



Australian Government
Department of Veterans' Affairs

DVA TOWARDS 2020

2016 Update

MINISTER'S FOREWORD

In recognition of their unique service, Australia's veterans have earned a special place in our community and I am privileged to have been appointed Minister for Veterans' Affairs and Minister Assisting the Prime Minister for the Centenary of ANZAC.

DVA has a long and proud history of supporting the veteran community. *DVA Towards 2020* is a blueprint for the future of the Department – to ensure it is well equipped to meet the needs of veterans and their families. This Plan builds on the success of its predecessor, and continues the Government's long term commitment to DVA.



The Government remains committed to improving the support and services provided to Australia's veteran community – from the widows of First World War veterans through to current serving Australian Defence Force personnel and their families.

Accordingly, I have outlined six priorities for DVA. The first three will transform DVA culturally, technically and operationally. The remaining three will improve the support available to the veteran community. The six priorities seek to:

- transform DVA from a claims-centric organisation to a client-focused one
- upgrade and integrate IT systems
- reduce the time taken to process claims
- improve the transition processes for personnel leaving military service
- increase our emphasis on vocational rehabilitation options to assist those who are able to return to the workforce; and
- expand our understanding of mental health through continued research to ensure ex-serving members and their families are effectively linked with quality mental health support.

2016 will provide many challenges and opportunities for the Department, as it progresses this large body of work. This is in addition to a range of whole-of-government reforms already underway to transform the public sector, to make it more agile and able to deliver more tailored and streamlined services.

The Government is also continuing to commemorate our military history for the remaining Centenary of Anzac period – including the 100th anniversaries of conflicts on the Western Front in France and Belgium through to the 100th anniversary of Armistice Day on 11 November 2018.

As a former Australian Defence Force member with peacekeeping service, it is humbling to be charged with caring for our veteran community. It is an honour to be a steward of our nation's war time history and to ensure those who served our country are given the support and recognition they deserve. I look forward to working with the Secretary, his senior leadership group, and all of DVA's staff to deliver the important strategies outlined in this blueprint.

A handwritten signature in black ink that reads "Stuart Robert". The signature is written in a cursive, flowing style.

The Hon Stuart Robert MP
Minister for Veterans' Affairs
Minister for Human Services
Minister Assisting the Prime Minister for the Centenary of ANZAC

SECRETARY'S MESSAGE

DVA's strategic plan – *DVA Towards 2020* – is now in its third year and I have re-issued the Plan to bring it up to date with our current environment. You will notice that DVA's business priorities for the year ahead are now available in a new look Corporate Plan, and as a result are no longer in this Plan. *DVA Towards 2020* remains at the centre of our high level strategic direction for the Department, as a statement of our commitment to our core Mission, Vision and Values.

2015 was a busy and successful year for the Department – we have worked hard to deliver positive outcomes for veterans, their families and the broader veteran community. Of particular note, we delivered 100th anniversary commemorations at Gallipoli and millions more Australians gathered elsewhere overseas and in Australian services across the country.

2015 also saw significant successes in improvements for our clients including:

- progress on the Rehabilitation Review Project. Other business improvements have resulted in a reduction in the average time taken to process compensation claims
- a successful trial of the Veterans' Employment Assistance Initiative, helping veterans get back into the workplace
- continued implementation of the Veteran Mental Health Strategy 2013–2023
- completion of important research into the health and wellbeing of veterans and their families including the Vietnam Veterans' Family Study, the Peacekeepers' Health Study and the Australian Gulf War Veterans' Follow up Health Study; and
- continuing to identify opportunities to remove red tape.

At the same time as progressing these important initiatives, we are responding to whole-of-government reforms aimed at making the public service more efficient and effective. These reforms are transforming the way we operate, both from an operational and technological perspective and we will continue to identify opportunities to work more closely with other agencies, and share common functions and services.



In this regard, in 2016 we will continue to expand the electronic data exchange between DVA and Defence, allowing for the automatic validation of service history data. Defence and DVA will also work together to develop plans for pre-population of Defence information into new claims, further improving the user experience. Similarly DVA and DHS are expanding our already close relationship to further leverage DHS' ICT capabilities to benefit DVA staff and clients.

With these important initiatives, I am confident that 2016 will ensure we are a more client-focused, responsive and connected agency that is better equipped to service veterans and their families now and into the future.

A handwritten signature in black ink that reads "Simon Lewis". The signature is fluid and cursive, with a large initial 'S'.

Simon Lewis PSM
2016

OVERVIEW OF *DVA TOWARDS 2020*

DVA Towards 2020 addresses the higher level strategic direction for the Department, as this is the basis for our policies, programs and decision making to ensure that the best outcomes are achieved for our wide range of clients, particularly with the move to being a more client-focused organisation. These clients include veterans and those who support them, as well as government and non-government agencies, and members of the broader Australian community.

The main component of the plan is the Key Strategies matrix. This centres on the use of three key strategies – client-focused, responsive and connected – to describe the type of services we provide, and behaviours we need to embed across all areas of our business. These strategies should span across our work with clients, in developing and maintaining our culture and in shaping our organisation, and in doing so will help DVA to achieve our vision.

Strategic statements have been placed within the matrix to provide more guidance about where DVA will be moving towards 2020. Although these have been placed in particular areas of the matrix, it is acknowledged that some would be equally valid placed in other areas of the matrix. The flexibility inherent in these statements allows all business areas in DVA to identify with them, and use them to inform business planning and individual development planning.

DVA Towards 2020 is the lead document in DVA's Planning Framework. Details of other business activities can be found in the supporting documents described in the Planning Framework section. Documents such as the Corporate Plan, Divisional Business Plans and Individual Development Plans will flow from *DVA Towards 2020*. A timeline for the update of the Department's high level planning documents and other key planning activities is included in the plan.

DVA Towards 2020 will continue to drive business planning and improvements to DVA's service delivery into the future. The Plan will continue to be updated to reflect changes in DVA's environment and to present a high level view of our achievements.

WHO WE ARE

Mission

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

Vision

We will be a responsive and flexible organisation, efficiently delivering high quality, connected services to all generations of veterans and the wider veteran community.

Values

DVA upholds the Australian Public Service values:
'Impartial, Committed to Service, Accountable, Respectful, Ethical' (ICARE)

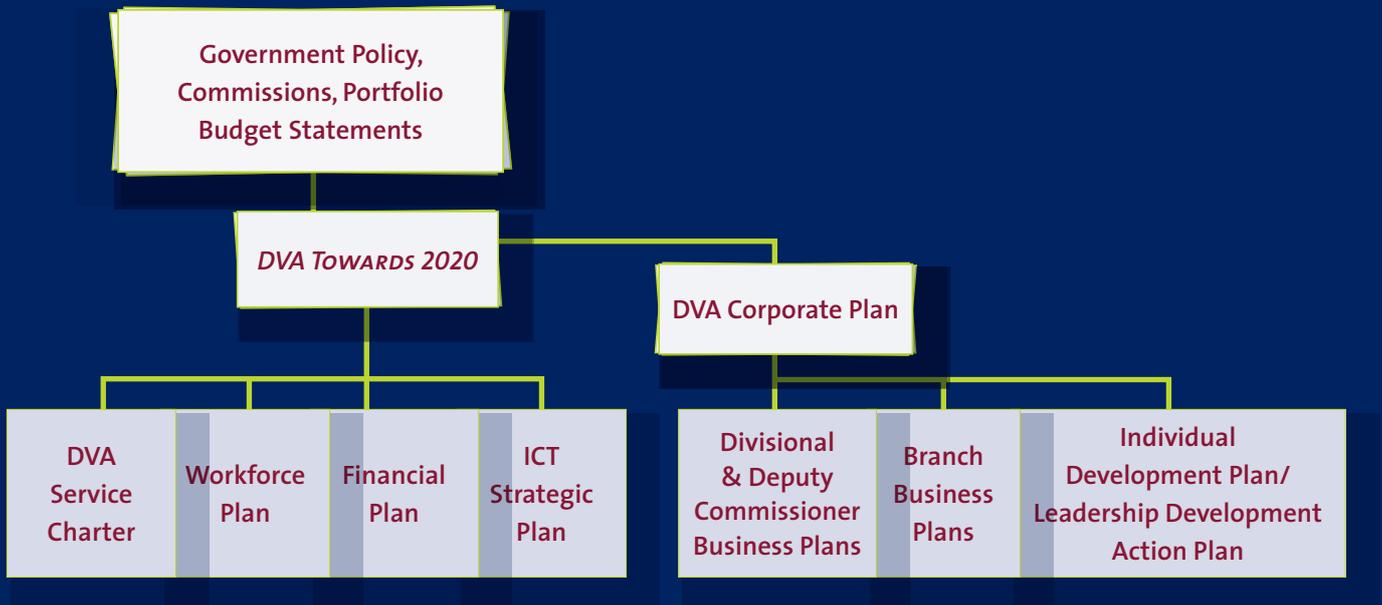
KEY STRATEGIES

	 Client-Focused	 Responsive	 Connected
Client	<p>We will think of the whole person and their family when considering client needs.</p> <p>We will better deliver compensation and rehabilitation support with a strong focus on the accuracy and timeliness of claims processing.</p> <p>We will sensitively acknowledge service and sacrifice through the delivery and support of commemorative programs.</p>	<p>We will listen to feedback and act on it to implement the services clients need.</p> <p>We will tailor and customise service delivery to respond to emerging needs.</p>	<p>We will work with Defence, Ex-Service Organisations, providers and other stakeholders to achieve the best health and wellbeing outcomes for clients.</p> <p>We will work with clients and stakeholders to co-design cohesive client-centric services.</p>
Culture	<p>We will communicate clearly and simply.</p> <p>We will base our policies and programs on understanding client needs and experiences through research and evidence.</p>	<p>We will be flexible in the way we manage our approach to service delivery.</p> <p>We will be quick to adapt to change.</p>	<p>We will design effective policies and programs, and ensure they are linked across business areas.</p> <p>We will work across boundaries to ensure seamless, connected service delivery.</p>
Organisation	<p>We will be a rewarding place to work with empathetic, capable and conscientious staff who put clients first.</p> <p>We will support staff with efficient IT systems so they serve clients better.</p> <p>We will support staff to deliver client-centric services by providing opportunities for ongoing learning and development.</p>	<p>We will think of fresh ways of doing business and managing our money.</p> <p>We will be more responsive by simplifying policies, processes and systems.</p>	<p>We will provide access to online services, and support clients in using them.</p> <p>We will take advantage of whole of government initiatives and leverage the expertise of others to design and deliver services.</p>

We will know we are succeeding when:

-  We are known for putting our clients first and delivering the services they need.
-  Clients have received their full entitlement, in a timely manner.
-  Clients have the support and access to health services they need to optimise their well being and self-sufficiency.
-  Rehabilitation has enabled clients to achieve their maximum capacity.
-  We deliver and support commemorative programs that appropriately recognise those who served.
-  We retain and recruit capable staff who are proud to work at DVA, are motivated, and have the right tools and development opportunities to support them to do their job well.

OUR PLANNING FRAMEWORK



PLANNING CYCLE



DVA Towards 2020 is the key planning document that sets out our future vision, directions and strategic approach.

This plan is set against the context of the budget process (including the PBS and Portfolio Additional Estimates Statements), which describes the allocation of resources from Government to DVA. The Annual Report advises on the activities and performance of the Department in relation to the PBS.

The plan is reinforced by supporting plans and strategies. Divisional, Branch, Deputy Commissioner and Section business plans should be formulated using *DVA Towards 2020*, and should articulate what work areas will do to contribute to the achievement of DVA's strategic directions and outcomes, and the way we will manage our people, resources and risks. Underlying all of these plans and strategies are performance agreements and individual development plans.