effective knowledge management.
- The right skills—DVA's workforce needs to adapt to change and have the right skills. Building the workforce requires talent management, supported by strategic sourcing decisions. Six critical skills have been identified (Digital Ability, Stakeholder Engagement, Research and Analysis, Change Management, Leadership and Business Process Improvement). DVA will focus its attention to developing these skills as part of the Organisation Capability Strategy.

- The right place—principles that guide recruitment activities across Australia are required to support consistent decision making noting DVA's geographic footprint and achievement of workforce outcomes.
- Productive and engaged workforce—the 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.

### Organisational Capability Strategy

DVA's Organisational Capability Strategy 2021–2025 supports DVA's broader strategic drivers and longer term high performance vision for staff skills development and talent retention.

The investment in DVA's capability uplift focuses on six themes:

- Program, service delivery, and process improvement;
- Policy management;
- Governance, risk, and financial management;
- Digital, data literacy, research, and analysis;
- Stakeholder engagement and relationship management; and
- Organisational agility, strategy and change management in addition to two streams (Leadership and management).

In the coming year we intend to deliver a Capability Framework that identifies capabilities and associated behaviours expected of DVA staff; and a review of the DVA Performance Management Framework. Implementing both will enable DVA to further improve the toolset to support staff in their professional development.

### ICT capability

Having the right skills continues to be as important as ever. COVID-19 has not only changed how our staff work, but also highlighted the importance of having the right systems in place so we can interact with veterans and families, and our partners. As our ICT service provider, Services Australia's technology plans, overlaid with DVA's transformation and business priorities will guide delivery of technology solutions. DVA's ICT Guiding Principles, to be considered as part of Services Australia's Technology Plan for DVA, are:

- simple, user-focused systems—ensuring that systems are easy and convenient for veterans and families to access anytime, anywhere, on

any device, and which enable DVA staff to deliver services effectively.

- modern and common business systems—working to transition to new technologies that are adaptable to DVA's changing environment.
- extendable and adaptable architecture—work with veterans and families and build this into DVA's improvements.
- evidence-based decisions—ensuring ICT improvements are based on data and investment is in areas that will provide the best user experience and DVA productivity returns.
- prioritise cyber—safeguarding the integrity, confidentiality and availability of information.

### Prioritise cyber resilience

DVA will continue to take decisive steps to safeguard the integrity, confidentiality and availability of information. Implementation of a new Cybersecurity Framework in 2022 will more effectively articulate requirements for DVA staff and stakeholders with respect to key ICT controls, particularly in respect to the Australian Cyber Security Centre's 'Strategies to Mitigate Cyber Security Incidents'. Through the Chief Information Security Officer and DVA Security, DVA will continue to work with government stakeholders to implement and quality assure shared service arrangements, and prepare for implementation of the Whole of Australian Government Cyber Hubs Strategy.

## Cooperation

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

DVA works in partnerships with state and territory governments and other Commonwealth agencies so that services such as health, housing, education and employment are available and joined up.

### Engagement with veterans and families

DVA delivers support services by partnering, engaging and collaborating with stakeholders, and continuously improving our service offering. Our interaction with veterans and families informs our understanding of the needs of the veteran community. DVA recognises the evolving complexity of needs of veterans and families. We continue to develop our programs to provide holistic services built on the DVA integrated wellbeing model.

DVA has continued to evolve to support our veterans and families. This includes initiatives to provide a single point of contact to access support from DVA, using technology to make engagement simpler, more timely, and responsive, and working across government to leverage mainstream services. We are focused on improving knowledge, awareness of and participation in mental and social health services as an early intervention to assist in the transition to wellness and quality of life post-service; and strengthening the capacity of DVA and health providers to support veteran mental health.

The **National Consultation Framework** (NCF) is a formal structure designed to facilitate 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
- Younger Veterans Forum
- Operational Working Party
- National Aged Community Care Forum

DVA's **Open Arms—Veterans & Families Counselling** services are demand-driven which requires us to be forward thinking and adaptive to the needs of veterans and families while being sensitive to regional and individual contexts. We are focused on meeting veterans' needs through a combination of proven clinical modalities and new and emerging evidence-based approaches. Working under a broader wellbeing framework, our work supports the four key priorities and related objectives outlined in the DVA Veteran Mental Health and Wellbeing Strategy and National Action Plan 2020–2023 and the Veteran Family Strategy 2021–2026.

DVA provides funding to the **Australian Kookaburra Kids Foundation** to run a program dedicated to supporting the unique needs of the children of serving and ex-serving ADF families. The foundation supports children living in families affected by mental illness. The free program provides recreational, educational camps and other activities—giving children a break in a fun, positive and safe environment. This program is being expanded to more regional areas and the service will now be available to Defence and veteran families in Tasmania for the first time.

The **Veteran Employment Pathway** initiative commenced in February 2022 and provides veterans with ongoing employment in the APS. The Pathway is a joint initiative with the Australian Public Service Commission (APSC) and Defence and aims to retain the skills and capabilities of those in military service within the APS while aiding the transition from military to civilian life.

The Pathway is built on four pillars: creating a network of peers for mutual support; a buddy system, connecting previously transitioned veterans within DVA to new pathway participants; a mentoring program to support ongoing individual growth and development; and in building public service craft. There is strong interest from veterans wanting to join the Pathway program and an initial 13 veteran participants are working in ongoing roles in DVA. The first year is a pilot year, with an evaluation to occur late in 2022. All elements of the Pathway will be reviewed as part of the evaluation, and participant and manager feedback will also inform future improvements that can be made. The Pathway has been endorsed as a formal entry level program by the APSC and it is anticipated it will present opportunities for other APS agencies to employ veterans.

The **Prime Minister's Veterans' Employment Program**, with advice from the Industry Advisory Committee on Veterans' Employment, continues to work with private industry, not-for-profits and state and territory governments to increase employment opportunities for veterans by raising awareness

of their skills, experience and attributes. This is recognised annually at the Veterans' Employment Program awards.

The Program works collaboratively with Veterans' Employment Commitment signatories to deliver employment resources and advice to transitioning veterans during the ADF Transition Seminars. These resources are available to the public via the website linking a range of veteran and partner employment services.

### **Veterans and Families Hubs**

Veterans and Families Hubs are delivered through partnerships with the Queensland and South Australian governments in Townsville and Adelaide, and in Perth with the WA RSL. In addition to these, hubs are being implemented in Darwin, Nowra and Wodonga through close cooperation between DVA and ex-service organisations with local expertise in the needs of veterans and families. These hubs are already working to deliver integrated support to veterans and families from government, business and community partnerships.

The network is expanding by a further 10 hubs to be located in South-East Queensland, Tasmania, South West Perth, Northern Adelaide, Queanbeyan, the Hawkesbury region, the Hunter, the Tweed and North Coast, the South Coast, and Geelong region.

Expansion of the network is a priority, and the implementation approach is being carefully planned to best meet the needs of veterans and families.



Karyn Hinder of Working Spirit, Prime Minister's Veterans' Employment Awards winner, 2021

## Government partnerships

DVA has strong collaborative partnerships with state and territory governments, other Australian Government departments, ex-service and not-for-profit organisations to support the delivery of resources and services to support current and former ADF members and families as they transition out of full time service and into the next stage of their lives. DVA's partnership with ex-service organisations includes providing training to their teams of claims and wellbeing advocates, who provide services to enhance the wellbeing of veterans and families.

## Department of Health and Aged Care

The Department of Health and Aged Care (Health) and DVA Strategic Collaboration Forum provides an opportunity to engage on areas of mutual interest to inform the development, delivery, funding and reform of health and aged care services for veterans.

The Forum considers cross-portfolio issues including:

- options to address complex policy and program challenges;
- planning for future strategy and reform, including COVID-19 measures and pandemic recovery efforts;
- sharing learnings from current reforms, evaluations and reviews; and
- considering ways to deliver whole-of-government measures and priorities.

## Defence

Transitioning to civilian life can be a challenging time for some ADF members and families. Defence has primary responsibility for supporting ADF members to transition. DVA works with Defence, with a focus on rehabilitation, income support, employment, physical health and mental wellbeing during this time in an effort to support a seamless and positive transition.

**The Joint Transition Authority (JTA)**, operating within Defence, works in partnership with DVA to ensure veterans and families are better prepared and supported through transition from military to civilian life.

For members engaged with an **ADF Rehabilitation Program** and leaving the ADF on medical grounds, a “warm handover” process to enhance their transfer to DVA support has been implemented nationally, following a successful trial in Adelaide and Canberra. The arrangements support continuity of care through information sharing, and provide an early engagement opportunity for a transitioning ADF member to meet their DVA rehabilitation contacts prior to separation.

DVA is focused on improving the serving and ex-serving ADF community's knowledge, awareness of and participation in mental and social health services. Early intervention strategies are used to assist in the transition to wellness and quality of life post-service; and in strengthening the capacity of DVA and health providers to support veteran mental health. DVA partners with Defence to enhance the delivery of these services through a range of methods including a national on-base presence, involvement in transition seminars, and by providing veterans and families with access to the full suite of DVA services and support.

Transition can be supported by DVA **Veteran Support Officers (VSOs)** staff who tailor advice and support to meet individual circumstances. They are located on Defence bases around Australia and provide services through one-on-one appointments.

Managing the development, implementation and translation of research affecting the military and veteran community, including identification and joint funding of mutually beneficial research proposals, is a priority for both DVA and Defence. This function is facilitated through the **DVA/Defence Joint Research Agenda** under the DVA/Defence memorandum of understanding.

The co-chaired **DVA/Defence Link Steering Committee** provides governance and senior oversight of joint work between DVA and Defence reporting to the Secretaries of the two departments and to the Chief of the Defence Force.

DVA has leveraged the extensive work undertaken by Defence in procuring health services for ADF members under the **Defence Health Services Contract** with Bupa. DVA has established its own contract with Bupa to access a range of health services for veterans, which is tailored to meet DVA's specific requirements. It complements existing services across DVA and Open Arms–Veterans & Families Counselling, and allows DVA 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 an internal workforce to deliver clinical advice to DVA business areas. 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 families to connect with DVA.

By working together, DVA and Services Australia are continuing to provide more opportunities for veterans and families to manage their business with DVA through user-friendly online, telephone and face-to-face services. Services Australia is playing a key role in supporting DVA to respond to requests for records and information by the Royal Commission into Defence and Veteran Suicide.

DVA's transformation process is supported by the Implementation Assurance 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.

## Australian Institute of Health and Welfare

DVA has had a strategic partnership with the Australian Institute of Health and Welfare (AIHW) since 2017–18. DVA provides funding to AIHW to use data linkage to develop and publish data about the health and wellbeing of Australia's veterans and families. The AIHW publishes an annual report on serving and ex-serving suicide monitoring, with the latest report published in September 2021.

## Other Australian Government partnerships

DVA also works with the Australian Bureau of Statistics, Australian Institute of Family Studies, and the Home Affairs, Education, Employment, Attorney General's (including Royal Commission Branch), Prime Minister and Cabinet (including International Division and Protocol and International Visits Branch), and Finance portfolios 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 to better understand the health and wellbeing of veterans and families.

## 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 families across Australia.

DVA's health programs and services are secured through formal purchasing arrangements. DVA works closely with state and territory governments by way of written agreements, which formalise the provision of certain health services including public hospitals and ambulance services for veterans.

## 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 United States of America) at agency head level through the Five Eyes Officials Meeting, and at officer level through a range of working groups under the Veterans' Research Network. All of these forums aim to provide better outcomes for veterans and families through dialogue, research and data sharing.

## Risk oversight and management

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

DVA's Chief Risk Officer is responsible for promoting a strong culture of appropriate risk behaviours across all levels of DVA. All staff have a responsibility to manage risk and must complete online risk management training and engage with further education on risk.

## Our Risk Management Framework

DVA's Risk Management Framework (the Framework) provides the foundation and organisational arrangements to nurture this culture and manage risk across DVA. 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* (PGPA Act) and the Commonwealth Risk Management Policy (CRMP). It is aligned with the International Standard on Risk Management, ISO 31000:2018 Risk management—Guidelines, and Commonwealth best practice guidance. Implementation of a single framework across DVA contributes to strengthening management practices, decision-making and innovation.

## Management of risks

In practice, risks are managed at multiple levels across DVA and across key business activities. This includes management and oversight of strategic (enterprise) risks directly by the Executive Management Board through to operational-level risks by respective divisions and branches.

DVA continues to undertake periodic reviews of its risks, critical controls and supporting frameworks, to ensure that they remain fit for purpose

Strategic risk management, described as enterprise risk management in DVA, identifies overarching organisational risk focus areas. If realised, risks within these focus areas will affect DVA and its ability to achieve its purpose and its organisational objectives.

DVA's identification and oversight of strategic risk is captured through a dynamic strategic risk management scan. These strategic risk focus areas are purposely expressed as aspirational statements with the view that the Executive Management Board discussions are focused on achievement and performance. At the time of this corporate plan, the strategic risk areas were:

- Supporting vulnerable clients
- Reducing the claims backlog
- Assisting the Royal Commission into Defence and Veteran Suicide
- Achieving legislative reform
- Managing our workforce
- Effective stakeholder engagement
- Delivering quality outcomes
- Managing our budget
- Stabilising our ageing IT Systems
- Preparing for the next generation of veterans and families

This process is also supported by a stronger focus on risk intelligence, insights and assurance to assist DVA's executive to engage more effectively with risk. DVA's mitigation strategies and controls that are in place to support the reporting on how DVA's key enterprise risks are managed appropriately include:

- A governance committee framework that supports decision-making and monitoring performance, contributing to its ability to deliver effective programs and resolve issues.
- Responsive and tailored veteran and family communications and engagement through various support frameworks. This enables veterans and families to access appropriate care and entitlements.
- Reviews of current workforce provisioning and practices to meet the demand of benefits processing.
- The continued development of sophisticated data management and actuarial analytics capability to provide reporting on the recent past and future lifetime financial liabilities of the veteran community. These projections will reliably inform policy development, program evaluation, budget estimates, client segmentation and early interventions.
- Enterprise solution architecture to ensure tactical and operational objectives of DVA are achieved in a way that derives value from technology investments.
- DVA commemorative activities have stringent governance arrangements with executive oversight, documented security, safety arrangements and event contingency planning and delivery.
- Our engagement with other Commonwealth departments, including Defence, Services Australia, Health, and Social Services, is fundamental to ensuring that the needs of veterans and families are considered across government.
- DVA works to engage constructively with ex-service organisations and representatives of veterans and families to deliver support and services which respond to their needs.
- The management of business, project and specialised risks across DVA are recorded in individual risk management plans, together with key mitigation and treatment strategies, risk owners and risk assessments identified using DVA approved risk assessment matrix and templates.

# Performance

## Performance reporting framework

Our corporate plan is a key component of our performance framework. This plan:

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

DVA's PBS sets out DVA's three outcomes, the budget 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.

Commencing in 2022–23, DVA has renumbered our performance measures to better demonstrate linkages to PBS programs. A summary of these changes can be found at Appendix 1. All the performance measures in this plan will be reported in the annual performance statements within DVA'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.

DVA is continuing to explore and undertake business improvement opportunities to enhance the way we report on performance, in line with relevant legislation and rules, as well as lessons learned from participating in the annual performance statements audits carried out by the Australian National Audit Office.

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, in line with its purpose, achieves the overarching outcomes we are funded to deliver through budget programs.

Our corporate plan presents a range of key activities against each of our outcomes and budget programs; how we perform in undertaking those activities is monitored through performance measures and targets which are detailed in the 'our performance measures' sections.

For a complete overview, performance measures and targets should be read in tandem 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 DVA's Executive Management Board on a triannual basis and will be reported in the annual performance statements published as part of DVA's 2022–23 Annual Report. The relationship between performance information in the PBS, corporate plan and annual performance statements is outlined in Figure 3.

We use qualitative and quantitative, output and effectiveness measures to provide a balanced and unbiased assessment of our achievements. In this corporate plan, we use timeliness measures to measure efficiency, as these can give an indication of efficiency over time.

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

### Timeliness

These measures assess the time taken to process claims for benefits and services. For Outcome 1, targets are set as the same or greater (that is, an improvement) than the previous year. For Outcome 2, targets are the particular number of days taken to process the claims.

## Quality—correctness rate

Quality assurance assessments are conducted monthly on a random statistical sample by quality assurance officers using assessment criteria relevant to the function (eg initial liability, permanent impairment and incapacity etc). The claims are assessed for correctness, including eligibility, entitlements received, decision-making and processing. To support independence, quality assurance officers are a separate group to the delegates who process claims. All results are recorded and 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

In most cases, client satisfaction is measured by surveying individuals about their experiences when accessing benefits and services through DVA. The surveys are tailored to the relevant service or program and ask questions specifically to understand satisfaction in relation to that service or program. Responding to surveys is voluntary and DVA is constantly looking for ways to make it easier for people to provide this valuable feedback.

### Quality of service

These measures predominantly provide a comparison of the number of clients accessing services compared to the number of complaints recorded about access to or quality of the service. Reports from a database of all client feedback identifies the number of complaints for relevant programs. The exception to this is rehabilitation, where quality is demonstrated by the percentage of clients whose rehabilitation goals were met or exceeded.

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

<b>CORPORATE PLAN PURPOSE</b>	<b>Our Purpose</b>		
	<p>The purpose of the Department of Veterans' Affairs is to support the wellbeing of those who serve or have served in the defence of our nation, and families, by:</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 60%; border: 1px solid #ccc; padding: 5px;"> <p>Partnering with organisations and individuals to help design, implement and deliver effective programs and benefits, which enhance wellbeing of veterans and families.</p> </div> <div style="width: 35%; border: 1px solid #ccc; padding: 5px;"> <p>Providing and maintaining war graves and delivering meaningful commemorative activities to promote community recognition and understanding of the service and sacrifice of veterans.</p> </div> </div>		
<b>PORTFOLIO BUDGET STATEMENTS</b>	<b>ENHANCE WELLBEING</b>		<b>RECOGNITION AND RESPECT</b>
	<b>Outcomes</b>		
	<b>Budget programs</b>		
	<p><b>Outcome 1:</b> Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.</p>	<p><b>Outcome 2:</b> Maintain and enhance the physical wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements</p>	<p><b>Outcome 3:</b> Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.</p>
	<ul style="list-style-type: none"> <li>1.1 Veterans' Income Support and Allowances</li> <li>1.2 Veterans' Disability Support</li> <li>1.3 Assistance to Defence widowers and Dependants</li> <li>1.4 Assistance and Other Compensation for Veterans and Dependants</li> <li>1.5 Veterans' Children Education Scheme</li> <li>1.6 Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation</li> </ul>	<ul style="list-style-type: none"> <li>2.1 General Medical Consultations and Services</li> <li>2.2 Veterans' Hospital Services</li> <li>2.3 Veterans' Pharmaceutical Benefits</li> <li>2.4 Veterans' Community Care and Support</li> <li>2.5 Veterans' Counselling and Other Health Services</li> <li>2.6 Military Rehabilitation and Compensation Acts – Health and Other Care Services</li> </ul>	<ul style="list-style-type: none"> <li>3.1 War Graves</li> <li>3.2 Commemorative Activities</li> </ul>
<b>ANNUAL PERFORMANCE STATEMENTS</b>	<b>Report against performance measures</b>		
	<b>Performance Criteria</b>	<b>Performance Criteria</b>	<b>Performance Criteria</b>
	<p>Performance measures established to assess that DVA is enhancing the financial wellbeing of eligible persons and their dependants through access to income support, compensation and other support services.</p>	<p>Performance measures established to assess that DVA is enhancing the physical wellbeing of eligible persons and their dependants by having arrangements in place for all of our clients to have timely access to high-quality health care, counselling and rehabilitation services.</p>	<p>Performance measures established to assess that DVA cares for and maintains official commemorations and sites of collective official commemoration to the standards and acknowledges and commemorates those who served Australia and its allies in wars, conflicts and peace operations.</p>

## Our key activities

### Enhance wellbeing

These key activities relate directly to Outcome 1 and Outcome 2, and support the wellbeing of those who serve or have served in the defence of our nation, and families. DVA undertakes these activities by partnering with organisations and individuals to help design, implement and deliver effective programs and benefits, which enhance wellbeing of veterans and families.

- Work with a range of medical, dental, hearing and allied health providers throughout Australia to ensure veterans and families have access to a comprehensive range of health services.
- Make arrangements with public and private hospital service providers throughout Australia to ensure veterans and families have access to a comprehensive range of services.
- Provide veterans and 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.
- Provide eligible veterans with access to a broader range of medicines and wound care items at a concession rate.
- Provide a range of care and support in the home to assist eligible veterans and families to remain independent for longer.
- 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 families.
- 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.

- Enable veterans and families to access housing-related support via Defence Home Ownership Assistance Scheme and Defence Service Homes Insurance.
- Provide income and financial support and compensation payments to eligible veterans and families.
- Provide disability support and compensation payments to eligible veterans.
- Provide eligible children of veterans and families with financial assistance and support to access education and skills development.
- Make it easier for veterans and 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 families to deliver support and services, which respond to their needs.

### Recognition and respect

The following key activities relate directly to Outcome 3 in the PBS. They 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.

- 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 these key activities

- Reducing the backlog of claims for initial liability and compensation for impairment as a result of military service.
- Establish a national network of Veterans and Families Hubs to deliver integrated support from government, business and community partnerships.
- Work with Defence to provide a seamless and positive transition for veterans and 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 families.
- 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 community organisations to support a variety of wellbeing initiatives, including those that enhance connection to the wider community.
- Provide policy advice to the Australian 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.
- Maintain official national memorials overseas and operate interpretive centres in France, Thailand and Malaysia.
- Continue to recognise and acknowledge the contribution of veterans and 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 families with DVA and provide support.
- Provide grants to 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—Outcome 1

**Outcome 1:** Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.

The performance measures and targets for Outcome 1 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 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 families.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
1.1-1	Timeliness: The percentage of claims processed within 30 days <sup>*1</sup>	Percentage is the same or greater than previous year (67.91%)	33-34	✓	✓	✓	✓
1.1-2	Timeliness: The percentage of change of circumstances processed within 10 days <sup>*^2</sup>	Percentage is the same or greater than previous year for Pensioner Initiated Reviews (43.66%)	33-34	✓	✓	✓	✓
1.1-3	Quality: Correctness rate of new claims <sup>1</sup>	>95%	33-34	✓	✓	✓	✓
1.1-4	Quality: Correctness rate of change of circumstances <sup>2+*</sup>	>95%	33-34	✓	✓	✓	✓
1.1-5	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements <sup>3</sup>	≥80%	33-34	✓	✓	✓	✓

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

<sup>^</sup> This performance measure has changed from 'Timeliness: The percentage of pensioner initiated reviews processed within 10 days' in the 2022-23 PBS. The associated target has also changed from 'Percentage is the same or greater than previous year'. A Pensioner Initiated Review (PIR) is an update provided by a pensioner that impacts their assessment (relationship/accommodation/financial position). A Change of Circumstance (CoC) also includes personal changes (eg. phone number) that don't always require a reassessment to Income Support Pension.

<sup>+</sup> This performance measure has changed from 'Quality: Correctness rate of pensioner initiated reviews' in the 2022-23 PBS. A Pensioner Initiated Review (PIR) is an update provided by a pensioner that impacts their assessment (relationship/accommodation/financial position). A Change of Circumstance (CoC) also includes personal changes (eg. phone number) that don't always require a reassessment to Income Support Pension.

<sup>1</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986* and the *Social Security Act 1991*: Service Pension, Income Support Supplement, Veteran Payment, Age Pension, Qualifying Service, Gold Card, Orange Card, Commonwealth Seniors Health Card, and the Home Equity Assurance Scheme (formally known as the Pension Loan Scheme).

<sup>2</sup> Reviews of a pensioner's entitlements as a result of the client updating their personal, relationship, accommodation or financial circumstances.

<sup>3</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Service Pension, Veteran Payment, and Income Support Supplement.

### Program 1.2: Deliver veterans' disability support

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

*Key Activities:*

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

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
1.2-1	Timeliness: The percentage of claims processed within 100 days <sup>4</sup>	Percentage is the same or greater than previous year (22.35%)	35	✓	✓	✓	✓
1.2-2	Quality: Correctness rate <sup>5</sup>	>95%	35	✓	✓	✓	✓
1.2-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements <sup>6</sup>	≥80%	35	✓	✓	✓	✓

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

### 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 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 families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible dependants.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
1.3-1	Timeliness: The percentage of claims processed within 30 days <sup>7</sup>	Percentage is the same or greater than previous year (50.80%)	36	✓	✓	✓	✓
1.3-2	Quality: Correctness rate <sup>8</sup>	>95%	36	✓	✓	✓	✓
1.3-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements <sup>9</sup>	≥80%	36	✓	✓	✓	✓

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

<sup>4</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Disability Compensation Payment claims, applications for increase, and assessments/reviews.

<sup>5</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Disability Compensation Payment claims (including Initial Liability), applications for increase, assessments, and reviews.

<sup>6</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Initial Liability, Disability Compensation Payment, Application for Increase, and Disability Compensation Payment review.

<sup>7</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: War widows claims.

<sup>8</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Death claims.

<sup>9</sup> This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: War Widows Pension.

### 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 Advocacy Training and Development Program.

#### Key Activities:

- Make it easier for veterans and 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 families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and families.
- Enable veterans and families to access housing-related support via Defence Home Ownership Assistance Scheme and Defence Service Homes Insurance.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
<b>Funeral benefits</b>							
1.4-1	Timeliness: The percentage of claims processed within 10 days <sup>10</sup>	Percentage is the same or greater than previous year (74.23%)	37	✓	✓	✓	✓
1.4-2	Quality: Correctness rate <sup>10</sup>	>95%	37	✓	✓	✓	✓
1.4-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements <sup>10</sup>	≥80%	37	✓	✓	✓	✓
<b>Defence Service Homes Insurance</b>							
1.4-4	Policyholder satisfaction: The percentage of policyholders satisfied with the service provided when their claim for damage to their home has been finalised <sup>11</sup>	>90%	37	✓	✓	✓	✓

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

<sup>10</sup> This measure considers the following claim types: Funeral Benefits.

<sup>11</sup> Policyholder satisfaction is measured through a monthly survey sent to 100 randomly selected policyholders who have recently had a claim finalised.

### 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 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 families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and families.
- Provide eligible children of veterans and families with financial assistance and support to access education and skills development.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
1.5-1	Timeliness: The percentage of claims processed within 28 days*	Percentage is the same or greater than previous year (41.64%)	38	✓	✓	✓	✓
1.5-2	Quality: Correctness rate	>95%	38	✓	✓	✓	✓
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 <sup>12</sup>	≥75%	38	✓	✓	✓	✓

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

### 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 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 families to deliver support and services, which respond to their needs.
- Provide income and financial support and compensation payments to eligible veterans and families.

<sup>12</sup> All clients are sent an online survey to complete each year. The survey asks clients to rate how effective they think the support of the Education Schemes has been in assisting them/their child/dependant to reach their academic potential on a scale of 'made no difference to academic outcomes'; 'effective'; or 'very effective'.



No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
1.6-1	Timeliness: The percentage of DRCA liability claims processed (determined) within 100 days*	Percentage is the same or greater than previous year (15.52%)	39-40	✓	✓	✓	✓
1.6-2	Timeliness: The percentage of DRCA permanent impairment claims processed (determined) within 100 days*	Percentage is the same or greater than previous year (27.08%)	39-40	✓	✓	✓	✓
1.6-3	Timeliness: The percentage of DRCA incapacity claims processed (determined) within 50 days*	Percentage is the same or greater than previous year (54.14%)	39-40	✓	✓	✓	✓
1.6-4	Quality: Correctness rate of DRCA liability claims	>95%	39-40	✓	✓	✓	✓
1.6-5	Quality: Correctness rate of DRCA permanent impairment claims	>95%	39-40	✓	✓	✓	✓
1.6-6	Quality: Correctness rate of DRCA incapacity claims	>95%	39-40	✓	✓	✓	✓
1.6-7	Timeliness: The percentage of MRCA liability claims processed (determined) within 90 days*	Percentage is the same or greater than previous year (25.79%)	39-40	✓	✓	✓	✓
1.6-8	Timeliness: The percentage of MRCA permanent impairment claims processed (determined) within 90 days*	Percentage is the same or greater than previous year (16.05%)	39-40	✓	✓	✓	✓
1.6-9	Timeliness: The percentage of MRCA incapacity claims processed (determined) within 50 days*	Percentage is the same or greater than previous year (53.29%)	39-40	✓	✓	✓	✓
1.6-10	Quality: Correctness rate of MRCA liability claims	>95%	39-40	✓	✓	✓	✓
1.6-11	Quality: Correctness rate of MRCA permanent impairment claims	>95%	39-40	✓	✓	✓	✓
1.6-12	Quality: Correctness rate of MRCA incapacity claims	>95%	39-40	✓	✓	✓	✓
1.6-13	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements <sup>13</sup>	≥80%	39-40	✓	✓	✓	✓

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

<sup>13</sup> This measure considers the following claim types: MRCA and DRCA Initial Liability, MRCA and DRCA Permanent Impairment, as well as MRCA and DRCA Incapacity.

## Our performance measures—Outcome 2

**Outcome 2:** Maintain and enhance the physical wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements.

### 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 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:

- Work with a range of medical, dental, hearing and allied health providers throughout Australia to ensure veterans and families have access to a comprehensive range of health services.
- Make it easier for veterans and 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 families.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
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%	49	✓	✓	✓	✓

~ Complaints are registered in the Client Feedback Management System when they are received by DVA.

### 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 families have access to a comprehensive range of services.
- Make it easier for veterans and 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 families.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
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%	50	✓	✓	✓	✓

~ Complaints are registered in the Client Feedback Management System when they are received by DVA.

### 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 families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Provide eligible veterans with access to a broader range of medicines and wound care items at a concession rate.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
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%	51	✓	✓	✓	✓

~ Complaints are registered in the Client Feedback Management System when they are received by DVA.

### 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 families to access the right information, services and support by continuing to improve and enhance systems and processes.
- Provide a range of care and support in the home to assist eligible veterans and families to remain independent for longer.
- 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 families.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
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%	52	✓	✓	✓	✓

~ Complaints are registered in the Client Feedback Management System when they are received by DVA.

### 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 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	2022-23	2023-24	2024-25	2025-26
<b>Access to services</b>							
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~	>99.96%	53-54	✓	✓	✓	✓
<b>Travel</b>							
2.5-2	Timeliness: Target percentage of claims for reimbursement processed within 28 days*	≥95%	53-54	✓	✓	✓	✓
2.5-3	Client satisfaction: Degree of complaints about arranged travel relative to the quantity of bookings <sup>14</sup>	<0.05%	53-54	✓	✓	✓	✓
<b>Open Arms - Veterans &amp; Families Counselling Services</b>							
2.5-4	Percentage of clients allocated to an Open Arms clinician within two weeks of initial intake	>65%	53-54	✓	✓	✓	✓
2.5-5	Client satisfaction <sup>15</sup>	≥80%	53-54	✓	✓	✓	✓

~ Complaints are registered in the Client Feedback Management System when they are received by DVA.

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

<sup>14</sup> This measure is assessed as the total number of complaints compared to total number of transport bookings provided.

<sup>15</sup> Client satisfaction is measured by a questionnaire. Satisfaction questionnaires are offered by clinicians at the end of an episode of care. All clients who answer 'satisfied' or 'very satisfied' to the question 'How satisfied are 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 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	2022-23	2023-24	2024-25	2025-26
2.6-1	Timeliness: The percentage of rehabilitation assessments that were made within 30 days of referral for assessment*	≥88.50%	55	✓	✓	✓	✓
2.6-2	Quality: Percentage of clients where rehabilitation goals were met or exceeded	≥75%	55	✓	✓	✓	✓
2.6-3	Client satisfaction: An annual survey of client satisfaction with the rehabilitation program <sup>16</sup>	≥75%	55	✓	✓	✓	✓

\* In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

## Our performance measures—Outcome 3

Outcome 3: Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.

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 Australian 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.

<sup>16</sup> Client satisfaction is measured through a monthly independent survey by ORIMA Research of DVA clients who have recently completed the rehabilitation program. Client satisfaction for this measure is calculated through the responses to seven questions in the survey, which assess participants overall views of the program as well as the rehabilitation plan commencement, implementation and closure process.

No	Performance criteria	Target	PBS page	2022-23	2023-24	2024-25	2025-26
3.1-1	95% of official commemorations are inspected at least once annually to ensure they continue to meet the CWGC standards <sup>17</sup>	≥95%	59	✓	✓	✓	✓
3.1-2	Percentage of official commemorations that meet the CWGC standard compared to the previous year	Percentage is the same or greater than previous year (81.69%)	59	✓	✓	✓	✓

### 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	2022-23	2023-24	2024-25	2025-26
3.2-1	Commemorative event quality: Commemorative events are conducted to commemorate veterans' service in a dignified, solemn and respectful manner <sup>18</sup>	The number of discrete complaints is less than 1% of the estimated audience for any one event	60	✓	✓	✓	✓

<sup>17</sup> Official commemorations (graves, headstones, bronze plaques) are maintained in accordance with the Commonwealth War Graves Commission standards (each commemoration type has different specifications).

<sup>18</sup> Complaints are registered in the Client Feedback Management System. Estimated television audiences viewing commemorative events are sourced from the ABC, and combined with estimates of live attendees to represent the total estimated audience.

# Appendix 1 – changes to performance measure numbering

## Outcome 1 performance measure numbering changes

Program	Measure Number		Performance Measure
	Previous (2021–22)	Revised (2022–23)	
Program 1.1	1.1.1.1	1.1-1	Timeliness: The percentage of claims processed within 30 days
Program 1.1	1.1.1.2	1.1-2	Timeliness: The percentage of change of circumstances processed within 10 days
Program 1.1	1.1.2.1	1.1-3	Quality: Correctness rate of new claims
Program 1.1	1.1.2.2	1.1-4	Quality: Correctness rate of change of circumstances
Program 1.1	1.1.3	1.1-5	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements
Program 1.2	1.2.1	1.2-1	Timeliness: The percentage of claims processed within 100 days
Program 1.2	1.2.2	1.2-2	Quality: Correctness rate
Program 1.2	1.2.3	1.2-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements
Program 1.3	1.3.1	1.3-1	Timeliness: The percentage of claims processed within 30 days
Program 1.3	1.3.2	1.3-2	Quality: Correctness rate
Program 1.3	1.3.3	1.3-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements
Program 1.4	1.4.1.1	1.4-1	Timeliness: The percentage of claims processed within 10 days
Program 1.4	1.4.1.2	1.4-2	Quality: Correctness rate
Program 1.4	1.4.1.3	1.4-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements
Program 1.4	1.4.2	1.4-4	Policyholder satisfaction: The percentage of policyholders satisfied with the service provided when their claim for damage to their home has been finalised
Program 1.5	1.5.1	1.5-1	Timeliness: The percentage of claims processed within 28 days
Program 1.5	1.5.2	1.5-2	Quality: Correctness rate
Program 1.5	1.5.3	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

Program	Measure Number		Performance Measure
	Previous (2021-22)	Revised (2022-23)	
Program 1.6	1.6.1.1	1.6-1	Timeliness: The percentage of DRCA liability claims processed (determined) within 100 days
Program 1.6	1.6.1.2	1.6-2	Timeliness: The percentage of DRCA permanent impairment claims processed (determined) within 100 days
Program 1.6	1.6.1.3	1.6-3	Timeliness: The percentage of DRCA incapacity claims processed (determined) within 50 days
Program 1.6	1.6.2.1	1.6-4	Quality: Correctness rate of DRCA liability claims
Program 1.6	1.6.2.2	1.6-5	Quality: Correctness rate of DRCA permanent impairment claims
Program 1.6	1.6.2.3	1.6-6	Quality: Correctness rate of DRCA incapacity claims
Program 1.6	1.6.3.1	1.6-7	Timeliness: The percentage of MRCA liability claims processed (determined) within 90 days
Program 1.6	1.6.3.2	1.6-8	Timeliness: The percentage of MRCA permanent Impairment claims processed (determined) within 90 days
Program 1.6	1.6.3.3	1.6-9	Timeliness: The percentage of MRCA incapacity claims processed (determined) within 50 days
Program 1.6	1.6.4.1	1.6-10	Quality: Correctness rate of MRCA liability claims
Program 1.6	1.6.4.2	1.6-11	Quality: Correctness rate of MRCA permanent impairment claims
Program 1.6	1.6.4.3	1.6-12	Quality: Correctness rate of MRCA incapacity claims
Program 1.6	1.6.5	1.6-13	Client Satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements



## Outcome 2 performance measure numbering changes

Program	Measure Number		Performance Measure
	Previous (2021-22)	Revised (2022-23)	
Program 2.1	2.1.1	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
Program 2.2	2.2.1	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
Program 2.3	2.3.1	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
Program 2.4	2.4.1	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
Program 2.5	2.5.1	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
Program 2.5	2.5.2	2.5-2	Timeliness: Target percentage of claims for reimbursement processed within 28 days
Program 2.5	2.5.3	2.5-3	Client satisfaction: Degree of complaints about arranged travel relative to the quantity of bookings
Program 2.5	2.5.4	2.5-4	Percentage of clients allocated to an Open Arms clinician within two weeks of initial intake
Program 2.5	2.5.5	2.5-5	Client satisfaction
Program 2.6	2.6.1	2.6-1	Timeliness: The percentage of rehabilitation assessments that were made within 30 days of referral for assessment
Program 2.6	2.6.2	2.6-2	Quality: Percentage of clients where rehabilitation goals were met or exceeded
Program 2.6	2.6.3	2.6-3	Client satisfaction: An annual survey of client satisfaction with the rehabilitation program

## Outcome 3 performance measure numbering changes

Program	Measure Number		Performance Measure
	Previous (2021-22)	Revised (2022-23)	
Program 3.1	3.1.1	3.1-1	95% of official commemorations are inspected at least once annually to ensure they continue to meet the CWGC standards
Program 3.1	3.1.2	3.1-2	Percentage of official commemorations that meet the CWGC standard compared to the previous year
Program 3.2	3.2.1	3.2-1	Commemorative event quality: Commemorative events are conducted to commemorate veterans' service in a dignified, solemn and respectful manner.

## Appendix 2

# PGPA Act requirements table

The corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act; and
- subsection 16E(2) of the PGPA Rule 2014.

Requirements	Page(s)
<b>Introduction</b> <ul style="list-style-type: none"> <li>• Statement of preparation</li> <li>• The reporting period for which the plan is prepared</li> <li>• The reporting periods covered by the plan</li> </ul>	Page 2
<b>Purposes</b>	Page 3
<b>Key activities</b>	Pages 17
<b>Operating context</b> <ul style="list-style-type: none"> <li>• Environment</li> <li>• Capability</li> <li>• Risk oversight and management</li> <li>• Cooperation</li> </ul>	Pages 5–13
<b>Performance</b>	Page 14–28



