

Hearing Australia Corporate Plan FY 2024-28

Providing world leading research and hearing services for the wellbeing of all Australians.

Acknowledgement of Country

Hearing Australia would like to acknowledge and pay our respect to the Traditional Owners of the lands on which we live and work.

We pay our respect to Elders past, present and emerging, and acknowledge the longest continuing culture on Earth.

We extend our acknowledgement and respect to all Aboriginal and Torres Strait Islander peoples we work with and serve, now and into the future.

Our Commitment

We commit to empowering Aboriginal and Torres Strait Islander peoples at every opportunity to advance their health, wellbeing, and self-determination.

We commit to listening, learning, understanding, respecting, and celebrating Aboriginal and Torres Strait Islander peoples' diverse cultures and perspectives, and to reflecting this in how we work with community.

We commit to co-designing our services with Aboriginal and Torres Strait Islander leaders, peoples and communities to ensure they are holistic, culturally safe, and free from racism and discrimination, so communities can access the help they need, when they need it.

We will continuously improve the way we work and engage with Aboriginal and Torres Strait Islander peoples, so that all people feel safe and respected.

Aboriginal and Torres Strait Islander health workers are critical to closing the gap in health outcomes.

We are committed to increasing the numbers of Aboriginal and Torres Strait Islander staff working with us, particularly in remote and regional communities.

We will demonstrate these commitments in our work across Australia, every day.

We will show this in how we engage with and serve Aboriginal and Torres Strait Islander peoples and communities, through our corporate and business planning, and through implementing our Reconciliation Action Plan.

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Foreword

Hearing Australia's Corporate Plan outlines our ongoing commitment to provide world leading research and hearing services for the wellbeing of all Australians over the next four years.

Over the past 75 years we have helped over two million children and adults experiencing hearing loss and have undertaken research that has changed the lives of many more around the world.

We exist to help anyone with hearing loss, from babies to the most senior members of our community, and to do everything we can to prevent avoidable hearing loss. Each week we help thousands of children and adults hear better and to communicate with their families, their colleagues, and their communities. This is an important responsibility and a great privilege.

The 2023-24 financial year has proven challenging due to operational and financial impacts associated with the implementation of our new ICT platform. This once in a generation systems transformation significantly impacted the first six months of the year, with extensive efforts to stabilise the platform, support our people and clients, and protect our financial sustainability. These actions were successful, and we are now seeing positive monthly profit results.

Over the next four years we will build on the investment we have made in technology and pursue our vision to deliver even better hearing solutions and services for anyone, anytime, anywhere.

We will do this by striving to deliver excellent hearing outcomes for our clients, by growing our commercial business, and by providing great value to the Australian Government and to our partners.

Underpinning this will be a sustained drive to be a high performing organisation, maximising our productivity, leveraging the capabilities of our new ICT platform, investing in our people and capabilities, and meeting our governance, environmental and social responsibilities.

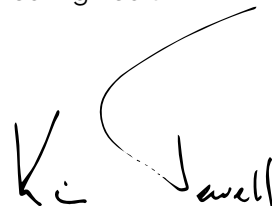
With a focus on revenue growth, productivity and cost management, Hearing Australia is committed to remaining financially sustainable and to being well positioned to invest in new research, initiatives and services.

We will also continue to work proactively with the Australian Government and our partners to help shape and deliver policies and programs which improve the hearing health of all Australians. This includes our key priority to help improve the hearing health of First Nations children and adults across Australia.

We thank the Australian Government and our partners for their support and look forward to engaging with them on the delivery of this Plan. It is only through partnerships that we can achieve our objective of improving the hearing health of all Australians.



Elizabeth Crouch AM
Chair



Kim Terrell
Managing Director

Introduction

Overview

The Board of Hearing Australia (the Board), as the accountable authority, advises that:

- this Corporate Plan (the Plan) has been prepared in accordance with the *Australian Hearing Services Act (1991)* (the AHS Act), the *Public Governance, Performance and Accountability Act (2013)* (the PGPA Act) and with section 16E of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule)
- the Plan covers the four-year period from 2024–25 to 2027–28, and
- the reporting period for the Plan is the year beginning on 1 July 2024 and ending on 30 June 2025 (Financial Year 2024–25).

The AHS Act requires the delivery of the Plan to the Minister for Government Services and the Minister for Finance at least 60 days before the start of the first reporting period to which the Plan relates.

This Plan outlines how Hearing Australia will achieve its goals over the next four years by:

- delivering excellent client outcomes
- growing our commercial business
- providing great value to government and our partners, including through world leading hearing health research, and
- being a high performing organisation.

This public version of our Corporate Plan has been edited prior to publication to remove commercially sensitive information, consistent with Section 16E(4) of the *Public Governance, Performance and Accountability Rule 2014*.

Why we exist

Our purpose and functions

Hearing Australia is a corporate Commonwealth entity and accountable to the Minister for Government Services. Our functions are defined under Section 8 of the AHS Act. These include:

- the provision of hearing services to eligible clients under the Australian Government's Hearing Services Program (HSP) and to designated persons eligible under the Community Service Obligations (CSO) Program - including children, young adults, adults with complex needs and Aboriginal and Torres Strait Islander people
- the provision of hearing services to Comcare clients and Commonwealth employees
- entering into arrangements for the supply, research, design and development of hearing services, including providing services to anyone with a hearing loss
- carrying out research
- providing advice, education, training and consultancy services in relation to hearing services, and
- any functions incidental to these functions.

The AHS Act also sets out a range of governance obligations and operational requirements for the organisation.

This means we work closely with Australian Government departments, agencies, and partners to ensure our research and hearing services are of the highest standard and deliver improved hearing health outcomes for the community.

We support initiatives to prevent hearing loss and advocate for improved access to, and quality of, hearing health services across Australia.

In addition, our First Nations Services Unit coordinates the delivery of our services to Aboriginal and Torres Strait Islander communities across Australia.

We also run campaigns and events to raise public awareness of the importance of good hearing health and, our research arm – the National Acoustic Laboratories (NAL) – regularly produces internationally recognised research on hearing health.

Our Operating Environment

Hearing Australia operates in a rapidly changing and highly competitive domestic and global marketplace. As such, we must anticipate and respond to:

- the evolving needs and expectations of our clients, making our services convenient, safe and accessible.
- increases in community hearing loss associated with an ageing population, noise induced hearing loss, and unacceptably high levels of ear disease in First Nations children.
- broader Australian Government priorities and initiatives, including in relation to the National Agreement on Closing the Gap, the National Disability Insurance Scheme, the Aged Care sector, First Nations peoples' health, and the Hearing Services Program.
- continuing advances in technology and the use of data, including the increasing uptake of digital solutions, 'over the counter' devices and hybrid service models.
- an increasingly dynamic marketplace, dominated by large, multinational manufacturers and their subsidiaries, as well as emerging non-traditional competitors.
- cost of living pressures impacting our clients and our people, along with broader economic and consumer trends.
- a tight labour market, where the demand for people with the skills critical to our success is high and is likely to remain so into the future.
- increases in cyber security threats, coupled with associated supply chain impacts.
- an increased focus on integrity, reconciliation with our First Nations peoples and our environmental, social and governance responsibilities.

Hearing loss in Australia

Over 3.6 million Australians have some level of hearing loss, and this number is forecast to double to an estimated 7.8 million people by 2060¹. This is a major economic and social challenge, compounded by further factors which pose challenges for the primary health system to rapidly identify and support people with hearing loss.

The Australian hearing healthcare market is valued at around AUD \$1 billion, with 58 per cent of services delivered under the Hearing Services Program, which is funded by the Australian Government through the Department of Health and Aged Care. A further 42 per cent of hearing services in Australia are paid for directly by clients².

Hearing loss can profoundly impact an individual, leading to reduced workforce participation and social isolation. If not addressed early, hearing loss impacts the way children speak, learn and interact with others with potential lifetime effects.

Hearing Australia has a sustained focus on improving the hearing health of Australia's First Nations peoples, particularly young children. Our work with Aboriginal and Torres Strait Islander communities has found that around 29 per cent of children under the age of six have undiagnosed middle ear infections and 20 per cent have a hearing loss; with five per cent requiring referral to specialist ear, nose and throat (ENT) practitioners and 11 per cent requiring referral for speech pathology services³.

Our clients and our services

In 2024-25, we are aiming to provide care to approximately 290,000 children and adults with hearing loss, including helping around ten babies each week to hear for the first time.

Our clients are at the heart of everything we do. We strive to help anyone who needs us, regardless of their financial circumstances, age or location.

We provide government funded services to:

- pension concession card holders
- recipients of Centrelink sickness allowance
- holders of a Department of Veterans' Affairs Gold and White card
- National Disability Insurance Scheme (NDIS) participants
- children and young adults under the age of 26 years
- adults with complex hearing needs, and
- Aboriginal and Torres Strait Islander adults aged over 50 years or who are participating in Community Development Programs.

1. Deloitte Access Economics (2017). *The social and economic cost of hearing loss in Australia*

2. Total Global hearing healthcare, FY22-23 Annual report, Department of Health and Aged Care, HSP program

3. Hearing Australia HAPEE data July 2019 – February 2023

We also provide services to people who are not eligible for Australian Government funded services, and who pay directly for the cost of their services.

We value our clients, and we are committed to providing them with the best possible care.

We are also committed to maintaining client high satisfaction rates of over 86 per cent and are working hard to make it easier for our clients to get the help they need – including through face-to-face services, digital solutions and through our work in the community. We are also working with local partners to ensure that the most marginalised in our community can access our services.

We will ensure that our clients are able to access the hearing solutions they need, including being able to access the latest and most advanced technologies.

First Nations hearing health

In 2022 the Minister for Government Services launched Hearing Australia's three-year First Nations Action Plan to improve the hearing health of Aboriginal and Torres Strait Islander children.

This Action plan is a multi-year commitment to working in partnership with Australia's First Nations peoples and its co-design included consultation with 51 individuals representing 27 organisations, key knowledge holders and experts in hearing healthcare nationwide.

The Action Plan outlines Hearing Australia's role in driving system improvements through national leadership; removing barriers and accelerating access to care; building capability within the health and education sectors and referring First Nations families to specialist services, where needed.

The actions within the Plan align with priorities under the National Agreement on Closing the Gap and the National Aboriginal and Torres Strait Islander Health Plan 2021-2031.

A key aspect of the Action Plan is working with the Department of Health and Aged Care, the National Aboriginal Community Controlled Health Organisation (NACCHO) and other valued partners to make hearing health a priority in First Nations communities across Australia; to ensure that children with ear disease or hearing loss are identified early and get the help they need; and to help build workforce capabilities of primary health organisations across Australia.

The Action Plan is widely supported by our stakeholders. As we continue to implement the Plan, we will build on our important relationships with more than 100 Aboriginal community-controlled health organisations, allied and primary health services, government and non-government organisations, to amplify our impact and achieve our Corporate Plan goal of reducing the rate of hearing loss in First Nations children by at least half by 2029.

Hearing Australia's Hearing Assessment Program – Early Ears (HAPEE) is critical to achieving this objective. HAPEE has now seen over 40,000 young First Nations children in more than 280 locations across Australia and is actively helping children with ear disease and hearing loss get the help they need, in collaboration with local community health and education services. The Program, in partnership with local communities, provides initial ear health assessments for Aboriginal and Torres Strait Islander children aged 0-6 years who are not yet in full time school. Hearing Australia audiologists provide hearing assessments to children who have been identified to be at risk of hearing loss and provide links to follow up treatment, such as to ENTs, speech therapy and surgery, where needed.

Noise induced hearing loss

Noise induced hearing loss is one of the most common causes of preventable hearing loss. When a person is regularly exposed to noise levels above the exposure standard, their hearing can be damaged permanently.

Over 1.1 million Australian workers are exposed to hazardous noise at work. Certain chemicals (known as ototoxic substances) and hand-arm-vibration can further increase a worker's risk of hearing loss. Further, many other Australians are at risk of noise induced hearing loss due to cumulative noise exposure caused by unsafe listening practices and recreational noise.

Hearing Australia has established a three year strategy to protect and preserve the hearing of high-risk workers. Under this strategy, we are raising awareness of noise induced hearing loss among employers and workers in priority sectors and encouraging positive behavioural change. We are also improving our hearing conservation services to make it easier for employers and workers to access hearing tests.

To raise community awareness of Noise Induced Hearing Loss, we have worked with Safe Work Australia, the Australian Institute of Occupational Hygienists, and the Australian Manufacturer Workers Union to develop a Hearing Loss Prevention Toolkit, launched as part of Safe Work month 2023.

We will continue to work with our partners to reduce the incidence of noise-induced hearing loss in higher risk industries.

Our people

We aspire to be an employer of choice and continue to invest in our people with a focus on enhancing their skills, opportunities and wellbeing. These investments in our people will ensure we continue to provide high quality services, supported by high performance and efficient business processes. We also endeavour to provide a welcoming and inclusive work environment that reflects the diversity in the communities we serve.

To support us in attracting and retaining high quality staff, Hearing Australia has developed a contemporary Employee Value Proposition (EVP) - *It matters more at Hearing Australia*. This EVP aligns strongly with our deep commitment to purpose and to enriching lives by delivering improved hearing health outcomes across the Australian community. This EVP is now being used extensively in our recruitment activity and in staff communications and is proving successful in a tight labour market.

We are proud to be implementing our fifth Reconciliation Action Plan (RAP) during the period of this Corporate Plan. Our current RAP is a Stretch RAP and runs from July 2023 to June 2026. It includes commitments to promoting reconciliation throughout our sphere of influence; to increasing our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning; improving employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development; and promoting positive relations through anti-discrimination strategies.

Our partners

Hearing Australia works closely with a wide range of partners across Australia and internationally.

As an government entity, Hearing Australia works collaboratively with a range of Commonwealth and State and Territory agencies, including the Department of Social Services, the Department of Health and Aged Care, the National Disability Insurance Agency, Safe Work Australia, and various State and Territory departments of health and education.

We also work closely with NACCHO and over 100 Aboriginal Community Controlled Health Organisations. This includes working with local organisations to co-design hearing partnerships and service delivery arrangements which meet the needs and expectations of local communities in culturally safe ways. These initiatives also support the development of better ear health knowledge and skills in local workforces.

Hearing Australia also works closely with a wide range of primary health services, not-for-profit organisations, universities, hearing device manufacturers and peak bodies to improve the hearing health of all Australians, and particularly those people with hearing loss.

We are grateful for the support of our partners and are committed to continuing to grow, strengthen and deepen these relationships.

World leading hearing health research

Hearing Australia is also committed to providing world leading research into hearing health through our research division, the National Acoustic Laboratories (NAL).

A highly regarded world leader, NAL's mission is to drive research and evidence-based innovation to improve hearing health and transform the lives of people with hearing difficulties.

NAL delivers a wide range of projects funded by the Australian Government, granting organisations, commercial partners, and Hearing Australia to support ongoing policy reform and improvements to service delivery, clinical outcomes, and the prevention of avoidable hearing loss.

NAL enjoys a strong reputation and is active in evidence-based research and innovation to support and enhance the lives of people with hearing difficulty and the professionals who care for them.

Our Strategic Focus

This Plan sets out how Hearing Australia will achieve its strategic objectives over the next four years and build on our success to date.

Strategic Pillars

Hearing Australia’s four strategic pillars will guide the organisation over the next four years. These are:

- delivering excellent client outcomes
- growing our commercial business
- providing great value to the Australian Government and our partners, and
- being a high performing organisation.

Each pillar underpins our purpose to provide world leading research and hearing services for the wellbeing of all Australians.

The priorities within the pillars outline our specific focus areas and the actions we will take to achieve our vision to deliver the best hearing solutions to anyone, anytime, anywhere.

This Plan also includes a focus on:

- continuing to optimise our technology to support the delivery of services through multiple channels
- using data to increase our speed and agility in responding to emerging opportunities and challenges
- supporting continuous improvement and improved productivity, and
- providing our people with the skills and tools that will enhance their capability and productivity, and build a strong culture of performance, inclusion and innovation.

Our key priorities are outlined in **Table 1**, with further details below.

Table 1: Corporate Plan 2024–2028

Delivering excellent client outcomes	Growing our commercial business	Providing great value to the Australian Government & partners	Being a high performing organisation
A1. We will continue to improve our services and products to make them easier, faster, and better for all our clients.	B1. We will deliver commercial revenue growth and productivity gains so that we can invest in the hearing health of the nation.	C1. We will strengthen and deepen our engagement with the Australian Government and partners.	D1. We will invest in our people to improve performance, innovation, engagement and wellbeing.
A2. We will extend our focus on preventing avoidable hearing loss in First Nations children and for people in high risk industries	B2. We will optimise investment in our network of hearing centres, marketing, and digital touchpoints to drive client growth activities and improve our market share.	C2. We will deliver an outstanding research program.	D2. We will deliver against strong commitments to social responsibility, governance and sustainability.

Strategic Pillar 1: Delivering Excellent Client Outcomes

To deliver excellent outcomes, we will pursue the delivery of exceptional client experiences and work with our partners to prevent avoidable hearing loss.

Our key priorities in this area are:

- A1. We will leverage insights, data, and feedback to make it easy for our clients to get the help they need. We will make greater use of data and innovation to support our clients to engage with us in person, online, by phone or video, or a combination of these channels. We will set the industry benchmark for the quality of care we provide to our clients and the hearing outcomes we achieve for them. We will also continue to help some of the most vulnerable in society, including those who are homeless and unable to access mainstream hearing services.
- A2. We will work with Aboriginal and Torres Strait Islander peoples and communities, the community-controlled sector, governments, and sector partners to continue to deliver our Action Plan to improve ear health and hearing outcomes of First Nations children, with the goal of reducing the current rate of hearing loss in Aboriginal and Torres Strait Islander children by at least half by 2029.

We will also continue to work with high-risk industries and industry bodies to reduce preventable hearing loss by raising awareness of protective measures and identifying actionable steps that industries within their sectors can take to reduce the risks of workers' hearing loss.

Strategic Pillar 2: Growing our Commercial Business

We are committed to expanding our commercial business to maintain our financial sustainability and to allow us to invest in initiatives that deliver meaningful positive impacts for the hearing health of the nation.

Our key priorities under this pillar are as follows:

- B1. Stronger commercial revenue growth and profit by enhancing our competitiveness, productivity, efficiency, and our responsiveness to market trends and opportunities. This includes helping clients who are eligible for Australian Government funded services through the Hearing Services Program, as well as aiming to help anyone with a hearing loss or difficulty. A key aspect of this will be accelerating our client value management strategy, streamlining the way we engage with our clients, and making it easier for them to access the help they require.
- B2. Strategic investments in our network of hearing centres to optimise their reach to clients, and to our call centre and digital services, to provide a range of channels to clients and enhance our share of the Australian hearing services market. We will focus our hearing centre footprint in those areas which are experiencing growth in our target client populations. We will optimise our marketing investment and leverage data-driven insights to drive client growth, improve our marketing effectiveness, and respond flexibly to evolving trends and client needs.

Strategic Pillar 3: Providing Great Value to Government and Partners

Hearing Australia delivers significant services on behalf of the Australian Government and the community, including the Community Service Obligations (CSO) program and the Hearing Assessment Program – Early Ears (HAPEE). We are committed to working with the Australian Government and our partners to help shape and deliver policies and programs which improve the hearing health of our nation and to increase the value of these services to the taxpayer.

Our key priorities in this area are:

- C1. Strengthening and deepening our engagement with the Australian Government on the design and delivery of Australian Government funded hearing services. We will explore opportunities for our Australian Government funded services to deliver improved outcomes for the communities we serve. We will support broader Australian Government priorities and initiatives which seek to improve Australians' hearing health and continue to collaborate with partners to integrate and improve services, reduce duplication, and make it easier for those in need to access the hearing services they require.
- C2. Delivering outstanding research to improve the lives of people with hearing loss. We will continue to invest in the National Acoustic Laboratories (NAL) - our research division - and support NAL to maximise the value of the work it does for Hearing Australia, the Australian Government, and NAL's other partners.

Strategic Pillar 4: Be a High Performing Organisation

Hearing Australia aspires to be a high performing organisation which meets our commitments to our people, the Australian Government, and the broader community. Over the next four years we will continue to focus on investing in our people; meeting our policy, corporate governance, and risk management responsibilities; and playing our role in reducing greenhouse emissions and improving the environment.

Our key priorities in this area are:

- D1. Being an employer of choice and continuing to invest in our people's skills, improved productivity and effectiveness. This includes enhancing leadership capabilities, embracing innovation, maximising our use of data, increasing workforce engagement, prioritising employee wellbeing, and fostering inclusion and diversity.
- D2. Maintaining our reputation as an organisation that values integrity and continuing to strengthen our commitments to social responsibility, reconciliation with Australia's First Nations peoples, addressing climate change and sustainability, and focussing on ways to reduce our environmental impact, including contributing to the Government's policy for the Australian Public Service to reduce its greenhouse gas emissions to net zero by 2030.

Our Governance Arrangements

The Board of Hearing Australia is established under the AHS Act and consists of a Chair, the Managing Director, four Non-Executive Directors and two Special Purpose Directors.

The Board’s functions under the AHS Act are to decide the objectives, strategies and policies to be followed by Hearing Australia and to ensure that the organisation performs its functions in a proper, efficient and economical manner.

The Board reports to the Minister for Government Services and is currently supported by three committees:

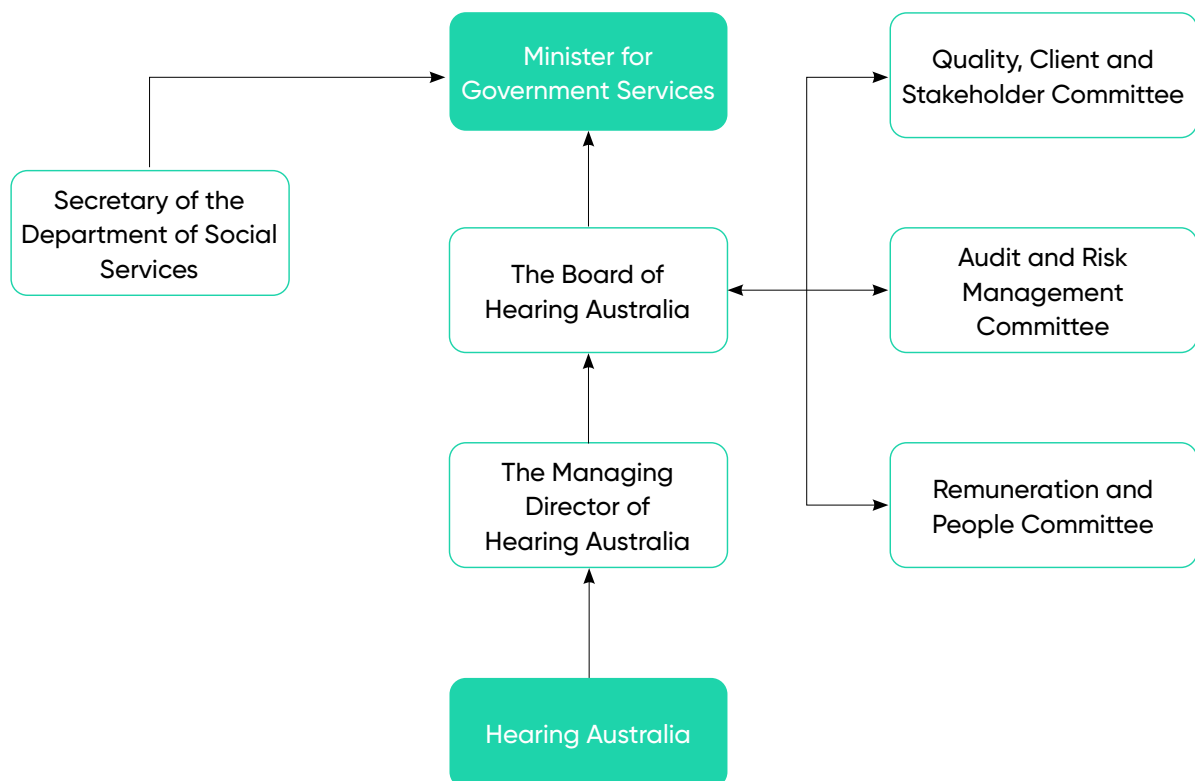
- the Audit and Risk Management Committee,
- the Quality, Client and Stakeholder Committee, and
- the Remuneration and People Committee.

The Board and its Committees meet on a regular basis and maintain a strong level of guidance and oversight of the organisation and its operations.

This includes a focus on Hearing Australia’s:

- operational and financial performance
- progress against key initiatives and key performance indicators
- risk management and compliance programs, including in relation to fraud and corruption
- internal audit program and compliance with Australian National Audit Office (ANAO) requirements and PGPA Act requirements, and
- annual reporting to the Minister for Government Services, including financial and performance reporting.

The Board is committed to ongoing professional development and is updated regularly on emerging governance issues, Government policy changes and the implications for Hearing Australia. The Board may also appoint additional members to Board committees, where required, to ensure that it has timely access to key skills and experience.



Risk Management

Risk management is an integral part of Hearing Australia's operations. We manage risk in accordance with section 16 of the PGPA Act, the Commonwealth Risk Management Policy, and the international standard *ISO 31000:2018 Risk Management—Guidelines*.

The Board and the Audit and Risk Management Committee oversee risk management within Hearing Australia, with the support of the Chief Risk Officer. Members of the Executive Team are responsible for implementing risk management within their business and operational units, and report regularly to the Committee and the Chief Risk Officer.

Our approach to risk

Hearing Australia recognises that risk management is an integral part of good governance and good business, and is committed to building a culture where conscious and deliberate consideration of risk is an integral part of Hearing Australia's way of working.

Hearing Australia manages risks as a routine part of our strategic and operational business planning processes. Identified risks are assessed and mitigation actions taken in line with the Board's Risk Appetite and Hearing Australia's broader purpose, strategic objectives, and priorities.

Hearing Australia's Risk Management Policy ensures that a clear and consistent approach to risk is applied across our business. The Risk Management Framework provides a formal process, and helps our people to better understand and actively manage risk in their day-to-day work.

Our strategic risks

The Executive Team of Hearing Australia regularly reviews the organisation's strategic risks and formally reports to the Audit and Risk Management Committee on a quarterly basis. All strategic risks are assigned a risk owner from the Executive Team. Risk owners must ensure risks are actively managed, with emerging threats and opportunities identified and addressed.

Our Performance Measures

This section of the Plan is prepared in accordance with item 4(c) of the table in subsection 16E(2) of the *Public Governance, Performance and Accountability Rule 2014* and Section 38 of the AHS Act.

The tables in **Attachment A** outline the performance activities and targets that Hearing Australia will use during 2024-25 to 2027-2028. The indicators used this year have been updated to better align with our growth aspirations and our overall strategy, and will provide the framework that is used to measure our monthly business performance.

While some of the performance indicators have remained the same as in previous years, Hearing Australia has revised these to include more meaningful performance measures and improved line of sight throughout the organisation, including an increased emphasis on lead indicators and outcome-based measures.

These performance indicators and metrics will be monitored regularly by management and the Board.

ATTACHMENT A – Performance metrics

The following table outlines Hearing Australia’s key performance metrics for the next four years. These metrics are adjusted each year to ensure they remain aligned with, and support, the key priorities in the Corporate Plan. These measures have been developed based on the assumption that Australia will not experience any significant economic shocks over the next four years.

Strategic Pillars	Performance Measurement	Estimates 2023-24	Target 2024-25	Target 2025-26	Target 2026-27	Target 2027-28
Delivering Excellent Outcomes	1. Number of CSO clients seen	60,000	70,000	71,000	72,000	74,000
	2. Percentage of children and young adults with a permanent hearing loss seen within two weeks of referral	85%	85%	85%	85%	85%
	3. Number of First Nations children aged 0-6 years seen	12,000	13,000	13,000	Subject to funding	Subject to funding
	4. Number of First Nations communities visited	270	270	270	270	270
	5. First Nations’ Action Plan Milestones	On Track	Achieved	Achieved	Achieved	Completed
	6. Percentage of First Nations children aged 0 to 6 with a hearing loss	26%	25.5%	25%	24.5%	24%
Providing Great Value to Australian Government & Partners	7. Quality of advice and support to Government and Partners	On Track	Achieved	Achieved	Achieved	Achieved
	8. Research milestones	On Track	Achieved	Achieved	Achieved	Achieved
Being a High Performing Organisation	9. Staff engagement survey results	70+	70+	70+	70+	70+

Key Assumptions:

- These figures are based on best estimates as of March 2024.
- These estimates also assume ongoing funding for the delivery of the Australian Government Community Service Obligations Program, but do not assume additional funding for other programs beyond existing commitments.

About the artist

Artwork created by Davinder Hart who is an Aboriginal artist born in Perth, Western Australia. His family roots connect from Bibbulmun and Katanning in the south west region of the Noongar people.

