

Hearing Australia Corporate Plan FY 2023–27

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

This Corporate Plan outlines how Hearing Australia will continue to provide world leading research and hearing services for the wellbeing of all Australians.

Over the past 75 years Hearing Australia has helped over one and a half million children and adults with hearing loss and its research has been instrumental in improving the lives of millions of people.

This Corporate Plan lays out how Hearing Australia will build on this proud history and provide even more value to its clients, its partners and to the Government.

Over the next four years Hearing Australia will continue to grow and transform our services to make them easier, faster and better for our clients. Our clients will be at the centre of everything we do.

We will pursue an ambitious vision to deliver the best hearing solutions for anyone, anytime, anywhere.

As part of this, we are deeply committed to improving our services through research and innovation and taking advantage of our new ICT platform, artificial intelligence, data and emerging technologies. We know that this will help a wider range of people gain access to the help they need, thereby improving the hearing health of the nation and reducing the impact of hearing loss on individuals, their families and their communities.

We will play our role in Closing the Gap and supporting Government priorities and initiatives, particularly in relation to the National Disability Insurance Scheme, the Aged Care sector, Indigenous health and the Hearing Services Program.

We will ensure our financial sustainability by being more competitive, more productive and more visible and accessible to our clients.

We will live up to our commitments to improving the hearing health of First Nations children and adults by working closely with our partners and community controlled health organisations to deliver better hearing health outcomes in communities across Australia.

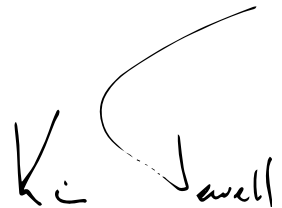
We will invest in our workforce and give our people the tools and support they need to deliver the best hearing outcomes for our clients.

And our research arm, the National Acoustic Laboratories (NAL), will deliver a world leading research program that helps improve the lives of people with hearing loss.

We thank the Government and our partners for their support now and into the future. It is only through our partnerships that we can maintain and improve the hearing health of the nation.



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 period from 2023-24 to 2026-27, and
- the reporting period for the Plan is the year beginning on 1 July 2023 and ending on 30 June 2024 (financial year 2023-24).

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 outcomes
- providing great value to Government and our partners, and
- continuing our journey to 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 vision

Our purpose is to provide world leading research and hearing services for the wellbeing of all Australians.

Our vision is that, in 2027, we will provide the best hearing solutions for anyone, anytime, anywhere.

We believe this is achievable.

For the past 75 years we have improved the hearing health of the nation by delivering the best possible care for our clients and the communities we serve, and providing value to Government, our partners and stakeholders. This is a responsibility we take extremely seriously.

Over the next four years we will pursue our vision through world leading research, innovation, technology, data insights and our focus on our clients.

We will increase access to our services to all our clients when, how and where they need them, and provide services to all Australians regardless of age, income or location. We will, in addition, expand our service delivery channels to make and make it easier, faster and better for our clients to get the help they need.

We will ensure our ongoing financial sustainability to allow us to continue to invest in the hearing health of the nation.

We will work closely with our partners to achieve our goal of a 50 per cent reduction in the rate of avoidable hearing loss among First Nations children by 2029, and to reduce the incidence of noise-induced hearing loss.

We will also continue to build our recognition of diversity and inclusion, including implementing our fifth Reconciliation Action Plan

We will further invest in our people, building a workforce which is equipped for current and future opportunities and challenges, and which has the skills, tools and flexibility to respond to the needs of our clients and partners.

We will also continue to work proactively, as a corporate Commonwealth entity, with Government and our partners to help shape and deliver policies and programs which improve the hearing health of our nation.

We will also extend our focus on social responsibility and sustainability and on reducing our environmental impact.

The above commitments form the basis for this Plan and our focus on helping children and adults hear better and get the best out of life.

Our functions

Hearing Australia is a corporate Commonwealth entity and accountable to the Minister for Government Services.

Hearing Australia's functions are defined under Section 8 of the AHS Act. These functions include:

- the provision of hearing services to eligible clients under the Government's Hearing Services Program 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 Islanders)
- 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 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 publishes internationally recognised research into hearing loss.

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 needs and expectations of our clients who increasingly want services delivered on their terms – when, how and where they want and in a way that is convenient, safe and comfortable for them
- increases in hearing loss associated with an ageing population, as well as the impact of noise-induced hearing loss and the unacceptably high level of ear disease and hearing loss in First Nations children and adults
- broader Government priorities and initiatives, including in relation to Closing the Gap the National Disability Insurance Scheme, the Aged Care sector, Indigenous health and the Hearing Services Program
- continuing advances in hearing health, technology and the use of data, including the ongoing evolution of hearing services and the increasing uptake of digital solutions, 'over the counter' devices and hybrid service models
- an increasingly dynamic marketplace dominated by large, multinational hearing device manufacturers and their subsidiaries as well as emerging non-traditional competitors
- cost of living pressures on both our clients and our people along with broader economic and consumer spending trends
- an increasingly tight labour market where the demand for people with the skills critical to our success is high and likely to remain strong for the foreseeable future
- a growing cybersecurity risk environment, coupled with global security threats with potential supply chain impacts
- ongoing changes to Australia's demographics and population shifts between metropolitan and regional Australia, and
- an increased focus on integrity, reconciliation and our environmental, social and governance responsibilities.

Hearing loss in Australia

Some 3.6 million Australians currently have some level of hearing loss, and this number will double to an estimated 7.8 million people by 2060¹. This is a major economic and social challenge, compounded by further factors that have compromised the ability of the primary health system to identify and support children and adults with hearing loss.

Hearing loss can have a profound impact on an individual, leading to reduced workforce participation and social isolation. If not addressed early, hearing loss can impact the way children speak, learn and interact with others.

Our work in Aboriginal and Torres Strait Islander communities shows 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 5 per cent requiring referral to specialist ear, nose and throat practitioners and 11 per cent requiring referral for speech pathology services².

This must change. Even now there are unacceptably long wait times in publicly funded clinical referral pathways for Aboriginal and Torres Strait Islander children, sometimes by up to 42 months in urban areas and 51 months in regional areas, compounding the impacts of chronic ear infections.

By comparison, where private services are available, the total pathway is up to nine months in remote and urban areas, and up to 12 months in regional areas.

This is why Hearing Australia places such a high priority to improving the hearing health of First Nations peoples, especially young children.

There is also insufficient focus on the prevention of noise-induced hearing loss through occupational and recreational noise exposure. Much more needs to be done to raise awareness of the risk and impact of noise related hearing loss and to encourage organisations to protect the hearing health of their employees.

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

2. Hearing Australia HAPEE data July 2019 – February 2023

Our clients

Over the past 75 years Hearing Australia has cared for over 1.5 million children and adults with hearing loss across the country.

In 2023–24, we will provide care to some 280,000 children and adults with hearing loss, including helping around ten babies each week hear their family's voices for the first time.

Our clients are at the heart of everything we do. We 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.

We also provide services to people who are not eligible for Government-funded services.

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

We are also committed to maintaining our high satisfaction rates of over 86 per cent and making it easier, faster and better for our clients to get the help they need through our hearing centres, our telehealth services, our digital platforms and our work in the community.

We have made significant advances in our product range with our recent partnership with GN Hearing and we will leverage this partnership to continue to build and refine the products and services we offer to respond to evolving client preferences and advances in technology.

Prevention of avoidable hearing loss

In 2022 the Minister for Government Services, the Hon. Bill Shorten MP launched our three-year First Nations Action Plan to improve the hearing health of Aboriginal and Torres Strait Islander children.

The Plan was developed with key knowledge holders and experts in hearing health care around the nation and aligns with the National Agreement on Closing the Gap and the National Aboriginal and Torres Strait Islander Health Plan 2021–2031.

We are committed to implementing the Action Plan in order to play our part in our goal of reducing the rate of hearing loss among Aboriginal and Torres Strait Islander children by at least half by 2029.

A key part of the Action Plan involves working with the Department of Health and Aged Care, NACCHO and other valued partners to make hearing health a priority in communities across Australia, to ensure that young First Nations children with ear disease or hearing loss are identified and get the help they need, and to help build workforce capabilities of primary health organisations across Australia.

Hearing Australia's Hearing Assessment Program – Early Ears (HAPEE) is critical to achieving this objective. HAPEE has now seen some 30,000 young First Nations children in over 250 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. Hearing Australia will continue to work with the Government, NACCHO and its partners to ensure that this work is progressed over the next four years.

There are, in addition, opportunities for Hearing Australia to work with its partners to reduce the incidence of noise-induced hearing loss in higher risk industries. We will continue to explore opportunities to partner with organisations which share our goal of improving the hearing health of all Australians to continue to have meaningful impacts in this area.

Our partners

Hearing Australia works closely with a wide range of partners across Australia and internationally. This is critical to our success, the services we provide our clients and the nation's hearing health.

As a corporate Commonwealth entity, Hearing Australia works collaboratively with a range of Commonwealth and State/Territory agencies, including the Department of Social Services, the Department of Health and Aged Care and Safe Work Australia.

We also work closely with the National Aboriginal Community Controlled Health Organisation (NACCHO) and over 100 Aboriginal Community Controlled Health Organisations. This includes working with individual organisations to co-design hearing partnerships and service delivery arrangements which meet the needs and expectations of local communities as well as the transfer of knowledge and skills to 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 the nation and the lives of 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 research

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

NAL's mission is to lead the world in research and evidence-based innovation to improve the lives of people with hearing loss.

NAL delivers a wide range of projects funded by the Government, 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 is also active in using evidence-based research to look at innovation in hearing devices, expanding the product range for other assisted listening devices and looking at ways technology can improve clinical outcomes for all Australians.

We will also use NAL's research and our client survey results to better measure the hearing health outcomes of our clients and to improve our services and clinical practices.

Our Strategic Focus

This Plan sets out how Hearing Australia's will achieve its strategic objectives and build on our success to date.

Strategic Pillars

Hearing Australia's three strategic pillars will continue to guide the organisation over the next four years.

They are:

- delivering excellent outcomes
- providing great value to 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 builds on our achievements to date and includes targeted investments to:

- increase the accessibility of our services
- improve our product range and services
- provide seamless services to our clients through multiple channels
- provide our people with the skills and tools that will make them more effective and productive, 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 2023-2027

Deliver Excellent Outcomes	Provide Great Value to Government & Partners	Be a High Performing Organisation
A1. We will invest in innovating our services and products to make them easier, faster and better for all our clients	B1. We will strengthen and deepen our engagement with government and partners	C1. We will deliver strong governance, compliance and risk management practices
A2. We will expand and improve our network of hearing centres and our digital and telehealth services	B2. We will deliver an outstanding research program	C2. We will invest in our workforce to drive innovation, flexibility, engagement, wellbeing and diversity
A3. We will extend our focus on preventing avoidable hearing loss in First Nations children and high risk industries	B3. We will deliver commercial revenue growth and productivity gains so that we can invest in the hearing health of the nation	C3. We will deliver against strong commitments to social responsibility and sustainability

Strategic Pillar 1: Deliver Excellent 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 as follows.

- A1. We will leverage insights, emerging technologies, data and feedback to make it effortless for our clients to get the help they need. We will do this by making greater use of data, innovation and new digital models to make it easier for our clients to engage with us in person, online, by phone or video, or a combination of these channels. We will set the benchmark for the industry with the quality of care we provide to our clients.
- A2. We will improve the accessibility of our services in our hearing centres, our telehealth services and online. We will ensure our physical and virtual servicing centres are easily accessible and welcoming for all clients, including those with culturally and linguistically diverse backgrounds as well as First Nations people.
- A3. We will work with Aboriginal and Torres Strait Islander people and communities, the community-controlled sector, government and sector partners to continue to implement 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 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 can take to reduce hearing loss within their sector.

Strategic Pillar 2: Provide Great Value to Government and Partners

Hearing Australia delivers significant services on behalf of the Government and the taxpayer, including the Community Service Obligations (CSO) and the Hearing Assessment Program – Early Ears (HAPEE) programs. Our commitment is to work with Government and our partners to increase the value of these services and our work as an organisation.

Our key priorities in this area are as follows.

- B1. We will strengthen and deepen our engagement with Government on the design and delivery of Government-funded hearing services. We will do this by constantly seeking opportunities to improve both new and existing Government-funded services with a goal to deliver better outcomes for the communities we serve. Furthermore, we will support broader Government priorities and initiatives to the best of our ability and explore opportunities to collaborate with other service providers to offer integrated services to communities, thereby reducing duplication and making it easier for our clients to access the care they need.
- B2. We will deliver an outstanding research program that helps improve the lives of people with hearing loss. We will do this by continuing to invest in the National Acoustic Laboratories (NAL), our research division, and supporting it to deliver the maximum value possible from the work it does for Hearing Australia, the Government and NAL's partners.
- B3. We will deliver commercial revenue growth and profit by enhancing our competitiveness, productivity, efficiency, and responsiveness to market trends and opportunities. We will also look to invest in initiatives, technologies and activities.

Strategic Pillar 3: Be a High Performing Organisation

Hearing Australia aspires to be an employer of choice and a high performing organisation that is reputable and successful. While we have boosted our performance in recent years, this is an area we need to continuously improve.

Our key priorities in this area are as follows.

- C1. We will maintain excellent governance, compliance and risk management processes and systems by being vigilant, disciplined and focused on both the achievement of our objectives and our legal and compliance requirements.
- C2. We will work with our people to establish a new Enterprise Agreement which recognises and rewards their effort and ensures Hearing Australia's long-term success. We will also invest in our people's skills and promote new ways of working and thinking to lift our productivity and effectiveness. This includes enhancing our leadership capabilities, embracing innovation, maximising our use of data, promoting workplace flexibility, increasing workforce engagement, prioritising employee wellbeing, and fostering diversity.
- C3. We will maintain our integrity as an organisation and continue to strengthen our commitments to social responsibility and sustainability and focus on ways to reduce our environmental impact, including contributing to the Government's policy for the Australian Public Service (APS) 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 a Special Purpose Director.

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 two committees:

- the Audit and Risk Management Committee, and
- the Remuneration and People Committee.

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

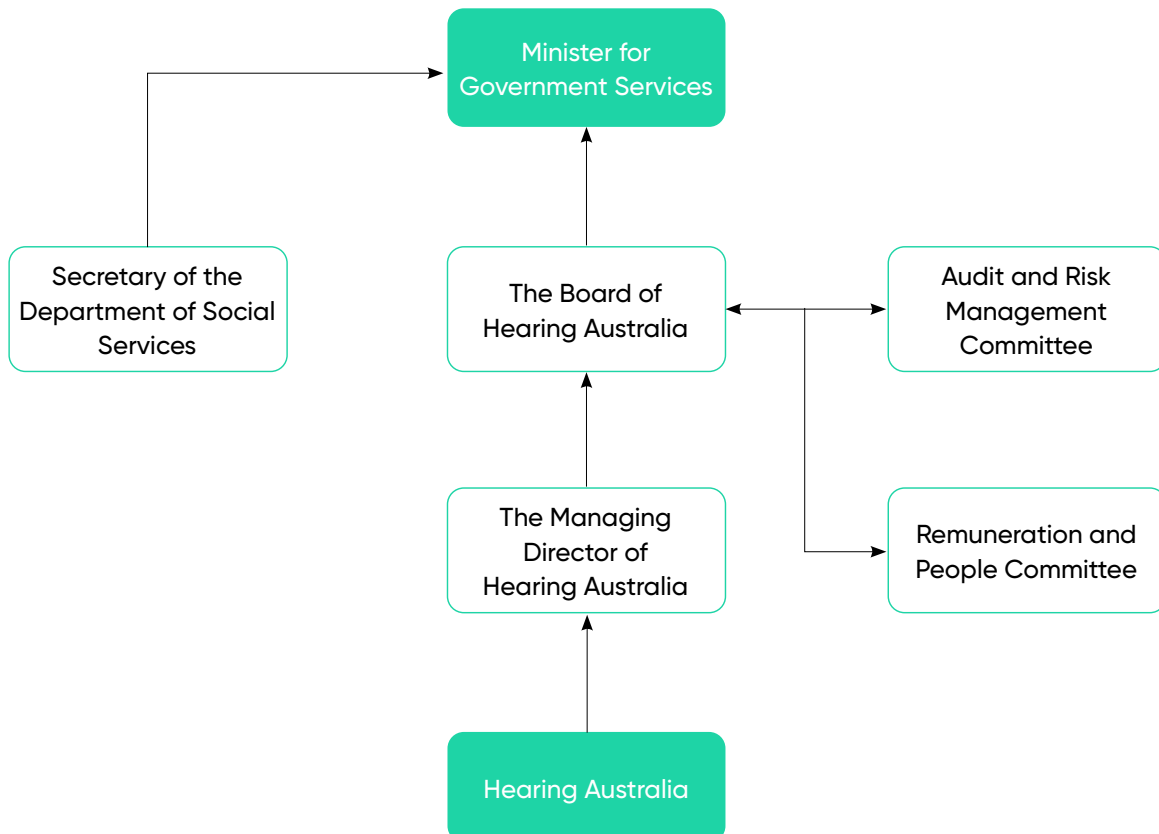
This includes oversight of Hearing Australia’s:

- financial and operational performance
- progress against strategic initiatives and key performance measures

- regular reporting to the Minister for Government Services
- risk management and compliance programs, including in relation to fraud and corruption
- workforce and people strategies
- internal audit program and compliance with Australian National Audit Office (ANAO) requirements and PGPA Act requirements
- annual reporting to the Minister for Government Services, including financial performance reporting.

The Board is committed to the ongoing development of its members and is updated regularly on developments with regards to its responsibilities and changes to Government policy. The Board appoints additional members to Board committees where required to ensure that they have access to the necessary skills and experience to fulfil their functions.

Organisational Governance Structure



Our Financial Plan

A key priority for Hearing Australia is to be financially sustainable given we receive no direct Budget appropriations from Government.

Over recent years Hearing Australia's financial performance has been impacted by the global pandemic, by natural disasters, macro-economic changes and by an increasingly competitive operating environment.

We have, however, met these challenges and are well placed to deal with any unexpected financial pressures or losses of revenue outside our control.

We have also made significant investments in modernising our ICT platforms, improving access to our services and to our workforce's capabilities.

We are also committed to being highly efficient and maximising our value to our clients and Government.

Our Plan is also based on the assumption that there are no further issues related to the global pandemic or major global disruptions.

The Board will work with the management team to review our financial performance on a monthly basis and make any necessary adjustments to revenue and expenditure forecasts, as required.

Our dividend policy

Hearing Australia's dividend payment is paid to the official Public account according to a 2012 directive from the former Minister for Human Services under Section 63A of the AHS Act.

Consistent with this directive, the dividend payment involves a payment of 60 per cent of net profit after tax and excludes the National Acoustic Laboratories' financial result.

Dividend payments are made in two instalments; an interim dividend paid by the end of April and a final dividend paid by the end of October each year.

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, on advice from the Managing Director and 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 Chief Risk Officer and Managing Director.

Our approach to risk

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

Hearing Australia manages risks as a routine part of our strategic and operational business planning processes. Identified risks are planned for and managed, taking account of Hearing Australia's broader purpose, strategic objectives and priorities.

Our Risk Management Policy ensures that a clear and consistent approach to risk management is applied across our business. The Risk Management Framework provides a formal process and helps our people to 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 2023–2027. The indicators used this year have been updated to better align with our growth aspirations, our overall strategy and the indicators that are used to measure our monthly business performance.

While some of the metrics have remained the same as in previous years, Hearing Australia has revised these measures to include more meaningful performance indicators which provide 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 by management and the Board on a monthly basis.

ATTACHMENT A – Performance metrics

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

Strategic Pillars	Performance Measurement	Estimates 2022-23	Target 2023-24	Target 2024-25	Target 2025-26	Target 2026-27
Deliver Excellent Outcomes	1. Adult client satisfaction rates	86	86-90	86-90	86-90	86-90
	2. Number of CSO clients seen	73,000	74,100	75,200	76,300	77,400
	3. Percentage of children and young adults with a permanent hearing loss seen within two weeks of referral	85%	85%	85%	85%	85%
	4. Number of First Nations children aged 0-6 years seen	14,000	14,000	Subject to funding	Subject to funding	Subject to funding
	5. Number of First Nations communities visited	270	270	270	270	270
	6. First Nations’ Action Plan Milestones	New	Achieved	Achieved	Achieved	Achieved
	7. Percentage of First Nations children aged 0-6 with a hearing loss ³	26%	25%	24%	23%	22%
Provide Great Value to Government & Partners	8. Quality of advice and support to Government and Partners	On Track	Achieved	Achieved	Achieved	Achieved
	9. Research milestones	On Track	Achieved	Achieved	Achieved	Achieved
Be a High Performance Organisation	10. Staff engagement and wellbeing survey results	70+	70+	70+	70+	70+

Key Assumptions:

- These figures are based on best estimates as at March 2023 and assume that Hearing Australia’s operations recover back to normal levels after the global pandemic and any impacts of macroeconomic factors are well managed.
- 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.

3. Based on data collected under the HAPEE Program

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.

