



Australian Government
Department of Veterans' Affairs

transforming
DVA

DVA Corporate Plan

2019–2023

Contents

Secretary's introduction	3
Annual facts about DVA for 2018–19	4
About us	5
Our vision	5
Our mission	5
Our purpose	5
Our portfolio	6
Our governance	6
Our legislation	6
Our priorities	7
Our wellbeing model	9
Our environment	10
Outcomes of external reviews and inquiries	10
Changing needs and expectations of veterans and their families	10
Partnerships with Defence and Australian Government departments	11
APS-wide influences	11
Overseas operations	11
Risk management	12
Implementing risk management at DVA	12
Enterprise risks	12
Organisational capability	13
Engagement with veterans and their families	13
Workforce strategy	13
Technology	14
Financial strategy	14
Performance	15
2019–23 performance criteria	15
Overview of DVA's purpose, outcomes, programs and activities	16
Activity 1: Enhance wellbeing	17
Activity 2: Respect and commemorate	24
Activity 3: Policy	25
Enabling services	26

Secretary's introduction



The 2019-23 Corporate Plan covers the four-year period between the 2019-20 and 2022-23 financial years and will ensure we achieve our strategic priorities, purpose and vision now and into the future.

As we enter the third year of the most significant reform in the history of the Department of Veterans' Affairs (DVA), we reflect on our journey so far and what we have achieved for veterans and their families.

As Secretary, I have made it clear that our priority is to transform DVA into a pro-active, agile agency who encourages and supports the wellness of veterans and their families throughout their lives.

During their service veterans aim to be as healthy and active as they can be in order to 'serve well'. Our aim is to be there to support them to 'live well' and 'age well' after their military career.

Veterans are our purpose and drive our commitment to change. However, the significant reviews, inquiries and studies on our Department's performance over recent years continue to renew our focus and commitment to change. The Department also finds reassurance through these reports, and feedback from our veterans, that we are on the right path with our transformation and that our program of reform will address the issues identified.

The changes we have made so far are providing real benefits for veterans and their families.

We are focused on building a future DVA that enables veterans to be able to connect with us when, where and how they want to. They will know what services and support are available, and we will have the information and data to predict what our veterans need.

I want our performance measured on how satisfied our clients are, not just on how 'quickly we've processed' them.

Veterans' mental health and wellbeing is, and will always remain, a key priority for the Department. I want all veterans and their families to know they are not alone and that DVA will continue to deliver and develop initiatives and programs to support them, and work with our partners and all Australians to increase awareness of the importance of mental health.

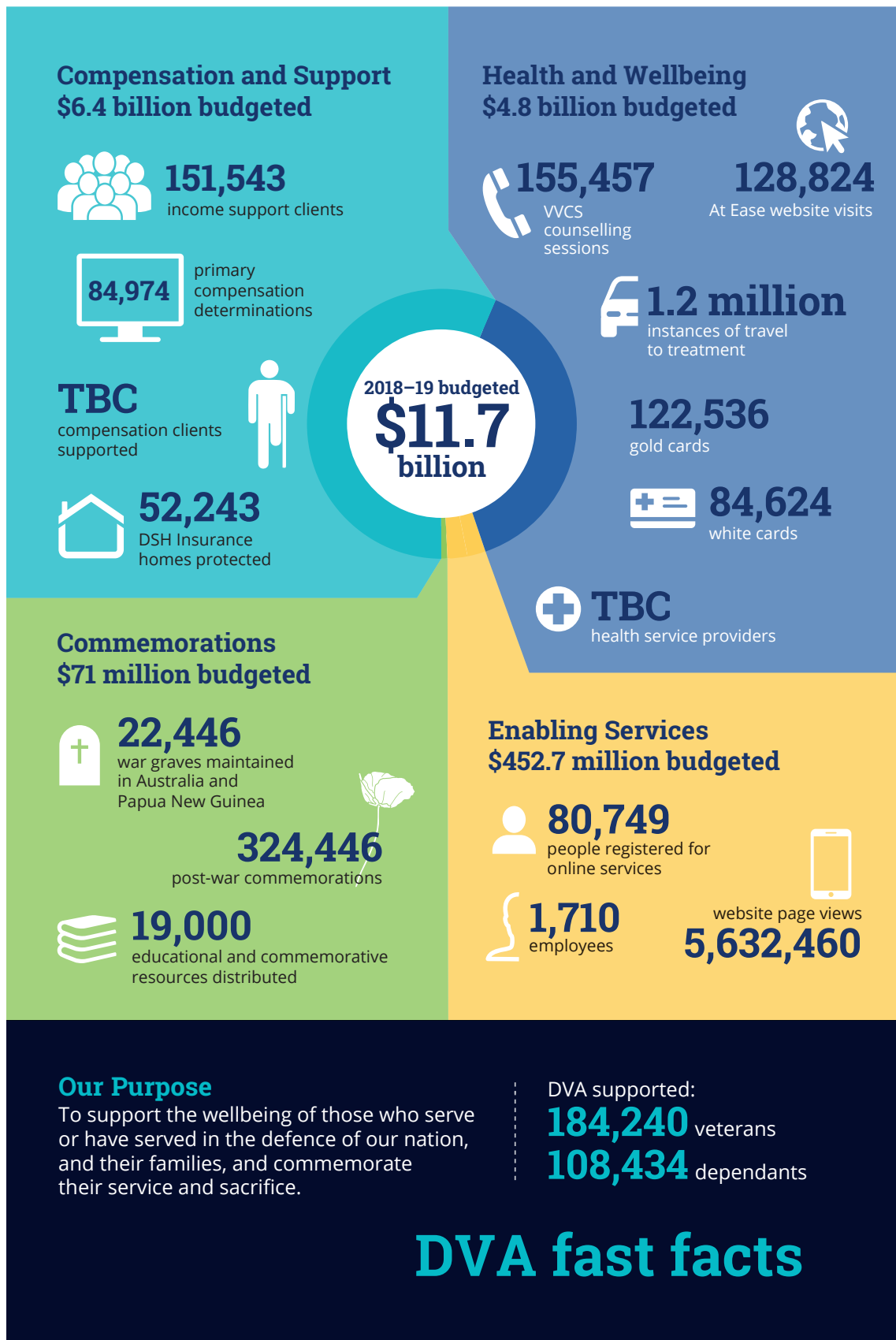
To achieve the best for veterans and their families, DVA will continue to build our understanding of the unique nature of military service, and the service and sacrifice veterans and their families have made for our country. We will endeavour to embed this understanding into the Australian culture through commemoration events and the recently introduced Australian Defence Veterans' Covenant.

This Corporate Plan is consistent with the requirements under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and will be reviewed throughout the year to take account of new information, emerging issues and progress made.

Liz Cosson AM, CSC

Secretary, Department of Veterans' Affairs

Annual facts about DVA for 2018–19



About us

Our vision

To provide world best practice benefits and services for our nation's veterans and their families – For what they have done, this we will do.

Our mission

Putting the health and wellbeing of veterans and their families first.

Our purpose

To support the wellbeing of those who serve or have served in the defence of our nation, and their families, and commemorate their service and sacrifice.

To achieve this purpose, DVA undertakes the following activities;

	<p>1. Enhance wellbeing:</p> <p>Partnering with organisations and individuals to help design, implement and deliver effective programs and benefits, which enhance the wellbeing of veterans and their families.</p>
	<p>2. Respect and commemorate:</p> <p>Respecting and commemorating veterans' service and sacrifice, and promoting an increased understanding of Australia's wartime history.</p>
	<p>3. Policy:</p> <p>Providing strategic and evidence-based policy advice to government.</p>

It is important to note that DVA's purpose has changed since the Portfolio Budget Statements were released. This is to align with our new Strategic Intent, which is focussed on wellbeing, commemoration and evidence-based policy.

In 2017, DVA began a significant program of transformation to overhaul how we do business and better meet the needs of veterans and their families. By transforming our business, culture, operating model, processes and systems, we are providing veterans and their families with better quality services and support that are easy to access when and where they need them.

Our portfolio

The Veterans' Affairs portfolio sits within the broader Defence portfolio and is responsible for providing a range of programs to enhance wellbeing of veterans and their families, respect and commemorate veterans' service, and provide policy advice to the Government.

The portfolio is administered by the Minister for Veterans and Defence Personnel and has the following key entities:

- Department of Veterans' Affairs
- Office of Australian War Graves
- Repatriation Commission
- Veterans' Children Education Board
- Military Rehabilitation and Compensation Commission
- Military Rehabilitation and Compensation Act Education and Training Board
- Australian War Memorial
- Open Arms – Veterans and Families Counselling Service
- Veterans' Review Board
- Defence Services Homes Insurance Scheme
- Repatriation Medical Authority
- Specialist Medical Review Council

Our governance

DVA's governance and management framework is based on the principles of performance assurance and accountability within a risk management framework. The framework supports the Secretary in implementing Government and departmental priorities and ensures that appropriate decisions are made, consistent with PGPA Act obligations.

We have a governance committee framework which supports decision-making within the department. The Executive Management Board is the primary governing body for the department; its membership incorporates the Secretary and the senior leadership team. Common membership across the Executive Management Board, the Repatriation Commission and the Military Rehabilitation and Compensation Commission ensures an ongoing relationship between the policy and operational facets of the department.

Our legislation

Most of the Department's work is related to the administration of the following Acts and their related instruments:

- *Anzac Day Act 1995*
- *Military Rehabilitation and Compensation Act 2004*, except to the extent administered by the Minister for Defence
- *Australian Participants in British Nuclear Tests and British Commonwealth Occupation Force (Treatment) Act 2006*
- *Safety, Rehabilitation and Compensation (Defence-related Claims) Act 1988*
- *Australian War Memorial Act 1980*
- *Treatment Benefits (Special Access) Act 2019*
- *Defence Service Homes Act 1918*
- *Veterans' Entitlements Act 1986*
- *Military Memorials of National Significance Act 2008*
- *War Graves Act 1980*

Our priorities

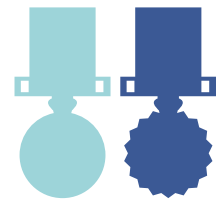
Enhance wellbeing

- We will continue to work with veterans and their families, partners, government, the community, and private sector to co-design and deliver services for the future.
- We will continue to work with Defence to better know veterans and their families from enlistment and throughout their transition from the Australian Defence Force (ADF), to ensure we can provide holistic support.
- We will continue the work of delivering Veteran Centric Reform – Putting veterans and their families first.
- We will make it easier and quicker to access income support, information, financial compensation, health treatment, rehabilitation services, and make claims.
- We will provide additional funding and new programs which support veterans finding employment.
- We will establish a national network of veteran wellbeing centres.
- We will expand provisions for de-facto partners after they separate from a veteran, continue provisional access to medical treatment, and provide health assessments and further treatment for veterans who are concerned about having taken the anti-malarial drugs mefloquine or tafenoquine.
- We will assist veterans as they navigate through the mental health system, including expanding Open Arms to assist veterans and their families to access services across the mental health sector.
- We will enhance volunteer capability to recognise people at risk and to provide early intervention and support through mental health training



Respect and commemorate

- We will strengthen the nation's respect and recognition of the veteran community through the Veterans Recognition Program.
- We will ensure the service and sacrifice of Australia's servicemen and women is commemorated and remembered by continuing to provide commemoration services, historical and educational resources and information, and other community-facing products, including the Saluting Their Service grants program, to honour those who have served.
- We will represent the Australian Government as a member of the Commonwealth War Graves Commission (CWGC) and undertake the care and maintenance of official commemorations in war cemeteries, war plots and Gardens of Remembrance in Australia, Papua New Guinea and the Solomon Islands.



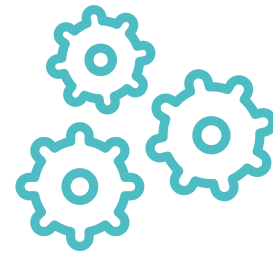
Policy

- We will ensure that Government has access to timely, evidence based advice so its policy responses for veterans and their families are effective and responsive to changing needs and expectations.
- We will maximise the use of our data and information holdings, through advanced analytics to ensure policy and program settings are up to date and well informed.
- We will listen to veterans and their families, external stakeholders and our staff across DVA, using our data to better inform the design of our policies and services.
- We will work with the Australian Government and state and territory governments, as well as research partners, to identify service gaps and emerging issues to inform improvements in policy and program development.
- We will respond to major external reviews, such as the Productivity Commission report; the Veterans' Advocacy and Support Services Scoping Study, the Transition and Wellbeing Research Programme; and the Joint Standing Committee on Foreign Affairs, Defence and Trade Inquiry into Transition.



Enabling services

- We will continue to transform, to build an efficient organisation that is proactive, agile and responsive to support the wellbeing and success of veterans and their families throughout their lives.
- We will update the DVA website and consolidate online services through myGov.
- We will embrace new technologies to improve the delivery of our telephony services.
- We will continue to digitise files to improve access to information about veterans.
- We will enhance the integrity with which DVA assesses income support payments by applying Single Touch Payroll data to veteran's records.
- We will plan for our workforce needs, and provide a professional and flexible workforce which has the capacity and capability to enable transformation across the department.
- We will equip our workforce with a robust understanding of the needs and experiences of veterans and their families.
- We will effectively manage relationships with shared service partners to ensure DVA is receiving high quality and value for money services.
- We will work with our ICT shared-service partner to implement a modern desktop environment for staff and to upgrade ICT infrastructure to address cyber security threats.
- We will progress the Enabling Services Improvement, a stream of DVA's third year of transformation.



Our wellbeing model

Veteran wellbeing is at the centre of everything we do. Our model, based on the Australian Institute of Health and Welfare approach, comprises seven domains: health, recognition and respect, income and finance, education and skills, social connection, housing, and employment.

While we acknowledge we are not primarily responsible for the delivery of services for all aspects of veterans' wellbeing, we do have a responsibility to represent their needs and collaborate with other agencies and organisations to ensure their particular needs are considered.

We work closely across the Australian Government; service providers; state and territory governments; and other organisations to ensure our veterans are serving, living and ageing well.



Our environment

At DVA, we strive to keep our veterans and their families first, and acknowledge the diversity of their needs and requirements. Our success depends on maintaining an open dialogue with veterans and their families, being empathetic, remaining flexible, open to change and to continuous improvement.

DVA seeks to positively influence these environmental factors through the development, design, implementation and evaluation of our policies and programs. We will do this through collaboration, referencing evidence and remaining flexible to change.

Since 2016, DVA has been transforming the way we interact with veterans and their families and provide services to them. This means putting the wellbeing of veterans and their families first and recognising the unique nature of military service.

Outcomes of external reviews and inquiries

In recent years, the department has been the subject of a series of reviews and inquiries into different business areas and service offerings. The most significant is the Productivity Commission into how the current compensation and rehabilitation system for veterans operates, how it should operate into the future, and whether it is 'fit for purpose'.

Other significant reviews include:

- *The Constant Battle: Suicide by Veterans* which highlighted concerns veterans and their families have with the framework for compensation and rehabilitation for veterans
- the Veterans' Advocacy and Support Services Scoping Study to investigate how veterans and their families are assisted to access entitlements and services, and ways to improve advocacy services
- inquiry into the use of the Quinoline anti-malarial drugs Mefloquine and Tafenoquine in the Australian Defence Force
- a performance audit by the Australian National Audit Office into the efficiency of veterans' service delivery by DVA
- Foreign Affairs, Defence and Trade Inquiry into Transition from the Australian Defence Force.

Additionally, the Government has established royal commissions which inquire into the work of the department; most notably the Royal Commission into Aged Care Quality and Safety, as well the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

These reports and inquiries underpin DVA's transformation, and they have offered key recommendations which provide the opportunity to renew the framework for DVA to meet the future needs of veterans and their families.

Changing needs and expectations of veterans and their families

The veteran community has changed significantly in the past two decades. This has been driven primarily by the duration and nature of recent military conflicts, and the continuing decrease in the number of older veterans. Following this trend, the health needs and expectations of this diverse group differ, particularly in relation to how they wish to interact with DVA.

Societal and technological changes in the last 20 years have altered the way veterans and their families expect to engage with the department. They want to use simple and accessible technology available across multiple traditional and emerging communication channels.

DVA's success is dependent on knowing our veterans and making it easier to access our benefits or services. Through engagement with veterans and their families, the Department has an opportunity to tailor its programs to better meet their needs.

Partnerships with Defence and Australian Government departments

DVA will to strengthen relationships with Defence, Services Australia (previously the Department of Human Services) and other government partners and stakeholders to work together to support current and former ADF members as they move out of service and into the next stage of their lives.

DVA also works with the departments of Health, Social Services and the Prime Minister and Cabinet (including the Digital Transformation Agency); Services Australia (previously the Department of Human Services); the Australian Government Actuary; the Commonwealth Superannuation Corporation and the Australian Institute of Health and Welfare. As a representative of the Commonwealth War Graves Commission, DVA also ensures that the service and sacrifice of Australia's servicemen and women are commemorated and remembered.

DVA's transformation process is supported by cross-government bodies, including the Veteran Centric Reform Interdepartmental Committee, which provides advice about the design and implementation of DVA's transformation, and the Transformation Program Board, which ensures its successful implementation.

APS-wide influences

A broader APS reform agenda is underway aimed at making agencies more productive, inclusive, diverse, and better able to meet the Government's needs and obligations to taxpayers. The independent Review of the APS and reforms such as the Digital Transformation Agenda, Shared and Common Services Programme, Public Management Reform Agenda, Welfare Payments Infrastructure Transformation and Streamlined Grants Administration have, and will continue to, influence DVA at the strategic, organisational and operational level.

Overseas operations

DVA's operations are broad reaching and include work in many countries, particularly in relation to the work of the Commemorations and War Graves Branch. In addition to managing significant international commemorations, the Branch also has responsibility for the ongoing management of a significant number of Australian national war memorials on behalf of the Australian Government. This work requires ongoing diplomacy and an understanding of how business is conducted in each country to ensure the efficient running of operations without impediment.

While pragmatism is the order of the day, there is an ongoing challenge for DVA to consider the risks of doing business in each country and ensuring that appropriate mitigation strategies are in place to maintain operations that reflect Australian Government standards. In this sense, continuing to have a good relationship with the Department of Foreign Affairs and Trade is a priority for the department.

Risk management

DVA promotes a positive, proactive risk culture that considers both threats and opportunities, and encapsulates all the required elements of the Commonwealth Risk Management Policy to assist in mitigating risk. The successful achievement of DVA's purpose requires the effective management of its key risks.

To facilitate a strong risk culture and behaviours across all levels of the department, DVA has created a Chief Risk Officer role at the Deputy Secretary level. Risk management oversight is also incorporated into departmental executive governance committees.

Implementing risk management at DVA

Risk identification, assessment and treatment are integral to DVA's strategic and business planning process. The DVA Risk Management Framework provides the necessary foundations and organisational arrangements for managing risk across the department. The framework sets out our policy and guides the identification, management and reporting of risks where they may impact our business at the strategic and operational level.

DVA acknowledges that it is not practical or wise to eliminate all risk and that the level of risk which is tolerable may vary depending on circumstances.

DVA's approach to managing risks is to pursue its objectives by making informed decisions and through the targeted use of resources. DVA is prepared to expend resources on activities with uncertain outcomes that are likely to improve its ability to meet the needs of the veteran community and do so lawfully, cost effectively and with consideration for other stakeholders.

Enterprise risks

DVA has identified eight enterprise risks that impact on the achievement of DVA's purpose. These risks will be reviewed regularly over the 2019–23 reporting period with consideration of organisational changes, emerging risks and the ongoing relevance of mitigations.

-
1. The ability of DVA to deliver programs which aim to improve the health and wellbeing of veterans and their families
 2. The ability to respond to and meet the requirements of Government
 3. The ability to make the right budget choices to facilitate appropriate response to change
 4. The ability of DVA to manage the initiation and completion of the appropriate reform activities
 5. The ability to deliver appropriate, successful, dignified and solemn commemorative activities
 6. The ability to identify, recruit, retain, develop and refresh a skilled workforce
 7. The ability of DVA to effectively engage and deliver claims processing, entitlements and services to clients
 8. The ability to capitalise on strategic partnering arrangements with other entities, including Commonwealth Government entities
-

Organisational capability

Our skills, expertise and partnerships come together to achieve our purpose. We devote resources and have the people, systems and plans in place to fulfil Australia's obligations to veterans and their families.

Engagement with veterans and their families

It is important that we understand the unique nature of military service and the experience of accessing and using DVA services.

We recognise the importance of understanding the circumstances, needs and service delivery preferences of veterans and their families, and placing them at the centre of everything the department does. The National Consultation Framework facilitates this by providing a formal consultative structure designed to facilitate effective communication between the veteran and ex-service community, the Repatriation and Military Rehabilitation and Compensation commissions, and DVA.

DVA's Client and User Engagement Protocol ensures that design and engagement activities will build on DVA's existing knowledge of the needs and experiences of veterans and their families, and explore new opportunities to transform service interactions into a more veteran-centric experience. Innovative approaches, products and solutions will be co-designed, prototyped and tested with current and former serving ADF members, staff and stakeholders to deliver improved services to the veteran community.

Workforce strategy

The Workforce Strategy is designed to ensure we are putting veterans and their families first by having a high performing, effective and efficient workforce. We will achieve this by investing in our people and our culture in five key areas:

Our people, our processes

- We are future focused, plan for workforce impacts and shifts, are change capable and change ready. We use evidence based decision making and measure our progress.

Building our future

- We have a long term approach to recruitment and support and transition our people throughout their careers. We are adaptable, resilient and embrace change and innovation.

High performing DVA

- We set and meet expectations, are respectful and value our people. We are positive and celebrate success, have shared and common goals, and have inspiring and brave leaders.

Inclusive, valued & innovative

- We are inclusive, value diversity of thought, embrace innovation and improvement. We support the health and wellbeing of our people and champion the APS Values.

Capable & empowered

- We demonstrate personal leadership and adapt and embrace change to meet the expectations of veterans and their families. We engage with continuous learning, engage with risk, and learn from our mistakes.

DVA's transformation will require our workforce to significantly change in both size and capability. DVA has a comprehensive workforce planning process to identify and address workforce risks and impacts in line with the future Business Operating Model. This process includes the development of both an enterprise-level Strategic Workforce Plan, and Division-level Operating Workforce Plans.

Technology

As Services Australia (previously the Department of Human Services DHS) is now the provider of ICT for DVA, the DHS Technology Plans, overlaid with the DHS/DVA ICT roadmap 2018–2022, will guide the delivery of technology solutions for DVA into the future.

The ICT Guiding Principles are:

Simple, user-focused systems

- We will focus on providing intuitive, easy to use veteran and family focused systems which make it easy for DVA to deliver its services, and convenient for veterans and their families to access them anytime, anywhere, on any device.
- We will focus on operating fewer, more modern systems.

Work collaboratively

- Collaborate with DVA business, other government agencies and the private sector to ensure ICT solutions benefit veterans and their families, providers and staff.
- We will make it easier for service providers to interact with the department using technology.
- We will continue to manage the Government's common and shared services program.

Make evidence based decisions

- Consult with DVA business and other relevant stakeholders to ensure future ICT improvements are based on evidence. Invest in areas that will provide the best user experience and DVA productivity returns.

Financial strategy

DVA's Financial Strategy sets out the financial direction for the Department. It outlines a strategy to assist the department in meeting its purpose identified in the DVA Corporate Plan 2019–2023.

This Financial Strategy looks at strategies and investment initiatives to maintain DVA's financial sustainability. This strategy will also assist in meeting the Government's commitment to maintain a separate and appropriately funded agency.

The department will use a number of key financial enablers to assist DVA to achieve its strategic outcomes which include:

- Financial strategies
- Financial considerations
- Budgeting process and guiding principles
- Financial governance.

Performance

2019–23 performance criteria

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

- is aligned to our outcomes, strategies, and priorities
- is aligned to the Portfolio Budget Statements (PBS)
- informs the workforce, ICT and financial strategies.

The Department's PBS for 2019–20 sets out DVA's three outcomes, their programs and the performance indicators used to monitor achievements against the deliverables. The performance indicators from the PBS have been included in the Plan and have been aligned to DVA's purpose and activities to demonstrate how success will be measured. Additional qualitative measures have been added in the plan to provide a holistic view of how success will be measured to achieve our purpose.

All the performance criteria in this plan will be reported in the Annual Performance Statements within the 2019–20 Annual Report. The measures will evolve over time to reflect any significant change in strategy, operating environment, activities or Government priorities to better represent DVA performance.

It is important to note that DVA has consolidated three purpose statements into one statement for 2019–20. This is to align with our new strategic Intent, which is focussed on wellbeing, commemoration and evidence-based policy.

Overview of DVA's purpose, outcomes, programs and activities

Purpose: To support the wellbeing of those who serve or have served in the defence of our nation, and their families, and commemorate their services and sacrifice.

Program	PBS Outcome
Activity 1: Enhance wellbeing	
1.1 Deliver veterans' income support and allowances	1
1.2 Deliver veterans' disability support	1
1.3 Deliver assistance to Defence widow/ers and dependants	1
1.4 Deliver assistance and other compensation for veterans and dependants	1
1.5 Deliver the Veterans' Children Education Scheme	1
1.6 Deliver income support and compensation under DRCA and MRCA	1
2.1 Provide access to general medical consultations and services	2
2.2 Provide access to veterans' hospital services	2
2.3 Provide access to veterans' pharmaceutical benefits	2
2.4 Provide access to veterans' community care and support	2
2.5 Provide veterans' counselling and other health services	2
2.6 Provide access to health, rehabilitation and other care services under DRCA and MRCA	2
A1.1 Partner with other Commonwealth agencies including Defence, Health and Services Australia (previously the Department of Human Services)	N/A
A1.2 Engage with stakeholders including ex-service organisations (ESOs) and Defence	N/A
Activity 2: Respect and commemorate	
3.1 Provide and maintain war graves	3
3.2 Deliver commemorative activities	3
Activity 3: Policy	
A3.1 Develop and provide strategic base policy advice	N/A
A3.2: Undertake a program of strategic research	N/A
Enabling services	
E4.1 Provide a professional, engaged and flexible workforce	N/A
E4.2 Deliver sound financial management	N/A
E4.3 Provide reliable, responsive, acceptable, and cost-effective digital services	N/A

Activity 1: Enhance wellbeing

Partnering with organisations and individuals to help design, implement and deliver effective programs and benefits which enhance the wellbeing of veterans and their families.

Program 1.1: Deliver veterans' income support and allowances

Income support provides a regular means-tested payment for eligible veterans and their dependants with limited means. While the veteran population is reducing in size, the activities undertaken within Program 1.1 are becoming more complex due to the increasing sophistication of clients' personal financial arrangements and circumstances, which are reviewed regularly.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
1.1.1.1	Timeliness: The percentage of new claims processed within 30 days ¹	Percentage increase over previous year	p.36	✓	✓	✓	✓
1.1.1.2	Timeliness: The percentage of pensioner-initiated reviews (PIRs) processed within 10 days ¹	Percentage increase over previous year	P.36	✓	✓	✓	✓
1.1.2	Quality: Correctness rate	New Claims: >95% PIRs: >95%	p.36	✓	✓	✓	✓
1.1.3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ²	80%	p.36	✓	✓	✓	✓

¹ These performance criteria are in line with recommendations from the Australian National Audit Office's 2018 report, *Efficiency of Veterans Service Delivery by the Department of Veterans' Affairs* (report number 52/2017-18).

² New measure for 2019-23. The new measure is established to assess the client experience in attempting to access their legal entitlements.

Program 1.2: Deliver Veterans' disability support

Provides compensation in the form of disability pensions and ancillary benefits to clients for the tangible effects of war or defence service.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
1.2.1	Timeliness: The percentage of claims processed within 100 days ¹	Percentage increase over previous year	p.37	✓	✓	✓	✓
1.2.2	Quality: Correctness rate	>95%	p.37	✓	✓	✓	✓
1.2.3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ²	80%	p.37	✓	✓	✓	✓

¹ These performance criteria are in line with recommendations from the Australian National Audit Office's 2018 report, *Efficiency of Veterans Service Delivery by the Department of Veterans' Affairs* (report number 52/2017-18).

² New measure for 2019-23. The new measure is established to assess the client experience in attempting to access their legal entitlements.

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

The war widow/ers pension is part of a compensation package made in recognition of the special circumstances 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.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
1.3.1	Timeliness: The percentage of claims processed within 30 days ¹	Percentage increase over previous year	p.38	✓	✓	✓	✓
1.3.2	Quality: Correctness rate	>95%	p.38	✓	✓	✓	✓
1.3.3	Client Satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ²	80%	p.38	✓	✓	✓	✓

¹ These performance criteria are in line with recommendations from the Australian National Audit Office's 2018 report, *Efficiency of Veterans Service Delivery by the Department of Veterans' Affairs* (report number 52/2017-18).

² New measure for 2019-23. The new measure is established to assess the client experience in attempting to access their legal entitlements.

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

Delivers other allowances and assistance to clients under the Veterans' Entitlements Act 1986 (VEA) and related legislation including home support loans, 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 (BEST) grants and the Training and Information Program (TIP).

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
Funeral Benefits							
1.4.1.1	Timeliness: The percentage of claims processed within 10 days ¹	Percentage increase over previous year	p.39	✓	✓	✓	✓
1.4.1.2	Quality: Correctness rate	>95%	p.39	✓	✓	✓	✓
1.4.1.3	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ²	80%	p.39	✓	✓	✓	✓
Defence Home Loans							
1.4.2.1	Timeliness: The number of days within which 50% of claims will be finalised (days)	18	p.39	✓	✓	✓	✓
1.4.2.2	Quality: Correctness rate	>95%	p.39	✓	✓	✓	✓

¹ These performance criteria are in line with recommendations from the Australian National Audit Office's 2018 report, *Efficiency of Veterans Service Delivery by the Department of Veterans' Affairs* (report number 52/2017-18).

² New measure for 2019-23. The new measure is established to assess the client experience in attempting to access their legal entitlements.

Program 1.5: Deliver Veterans' Children's Education Scheme

Under the Veterans' Children Education Scheme and the Military Rehabilitation and Compensation Act Education and Training Scheme (MRCAETS), 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.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
1.5.1	Timeliness: The percentage of claims processed within 28 days ¹	Percentage increase over previous Year	p.40	✓	✓	✓	✓
1.5.2	Quality: Correctness rate	>95%	p.40	✓	✓	✓	✓
1.5.3	Client satisfaction: Percentage of responses to the annual Education Schemes Satisfaction Survey indicating that clients thought the support provided helped the student reach their academic potential	>75%	p.40	✓	✓	✓	✓
1.5.4	Quality (Achieving the Schemes' Outcomes): Percentage of the Education Schemes' clients progressing through each level of their education or career training	>85%	p.40	✓	✓	✓	✓

¹ These performance criteria are in line with recommendations from the Australian National Audit Office's 2018 report, *Efficiency of Veterans Service Delivery by the Department of Veterans' Affairs* (report number 52/2017-18).

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

Provides compensation to clients under the *Safety, Rehabilitation Compensation (Defence-related Claims) Act 1988* (DRCA), the *Military Rehabilitation and Compensation Act 2004* (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.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
1.6.1.1	Timeliness: The percentage of DRCA liability claims processed (determined) within 100 days ¹	Percentage increase over previous year	p.41	✓	✓	✓	✓
1.6.1.2	Timeliness: The percentage of DRCA permanent impairment (PI) claims processed (determined) within 100 days ¹	Percentage increase over previous year	p.41	✓	✓	✓	✓
1.6.1.3	Timeliness: The percentage of DRCA incapacity claims processed (determined) within 50 days ^{1,2}	Percentage increase over previous year	p.41	✓	✓	✓	✓
1.6.2	Quality: Correctness rate of DRCA claims	Liability: >95% PI: >95% Incapacity: >95%	p.41	✓	✓	✓	✓
1.6.3.1	Timeliness: The percentage of MRCA liability claims processed (determined) within 100 days ¹	Percentage increase over previous year	p.41	✓	✓	✓	✓

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
1.6.3.2	Timeliness: The percentage of MRCA permanent impairment claims processed (determined) within 100 days ¹	Percentage increase over previous year	p.41	✓	✓	✓	✓
1.6.3.3	Timeliness: The percentage of MRCA incapacity claims processed (determined) within 50 days ^{1,2}	Percentage increase over previous year	p.41	✓	✓	✓	✓
1.6.4	Quality: Correctness rate of MRCA claims	Liability: >95% PI: >95% Incapacity: >95%	p.41	✓	✓	✓	✓
1.6.5	Client satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements ³	80%	p.41	✓	✓	✓	✓

¹ These performance criteria are in line with recommendations from the Australian National Audit Office's 2018 report, *Efficiency of Veterans Service Delivery by the Department of Veterans' Affairs* (report number 52/2017-18).

² Target days for these performance criteria have been changed from 100 days in the 2019-20 PBS to 50 days in the corporate plan.

³ New measure for 2019-23. The new measure is established to assess the client experience in attempting to access their legal entitlements.

Program 2.1 Provide access to general medical consultations and services

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

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
Access to Services							
2.1.1	Ensure arrangements are in place for the access to and delivery of quality general and specialist medical and dental services for DVA Health Card holders. <ul style="list-style-type: none"> Number of clients accessing services versus the number who have registered a complaint in relation to un-met access and/or quality. 	>99%	p.50	✓	✓	✓	✓
2.1.2	Maintain a schedule of general and specialist medical and dental services for DVA Health Card holders that reflects trends in the delivery of health care services. <ul style="list-style-type: none"> Percentage of total medical and dental services that are assessed through the DVA fee schedule. 	>97%	p.50	✓	✓	✓	✓

Program 2.2: Provide access to veterans' hospital services

Provide access to inpatient and outpatient hospital services for DVA clients 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.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
Access to Services							
2.2.1	Ensure arrangements are in place for the access to and delivery of quality private and public hospital services for DVA Health Card holders. <ul style="list-style-type: none"> Number of clients accessing services versus the number who have registered a complaint in relation to un-met access and/or quality. 	>99%	p.51	✓	✓	✓	✓

Program 2.3: Provide access to veterans' pharmaceutical benefits

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

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
Access to Services							
2.3.1	Ensure arrangements are in place for the access to and delivery of quality pharmaceutical services for DVA Health Card holders. <ul style="list-style-type: none"> Number of clients accessing services versus the number who have registered a complaint in relation to un-met access and/or quality. 	>99%	p.52	✓	✓	✓	✓

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

Manages community support and residential 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. Program 2.4 also provides subsidies and supplements for DVA clients living in residential care facilities.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
Access to Services							
2.4.1	Ensure arrangements are in place for the access to and delivery of quality community care services for DVA Health Card holders. <ul style="list-style-type: none"> Number of clients accessing services versus the number who have registered a complaint in relation to un- met access and/or quality. 	>99%	p.53	✓	✓	✓	✓

Program 2.5: Provide veterans' counselling and other health services

Provides a wide range of mental and allied health care services, including counselling and referral services for clients. The program also supports DVA clients with funding for aids and appliances, and travel for treatment.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
Access to Services							
2.5.1	Ensure arrangements are in place for the access and delivery of quality mental and allied health services for DVA Health Card holders. <ul style="list-style-type: none"> Number of clients accessing services versus the number who have registered a complaint in relation to un-met access and/or quality. 	>99%	p.54	✓	✓	✓	✓
2.5.2	Maintain a schedule of allied services for DVA Health Card holders that reflects trends in the delivery of health care services. <ul style="list-style-type: none"> Percentage of total allied services that are accessed through the DVA fee schedule. 	>97%	p.55	✓	✓	✓	✓
Travel							
2.5.3	Target percentage of claims for reimbursement processed within the Service Charter timeframe (28 days)	100%	p.55	✓	✓	✓	✓
2.5.4	Degree of complaints about arranged travel relative to the quantity of bookings	<0.05%	p.55	✓	✓	✓	✓
Open Arms							
2.5.5	Percentage of clients in receipt of an episode of care, who access an Open Arms clinician (centre based or outreach) within two weeks of intake and assessment occurring	>65%	p.55	✓	✓	✓	✓
2.5.6	Client satisfaction	>80%	p.55	✓	✓	✓	✓
2.7.1	Accreditation as a Mental Health Service is maintained	Evidence of current MHA ⁴	p.55	✓	✓	✓	✓
2.5.9	Open Arms Client Assist Contact Centre responsiveness capability	80% ⁵	N/A	✓	✓	✓	✓
2.5.10	Consultation and Community Engagement is maintained annually	Achieved	N/A	✓	✓	✓	✓
Veterans' Vocational Rehabilitation Service							
2.5.7	Clients with successful return to work	>50%	p.55	✓	✓	✓	✓

⁴ MHA – Mental Health Accreditation

⁵ Percentage of calls received by the Open Arms Client Assist Contact Centre to be answered in less than 180 seconds

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

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

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
2.6.1	Timeliness: The percentage of rehabilitation assessments that were made within 30 days of referral for assessment	75%	p.56	✓	✓	✓	✓
2.6.2	Quality: Percentage of clients where rehabilitation goals were met or exceeded	75%	p.56	✓	✓	✓	✓
2.6.3	Client satisfaction: An annual survey of client satisfaction with the rehabilitation program	75%	p.56	✓	✓	✓	✓

A1.1: Partner with other Commonwealth agencies including Defence, Health and Services Australia (previously the Department of Human Services)

DVA's partnerships with other Commonwealth agencies are essential to provide the best possible services to clients. DVA is working with Defence to improve whole-of-life client activities and Services Australia (previously the Department of Human Services) to leverage whole-of-government ICT capabilities.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
A1.1	Governance arrangements are established and reviewed in accordance with respective agency agreements	Achieved	N/A	✓	✓	✓	✓

A1.2: Engage with stakeholders including ex-service organisations (ESOs) and Defence

DVA consults with the ex-service and Defence communities on a range of matters such as policy and program development, community activities and emerging issues. This also includes informing and educating clients, providers, ESOs and other stakeholders as well as seeking and acting on their feedback. Consultation with the ex-service community is primarily achieved through the National Consultation Framework (NCF) – a group of forums that bring together key stakeholders including ex-service organisations and other government agencies.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
A1.2	Consultative fora are established with ESOs and Defence communities and reviewed in accordance with the NCF	Achieved	N/A	✓	✓	✓	✓

Activity 2: Respect and commemorate

Respecting and commemorating veterans' service and sacrifice, and promoting an increased understanding of Australia's wartime history.

Program 3.1: Provide and maintain war graves

Acknowledges and commemorates the service and sacrifice of the men and women who served Australia and its allies in wars, conflicts and peace operations by providing and maintaining official commemorations, maintaining existing national memorials overseas and constructing new overseas memorials as determined by Government.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
3.1.1	The condition of graves that are the primary place of official commemoration and sites of collective official commemoration that are maintained by OAWG meets CWGC standards	Complaints received relate to 10 or less graves or sites of collective commemoration	p.60	✓	✓	✓	✓

Program 3.2: Deliver commemorative activities

Acknowledge and commemorate the service and sacrifice of the men and women who served Australia and its allies in wars, conflicts and peace operations, through solemn and dignified commemorative services.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
3.2.1	Events are delivered safely, on schedule and within budget	The number of safety incidents reported is less than 1% of those attendance. 100% of events are delivered on time and with less than a 5% variation in actual expenditure compared to budget.	p.61	✓	✓	✓	✓
3.2.2	Government is satisfied with quality	The Minister for Veterans' Affairs confirms the Government's satisfaction with the quality of each event.	p.61	✓	✓	✓	✓

Activity 3: Policy

Providing strategic and evidence-based policy advice to government.

A3.1: Develop and provide strategic base policy advice

DVA coordinates and manages the development of a strategic intent and policy framework that aims to articulate DVA current and future policy priorities, set out an approach to consistent and coherent policy development, and provide a clear connection to DVA's Corporate Plan.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
A3.1.1	DVA publishes a Strategic Intent articulating how it will support the wellbeing of veterans and their families.	Achieved	N/A	✓	✓	✓	✓
A3.1.2	DVA provides evidence-based policy advice based on a well-defined approach that supports the Strategic Intent	50% 2019-20 ^{1 2} 75% 2020-21 ^{1 2} 95% 2021-22 ² 95% 2022-23 ²	N/A	✓	✓	✓	✓
A3.1.3	Assessment by the Minister's office that policy advice received is grounded either in contemporary evidence and/or, emerging research and/or, cognisant of community expectations, and aligned to the Strategic Intent	Medium-High 2019-20 Medium-High 2020-21 Medium-High 2021-22 High 2022-23	N/A	✓	✓	✓	✓

¹ First two years targets remain at lower while DVA embed this new process and approach

² Percentage of policy advice that is grounded either in contemporary evidence and/or, emerging research and/or, cognisant of community expectations, and aligned to the Strategic Intent

A3.2: Undertake a program of strategic research

DVA coordinates and manages the development of research, through the Strategic Research Framework (SRF). The SRF provides best practice research about the health and wellbeing needs of Australia's veteran community and ways to improve DVA's services and care. DVA continually monitors and assesses the approach to research to improve the availability and quality of evidence.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
A3.2	Alignment of research activities with the Strategic Research Framework (SRF) principles and priorities	Achieved	N/A	✓	✓	✓	✓

Enabling services

Facilitate the delivery of services to business lines through innovative, seamless, efficient and effective use of resources to support organisational capability.

E4.1: Provide a professional, engaged and flexible workforce

DVA's workforce strategy describes DVA's planned approach to shaping and developing our workforce to access the capabilities we will need to achieve our vision. By developing our staff we will increase our capability and capacity to achieve our purpose. Our fully trained, motivated and high performing staff will then be able to deliver a high standard of support to all clients.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
4.1.1	APS workforce is affordable and within budget	Achieved	N/A	✓	✓	✓	✓
4.1.2	Workforce Strategy is in place and reviewed regularly to meet operational requirements ¹	Achieved	N/A	✓		✓	
4.1.3	Workforce is engaged and actively participates with attendance rates consistent with like APS agencies	Achieved	N/A	✓	✓	✓	✓
4.1.4	Workforce actively participates in Performance Agreements under the Performance Feedback Scheme	>90%	N/A	✓	✓	✓	✓

¹ The Workforce Strategy is scheduled to be reviewed as a minimum every 18 months.

E4.2: Deliver sound financial management

Sound financial management, governance and control practices will enable DVA to achieve financial sustainability and assist in meeting service delivery requirements and the Government's commitment.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
4.2.1	The Financial Strategy is in place and it is reviewed and updated regularly	Achieved	N/A	✓	✓	✓	✓
4.2.2	Unqualified financial statements	Achieved	N/A	✓	✓	✓	✓
4.2.3	Continue to monitor the financial performance of the department to ensure sustainability	Achieved	N/A	✓	✓	✓	✓

E4.3: Provide reliable, responsive, accessible and cost effective digital services

Digital services are a key enabler for DVA business, both for client access and the provision of service. DVA is working to transform our legacy systems to improve clients' interactive experience and the timeliness of claims processing and delivery of services to clients.

No.	Performance criteria	Target	PBS Page	2019-20	2020-21	2021-22	2022-23
4.3.1	Percentage of claims lodged through DVA's digital channel MyService	60% 2019-20 70% 2020-21 75% 2021-22 78% 2022-23	N/A	✓	✓	✓	✓
4.3.2	Client satisfaction with MyService	82% 2019-20 84% 2020-21 86% 2021-22 88% 2022-23	N/A	✓	✓	✓	✓
4.3.3	ICT platform availability	>98%	N/A	✓	✓	✓	✓