



Australian Government
Department of Veterans' Affairs

Corporate Plan 2023–24



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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Secretary's Introduction



The Department of Veterans' Affairs (DVA) Corporate Plan 2023–24 will guide the department's implementation of its purpose and key activities, and enable us to measure and assess our performance over the next 4 years.

DVA was established to fulfil the nation's duty to support the wellbeing of our serving and ex-serving Australian Defence Force (ADF) members and their families. As the needs of veterans and families evolve, so too must DVA's system to support them.

As Secretary, I have made it clear that DVA's top priorities are eliminating the veteran compensation claims backlog, reforming veterans' legislation, modernising DVA's information technology, and planning for the future.

These priorities align with the recommendations of the Interim Report of the Royal Commission into Defence and Veteran Suicide and responding to the recommendations will remain a core focus for DVA over the coming years.

With the support of the Australian Government, we are employing additional frontline staff so we can process claims faster and work through the backlog. Maintaining this skilled workforce into the future will be important so that the department is able to deliver on the Royal Commission's recommendations, meet demand, and reduce the risks of delays in providing services to veterans and families now and in the years ahead.

There is no doubt we have a long way to go, but the trajectory of claims processing is now headed in the right direction and, as we look to the future, our determination to eliminate the backlog must continue. We must also consider what caused the backlog, and then make changes to ensure it cannot happen again.

A key priority for DVA is the harmonisation of the veterans' legislation framework. DVA has been consulting with the Defence and veteran communities to streamline legislative arrangements. The intent of the reform is to simplify complex legislation so it is easier for veterans and their families to navigate. Simplified legislation will also decrease the time it takes DVA to train staff and speed up the compensation claims process.

DVA is committed to progressing this legislation improvement and addressing these longstanding complexities in the veteran support system so veterans and families will benefit.

We will also continue to focus on modernising our ICT systems.

Enhancements to ICT systems will make it simpler and easier for veterans and families to lodge claims and access support and services. It will also position DVA's ICT systems for ongoing modernisation and deliver greater agility in the years ahead.

Importantly, DVA is also focused on planning for the future.

Demand for DVA's services is affected by a wide range of factors such as the size of the ADF, the timing and nature of deployments, shifting demographic profiles, the nature of service and injury, and various policy and operational settings.

Over the past few years, we have seen substantial growth in the demand for DVA services reflecting the increased tempo of the ADF as well as a range of transformation initiatives designed to make DVA benefits and services more accessible for veterans and families.

Recent announcements by the Australian Government that it will invest in the growth and retention of the ADF workforce also provide us with valuable insight into the veteran community of the future.

By improving our data and modelling capabilities, the department will be able to more accurately estimate demand for our services and our resourcing needs into the future. This will result in a better experience for veterans and families who will be able to access our services and support faster.

As we look ahead, DVA remains committed to supporting the important work of the Royal Commission into Defence and Veteran Suicide, and DVA is providing additional support to veterans during the inquiry. The Royal Commission's final report is due by 17 June 2024. A key priority for DVA in the years ahead will be implementing the Australian Government's response to the final recommendations.

Over the course of this Corporate Plan, DVA will continue to deliver meaningful commemorative activities to promote community recognition and understanding of the service and sacrifice of our veterans and families. In 2023 we will mark the 50th anniversary of the end of Australia's involvement in the Vietnam War and this will be a particular focus of our commemorative activities this year.

There is no doubt that DVA has a big agenda. That's why it's important that as a department we are clear on the direction we are heading in, that work is aligned internally, and our people are supported in their commitment to achieving the department's purpose of supporting the wellbeing of veterans and their families.

Since I commenced my role as Secretary of DVA in January 2023, I have been impressed by the commitment and passion of our people. Over the past few months I have listened to staff across the country and heard their suggestions for how we can build on our strengths. In response I've aligned accountabilities within the department to ensure the focus is on DVA's priorities, and to support and equip our staff at all levels with what they need to deliver high quality services.

Recent organisational changes in the Department are designed to make it easier for veterans, families and stakeholders as we strive to deliver a truly seamless service to veterans and their families.

I, as the accountable authority of the Department of Veterans' Affairs, present the DVA Corporate Plan 2023–24, which covers the periods of 2023–24 to 2026–27, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Alison Frame

Secretary, Department of Veterans' Affairs

Strategic Framework

Vision

To respect, empower and support veterans and their families.

Purpose

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

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

Figure 1: How the elements of our corporate plan integrate



Deliverables

The outcomes we seek to deliver for veterans and families are:

- **Sustainable and valued veteran & family services** – Services receive ongoing improvement to ensure they are sustainable into the future and highly valued by veterans and families. By leveraging a data-driven approach, we understand how client’s experiences affects their needs, and anticipate those needs through service development.
- **Wellbeing focused approach** – DVA’s wellbeing approach recognises that wellbeing outcomes for veterans and families are influenced by a large and complex interconnected ecosystem.
- **Proactive to client experiences and needs** – The experiences of veterans and families are sought out, valued and used to better inform the design of supports and services offered. This ensures veterans have access to the right supports and services, at the right stage of life and facilitate a focus on prevention.
- **Simple process, pathways and legislation** – Veterans experience simplified claiming processes, treatment pathways and reduced legislative complexity to allow for quicker and easier access to support, health treatment and services, and a more effective and efficient organisation.
- **Independence for veterans to live and age well** – Veterans can secure access to appropriate services and continuity of care to live and age well through our joined-up wellbeing system. This may include health, employment and income support as well as broader community connection.
- **Shared and joined up veteran support system** – Veterans and families are aware of supports and service options available across the whole ecosystem in a shared and transparent manner. Increasing levels of self-directed support also provides choice in how and when they access healthcare, treatment and information.
- **Commemorations that remain meaningful** – Events and acknowledgements that commemorate those who served are proactively managed to ensure they remain relevant and meaningful for future veterans and the ex-service community.

Objectives

Our key objectives are to **build trust** through a positive veteran and family experience, enabled by an **effective organisation**. This is built around 3 main themes.

- 1. Recognition and respect:** Acknowledge and commemorate those who served and their families.
- 2. Self-sufficiency:** Maintain and support financial wellbeing and self-sufficiency through access to income support and compensation.
- 3. Health:** Maintain and support mental and physical wellbeing through health and other care services.



Figure 2: DVA Strategic model



Figure 3: Wellbeing model

Wellbeing

At the centre of our strategic framework is our wellbeing framework. DVA's wellbeing approach recognises that wellbeing outcomes for veterans and families are influenced by 8 interconnected domains.

The wellbeing focus is guided by veterans and families in collaboration with key organisations across the veteran support system including ex-service organisations (ESOs) and service providers.

This approach ensures that wellbeing outcomes for veterans and families are considered in policy, service design and delivery, now and into the future.

Operating Context

Environment

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 Australian Bureau of Statistics 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.

There will continue to be key changes in society, technology and the environment in the coming years. These include things within our control, like ongoing modernisation and the response to the Royal Commission, and changes driven by other factors, like improved health treatments, technological improvements or the changing needs of veterans.

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 when and where they need to.

The Royal Commission into Defence and Veteran Suicide

The Royal Commission into Defence and Veteran Suicide (Royal Commission) is continuing to examine the broad range of themes, systemic issues and risk factors relevant to Defence and veteran deaths by suicide.

The Royal Commission delivered its Interim Report on 11 August 2022, which included 9 recommendations directly relevant to DVA:

- simplifying and harmonising veteran compensation and rehabilitation legislation (recommendation 1);
- eliminating the claims backlog (recommendation 2);
- improving claims administration (recommendation 3);
- providing advice to Government on DVA's funding needs (recommendation 4); and
- making it easier to access information (recommendations 9-13).

DVA has made substantial progress on the implementation of these recommendations, and this will continue to be a focus over the coming years.

This work is guided by an intergovernmental Royal Commission Program Advisory Board which provides strategic advice on the progress of Royal Commission recommendation implementation, and supported by robust departmental governance arrangements.

The final report of the Royal Commission is due by 17 June 2024 and implementing the government response to its recommendations will guide the department over the years to come.

DVA continues to support veterans and families during the inquiry and understands it is a difficult time. All veterans and families can contact Open Arms – Veterans & Families Counselling for free support and counselling (available 24/7 on 1800 011 046).

Complex legislative framework

DVA administers a range of interrelated pieces of veteran legislation, with an overlapping and complex set of entitlements. The complexity of the legislative framework and the recommendation to simplify and harmonise the framework were identified in the interim report of the Royal Commission into Defence and Veteran Suicide.

In response to recommendation 1 of the Royal Commission's interim report, the Australian Government has developed a pathway for simplification and harmonisation of veteran compensation and rehabilitation legislation. The pathway is guided by a set of principles that will ensure legislative changes benefit the entire veteran community.

It proposes a future model whereby all compensation claims are considered under one piece of legislation rather than 3, creating a simpler system that makes it easier for veterans and families to understand their entitlements and receive the support they need, when they need it.

The model also considers critical safeguards, such as grand-parenting existing arrangements so there is no reduction in compensation payments currently being received by veterans, and current payment rates are maintained and indexed as they would be under the current system.

The primary legislation for veteran compensation, rehabilitation and other entitlements are the *Veterans' Entitlements Act 1986*, the *Safety, Rehabilitation and Compensation (Defence-related Claims) Act 1988* and the *Military Rehabilitation and Compensation Act 2004*.

Capability

Our people

The Australian labour market is currently operating at close to full employment, with the unemployment rate at its lowest level in almost 50 years. As with the broader Australian Public Service (APS), DVA is feeling the effects of wide-spread skill and labour shortages. This is particularly challenging in an environment where DVA is growing our frontline workforce.

DVA continues to be responsive to the broader market by providing access to flexible working arrangements as part of our value proposition and investigating incentives to attract and retain staff. For example, DVA is:

- looking at how it can remove the geographic boundaries of recruitment to tap into regional labour markets to boost staffing numbers and to increase workforce diversity;
- increasing access to secure, well paid APS jobs and reducing reliance on labour hire arrangements;
- maintaining a gender balanced workforce and offering equal access to flexible working arrangements;
- providing employment via dedicated pathways for different cohorts including veterans;
- focusing on increasing the representation of First Nations peoples in our workforce;
- fostering a safe, respectful and inclusive culture where employees can perform at their best;
- focusing on the health and wellbeing of our workforce through the DVA Wellbeing Strategy;
- providing skills and training to our workforce to ensure it remains adaptable and dynamic;
- optimising our induction programs to attract and retain a highly skilled and valued workforce; and
- leveraging whole of government employment initiatives to recruit talent.

The Independent Review of the APS and associated reforms will also continue to influence DVA at the strategic, organisational and operational level.

DVA invests significantly in its workforce to ensure it remains professional, effective and skilled to meet operational challenges now and into the future. Current and future workforce requirements and gaps are identified through an annual capability needs analysis based on strategic themes from DVA's existing Enterprise Strategic Workforce Plan and DVA's Organisational Capability Strategy (OCS) – both of which are under ongoing review to ensure they maintain relevance and effectiveness.

DVA will continue to build a capable, flexible and resilient workforce that fulfils our commitment to deliver services and support to veterans and families.

Working together

DVA's culture is an ongoing priority, ensuring a focus on accountability, transparency and collaboration. Our work is guided by **5 principles** to ensure we are:

- **Collaborative** – a continuing cultural shift to work together to integrate information and service delivery across the department and across the Australian Government, state and territory governments and community
- **Accountable** – to identify what your responsibility is in the activities across the department and to own and remedy mistakes immediately and transparently, and be recognised for your contribution
- **Transparent** – working together requires trust, which also means operating in a way that is transparent to our colleagues, supervisors and most importantly, to the veteran community
- **Innovative & solutions focused** – providing expert advice and analysis on new options and potential improvements through linking together our strategic capabilities and anticipating problems
- **Integrated into the wider APS** – we can learn so much and offer so much to the APS by engaging fully in the trials, pilots and policy reforms underway across government and leading aspects of these.

ICT capability

DVA's technology strategy to support future business requirements will

- **Deliver a simple, seamless and efficient Veteran Support System**

In order to effectively support the needs of current and emerging veterans and their families and meet evolving community expectations, DVA needs modern, flexible systems that support staff to work efficiently. This will be achieved through delivery of technology solutions that are more modular, less complex, easier to maintain and more responsive in addressing changing business needs.

- **Improve system resilience and sustainability**

DVA will continue to sustain legacy technology capabilities as they are progressively decommissioned and replaced over the next 5 -10 years. This will be done by prioritising enhancements, security and infrastructure improvements that will ensure the systems are resilient and sustainable until decommissioning.

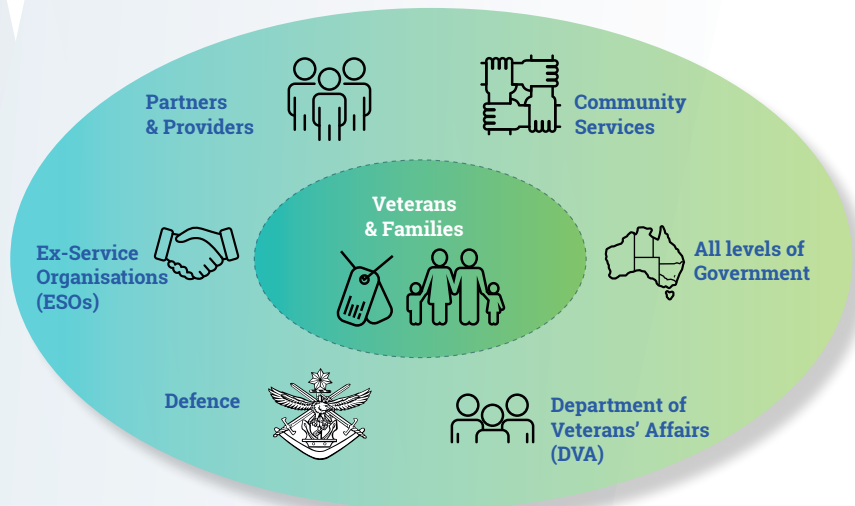
- **Create a sustainable, modern and digitally connected ICT eco-system**

The efficient delivery of services and support requires cooperation and collaboration across the department to establish a truly integrated approach to delivery of core services through people, policy and process. To support this transformation, DVA is developing a digital resilience roadmap intended to guide decisions relating to digital and ICT investment. The roadmap will ensure conscious consideration is given to improvements to systems that deliver the capabilities required to support the anticipated and evolving needs of staff and veterans and families.

Cooperation

Our ability to cooperate and partner with organisations and individuals is critical to enhance wellbeing outcomes for veterans and families. DVA works in partnership with organisations committed to supporting veterans and families. This can include ex-service organisations, delivery partners, state and territory governments and other Commonwealth agencies through a joined up veteran support system that focusses on supporting holistic wellbeing outcomes for veterans and their families.

Figure 4: Veteran support system



Engagement with veterans and families

To enhance engagement with veterans, families and other key stakeholders, DVA has established a **Veteran, Family and Stakeholder Engagement Group**. The improved approach will be developed using best practice engagement design and methods, including involvement of key stakeholders at critical points and providing greater opportunity for National Consultation Framework members and the broader veteran community to shape and influence DVA priorities and participate both formally and informally in engagements. A new *DVA Veteran and Stakeholder Strategy* will underpin this work.

We will continue to **acknowledge and commemorate** the service and sacrifice of veterans and families in wars, conflicts and peace operations through promoting recognition of service and sacrifice and preservation of Australia's wartime heritage.

The **Veteran Employment Program** will increase awareness of the skills, experience and attributes that veterans have to offer the civilian workforce and assist Australian businesses to create work environments where veterans can thrive. Building on existing initiatives, the Program will also assist universities to better support and recognise veterans who wish to pursue higher education to support new career pathways. With guidance from the Industry Advisory Committee on Veterans' Employment, the Program continues to work with Veteran Employment Commitment signatories, private industry, not-for-profits and state and territory governments. Recognition of support for veteran and partner employment occurs at the annual Prime Minister's National Veterans' Employment Awards.

Veterans' and Families' Hubs provide an opportunity for DVA to establish partnerships with ex-service and veteran-focused organisations providing support to veterans and families access to support across Australia. Hub services are available to current and former serving Australian Defence Force (ADF) members, including reservists and families, and have a key role in helping ADF members and families as they transition from military to civilian life.

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

Veteran families face unique experiences during and following a military career. They are affected by military service through frequent relocations, extended separation from loved ones, career interruptions, multiple cycles of adapting to new schools, stress and feelings of isolation – many of these experiences can have long-lasting impacts on veterans and family members. At the end of a military career, both the serving member and veteran families must prepare for and navigate their transition to civilian life. Families need to be clearly and comprehensively recognised and identified as DVA clients, which may include dependants who receive support from DVA. Families will benefit from holistic investment in a wide range of supports to ensure they have access to opportunities to thrive and contribute to their communities.

Australian Government partnerships

DVA is committed to supporting all veterans with disabilities by strengthening partnerships across all of government to enable veteran access to legislative entitlements.

Department of Defence

Transitioning to a predominantly civilian life can be a challenging time for some ADF members and families. Supporting positive transition outcomes is a shared responsibility between individuals, community, providers and government. 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 and the Commonwealth Superannuation Corporation to ensure veterans and families are better prepared and supported through transition from a predominantly ADF service-centred life to a predominantly civilian life.

DVA continues to engage with **Joint Health Command** to identify bilateral learning and improvement opportunities. DVA also seeks engagements with Department of Health including the Therapeutic Goods Administration (TGA) and other health related bodies on an as-needed basis.

Services Australia provides core ICT services to DVA which are critical to, and support DVAs service delivery.

Department of Health and Aged Care

DVA works closely with the Department of Health and Aged Care, including through the Strategic Collaboration Forum which 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; sharing learnings from current reforms, evaluations and reviews; and considering ways to deliver whole-of-government measures and priorities.

Australian Bureau of Statistics

To support the lifetime wellbeing of those who serve or have served in the defence of our nation, as well as their families. DVA is using the Multi-Agency Data Integration Project (MADIP) to build capability for veteran family linkage and wellbeing measurement.

MADIP was established in 2015 as a partnership between government agencies to combine person-level information across nationally important datasets. MADIP seeks to provide insights on socioeconomic issues, answer policy questions and evaluate the success of programs. MADIP data supports wellbeing measurement, and DVA's journey towards becoming a wellbeing-driven organisation.

DVA also works with the **Home Affairs, Education, Employment, Attorney-General's, Prime Minister and Cabinet** (including International Division and Protocol and International Visits Branch), and **Finance** portfolios as well as the **Australian Institute of Health and Welfare, Australian Institute of Family Studies, Australian Federal Police**, the **Australian Government Actuary**, the **Commonwealth Superannuation Corporation**, the **Australian Taxation Office, Comcare**, 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 Veterans' Ministerial Council 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.

International partnerships

Ministerial and international engagement, in a global world, is about building and maintaining effective relationships. DVA's approach is based on collaboration and a mutual exchange of information, helping to achieve our purpose and outcomes to support and provide services to veterans and families.

Given the Australian Government's conscious choice to prioritise international engagement, to strengthen our multilateral cooperation and build relationships for the long-term, DVA is looking to the future by developing its first International Engagement Strategy which will allow us to strengthen existing partnerships and develop new relationships within the region and across the globe with nations that face similar issues, provide support and services to veterans and families, or will be looking to provide these in the future.

The International Ministerial (Five Eyes) Conference on Veterans' Issues is an important international forum that allows the Minister for Veterans' Affairs to directly engage with Ministerial counterparts from Canada, New Zealand, the United Kingdom (UK) and the United States of America (USA).

We will continue to recognise service internationally in partnership with the Australian Defence Force, the Department of Foreign Affairs and Trade, and with the support of host nations such as Türkiye, France, Thailand and Malaysia.

Risk management and oversight

Introduction

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 behaviour 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 risk 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 strategic risk focus areas

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 managed 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 are:

- 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, and
- Preparing for the next generation of veterans and families.

This process is 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 strategic risks are managed appropriately include:

- A governance committee framework that supports decision-making and monitoring performance, with the inclusion of in-depth discussions led by executives on strategic risks, 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.
- 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 and 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

DVA's corporate plan is a key component of the performance framework. This plan is aligned to:

- outcomes, strategies, and priorities
- the portfolio budget statements (PBS)

The PBS sets out DVA's 3 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 DVA's purpose and activities to demonstrate how success will be measured.

The relationship between performance information in the PBS, corporate plan and annual performance statements is outlined in Figure 5.

The performance measures in this plan will be reported in the annual performance statements within DVA's annual report.

The annual performance statements report DVA's actual performance for the year against the performance measures and targets in DVA's corporate plan and PBS, and provide analysis of the extent to which the Department has achieved its purpose including the factors that contribute to the outcomes.

DVA is continuing to explore and undertake business improvement opportunities to enhance the way it reports 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 division and branch plans, and finally into individual performance agreements. This provides a clear line of sight from DVA's purpose to the work of the individual.

Measuring performance

Good performance information demonstrates how DVA, in line with its purpose, achieves the overarching outcomes it is funded to deliver through budget programs.

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

For a complete overview, performance measures and targets should be read in tandem with program financial and performance information published in DVA's 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 2023–24 Annual Report.

DVA uses qualitative and quantitative, output and effectiveness measures to provide a balanced and unbiased assessment of DVA's achievements. In this corporate plan, timeliness measures have been used to measure efficiency, as these can give an indication of efficiency over time.

Below is a summary of how DVA's 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 than 50%. For Outcome 2, targets are the percentage of claims processed or assessments completed within a set timeframe.

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 services or programs 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.

Figure 5: Relationship between performance information in the portfolio budget statements, corporate plan and annual performance statements

CORPORATE PLAN PURPOSE	Our Purpose			
	<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: 45%;"> <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: 45%;"> <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>			
PORTFOLIO BUDGET STATEMENTS	Outcomes	ENHANCE WELLBEING	RECOGNITION AND RESPECT	
	Budget programs	<p>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.</p>	<p>Outcome 2: Maintain and enhance the physical and mental 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>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.</p>
		<ul style="list-style-type: none"> 1.1 Veterans' Income Support and Allowances 1.2 Veterans' Disability Support 1.3 Assistance to Defence widowers and Dependants 1.4 Assistance and Other Compensation for Veterans and Dependants 1.5 Veterans' Children Education Scheme 1.6 Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation 	<ul style="list-style-type: none"> 2.1 General Medical Consultations and Services 2.2 Veterans' Hospital Services 2.3 Veterans' Pharmaceutical Benefits 2.4 Veterans' Community Care and Support 2.5 Veterans' Counselling and Other Health Services 2.6 Military Rehabilitation and Compensation Acts – Health and Other Care Services 	<ul style="list-style-type: none"> 3.1 War Graves 3.2 Commemorative Activities
ANNUAL PERFORMANCE STATEMENTS	Report against performance measures			
Performance information	<p>Performance Criteria</p> <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 Criteria</p> <p>Performance measures established to assess that DVA is enhancing the physical and mental 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 Criteria</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 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 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: 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:

- Provide income and financial support and compensation payments to eligible veterans and families.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
1.1-1	Timeliness: The percentage of claims processed within 30 days ^{1,7}	≥50% ²	33-34	✓	✓	✓	✓
1.1-2	Timeliness: The percentage of change of circumstances processed within 10 days ^{1,3}	≥50% ²	33-34	✓	✓	✓	✓
1.1-3	Quality: Correctness rate of processed new claims ^{4,7}	≥95%	33-34	✓	✓	✓	✓
1.1-4	Quality: Correctness rate of processed change of circumstances ^{3,4}	≥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 ^{8, 18}	≥80%	33-34	✓	✓	✓	✓

Program 1.2: Veterans' Disability Support

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

Key Activities:

- Provide disability support and compensation payments to eligible veterans.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
1.2-1	Timeliness: The percentage of claims processed within 100 days ^{1,9}	≥50% ²	35	✓	✓	✓	✓
1.2-2	Quality: Correctness rate of processed claims ^{4,10}	≥95%	35	✓	✓	✓	✓
1.2-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ^{10, 18}	≥80%	35	✓	✓	✓	✓

Program 1.3: 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:

- Provide income and financial support and compensation payments to eligible dependants.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
1.3-1	Timeliness: The percentage of claims processed within 30 days ^{1, 11}	≥50% ²	36	✓	✓	✓	✓
1.3-2	Quality: Correctness rate of processed claims ^{4,12}	≥95%	36	✓	✓	✓	✓
1.3-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ^{13, 18}	≥80%	36	✓	✓	✓	✓

Program 1.4: 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:

- 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	2023-24	2024-25	2025-26	2026-27
Funeral benefits							
1.4-1	Timeliness: The percentage of claims processed within 10 days ^{1,14}	≥50% ²	37	✓	✓	✓	✓
1.4-2	Quality: Correctness rate of processed claims ^{4,14}	≥95%	37	✓	✓	✓	✓
1.4-3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ^{14,18}	≥80%	37	✓	✓	✓	✓
Defence Service Homes Insurance							
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 ¹⁵	≥90%	37	✓	✓	✓	✓

Program 1.5: 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:

- Provide eligible children of veterans and families with financial assistance and support to access education and skills development.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
1.5-1	Timeliness: The percentage of claims processed within 28 days ¹	≥50% ²	38	✓	✓	✓	✓
1.5-2	Quality: Correctness rate of processed claims ⁴	≥95%	38	✓	✓	✓	✓

Program 1.6: Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation

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:

- Provide income and financial support and compensation payments to eligible veterans and families.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
1.6-1	Timeliness: The percentage of DRCA liability claims processed (determined) within 100 days ¹	≥50% ²	39-40	✓	✓	✓	✓
1.6-2	Timeliness: The percentage of DRCA permanent impairment claims processed (determined) within 100 days ¹	≥50% ²	39-40	✓	✓	✓	✓
1.6-3	Timeliness: The percentage of DRCA incapacity claims processed (determined) within 50 days ¹	≥50% ²	39-40	✓	✓	✓	✓
1.6-4	Quality: Correctness rate of processed DRCA liability claims ⁴	≥95%	39-40	✓	✓	✓	✓
1.6-5	Quality: Correctness rate of processed DRCA permanent impairment claims ⁴	≥95%	39-40	✓	✓	✓	✓
1.6-6	Quality: Correctness rate of processed DRCA incapacity claims ⁴	≥95%	39-40	✓	✓	✓	✓
1.6-7	Timeliness: The percentage of MRCA liability claims processed (determined) within 90 days ^{1,4}	≥50% ²	39-40	✓	✓	✓	✓
1.6-8	Timeliness: The percentage of MRCA permanent impairment claims processed (determined) within 90 days ^{1,4}	≥50% ²	39-40	✓	✓	✓	✓
1.6-9	Timeliness: The percentage of MRCA incapacity claims processed (determined) within 50 days ¹	≥50% ²	39-40	✓	✓	✓	✓
1.6-10	Quality: Correctness rate of processed MRCA liability claims ⁴	≥95%	39-40	✓	✓	✓	✓
1.6-11	Quality: Correctness rate of processed MRCA permanent impairment claims ⁴	≥95%	39-40	✓	✓	✓	✓
1.6-12	Quality: Correctness rate of processed MRCA incapacity claims ⁴	≥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 ^{16,18}	≥80%	39-40	✓	✓	✓	✓

Our performance measures – Outcome 2

Outcome 2: Maintain and enhance the physical and mental 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.

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 2.1: 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.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
2.1-1	Quality of service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services ^{5,6}	<1%	49	✓	✓	✓	✓

Program 2.2: 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.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
2.2-1	Quality of service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services ^{5,6}	<1%	50	✓	✓	✓	✓

Program 2.3: 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:

- 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	2023-24	2024-25	2025-26	2026-27
2.3-1	Quality of service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services ^{5,6}	<1%	51	✓	✓	✓	✓

Program 2.4: 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:

- Provide a range of care and support in the home to assist eligible veterans and families to remain independent for longer.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
2.4-1	Quality of service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services ^{5,6}	<1%	52	✓	✓	✓	✓

Program 2.5: 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.
- 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	2023-24	2024-25	2025-26	2026-27
Access to services							
2.5-1	Quality of Service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services ^{5,6}	<1%	53-54	✓	✓	✓	✓
Travel							
2.5-2	Timeliness: Target percentage of claims for reimbursement processed within 28 days ¹	≥95%	53-54	✓	✓	✓	✓
Open Arms – Veterans & Families Counselling Services							
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 ¹⁷	≥80%	53-54	✓	✓	✓	✓

Program 2.6: Military Rehabilitation and Compensation Acts – Health and Other Care Services

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:

- Provide veterans with access to medical management, psychosocial and vocational rehabilitation programs and support for employment.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
2.6-1	Timeliness: The percentage of rehabilitation assessments completed within 30 days of assessment referral ¹	≥75%	55	✓	✓	✓	✓
2.6-3	Client satisfaction: An annual survey of client satisfaction with the rehabilitation program ¹⁸	≥75%	55	✓	✓	✓	✓

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: 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 (CWGC).

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.
- To operate and maintain memorial sites in Thailand, Malaysia and France.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
3.1-1	Quality of Service: New official commemorations are completed within published timeframes ¹⁹	≥95%	59	✓	✓	✓	✓
3.1-2	Quality of Service: Maintain public access to memorial sites in Thailand, Malaysia and France	Unscheduled closures ≤5 days	59	✓	✓	✓	✓
3.1-3	Official commemorations are inspected to ensure they continue to meet the CWGC standard. ²⁰	≥95% inspected	-	✓	✓	✓	✓

Program 3.2: 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.

No	Performance criteria	Target	PBS page	2023-24	2024-25	2025-26	2026-27
3.2-1	Commemorative event quality: Commemorative events are conducted to commemorate veterans' service in a dignified, solemn and respectful manner ²¹	The number of discrete complaints is less than 1% of the estimated audience for any one event	60	✓	✓	✓	✓

Endnotes

¹ In this corporate plan we use timeliness measures to assess our efficiency. These timeliness measures can give an indication of efficiency over time.

² This target has changed from 'Percentage is the same or greater than previous year' to a numerical value to increase transparency. All processing timeliness targets for outcome 1 have been set at $\geq 50\%$ to enable the reader to easily understand and compare the department's performance in processing the different claim types.

³ A Change of Circumstance (CoC) includes personal changes (eg. phone number, relationship status, accommodation, financial circumstances, etc).

⁴ This performance measures has been amended to clarify its measuring correctness as processed by DVA.

⁵ Complaints are registered in the Client Feedback Management System when they are received by DVA.

⁶ This measure has changed from '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' for the 2023-24 PBS. To make this measure more understandable the target has also been changed from $>99\%$ to $<1\%$. DVA is measuring the proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services.

⁷ 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).

⁸ This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Service Pension, Veteran Payment, and Income Support Supplement.

⁹ This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Disability Compensation Payment claims, applications for increase, and assessments/reviews.

¹⁰ 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.

¹¹ This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: War widows claims.

¹² This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: Death claims.

¹³ This measure considers the following claim types under the *Veterans' Entitlements Act 1986*: War Widows Pension.

¹⁴ This measure considers the following claim types: Funeral Benefits.

¹⁵ Policyholder satisfaction is measured through a monthly survey sent to 100 randomly selected policyholders who have recently had a claim finalised.

¹⁶ This measure considers the following claim types: MRCA and DRCA Initial Liability, MRCA and DRCA Permanent Impairment, as well as MRCA and DRCA Incapacity.

¹⁷ 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.

¹⁸ Client satisfaction is measured through an annual 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 7 questions in the survey, which assess participants overall views of the program as well as the rehabilitation plan commencement, implementation and closure process.

¹⁹ 240 days for graves completions, 120 days for ashes placements completions and 90 days for bronze plaque in garden of remembrance completions).

²⁰ This performance measure has been added since the publication of DVAs 2023-24 Portfolio Budget Statements to provide a more fulsome picture of the Department's performance in delivering and maintaining commemorations. Official commemorations (graves, cremation markers, bronze plaques) in Australia are maintained in accordance with the CWGC standards for the particular commemoration type.

²¹ 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

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)
Introduction <ul style="list-style-type: none">• Statement of preparation• The reporting period for which the plan is prepared• The reporting periods covered by the plan	1
Purpose	3
Key activities	18-28
Operating context <ul style="list-style-type: none">• Environment• Capability• Risk oversight and management• Cooperation	7
Performance	15

