



**Australian Government**  
**Department of Veterans' Affairs**

transforming  
**DVA**

Veteran Centric Reform – Putting  
Veterans and their Families First  
Program Year 4

Finance and Public Administration Senate Committee  
Inquiry into the Australian Public Service



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**DVA**



**1. List all transformation and modernisation projects (including digital and data projects) currently being delivered by the agency.**

While the Department of Veterans’ Affairs (DVA) currently has no individual projects over \$10 million, the Veteran Centric Reform – Putting Veterans and their Families First (VCR-PVFF) Program consists of multiple projects as shown below.

DVA and Services Australia received funding in the 2019-20 Budget to continue the VCR-PVFF Program. It should be noted that Services Australia receives its allocation of funding from government directly to support the delivery of VCR-PVFF.

**Table 1 - DVA 2020-21 transformation and modernisation projects (including digital and data projects) projects as at 8 February 2021**

Program/Project	
Non-VCR Projects under \$10 million	Wellbeing and Support Program
	Provider Ecosystem - Strategic Provider Framework
	Provider Ecosystem - Raising Health Provider Awareness
	Client Management System Procurement
	Single Touch Payroll (Year 2)
	Debt Management and Recovery System Incapacity Debts
Projects of the VCR-PVFF Program collectively over \$10 million	Telephony
	Single View of Person
	Data & Insights
	Content Hub
	Robotic Process Automation
	Students & Income Support
	MyService
	Provider Ecosystem – Rehabilitation Aids & Appliances Program Improvement
	Provider Ecosystem – Service Commissioning
	Face to Face
	Defence Data Electronic Information Exchange
	Digitisation
Improved Treatment Pathways	

## 2. For each project with a total budget over \$10 million please include:

- a) A brief description of the project, including its stated objectives.
- b) The area (i.e. branch/division of the agency responsible for each element of the project).
- c) The KPIs or other performance measures used to determine the progress/success of the project
- d) Whether the project is intended for reuse in other programs or agencies. If yes, has this occurred?
- e) A list and copies of any major reports or reviews (including risk assessments and evaluations) undertaken for the project.
- f) If external providers have been engaged on the project or elements of the project, provide details of this engagement, including the reasons for it and the cost.

### 2a – Program Description and objectives

2020-21 is the fourth year of the VCR-PVFF Program. The Program is the most comprehensive transformational reform in the history of DVA. Envisaged as a six year program, the multi-year Program aims to transform DVA into a client focused, responsive and flexible organisation, efficiently delivering high quality, connected services to all generations of veterans and the veteran community. The Program is delivering:

- simpler, better, digitally enhanced experiences for clients when they interact with DVA;
- an easy and successful process of transitioning from the Australian Defence Force to civilian life;
- early intervention and preventive health care and supports, enabling veterans to live healthy and more productive lives;
- access to early treatment for physical and mental health issues to prevent these problems becoming more acute later in life; and
- an Information and Communications Technology (ICT) platform that mitigates risk and improves DVA's service delivery through partnering with Services Australia.

Through supporting staff with access to centralised and consolidated client information, access to digital records and enhanced functionality across all channels, DVA staff can focus on high value activity, including supporting veterans and their families.

To better manage our relationships with the provider community and support the health needs of veterans and their families, the Program is also enhancing DVA's service design and commissioning capabilities, market engagement, procurement and contract management functions.

The Program consists of individual work streams and projects each year that collectively contribute to achieving program outcomes. Projects/work streams for 2020-21 are outlined in Table 1.

### 2b - VCR Projects being delivered by area (branch/division)

Overarching responsibility for delivery of the program sits with a Senior Responsible Officer at the Senior Executive Service Band 3 level (currently Deputy Secretary, Veterans and Families Services Group). Responsibility for each project within the Program is assigned to relevant business areas led by Senior Executive Service Band 2 officers.

## 2c – Key Performance Indicators (KPI)/Performance Measures

*The KPIs or other performance measures used to determine the progress/success of the project.*

The five Program Benefits remain largely unchanged since 2017. DVA is currently reviewing these measures.

### Improved veteran and family experience

- ✓ Improved client satisfaction
- ✓ Faster access to information and support
- ✓ Services aligned to veteran needs and expectations

### Better health and wellbeing outcomes

- ✓ Improved physical and mental health and wellbeing
- ✓ Higher return to work rates

### Enhanced DVA operations

- ✓ Streamlined business processes
- ✓ Improved DVA reputation
- ✓ Reduced risk to service delivery
- ✓ Improved internal culture
- ✓ Improved capability

### Reduced administered expenditure and unfunded liability

- ✓ Reduction in the unfunded liability
- ✓ Lower demand or supply of goods and services
- ✓ Lower unit costs

### Reduced Departmental expenditure

- ✓ Reduced staff expenses, overheads and other operating costs
- ✓ Lower capital expenditure
- ✓ Revenue

## 2d - Reuse opportunities

- Services Australia is DVA's primary ICT provider through a shared services arrangement. This relationship is reflected in the VCR-PVFF program with Services Australia's ICT delivery role.
- As part of the partnership, DVA has reused a variety of technology already in use within Services Australia including the Process Direct System.
- Where DVA has requested specific technology solutions be developed, Services Australia consider if this can be re-used within their environment.
  - An example is the Single View of Person functionality developed to assist DVA staff view relevant veteran information from DVA multiple systems in one place.
  - The interface reduces the need for staff to move between multiple (often legacy) systems and screens and creates a more connected and streamlined experience for staff and veterans.
  - DVA continue to build out this functionality for its service delivery roles. Services Australia are considering re-using the core technology in their service delivery functions where their staff are required to swap between multiple systems or screens.

## 2e - Major Reports or Reviews

- The Australian National Audit Office recently completed a Performance Audit on the VCR-PVFF Program. The report is expected to be tabled in Parliament in 2021.
- VCR-PVFF has been subject to Gateway Reviews since the Program began in 2017-2018. Ratings received by the external review teams to date include:

Gateway Year	Rating
2017	Green -Amber
2018	Green
2019	Green-Amber
2020	Green-Amber

2f - If external providers have been engaged on the project or elements of the project, provide details of this engagement, including reasons for it and the cost.

**Table 2 – External providers engaged on the VCR-PVFF Program 2020-21\***

External Provider	Details of engagement	2020-21 Contract value
PRICEWATERHOUSE COOPERS	PwC have been engaged by DVA as a delivery partner to support the ongoing delivery of the VCR Program in the Enterprise Portfolio Office and Delivery teams, training in Agile and to assist with the delivery of Income Support releases.	\$8,800,000.00
REASON GROUP PTY LTD	Reason Pty Ltd have been engaged by the Provider Ecosystem stream to support the ongoing delivery of Service Commissioning.	\$2,049,300.00
OAKTON SERVICES PTY LTD	Oakton Pty Ltd have been engaged by the Channel Strategy and Digital Enablement Branch (CSDE) for User Experience services in the MyService stream.	\$730,000.00
PRICEWATERHOUSE COOPERS	PwC have been engaged by the CSDE Branch to support the Robotic Process Automation (RPA) stream.	\$543,400.00
CONSCIA PTY LTD	Conscia Pty Ltd have been engaged by the Provider Ecosystem stream to support the ongoing delivery of Service Commissioning.	\$135,000.00

\*Primary 2020-21 contracts are listed. In addition there are a series of smaller value contracts for 2020-21 and that can be provided if required. Contracts prior to 2020-21 are not listed. Details of these can be also be provided if required.

### 3. Snapshot of the agency’s digital and data capability, including:

- a) *The number of staff dedicated to digital or data roles employed as part of the Average Staffing Level (ASL) cap.*
- b) *The number of contractors and labour hire staff working on-site in digital or data roles.*
- c) *A list and copies of any reports prepared by consultants on the agency’s digital and data capability.*

DVA entered into a Memorandum of Understanding with the then Department of Human Services (now Services Australia) for the shared delivery of services and programs. Under this arrangement, DVA transferred the majority of ICT infrastructure services to Services Australia.

In November 2017, this arrangement was extended to include systems maintenance and development to support delivery of current and future DVA business requirements. Around 200 DVA people, including contractors and Australian Public Service staff, transitioned to Services Australia.

As a result of this arrangement, DVA’s need for an internal digital capacity is limited, however there is a need for ongoing data analytical capability.

3a - Number of staff dedicated to digital or data roles employed as part of the Average Staffing Level cap

**Table 3 – Staff dedicated to digital or data roles**

APS	Headcount	FTE
Digital Roles	21	20.13
Data Roles	33	31.38
<b>Total</b>	<b>54</b>	<b>51.51</b>

3b - Number of contractors/labour hire staff working on-site in digital or data roles

**Table 4 – Contractors/labour hire staff in digital or data roles**

Non-APS	Headcount
Digital Roles	26
Data Roles	40
<b>Total</b>	<b>66</b>



3c - A list and copies of any reports prepared by consultants on the agency's digital and data capability

Report Title and Brief Description	Consultancy	Related Report
<b>Enterprise Information Management (EIM) Maturity Assessment 1 (2017)</b> Designed to establish a baseline, set future aspirations and highlight barriers for business initiatives to enhance EIM. The approach comprised workshops, interviews and a review of internal documentation.	PwC	Refer <a href="#">Attachment A</a>