



Australian Government
Department of Veterans' Affairs

Corporate Plan **2025–26**



Acknowledgement of Country

The Department of Veterans' Affairs acknowledges the Traditional Custodians of Country throughout Australia.

We pay our respects to Elders past and present.

We recognise and celebrate Aboriginal and Torres Strait Islander people as the First Peoples of Australia and their continuing spiritual and cultural connection to land, sea and community.

ISSN 2653-5599 (Online)

ISSN 2653-5580 (Print)

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Acknowledgement of Service

We respect and give thanks to all who have served in the Australian Defence Force and their families.

We acknowledge the unique nature of military service and the sacrifice demanded of all who commit to defend our nation.

We undertake to preserve the memory and deeds of all who have served and promise to welcome, embrace and support all military veterans as respected and valued members of our community.

For what they have done, this we will do.

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P04858

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Secretary's Introduction

I am pleased to present the Department of Veterans' Affairs Corporate Plan 2025–26. This plan has been prepared in accordance with section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and sets out the department's objectives for the next 4 years. It is a roadmap for improving the services and support that we provide to veterans and their families and sets performance measures upon which we can benchmark our success.

On 9 September 2024, the Royal Commission into Defence and Veteran Suicide (Royal Commission) handed down its Final Report, marking the culmination of the most significant and comprehensive inquiry ever conducted into suicide and suicidality in Australia's Defence and veteran communities.

The Final Report made 122 recommendations and called for fundamental reform across the Defence and Veterans' Affairs ecosystem focusing on culture and leadership, sexual violence and misconduct, health care, transition supports, data and research.

On 2 December 2024, the Australian Government tabled its response to the recommendations, agreeing or agreeing in-principle to 104 recommendations, noting 17 recommendations and not supporting one recommendation in part.

The Government's response has provided us with clear direction on the priority work for the years ahead and marks the start of a new chapter in how the department supports the veteran community.

Our key priority now, and over the 4 years of this Corporate Plan, is implementing the Government's response and fulfilling the intent of the Royal Commission's recommendations. This will involve comprehensive improvements of the culture, systems and processes supporting Defence personnel, veterans and their families. It is only through undertaking a substantial program of change and listening to the veteran community that we will be able to improve our services to address Defence and veteran suicide and related issues as highlighted by the Royal Commission.

The department is the lead or joint lead for 41 of the recommendations made in the Final Report. We are working towards the establishment of a new agency focused on veteran wellbeing and a national peak body for ex-service organisations. To inform this work, extensive consultation and co-design activities have been undertaken with the veteran community in recent months.

We will continue to work with Defence, the Department of the Prime Minister and Cabinet and other Commonwealth stakeholders, states and territories, ex-service organisations and the veteran community to progress and enact the Government's response.

Our future work will also see the department embed the new streamlined veterans' compensation and rehabilitation legislation — the *Veterans' Entitlements, Treatment and Support (Simplification and Harmonisation) Act 2025* (VETS Act) — which was passed by the Australian Parliament in February 2025.

The main elements of the Act come into effect on 1 July 2026 and mean that from that date, the *Veterans' Entitlements Act 1986* (VEA) and the *Safety, Rehabilitation and Compensation (Defence-related claims) Act 1988* (DRCA) will close to new compensation claims. All claims received from 1 July 2026 will be determined under the enhanced *Military Rehabilitation and Compensation Act 2004* (MRCA).

Consolidating the legislation into one Act will result in a system where it is easier for veterans and families to understand their entitlements. A single Act will also be simpler to administer, benefiting veterans and families over time through claims being processed in a more consistent and timely way.



Implementation of the amendments contained in the VETS Act and the ongoing operation of MRCA will be a priority for the department over the course of this Corporate Plan. We continue to undertake significant work in the lead-up to 1 July 2026 including informing and educating the veteran community, including veterans' advocates, about what the changes will mean for them.

The VETS Act delivers on Recommendation 1 of the Royal Commission's 2022 Interim Report, which called for the simplifying and harmonising of veteran compensation and rehabilitation legislation. In recent times, the department has made significant progress towards implementing other recommendations in the Interim Report, including addressing the backlog of unallocated claims, which was cleared ahead of schedule (Recommendation 2).

During the next 4 years, we will also continue to simplify the department's processes and improve our enabling services so we can better serve veterans and families. The department's efforts to streamline its processes and improve efficiency are particularly important in light of the continuing growth in claims being lodged, and the subsequent impact this is having on downstream services.

As we look to the future, further simplifying our business processes and modernising our technology and data systems will be critical to enhancing the veteran client experience and reducing claim processing times.

Improving technology to provide a more modern digital experience for veterans, including opportunities to automate basic functions and take advantage of Artificial Intelligence (AI) in a considered, safe and responsible way, in consultation with the veteran community. This will support service delivery and pay dividends for both our clients and the department's dedicated staff.

This year, the department has redesigned its performance framework so that it closely reflects its core functions in delivering effective support and services for veterans and their families. The redesign integrates insights from the Royal Commission, aligns departmental priorities, addresses findings from the Australian National Audit Office (ANAO) and is grounded on robust evidence and data. By adopting a more focused and simplified framework, the Department is well-positioned to build its capabilities and better serve the evolving needs of veterans and families.

There is no doubt the department has delivered substantial improvements over the last few years, and this will continue as we implement the significant and long-term reforms called for by the Royal Commission.

It is work I know the entire department is committed to and which will see it better fulfil its purpose and improve outcomes for veterans and their families now and into the future.



Alison Frame

Secretary, Department of Veterans' Affairs

Purpose

For more than 100 years, the Australian Government has committed to repatriate, support, and commemorate the service of veterans to our nation. How we have delivered on this has changed over time, but the purpose of the department is to support the wellbeing of those who serve or have served in the defence of our nation, and their families, by:

- partnering with organisations and individuals to help design, implement and deliver effective policies, programs and benefits, which enhance the wellbeing of veterans and veteran families
- providing and maintaining war graves and delivering meaningful commemorative activities to promote community recognition and understanding of the service and sacrifice of veterans.

Outcomes and key activities

The department will achieve our purpose through 3 outcomes, 4 key activities and 14 programs.

ENHANCE WELLBEING		RECOGNITION AND RESPECT
Outcome 1: Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.	Outcome 2: Maintain and enhance the physical wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements.	Outcome 3: Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.
Key Activity 1. Providing financial support and compensation services for eligible veterans and families.	Key Activities 2. Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families. 3. Supporting transition and employment for veterans and families.	Key Activity 4. Recognise the service of veterans who served in wars, conflicts and peace operations and their families

ENHANCE WELLBEING		RECOGNITION AND RESPECT
Programs 1.1 Veterans' Income Support and Allowances 1.2 Veterans' Disability Support 1.3 Assistance to Defence widow/ers and Dependants 1.4 Assistance and Other Compensation for Veterans and Dependants 1.5 Veterans' Children Education Scheme 1.6 Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation	Programs 2.1 General Medical Consultations and Services 2.2 Veterans' Hospital Services 2.3 Veterans' Pharmaceutical Benefits 2.4 Veterans' Community Care and Support 2.5 Veterans' Counselling and Other Health Services 2.6 Military Rehabilitation and Compensation Acts – Health and Other Care Services	Programs 3.1 War Graves 3.2 Commemorative Activities

Outcome 1:

Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.

Key activity

1. Providing financial support and compensation services for eligible veterans and families¹.

Programs

Program 1.1 – Veterans' Income Support and Allowance

- » delivers means-tested income support pensions and other allowances to eligible veterans and dependants under the *Veterans' Entitlements Act 1986* (VEA). Income support provides a regular means-tested payment for eligible veterans and their dependants with limited means.

Program 1.2 – Veterans' Disability Support

- » provides compensation in the form of disability compensation payments and ancillary benefits to eligible veterans for the tangible effects of war or defence service.

Program 1.3 – Assistance to Defence Widow/ers and their Dependants

- » provides pensions as part of a compensation package to compensate a widowed partner of a veteran, where there was a connection between the veteran's death and service. Eligible children are also provided with financial support.

Program 1.4 – Assistance and other Compensation for Veterans and Dependants

- » delivers other allowances and assistance to eligible veterans and dependants under the VEA and related legislation, including home insurance, funeral benefits, prisoner of war ex gratia payments, and payments on behalf of Commonwealth and allied countries. Assistance is provided to the ex-service community via Building Excellence in Support and Training grants and the Advocacy Training and Development Program.

Program 1.5 – Veterans' Education Schemes

- » provides education allowances to eligible children of Australian Defence Force (ADF) members who have died or been severely injured as a result of service. The schemes provide financial assistance, student support services, guidance and counselling for eligible students undertaking primary, secondary and tertiary full-time study within Australia.

Program 1.6 – Military Rehabilitation and Compensation Act (MRCA) Payments – Income Support and Compensation

- » provides compensation to eligible veterans and dependants under the *Safety, Rehabilitation and Compensation (Defence-related claims) Act 1988* (DRCA), the MRCA and related legislation. The DRCA (and MRCA for injuries since 1 July 2004) provides coverage for injured ADF members to support their return to health, work and independence. There is also compensation for eligible dependants, and MRCA health care and other ancillary benefits.

Outcome 2:

Maintain and enhance the physical and mental wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements.

Key Activities

2. Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families.
3. Supporting transition and employment for veterans and families.

Programs

Program 2.1– General Medical Consultations and Services

- » provides, through arrangements with medical and allied health practitioners in both the public and private sectors to deliver a comprehensive range of services throughout Australia, provided in hospitals, in providers' rooms and in the homes of veterans and families.
- » ensures that eligible veterans and dependants are able to access necessary services, by either paying for travel to the nearest service provider or paying a provider to travel to other locations to provide services to eligible veterans and dependants.

Program 2.2 – Veterans' Hospital Services

- » provides access to inpatient and outpatient hospital services for eligible veterans through arrangements with private hospitals, day procedure centres and mental health hospitals, as well as all public hospitals operated by the state and territory governments.

Program 2.3 – Veterans' Pharmaceutical Benefits

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

Program 2.4 – Veterans' Community Care and Support

- » manages community support and residential aged care programs for clients, including the Veterans' Home Care program and the Community Nursing program, which aim to support people to remain independent in their own homes and improve their quality of life and health. This program also provides subsidies and supplements for clients living in residential care facilities.

Program 2.5 – Veterans' Counselling and Other Health Services

- » provides access to a wide range of mental and allied health care services, including counselling and referral services for veterans and families.
- » supports eligible veterans and families with funding for aids and appliances, and travel for treatment.

Program 2.6 – Military Rehabilitation and Compensation Acts – Health and Other Care Services

- » provides access to rehabilitation, medical and other related services under the DRCA, the MRCA and related legislation. The services include payment for medical treatment, rehabilitation services, attendant care and household services.

Outcome 3:

Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.

Key activity

4. Recognise the service of veterans who served in wars, conflicts and peace operations and their families.

Programs

Program 3.1 – War Graves

- » acknowledges and commemorates veterans' service and sacrifice and promotes an increased understanding of Australia's wartime history. To meet the Australian Government's commitment, the Office of Australian War Graves cares for and maintains official commemorations and sites of collective official commemoration to the standards set by the Commonwealth War Graves Commission.

Program 3.2 – Commemorative Activity

- » delivers activities to enable the community to better understand, acknowledge and commemorate the service and sacrifice of the men and women who have served Australia in wars, conflicts and peace operations.

Operating context

Environment

Royal Commission into Defence and Veteran Suicide Implementation

The Final Report of the Royal Commission into Defence and Veteran Suicide and the lived experience and expertise of Defence members, veterans and their families, that was canvassed over the Royal Commission, underlined the need for the department to significantly reform its systems and processes and the way in which it engages with and supports Defence personnel, veterans and families. In its response of 2 December 2024, the Australian Government accepted the majority of the Final Report's 122 recommendations. The Government agreed or agreed in principle to 104 recommendations, noted 17 recommendations, and did not support one recommendation in part.

Implementing the Government's response is a core strategic priority for the department and involves comprehensive reform of the culture, systems and processes supporting Defence personnel, veterans and families. The recommendations relating to the department are wide-ranging across data and research, healthcare and wellbeing supports, claims processing, transition, the veteran support ecosystem, workforce, culture and service delivery.

Implementing the recommendations of the Final Report will take time. Many of the recommendations intersect with one another and involve complex and long-term reform, for example the multi-year work involved in establishing the National Veterans' Data Asset (Recommendation 107) and the interdependencies between the establishment of a new agency focussed on veteran wellbeing (Recommendation 87) and recommendations related to improving veteran wellbeing and transition supports (e.g. Recommendations 79, 80, 81 and 86). The Royal Commission Implementation Committee (RCIC) within the department is overseeing the overall delivery of DVA's response to the Royal Commission and providing assurance to the Secretary, the Australian Government and relevant external oversight bodies in relation to the implementation of department-related recommendations.

Successful implementation requires consultation and collaboration across the Government, in particular with Defence and the Department of the Prime Minister and Cabinet Royal Commission Implementation Taskforce. It also requires working with state and territory governments through the Commonwealth, State and Territory Committee, and the Defence and veteran community. Engagement with the Defence and Veterans' Services Commission (DVSC) in its capacity as an independent oversight body, will also be critical, with the DVSC's legislation commencing from 29 September 2025.

Key foundational elements outlined below will underpin the department's implementation of the Government's Response and have a central influence on its operating context.

- Subject to the Government's consideration of options arising from the department's consultation and co-design, key initiatives will be the establishment of an agency focused on veteran wellbeing (Recommendation 87) and a national peak body for ex-service organisations (Recommendation 89). Each of these bodies will drive a fundamental shift in how the department interacts with, supports and empowers veterans, families and ex-service organisations. An agency focused on veteran wellbeing would connect veterans and families to appropriate supports and help them navigate both the department's system and the broader veteran services and support system. A peak body would provide a strong, representative voice to Government for large and small ex-service organisations.
- Multiple recommendations seek to improve the collection, sharing and use of data, culminating in the establishment of the National Veterans' Data Asset (Recommendation 107). A more modern data analytics environment will enable the department to improve its analytics, reporting, data science and evidence-based decision-making, and will support implementation of recommendations related to research and data.
- Significant ICT and systems reform is required to implement the new agency, data, structural and service delivery improvements recommended by the Royal Commission, and to fully realise their potential benefits.

Veterans' Entitlements, Treatment and Support (VETS) (Simplification and Harmonisation) Act 2025

Recommendation 1 of the Interim Report of the Royal Commission into Defence and Veteran Suicide was to simplify and harmonise veterans' rehabilitation and compensation legislation.

The passage of the *Veterans' Entitlements, Treatment and Support (Simplification and Harmonisation) 2025* (VETS Act) in February 2025 delivers on this recommendation.

From 1 July 2026, the *Veterans' Entitlements Act 1986* (VEA), and the *Safety, Rehabilitation and Compensation (Defence-related Claims) Act 1988* (DRCA) will be closed to new compensation claims and all compensation claims will be determined under a single ongoing Act, an improved *Military Rehabilitation and Compensation Act 2004* (MRCA).

The legislative amendments will:

- Make it easier for veterans and families to understand their entitlements and receive the support they need, when they need it
- Simplify the process for veteran advocates to support veterans making DVA claims
- Streamline claims processing
- Further recognise the enormous sacrifices and contribution made by the families of veterans by increasing access to services such as education schemes, healthcare cards and other financial benefits for the families of veterans who have suffered severe impairment as a result of their service-related injuries and conditions.

Grandparenting arrangements will ensure that current payments received by veterans and families under the VEA and DRCA will continue and be indexed as normal.

During 2025–26, the department will continue to design and implement these changes, working with Defence and veteran communities to transition to the new system. This will include continued communication and, training for advocates and employees, as well as the required changes to ICT systems.

While the main elements of the VETS Act do not come into effect until 1 July 2026, there are 2 provisions that come into effect earlier.

- The harmonisation of external merits reviews for compensation claims, the single review pathway, commenced on 21 April 2025. Veterans appealing determinations made under the DRCA from 21 April 2025 are now able to lodge requests for review directly with the more veteran friendly Veterans Review Board instead of the Administrative Review Tribunal as the first order of external merits review.
- The Defence and Veterans' Services Commission (DVSC), will commence on 29 September 2025. The DVSC will provide independent oversight and evidence-based advice to drive system reform in improving suicide prevention and wellbeing outcomes for serving and ex-serving ADF members (Recommendation 122).

Claims and client expectations

DVA remains focused on actioning the recommendations of the Royal Commission's Final Report and processing outstanding claims.

Of the 41,799 claims originally identified as unallocated in the Royal Commission's interim report, as at 30 June 2025, 99.9 per cent of the claims had been determined.

The department is committed to finalising claims for those veterans that have been waiting the longest and aims to further improve claims processing timeframes with initiatives around online lodgement and more streamlined handling of complex claims.

Partnerships and cooperation



Defence

Leaving the military and transitioning to civilian life can be a challenging time for some ADF members and families. Supporting positive transition outcomes is a shared responsibility between individuals, community, providers and government. The department works with Defence focusing on rehabilitation, income support, employment, physical health and mental wellbeing to support a positive transition. In partnership with the Defence Joint Transition Authority and the Commonwealth Superannuation Corporation, the department works to ensure veterans and families are better prepared and supported through their separation from the ADF and transition to civilian life.

The department has introduced several initiatives to improve and better support the transition journey an individual or family may take. For example, Senior Veteran Support Officers assist veterans who have complex claims with additional assistance in navigating its processes. The Transition Branch coordinates efforts both within the department and across agencies, with a mix of service, policy and program areas. The branch is responsible for the implementation of the Veteran Transition Strategy and Action Plan with Defence and other agencies.

Key research and evaluation partners

The department has a long-term commitment to research that delivers ongoing benefits to the health and wellbeing of veterans and families. To strengthen this commitment, the department has implemented a new research and evaluation model called the Veteran and Families Learning and Innovation Network of Knowledge (VF-LINK). The objectives of the model are to increase the production, use and sharing of evidence to support decision-making and policy, program and service design. The new partners were onboarded in August 2025 following an approach to market in 2024. This initiative builds on, and complements, existing relationships with key research partners, such as the Australian Institute of Health and Welfare, the Australian Institute of Family Studies, Defence, the international Five Eyes Veteran Research Committee, and existing funded partnerships with research institutions. This is an exciting opportunity to ensure evidence informs policy development, decision-making, drives program development, promotes a data-driven culture, facilitates knowledge sharing across the department, fosters collaboration, and translates research and evaluation findings into action.

Partnerships through Grants Programs, including Veterans' and Families' Hubs and Veterans' Acute Housing Program

The department delivers a suite of grant programs designed to support a broad range of veteran and community needs. The grant programs have various purposes including to assist health and wellbeing, the provision of advocacy services, veteran education and employment, and support commemorations.

The department's grant programs, and the partnerships they build, enable organisations to better support the veteran community. For example, the Veterans' and Families' Hubs program provides grants to establish centres which enable the delivery of coordinated support for veterans and families. Each Hub brings together a unique service offering determined by the local veteran community, which is managed and operated by a lead organisation, usually an ex-service organisation. Hub services can include mental and physical health services, wellbeing support, advocacy, employment and housing advice, and social connection. Hubs provide important services and community connection for veterans and families both locally and in the surrounding regions.

As of May 2025, there were 9 established Hubs delivering support to veterans and families in Perth, Townsville, Adelaide, Darwin, Wodonga, Nowra, Caboolture, Burnie and Queanbeyan. Eight new Hubs are being established in areas with significant veteran populations. These are expected to open by mid-2026. Additionally, in 2025–26, the department will work with the Government on its election commitment to establish a Hub in Bendigo, Victoria.

The Veterans' Acute Housing Program is another grant program which is establishing partnerships with organisations to deliver housing and homelessness support to the veteran community. Under this program, \$24 million in capital works grants has been awarded to 8 organisations to increase the supply and ongoing availability of crisis and transitional housing for veterans and families. An additional \$6 million in grants has been awarded to 5 organisations for the delivery of specialist wrap around support services to veterans and families to address the risk of homelessness. In 2025–26, the department will continue working with grant recipients under this program to assist the veteran community.

Royal Australian and New Zealand College of Psychiatrists

The Military and Veterans' Psychiatry Training Program increases veteran access to psychiatrists with specialist training in veteran and military mental health and trauma-focused care by delivering up to 10 psychiatry registrar training places each year. By increasing the number of psychiatrists with training in military and veteran mental health, the psychiatry workforce will be better equipped to address the unique needs of military personnel and veterans. It also recognises the importance of a mental health workforce that has specialist skills and knowledge relating to military service and its impact on veterans. Training placements formally began in February 2022, and the program will run until 30 June 2026.

Defence and Veteran Family Wellbeing Strategy 2025–2030

The joint Defence and Veteran Family Wellbeing Strategy 2025–2030 (the Family Strategy) was released on 20 December 2024 and recognises the pivotal role families play in supporting current and former serving ADF members. The Family Strategy and First Action Plan provides the guiding principles for how support will be delivered to families over the next 5 years and assists in responding to recommendations of the Royal Commission. There are 3 strategic priorities and an action plan which will drive progress.

- Informed and Engaged – Families can find the information they need when they need it, so they can access available supports and make informed decisions. Defence and the department actively engage with families to ensure their perspectives are considered.
- Supported and Secure – Any impacts of service and related life events are managed through appropriate and flexible, fit-for-purpose policies, support, and communication.
- Recognised and Understood – The impacts of military life on Defence and veteran families are recognised with a continued commitment to understand their needs and improve policies through engagement, research and evaluation.

The department will continue to work with Defence and is now focused on implementing the Family Strategy and First Action Plan.

Defence and Veteran Mental Health and Wellbeing Strategy 2025–2030

In 2025–26, the department is prioritising the delivery of the joint Defence and Veteran Mental Health and Wellbeing Strategy 2025–2030 (Mental Health Strategy) and supporting interdepartmental Action Plans.

The Mental Health Strategy outlines how DVA and Defence will work together to promote and support wellbeing through early intervention and prevention, timely access to care and support, and a positive and connected community, while focusing on suicide prevention and using data to drive positive outcomes.

The Mental Health Strategy complements the activities in the Australian Government response to the Royal Commission Final Report including the commitment to transition and wellbeing supports, and the co-design of a new agency focused on wellbeing.

The Mental Health Strategy alongside the Family Strategy and the Veteran Transition Strategy have a shared goal of improving mental health and wellbeing outcomes across the Defence and veteran community.

Advocacy

The department has been collaborating with ex-service organisations to enhance veterans' advocacy through the establishment of the independent Institute of Veterans' Advocacy (the Institute).

The Institute is the national professional association for veterans' advocates, setting and administering professional standards, and providing leadership and support to nationally accredited advocates.

Functions of the Institute include:

- establishing competency standards, a code of ethics and minimum training requirements for veteran advocates
- accrediting veteran advocacy service providers, and monitoring compliance with continuing professional development
- providing members with access to a range of benefits and tools, including improved and nationally consistent training and professional development
- establishing and administering a nationally consistent complaints handling process.

Through these activities the Institute will:

- lift the overall standard of advocacy services nationally
- improve confidence in the veteran community and provide assurance to veterans and their families that services provided from an accredited veterans' advocate are professional, high quality and are provisioned with a contemporary understanding of veteran entitlements
- professionalise veteran advocacy services and enhance the standing and recognition of veteran advocates and advocacy services in the community.

International partnerships

International engagement is focused on bilateral and multilateral engagement, to discuss and progress areas of common interest and opportunities for greater collaboration. The department's approach is based on the mutual exchange of information and learning from one another to improve support and services to veterans and families.

The International Ministerial (Five Eyes) Conference on Veterans' Issues is an important international forum that allows the Minister for Veterans' Affairs to directly engage with his ministerial counterparts from Canada, New Zealand, the United Kingdom and the United States of America. This engagement is supported at agency-head level through the Five Eyes Official Meetings, and at officer level through a range of working groups under the Five Eyes Veteran Research Committee. These forums aim to provide better outcomes for veterans and families through dialogue, research and data sharing. While the committee does not conduct or commission research itself, the department's continued engagement as a member helps to inform domestic policy by facilitating comparison and collaboration with Five Eyes countries in areas of mutual interest.

The department also engages bilaterally with overseas agencies, organisations and individuals through meetings, conferences and hosting international visitors. These engagements all seek to improve the lives of veterans and families through sharing knowledge and experience on policies, programs and initiatives.

The department, through the Office of Australian War Graves (OAWG), represents the Commonwealth War Graves Commission (CWGC) in Australia, Papua New Guinea and the Solomon Islands. The OAWG cares for war cemeteries and war graves, and builds and maintains official Australian memorials overseas, to ensure the service and sacrifice of Commonwealth servicemen and women is never forgotten.

The department manages significant international commemorations annually in Türkiye and France, and supports other local commemorations in Papua New Guinea, Malaysia and Thailand. The department is also responsible for the management and operations of 3 interpretative centres located in France, Thailand and Malaysia, and the care and maintenance of official Australian overseas memorials. This work requires close engagement with the host nations.

There is an ongoing challenge for the department to consider the risks of doing business in each country and ensure appropriate mitigation strategies are in place to maintain operations that reflect Government standards and expectations. The department's close working relationship across the whole-of-government and with the Department of Foreign Affairs and Trade and Defence underpins this work.

Veterans Chaplaincy Program

The Veterans' Chaplaincy Pilot Program is being undertaken in recognition of the vital role ADF chaplains can play in supporting spiritual wellbeing during service and helping address the lack of equivalent services available when transitioning to civilian life.

The pilot program provides counselling and support in a non-clinical setting and pathways for veterans (including those transitioning) and families to access mental health and wellbeing support, as well as foster community connections. The program provides continuity of pastoral care to veterans and families through and after their transition from the ADF.

The 2025–26 Budget extended the pilot program for a further year to enable consideration of the program's future suitability and benefit.

Capability

Our people / capability review

As the department provides support to more veterans and families, the demand for its services has increased and the Government has acknowledged this with an additional \$47.6 million in 2025-26 to maintain resourcing in key service delivery areas. This includes funding to continue supporting service delivery employees in the following areas.

- Claims decision making and health and other service provision
- Veteran Access Network
- Veteran Support Officers
- Complex Case Management teams
- Information Access teams
- Mental health support teams

The department has established enterprise-level workforce planning to position the workforce to deliver its strategic priorities over the next 12 months, with group-level workforce plans supporting capability uplift. The department recognises its middle managers have the greatest impact to change behaviour and lead by example to set the tone for their teams and will invest in its middle manager cohort and build on their capability to create a skilled and confident workforce. Embedding a positive workplace culture while ensuring operational requirements are met, will be a key focus. The Manager Development Program will provide new and existing managers with real-world skills to lead with confidence. New Manager Information Sessions will also provide managers with the opportunity to learn best practice and share information and experiences with a focus on people management.

The department will continue promoting cultural capability and diversity and improving recruitment and mobility. It will focus on bringing core work in-house in line with the APS Strategic Commissioning Framework, and to achieve sustainable outcomes, will strengthen APS workforce capability, reallocating existing APS workforce to deliver core work, and build knowledge transfer requirements into new contracts.

The department will continue to build an inclusive workplace that improves the experience of employees and enhances interactions with clients. Through further enhancements to diversity committee operations, the department aims to better empower its people to share their lived experiences and influence initiatives to support an inclusive workplace culture. The department will continuously strive to achieve higher representation across diversity groups to ensure the workforce reflects the community it serves. It will continue to draw on the capability and ideas of its employees as part of an innovation culture, including through the DVA Innovation Challenge and uptake of employee-proposed initiatives to streamline processes and improve the client experience.

The department provides a range of wellbeing supports for employees, so they are better positioned to support veterans and families. It will continue to implement wellbeing tools and resources to support the maintenance and management of psychosocial safety in the workplace, including the Psychosocial Risks and Hazards Framework. New wellbeing resources that support employee mental, physical and financial wellbeing will continue to be promoted, including the new DVA Connection Sessions that monitor and support wellbeing, and foster connection among front-line employees.

In accordance with the Government's plan for APS Reform, the department will finalise the implementation of the APSC Senior Executive Service (SES) Performance and Leadership Framework to ensure a holistic approach to SES performance and leadership, and to build a culture of transparency and accountability. The Senior Executive will continue to work together to build a consolidated leadership team. Through cross collaboration activities and living the APS Values, senior leaders will actively engage and collaborate with employees, as an opportunity to receive feedback and share ideas and perspectives.

The department is committed to working together to ensure every interaction with the community and each other is conducted with professionalism, kindness, and compassion. It will continue to prioritise workplace culture by aligning its cultural vision with APS frameworks, such as the APS Values and Secretaries Charter of Leadership Behaviours (DRIVE). The department will focus on delivering cultural initiatives such as the Building High Performance Workshop which examines behaviours that enhance team performance, shape culture and boost wellbeing, and the new Respect@Work sessions which define expectations for managers and employees regarding harassment, bullying, and discrimination.

The department will implement the Integrity Action Plan, refresh Aboriginal and Torres Strait Islander cultural training, provide new military service competency training, and enhance the Rewards and Recognition Framework to recognise integrity and contribution to culture. It will reshape processes to support effective change management through consultation with employees and their representatives on the DVA Managing Change Framework. Employees will also benefit from new change management tools and resources.

Digital capability and Artificial Intelligence

The department will continue to invest in the modernisation of its digital ecosystem to deliver services for veterans and their families. This will include further opportunities to automate basic functions, as well as future-focused work that positions the department to take advantage of new technologies.

The department's digital ecosystem continues to be underpinned by legacy ICT systems.

Work is well underway to replace the financial management system in 2025–26. This will provide greater capacity to support timely payments to veterans, families and providers, while providing modern capability to support further operational efficiencies.

The department's new clinical case management solution for Open Arms is also due to be implemented in 2025–26, with the solution providing a modern complex and clinical case management capability to replace the out-dated system.

DVA Digital Strategy

As the department brings these new platforms into its digital ecosystem, the new digital and data strategies will position it to:

- take a user-centred, data driven and digitally enabled approach to meet the needs of veterans and their families, achieve strategic objectives and deliver on the Commonwealth's broader digital and data vision for a simpler, secure and connected public service
- optimise digital capability and technology infrastructure, by steering a pathway to a more connected, efficient, and digitally enabled organisation
- adopt new service delivery models fit for the digital age
- commence consolidation of data platforms into a unified system able to operate advanced analytics
- demonstrate efficiencies by piloting manual workflow processes within new platforms.

Anchored to robust foundations supported by maturing enablers, the Digital Strategy will enable the department to modernise its digital ecosystem and support practical incremental delivery.

Artificial Intelligence

In line with the digital and data strategies, the department is committed to supporting employees and enhancing services by taking advantage of Artificial Intelligence (AI) in a considered, safe and responsible way.

In line with the Commonwealth's Policy for the Responsible use of AI in government the department has published an AI Transparency Statement and during 2025–26, will update this statement periodically as it utilises AI opportunities including:

- a partnership with the Department of Finance, to create an AI prototyping environment separate from core systems, to enable employees to test models and approaches, including future opportunities to take advantage of AI in core service delivery functions
- undertaking a Microsoft Copilot trial
- delivering a new DVA website search (AI) capability, providing an enhanced search result experience to users, with a summarised response to a user's query, with source links to web pages and an option to learn more.

This work will be guided by the department's first AI Policy and Strategy as well as the digital and data strategies.

Communication and engagement will be critical and the department's AI Advisory Board, which includes Government representatives, technical experts and a representative from the veterans' welfare and advocacy community organisation will continue to guide this work and provide feedback.

With a particular focus on the centrality of data to support service delivery to veterans and families, the department will continue to review ways to contemporise its data, analytics and AI capabilities and incorporate analytics tools into its business processes. This will enable contemporary capabilities in areas such as compliance monitoring, as well as program and service delivery.

Data, research and evaluation

In 2025–26, the department will continue to invest in building its data, evaluation and research capabilities to benefit veterans and families.

The department will continue to increase the development and appropriate use and sharing of knowledge and evidence to support policy, program, service design and decision-making. The aim is to improve wellbeing outcomes for veterans and families.

Building a modern enterprise data warehouse (EDW) and analytical capabilities based on curated data assets within the EDW will provide the department with an enhanced and well governed data analytics capability. Actions underway include defining and publishing metadata and data quality, and building data assets designed to support self-service data capability, while maintaining clear data provenance and security requirements.

Several key data-related initiatives are underway to improve our understanding of client needs and to tailor services and programs. These include the Priority Investment Approach, the Data-driven Client Segmentation, the Australian Bureau of Statistics Person Level Integrated Data Asset (PLIDA) and the Defence/DVA Data Sharing and Analytics Solution (DSAS). The department is collaborating with Defence, Australian Institute of Health and Welfare (AIHW) and Australian Bureau of Statistics (ABS) and states and territories around the Royal Commission recommendation to establish the National Veterans' Data Asset and National Veteran Indicator, as well as ways to overcome legislative barriers to improve data-sharing, particularly between the department and Defence, which is critical to facilitating improvements to the provision of services to veterans and families.

With advances in data warehousing and automation, including AI tools, such as machine learning, the department will continue to review ways to modernise its data, analytics and AI capabilities to incorporate into its business processes, in line with the digital and data strategies. This will enable contemporary capabilities in areas such as compliance monitoring, as well as enhanced program and service delivery.

The department will continue to engage with the veteran community around the use and sharing of its data. To support this, the department has initiated a program to uplift data governance, literacy and capability development to ensure it can support the data sharing agenda with robust governance controls that are aligned with key legislative principles set out in the *Data Availability and Transparency Act 2022*.

The department recognises the importance of adhering to our legal obligations including under the *Privacy Act 1988* for handling veterans' and families' information and is committed to handling personal information fairly and lawfully; respecting privacy and keeping information appropriately confidential; and being transparent and open about the kinds of personal information we collect, hold, use and disclose. In 2025–26, the department will continue to focus on improving our practices by implementing consistent protocols and will prioritise a rebuilding of social licence and trust with the veteran and broader community.

The department has a long-term commitment to research and evaluation that delivers ongoing benefits to the health and wellbeing of veterans and families. Further details can be found under '*Partnerships and cooperation*' in the paragraph "Key research and evaluation partners".

Futures and Stewardship

The department is actively investing in long-term integrity and sustainability through a focus on stewardship, strategic foresight and the development of long-term insights. The discipline of Futures Thinking improves the ability to navigate complex and evolving challenges, test preparedness for system shifts and ensures the needs of veterans and families are considered in planning and decision-making. The department uses data analysis and monitoring of demographic, environmental, economic, technology and service delivery trends to develop long-term policy and planning priorities that anticipate change and improve our preparedness to respond client needs. To this end, a dedicated Future Focus Team is in place to mature this work in alignment with the whole of APS Futures Capability uplift program led by the Department of the Prime Minister and Cabinet.

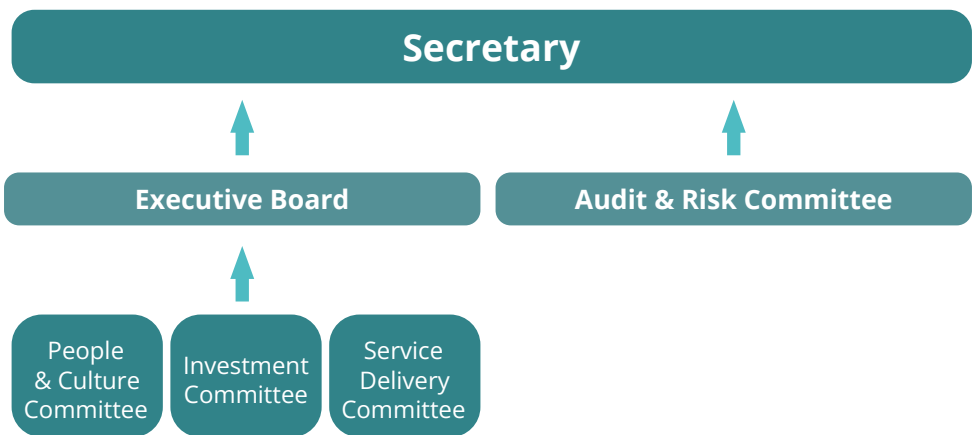
Governance

The department is committed to strong governance that enables strategic oversight, accountability, and robust, evidence-based decision-making. These governance arrangements are essential to delivering quality services, implementing the Australian Government and Royal Commission's priorities, simplifying processes and improving enabling services.

The governance framework is aligned with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and supports sound stewardship, transparency and performance across the department. The Executive Board and its sub-committees provide oversight and direction in areas such as resource prioritisation, policy and operational planning, risk management, audit, and compliance to ensure our work remains aligned with the department's purpose and the needs of the veteran community.

The Australian Public Service Commission Capability Review of DVA, which was finalised in October 2024, acknowledged the strength of our current governance arrangements and confirmed that the department is on the right trajectory. It also reinforced the importance of continuing to embed and mature these reforms to achieve lasting impact. In 2025–26, the department will continue to strengthen its governance capability by refining committee structures, enhancing decision-making processes, and embedding consistent operating principles that support clearer accountability, improved transparency, and better outcomes for veterans and their families.

The department's governance continues to evolve to meet expectations, ensuring that diverse perspectives and expertise are reflected in decision-making, and that the department remains agile, accountable, and focused on delivering better outcomes for those it serves.



Risk

Effective risk management is integral to achieving the department's objectives and supporting its purpose. The department is committed to promoting a proactive risk culture that considers threats and opportunities. The department's Chief Risk Officer is responsible for promoting a strong culture of appropriate risk behaviours across all levels of the enterprise. All employees have a responsibility to manage risk as part of their day-to-day activities. Building risk capability and culture is addressed by a range of training and awareness activities. These include mandatory online risk management training and a continuation of the Risk Practitioner's Forum Integration of specialist risks, such as climate risk. Alignment of business continuity, emergency management and disaster response to the Risk Management Framework will be delivered in 2025–26 to improve the department's risk maturity.

Risk Management Framework

The Accountable Authority Instructions and Risk Management Framework provides the foundation and organisational arrangements to nurture risk culture and manage risk across the enterprise. The Framework sets out the systems of risk oversight and management in accordance with section 16 of the PGPA Act and the Commonwealth Risk Management Policy. It is aligned with the International Standard on Risk Management, ISO 31000:2018 Risk management— Guidelines, and Commonwealth best practice guidance. The Framework contributes to the strengthening of management practices, decision-making and innovation across the department.



Management of Key Strategic Risks

In practice, risks are managed at the appropriate level across the department and its business activities. This includes management and oversight of strategic enterprise risks directly by the Executive Board and Enterprise Risk Stewards through to operational-level risks managed by respective divisions and branches. The department regularly scans the operating environment to identify and treat emerging risks and continues to undertake periodic reviews of its risks, critical controls and supporting frameworks to ensure they remain fit-for-purpose. Strategic risk management, described as enterprise risk management in DVA, identifies overarching risk focus areas which, if realised, will affect the department's ability to achieve its purpose and objectives. The department's identification and oversight of strategic risk is captured through a dynamic strategic risk management scan and appointment of Enterprise Risk Stewards. The Executive Board comprehensively review each of the enterprise risks at least annually.

The department's enterprise risk focus areas and mitigation strategies are outlined in Table 1 below. Some of these mitigation strategies span multiple enterprise risk focus areas.

Enterprise Risk Focus Areas – 2025-2026

Enterprise Risk Focus Area	Enterprise Risk Outcomes	Why is this a focus for DVA	Mitigation Strategies
Supporting our Veterans and their community at all times	<ul style="list-style-type: none">• Understanding emerging demographics and needs.• Identifying appropriate support in a changing wellbeing landscape.• Embracing sector reform.• Recognise and evaluate global security and economic environmental conditions.• Responding to natural disasters / climate change.• Delivering of relevant services and programs.	So we deliver high quality outcomes that improve the health and wellbeing of veterans and their community	<ul style="list-style-type: none">• DVA develops policy and programs based on research, data, wide engagement and evidence.• Plans developed for handling emergencies or crises.• Maintain open communication with stakeholders, demonstrating a commitment to accountability and transparency.

Enterprise Risk Focus Area	Enterprise Risk Outcomes	Why is this a focus for DVA	Mitigation Strategies
Managing claims efficiently and effectively	<ul style="list-style-type: none"> Managing of the claims process efficiently. Identifying innovative solutions to reduce times taken to process. Meeting the Government Service standards. Ensuring claims and data integrity. Building capability through recruitment, skills development and retention. Modernising and sustaining IT Systems. Transparency in our dealings with clients. 	So we have processes, systems and resources to deliver timely payments	<ul style="list-style-type: none"> Implement efficient workflows and automated systems to expedite claims processing and reduce errors. Reviews of current workforce provisioning and practices to meet the demand of claims processing. Regularly audit and review claim processes to identify areas for improvement and ensure compliance. Maintain transparent communication with claimants regarding status of their claims, expectations and any required supporting documentation.
Meeting Government Priorities	<ul style="list-style-type: none"> Consolidating legislative reform. Proactively advising Government and implementing priorities. Delivering high-quality evidence-based policy advice. Implementing Government agreed Royal Commission recommendations. 	So we deliver the Government's priorities	<ul style="list-style-type: none"> Build strong relationships with stakeholders to understand perspectives, gather support and influence the legislative process. Oversight and monitoring of priorities and outcomes through robust processes. Timely development and implementation of aligned evidence-based policy advice.

Enterprise Risk Focus Area	Enterprise Risk Outcomes	Why is this a focus for DVA	Mitigation Strategies
Looking after our People	<ul style="list-style-type: none"> • Management of the safety and wellbeing of employees, to maintain status as employer of choice. • Connection of employees to purpose and vision. • Measurement, detection and response to emerging workforce issues, including effective engagement and communication on issues. • Developing a future workforce (i.e. right people with the right skills at the right time). 	So we ensure our people are supported to deliver the best outcomes.	<ul style="list-style-type: none"> • Prioritise employee health and safety through strategies and initiatives that prevent and manage physical and psychosocial risk and hazards. • Regularly solicit and address feedback from employees. • Invest in developing strong leadership capabilities at all levels. • Develop strategies to attract and retain skilled people in recognition of a changing workforce.
Operational Integrity	<ul style="list-style-type: none"> • Ensuring privacy and data integrity is maintained. • Being accountable for actions and decisions. • Ensuring compliance with policies, processes and procedures to support delivery. • Delivering robust systems to support the delivery of services and payments. • Delivering internal projects to meet desired outcomes. 	So we are trusted by Government and our stakeholders (including veterans and their families, support providers, other government entities, the Parliament, employees and service providers).	<ul style="list-style-type: none"> • Robust data security measures are developed to protect sensitive information. • Foster a culture of integrity and ethical behaviour by setting clear expectations and leading by example. • Establish strong internal controls to prevent non-compliance. • Implement enterprise solution architecture to ensure strategic and operational objectives are achieved in a way that derives value from technology investments. • Develop and maintain strong relationships with providers to actively manage ICT risks.

Performance

Performance Reporting Framework

The department's Corporate Plan is a key component of the Performance Reporting Framework and aligns closely with its Portfolio Budget Statements (PBS).

The PBS sets out the department's 3 outcomes, the corresponding Budget programs, and the measures the department will use to monitor performance of these programs. The Corporate Plan communicates its strategic priorities for 2025–26 and includes performance measures and targets aligned with the department's purpose and key activities to demonstrate how success will be measured in 2025–26 to 2028–29.

The performance measures in this plan will be reported in the annual performance statements within the DVA 2025–26 Annual Report. The annual performance statements report the department's actual performance for the year against the performance measures and targets in its Corporate Plan and PBS and provide analysis of the extent to which the department has achieved its purpose, including the factors that contribute to the outcomes.

The department's Performance Reporting Framework measures its ability to deliver on its purpose in accordance with the requirements of the PGPA Act.

For information on the Commonwealth Performance Framework, including the relationship between performance information in the PBS, Corporate Plan and annual performance statements, refer to the PBS user guide on page viii, which is available on DVA's website.

The priorities and key activities outlined in this Corporate Plan will flow through to the department's divisional and branch plans, and flow into individual staff performance agreements. This provides a clear line of sight from the department's purpose to the work of individual staff members.

Review of the Performance Reporting Framework

The 2025–26 Performance Reporting Framework has changed to simplify and strengthen the department's performance reporting.

The department's operating environment has changed significantly since last year with the handing down of the Final Report of the Royal Commission into Defence and Veteran Suicide, legislation harmonisation, and the commencement of co-design of a wellbeing agency. This has given the department an opportunity to review its performance measures, consider matters of public interest, Australian Government and departmental priorities, recommendations of the Royal Commission and the breadth of the department's operations. This review has resulted in a reduced, but targeted set of performance measures which support the department's key priorities, improves external reporting and aligns with the approach taken by many other Australian Public Sector agencies.

The revised Performance Reporting Framework ensures the department's key activities and performance measures:

- are purposeful and meaningful from the perspective of veterans and families
- are aligned with current departmental priorities
- are responsive to recommendations from the Royal Commission
- address Australian National Audit Office (ANAO) audit findings, and
- are well supported by evidence and data.

Key Updates to the Performance Reporting Framework

The review of the Performance Reporting Framework resulted in the consolidation of 17 key activities and 44 performance measures, into **4** key activities and **12** performance measures, providing a more focused and meaningful view of the department's performance.

Key activity 1:	Key activity 2:	Key activity 3:	Key activity 4:
Providing financial support and compensation services for eligible veterans and families.	Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families.	Supporting transition and employment for veterans and families.	Recognise the service of veterans who served in wars, conflicts and peace operations and their families.
0.1 Client satisfaction: Client satisfaction with delivery and access to key DVA programs.			
0.2 Wellbeing: DVA's contribution to client's physical and mental wellbeing after the provision of services.			
1.1 Timeliness: Percentage of claims processed within statutory and other timeliness targets. 1.2 Quality: DSHI complies with/meets the requirements of the 2020 General Insurance Code of Practice. 1.3 Quality: Financial support and compensation services are accurate, and provided according to trauma-informed protocols.	2.1 Timeliness: Percentage of clients allocated to peer worker, group treatment, or an Open Arm's clinician, within two weeks of intake. 2.2 Timeliness: Percentage of health, rehabilitation and care services provided within statutory and other timeliness targets. 2.3 Quality: Percentage of clients where rehabilitation goals were met or exceeded.	2.4 Effectiveness and awareness: The percentage of transitioning personnel who have a MyService account set up with DVA.	3.1 Timeliness: Official war graves commemorations are offered to families in a timely manner in recognition of the service and sacrifice of eligible veterans who have served in war, conflict or peace operations. 3.2 Quality: Official war graves commemorations are maintained to recognise the service and sacrifice of eligible veterans who have served in war, conflict or peace operations. 3.3 Awareness: Deliver commemorative events and build community awareness for Anzac Day and significant anniversaries in recognition of the sacrifice of veterans who have served Australia in wars, conflicts and peace operations.

The revised measures are organised into five key thematic categories that reflect the department's strategic priorities and core service outcomes, including two new overarching performance measures centering on veteran wellbeing and client satisfaction.

Client Satisfaction: Determining the level of client satisfaction will identify and explore the effectiveness of engagement with the department by veterans and their families.

Wellbeing: Acknowledging that an individual's wellbeing may be impacted by a multitude of factors, ensuring there is mindfulness about the impact of the department's services on the wellbeing of veterans and families as this is paramount to the department delivering on its purpose *'to support the wellbeing of those who serve and have served in the defence of our nation, as well as their families'*.

Timeliness: Measures the responsiveness of service delivery of key departmental programs against established timeliness targets.

Quality: Examines the accuracy, consistency and adherence to the standards of service required under key departmental programs.

Effectiveness and Awareness: Captures the reach and effectiveness of the department's communication of its services, programs and commemorative events.

Specific performance indicators within these themes are detailed further in the *'Our new performance measures'* section.

These changes support the department's commitment to simplifying and improving processes while delivering high quality services and support to veterans and their families.

Measuring performance

Good performance information demonstrates how the department, in line with its purpose, achieves the overarching outcomes it is funded to deliver through Budget programs.

The Corporate Plan presents a range of key activities against each of the outcomes and Budget programs. How the department performs in undertaking those activities is monitored through performance measures and targets, which are detailed in the *'Our new performance measures'* section.

Achievement against the performance criteria in this Corporate Plan and the PBS, is reviewed by the Executive Board on a triannual basis and will be reported externally in the annual performance statements published as part of the DVA 2025–26 Annual Report.

For a complete overview, performance measures and targets should be read in tandem with program financial and performance information published in the department's PBS.

Approach

The department uses a mix of qualitative and quantitative measures and includes output and effectiveness measures to provide a basis for the measurement and assessment of its performance.

Performance measures identified by the Royal Commission have been incorporated and strengthened. This includes the percentage of health, rehabilitation and care services provided within published service standards, and supporting transition and employment of veterans and families.

Measuring against the 2025-26 Performance Reporting Framework will use a four-point tolerance scale to articulate the department's performance results. This approach better reflects the complexity of the department's administered programs, supports transparency and provides visibility of continuous improvement. Specific tolerance scales for each performance measure are detailed in the *'Our new performance measures'* section.

Performance Targets

Performance measures and targets included in this Corporate Plan apply to each year from 2025–26 through to 2028–29.

All newly created performance measures have been assigned an indicative target of ≥80% (monitored for the first year) based on past performance results, legislative requirements and the data available to support the achievement of the targets going forward. The performance targets may be adjusted after the first year of monitoring.

For claims processing, the department has increased performance targets to >90% to reflect its commitment to meeting and exceeding claims timeframes set out by legislation or recommended by the Royal Commission. The department is well placed to improve the performance of claims processing timeframes as a result of clearing the unallocated claims backlog, increased staff numbers and improvements to processes.

Specific targets for key departmental Programs are detailed in the *'Our new performance measures'* section.

Our new performance measures

Client satisfaction

The department is focused on the provision of high quality and timely services that meet the needs of its clients. This measure goes to the core of the department's operations and provides visibility of clients' level of satisfaction with the accessibility and delivery of DVA's key programs and services, helping to identify and explore the effectiveness of engagements with the department.

Feedback received through a survey will be used to strengthen and modify programs and services.

This is an overarching performance measure and is relevant to all Outcomes.

Programs	All				
Key Activities	All				
Performance Measure	0.1 Client satisfaction: Client satisfaction with delivery and access to key DVA programs.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	New measure includes previous client satisfaction surveys with a target of ≥80%	≥80%	≥80%	≥80%	≥80%
Tolerance Scale	Achieved: ≥80% Substantially achieved: ≥72%-79.9% Partially achieved: ≥60%-71.9% Not achieved: <60%				

Explanatory notes and limitations

- The performance measure is based on the customers' surveyed perceptions of the department and is used to improve the quality of services provided to its customers.
- Customer participation in all surveys is voluntary.
- The integrated survey methodology is being developed in 2025-26.

Wellbeing

The department is focused on the provision of high quality and timely services that meet the needs of clients and enhance their wellbeing. There are 9 factors impacting wellbeing (health, social support and connection, education and skills, employment and meaningful activity, meaning and spirituality, home and housing, income and finance, justice and safety, and recognition and respect) although not all factors are influenced by the department's services. This measure goes to the core purpose of the department and provides visibility of the client's perceived impact on their wellbeing after accessing the department's key programs and services, helping to identify and explore the effectiveness of its programs and services.

Feedback received through a survey will be used to strengthen and modify programs and services.

This is an overarching performance measure and is relevant to all Outcomes.

Programs	All				
Key Activities	All				
Performance Measure	0.2 Wellbeing: DVA's contribution to client's physical and mental wellbeing after the provision of services ⁱⁱ .				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	n/a	≥80%	≥80%	≥80%	≥80%
Tolerance Scale	Achieved: ≥80% Substantially achieved: ≥72%-79.9% Partially achieved: ≥60%-71.9% Not achieved: <60%				

Explanatory notes and limitations

- » The performance measure is based on the customers' surveyed perceptions of the department and is used to improve the quality of services provided to its customers.
- » Customer participation in all surveys is voluntary.
- » The integrated survey methodology is being developed in 2025-26.

Outcome 1:

Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.

Timeliness

Claims Processing

The department is committed to ensuring the timely processing of claims to ensure clients receive the correct payment, based on the information provided to the department. The measure provides visibility of the department's performance against its agreed timeliness standards and consolidates a number of previous measures relating to the timeliness of claims processing. The department remains cognisant of processing times and will continue to communicate them for all different claim types monthly on the department website.

Programs	1.1 ,1.6				
Key Activities	Providing financial support and compensation services for eligible veterans and families.				
Performance Measure	1.1 Timeliness: Percentage of claims processed within statutory and other timeliness targets ⁱⁱⁱ .				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	New measure includes a number of previous Outcome 1 timeliness measures. The target was previously >50%	>90%	>90%	>90%	>90%
Tolerance Scale	Achieved: ≥90% Substantially achieved: ≥81%-89.9% Partially achieved: ≥67.5%-80.9% Not achieved: <67.5%				

The timeliness of claims processing will be calculated based on the volume of major claim types^{iv} and measured from the point a claim has all the relevant content and is complete providing a more fulsome and accurate view of the department's performance. This also recognises and acknowledges the significant amount of time spent by the department waiting for the provision of information.

Quality

Defence Service Homes (DSH) Insurance

The measure allows users to understand the level of the department's compliance with the General Insurance Code of Practice and how this compares to performance in the wider industry. The measure provides transparency on the timeliness, communication and accuracy of sales and policy, and claims functions provided by Defence Service Homes Insurance and is in place to identify areas of improvement.

Programs	1.4				
Key Activities	Providing financial support and compensation services for eligible veterans and families.				
Performance Measure	1.2 Quality: DSHI complies with/meets the requirements of the 2020 General Insurance Code of Practice.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	≥90%	>90%	>90%	>90%	>90%
Tolerance Scale	Achieved: ≥90% Substantially achieved: ≥81%-89.9% Partially achieved: ≥67.5%-80.9% Not achieved: <67.5%				

Explanatory Note

- » This measure involves completing targeted audits across a wide span of DSHI transactions. The results will help to gauge both department performance and identify potential process deficiencies and improvement opportunities.

Claims Processing

The department is committed to ensuring high quality processing of claims based on information provided to it. This measure provides visibility of the accuracy of the department's claims processing, i.e. whether the department is processing the correct entitlement from the right date to the right person in accordance with trauma-informed protocols and legislation, and whether there are any administrative and processing errors. This measure consolidates a number of previous measures related to the quality of claims processing. Quality assessments are conducted monthly on a random statistical sample by quality assurance officers using assessment criteria relevant to the function (e.g. Initial Liability, Permanent Impairment, Incapacity etc.). Errors are deviations from the entitlements an eligible veteran or family member should or should not have received. Errors may involve both financial and non-financial impacts, including for example, failure to formally notify a veteran of a decision.

Programs	1.1, 1.6				
Key Activities	Providing financial support and compensation services for eligible veterans and families.				
Performance Measure	1.3 Quality: Financial support and compensation services are accurate, and provided according to trauma-informed protocols.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	Includes a number of Outcome 1 quality measures with a target of ≥95%	>95%	>95%	>95%	>95%
Tolerance Scale	Achieved: ≥95% Substantially achieved: ≥85.5%-94.9% Partially achieved: ≥71.3%-85.4% Not achieved: <71.3%				

Outcome 2:

Maintain and enhance the physical and mental wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements.

Timeliness

Open Arms

The department is committed to providing high quality and timely mental health services that meet the needs of clients and impacts positively on their wellbeing. The department's responsiveness and engagement with its clients at the initial stages, through the timeliness of allocation to mental health services provided through Open Arms is assessed through this measure. The results from the measure will be used to modify and improve processes.

Programs	2.5				
Key Activities	Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families.				
Performance Measure	2.1 Timeliness: Percentage of clients allocated to peer worker, group treatment, or an Open Arm's clinician, within two weeks of intake.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	Previously "Percentage of clients allocated to an Open Arms clinician within 2 weeks of initial intake with a target of ≥65%"	≥80%	≥80%	≥80%	≥80%
Tolerance Scale	Achieved: ≥80% Substantially achieved: ≥72%-79.9% Partially achieved: ≥60%-71.9% Not achieved: <60%				

Veterans' Health and Wellbeing

The department is focused on the provision of high quality and timely access to services that meet the needs of clients and enhance their physical and mental wellbeing. This measure provides visibility to the public of the timeliness of the department's services. Results achieved from the measure will be used to modify processes to increase efficiency.

This measure, in part, responds to the Royal Commission and encompasses Recommendation 100 to improve the transparency of the rehabilitation program.

Programs	2.6				
Key Activities	Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families.				
Performance Measure	2.2 Timeliness: Percentage of health, rehabilitation and care services provided within statutory and other timeliness targets.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	Measure did not exist last year, but new measure covers "The percentage of rehabilitation assessments completed within 30 days of assessment referral with a previous target of ≥75%"	≥80%	≥80%	≥80%	≥80%
Tolerance Scale	Achieved: ≥80% Substantially achieved: ≥72%-79.9% Partially achieved: ≥60%-71.9% Not achieved: <60%				

This is a newly created measure. It is envisaged that the coverage of this measure will increase over time through the addition of significant programs.

Quality

The department is committed to providing high-quality rehabilitation services that meet the needs of clients and impacts positively on their wellbeing. This measure directly addresses recommendation 100 of the Royal Commission to improve the transparency of the rehabilitation program and helps identify and explore the effectiveness of rehabilitation. Feedback received through this measure will be used to strengthen and modify rehabilitation programs.

Programs	2.6				
Key Activities	Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families.				
Performance Measure	2.3 Quality: Percentage of clients where rehabilitation goals were met or exceeded.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	N/A	≥80%	≥80%	≥80%	≥80%
Tolerance Scale	Achieved: ≥80% Substantially achieved: ≥72%-79.9% Partially achieved: ≥60%-71.9% Not achieved: <60%				

Effectiveness and awareness

Ensuring that veterans are supported through their transition to civilian life is key to improving their wellbeing. This measure is an interim measure which provides visibility of the effectiveness of the department's communication with transitioning personnel and demonstrates the level of client engagement and connection with the department. Insights gained will be used to refine interactions with people transitioning. This performance measure will be reviewed once the Wellbeing Agency is established.

Programs	2.4, 2.5, 2.6				
Key Activities	Supporting transition and employment for veterans and families.				
Performance Measure	2.4 Effectiveness and awareness: The percentage of transitioning personnel who have a MyService account set up with DVA.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	N/A	≥80%	≥80%	≥80%	≥80%
Tolerance Scale	Achieved: ≥80% Substantially achieved: ≥72%-79.9% Partially achieved: ≥60%-71.9% Not achieved: <60%				

Outcome 3:

Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.

Timeliness

The department and Government are committed to recognising and acknowledging the service and sacrifice rendered by Australians in the wars, peacekeeping and other operations to which the nation has been committed. One of the first steps in fulfilling this commitment is timely communication to families of their entitlement to an official war grave. This measure assesses the responsiveness of the department's communication with families about their entitlement to an official war grave.

Programs	3.1				
Key Activities	Recognise the service of veterans who served in wars, conflicts and peace operations and their families.				
Performance Measure	3.1 Timeliness: Official war graves commemorations are offered to families in a timely manner in recognition of the service and sacrifice of eligible veterans who have served in war, conflict or peace operations.				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	N/A	≤ 7 days	≤ 7 days	≤ 7 days	≤ 7 days
Tolerance Scale	Achieved: 100% in ≤ 7 days Substantially achieved: ≥ 90% – 99.9% Partially achieved: ≥ 75% – 89.9% Not achieved: < 75%				

The measure reports the percentage of letters sent within 7 days. The target of ≤ 7 days was selected with reference to existing communication timeframes within the department and is based on public expectations.

Quality

In fulfilling the department and Government's commitment to recognise and acknowledge the service and sacrifice rendered by Australians in the wars, peacekeeping and other operations to which the nation has been committed. The department ensures that official war graves are appropriately maintained at the standards expected by the public. This measure helps to identify and explore the effectiveness of the department's maintenance program. Feedback received through the survey will be used to strengthen and modify the maintenance program.

Programs	3.1				
Key Activities	Recognise the service of veterans who served in wars, conflicts and peace operations and their families.				
Performance Measure	3.2 Quality: Official war graves commemorations are maintained to recognise the service and sacrifice of eligible veterans who have served in war, conflict or peace operations ⁴ .				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	Change of measure Previously "Quality – Official commemorations are satisfactorily maintained to recognise the service and sacrifice of veterans"	≥ 80% satisfaction	≥ 80% satisfaction	≥ 80% satisfaction	≥ 80% satisfaction
Tolerance Scale	Achieved: ≥80% Substantially achieved: ≥72%-79.9% Partially achieved: ≥60%-71.9% Not achieved: <60%				

Explanatory notes and limitations

- » The performance measure is based on the customers' surveyed perceptions of the department's maintenance of official war graves commemorations and is used to improve the quality of maintenance of these.
- » Participation in all surveys is voluntary.
- » The integrated survey methodology is being developed in 2025-26.

Awareness

The department is committed to increasing the public's understanding and awareness of the service and sacrifice of veterans and to ensuring that their service and sacrifice is recognised, remembered and honoured through the delivery of commemorative events. This measure provides visibility of the effectiveness of the delivery of the commemorative events and is aligned to the Australian War Memorial's measures. This measure will be used to strengthen and modify the delivery of commemorative events.

Programs	3.2				
Key Activities	Recognise the service of veterans who served in wars, conflicts and peace operations and their families.				
Performance Measure	3.3 Awareness: Deliver commemorative events and build community awareness for Anzac Day and significant anniversaries in recognition of the sacrifice of veterans who have served Australia in wars, conflicts and peace operations ⁴ .				
Target	Preceding FY	Current FY	Forward FY		
	2024–2025	2025–2026	2026–2027	2027–2028	2028–2029
	Change of measure Previously “Commemorative event quality: Commemorative events are conducted to commemorate veterans’ service in a dignified, solemn and respectful manner” and “Increase the public’s understanding and awareness of the service and sacrifice of those who have served Australia in wars, conflicts and peace operations”	Delivered as scheduled	Delivered as scheduled	Delivered as scheduled	Delivered as scheduled
Tolerance Scale	Delivered as planned/not delivered as planned				

This measure indicates whether the department is delivering commemorative events as planned.

Appendices

Appendix A: Summary of changes to DVA’s Key Activities

<div><div>Outcome 1:</div><div>Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.</div></div>	
Key Activities 2024–2025	Key Activities 2025–2026
Provide income and financial support and compensation payments to eligible veterans and families	1. Provide financial support and compensation payments to eligible veterans and families
Provide disability support and compensation payments to eligible veterans	
Provide income and financial support and compensation payments to eligible dependants	
Enable veterans and families to access housing-related support via the Defence Home Ownership Assistance Scheme and Defence Service Homes (DSH) Insurance	
Provide eligible children of veterans and families with financial assistance and support to access education and skills development	

Outcome 2:

Maintain and enhance the physical and mental wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements.

Key Activities 2024–2025	Key Activities 2025–2026
Work with a range of medical, dental, hearing and allied health providers throughout Australia to ensure veterans and families have access to a comprehensive range of services	2. Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families
Make arrangements with public and private hospital service providers throughout Australia to ensure veterans and families have access to a comprehensive range of services	
Provide eligible veterans with access to a broader range of medicines and wound care items at a concessional rate	
Provide a range of care and support in the home to assist eligible veterans and families to remain independent for longer	2. Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families and 3. Supporting transition and employment for veterans and families
Provide veterans and families with access to mental health care services, including primary prevention through counselling and complex care coordination	
Support veterans with travel for treatment and provide access to aids, appliances and modifications to support independent living	
Provide veterans with access to allied health services, including access to telehealth services	
Provide access to Open Arms, including individual and family counselling, after-hours counselling, group program interventions and peer support	
Provide veterans with access to medical management, psychosocial and vocational rehabilitation programs and support for employment	

Outcome 3:

Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.

Key Activities 2024–2025	Key Activities 2025–2026
Provide and maintain war cemeteries, war plots, gardens of remembrance and memorials to the missing, and other individual official commemorations for those eligible veterans who have died as a result of their service to Australia in wars, conflicts and peace operations.	4. Recognise the service of veterans who served in wars, conflicts and peace operations and their families
Deliver domestic and international commemorative events to enable the community to better understand, acknowledge and commemorate the service and sacrifice of those who have served Australia in wars, conflicts and peace operations	
Provide online resources to enable the community to better understand, acknowledge and commemorate the service and sacrifice of those who have served Australia in wars, conflicts and peace operations.	

Appendix B: Summary of changes to DVA's Performance Measures

Client Satisfaction

Client satisfaction with delivery and access to key programs.

Performance Measures 2024–2025	Performance Measures 2025–2026
1.1–5 Client Satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements (Veterans' Income and Support Allowances)	<p>Client satisfaction is an overarching performance measure and is relevant to all Outcomes, Key Activities and:</p> <ul style="list-style-type: none"> • Programs 1.1-1.6 • Programs 2.1-2.6 • Programs 3.1-3.2
1.2–3 Client Satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements (Veterans' Disability Support)	
1.3–3 Client Satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements (Assistance to Defence Widow/ers and their Dependents)	
1.4–3 Client Satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements (Funeral Benefits)	
1.6–13 Client Satisfaction: The percentage of clients satisfied with the level of customer service they received when accessing their entitlements (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation).	
2.1–1 Quality of Service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services (General Medical Consultations and Services)	
2.2–1 Quality of Service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services (Veterans' Hospital Services).	
2.3–1 Quality of Service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services (Veterans' Pharmaceutical Benefits)	
2.4–1 Quality of Service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services (Veterans' Community Care and Support)	
2.5–1 Quality of Service: The proportion of clients who have registered a complaint in relation to unmet access and/or quality compared to the total number of clients accessing services (Veterans' Counselling and Other Health Services)	
2.5–5 Client Satisfaction (Open Arms – Veterans and Families Counselling Services)	
2.6–3 Client Satisfaction: An annual survey of client satisfaction with the rehabilitation program (Military Rehabilitation and Compensation Acts – Health and Other Care Services)	

Wellbeing

DVA's contribution to client's physical and mental wellbeing after provision of services.

Performance Measures 2024–2025	Performance Measures 2025–2026
N/A	<p>The wellbeing of individuals and families is paramount through all departmental engagements. This is a new overarching performance measure which ensures there is mindfulness about the impact of the department's services on the wellbeing of veterans and families and is relevant to all Outcomes and Key Activities and:</p> <ul style="list-style-type: none"> • Programs 1.1–1.6 • Programs 2.1–2.6 • Programs 3.1–3.2

Outcome 1

Maintain and enhance the financial wellbeing and self-sufficiency of eligible persons and their dependants through access to income support, compensation and other support services, including advice and information about entitlements.

Timeliness

Performance Measures 2024–2025	Performance Measures 2025–2026
1.1–1 Timeliness: The percentage of claims processed within 30 days (Veterans' Income and Support Allowances)	1.1 Timeliness: Percentage of claims processed within statutory and other timeliness targets
1.6–1 Timeliness: The percentage of DRCA liability claims processed (determined) within 100 days (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – DRCA Liability)	
1.6–2 Timeliness: The percentage of DRCA permanent impairment claims processed (determined) within 100 days (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – DRCA Permanent Impairment)	
1.6–3 Timeliness: The percentage of DRCA incapacity claims processed (determined) within 50 days (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – DRCA incapacity)	
1.6–7 Timeliness: The percentage of MRCA liability claims processed (determined) within 90 days (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – MRCA liability)	
1.6–8 Timeliness: The percentage of MRCA permanent impairment claims processed (determined) within 90 days (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – MRCA permanent impairment)	
1.6–9 Timeliness: The percentage of MRCA incapacity claims processed (determined) within 50 days (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – MRCA incapacity).	

Quality

Performance Measures 2024–2025	Performance Measures 2025–2026
1.4–4 Quality: DSHI complies with/meets the requirements of the 2020 General Insurance Code of Practice (Defence Service Homes (DSH) Insurance)	1.2 Quality: DSHI complies with/meets the requirements of the 2020 General Insurance Code of Practice (Defence Service Homes (DSH) Insurance)
1.1–3 Quality: Correctness rate of processed new claims (Veterans' Income Support and Allowances)	1.3 Quality: financial support and compensation services are accurate and provided according to trauma-informed protocols
1.6–4 Quality: Correctness rate of processed DRCA liability claims (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – DRCA liability)	
1.6–5 Quality: Correctness rate of processed DRCA permanent impairment claims (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – DRCA permanent impairment)	
1.6–6 Quality: Correctness rate of processed DRCA incapacity claims (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – DRCA Incapacity claims)	
1.6–10 Quality: Correctness rate of processed MRCA liability claims (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – MRCA liability)	
1.6–11 Quality: Correctness rate of processed MRCA permanent impairment claims (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – MRCA permanent impairment)	
1.6–12 Quality: Correctness rate of processed MRCA Incapacity claims (Military Rehabilitation and Compensation Acts Payments – Income Support and Compensation – MRCA incapacity)	

Outcome 2

Maintain and enhance the physical and mental wellbeing and quality of life of eligible persons and their dependants through health and other care services that promote early intervention, prevention and treatment, including advice and information about health service entitlements.

Timeliness

Performance Measures 2024–2025	Performance Measures 2025–2026
2.5–4 Percentage of clients allocated to peer worker, group, treatment, or an Open Arm's clinician, within two weeks of intakes	2.1 Timeliness: Percentage of clients allocated to peer worker, group, treatment, or an Open Arm's clinician, within two weeks of intakes
2.6–1 Timeliness: The percentage of rehabilitation assessments that were made within 30 days of assessment referral (rehabilitation)	2.2 Timeliness: Percentage of health, rehabilitation and care services provided within statutory and other timeliness targets

Quality

Performance Measures 2024–2025	Performance Measures 2025–2026
N/A	2.3 Quality: Percentage of clients where rehabilitation goals were met or exceeded

Effectiveness and Awareness

Performance Measures 2024–2025	Performance Measures 2025–2026
N/A	2.4 The percentage of transitioning personnel who have a MyService Account set up with DVA.

Outcome 3

Acknowledgement and commemoration of those who served Australia and its allies in wars, conflicts and peace operations through promoting recognition of service and sacrifice, preservation of Australia's wartime heritage, and official commemorations.

Timeliness

Performance Measures 2024–2025	Performance Measures 2025–2026
3.1.1 New official commemorations are completed within published timeframes (War Graves)	3.1 Timeliness: Official War Graves commemorations are offered to families in a timely manner in recognition of the service and sacrifice of eligible veterans who have served in war, conflict or peace operations

Quality

Performance Measures 2024–2025	Performance Measures 2025–2026
3.1-3 Quality: Official commemorations are satisfactorily maintained to recognise the service and sacrifice of veterans (War Graves)	3.2 Quality: Official War Graves commemorations are maintained to recognise the service and sacrifice of eligible veterans who have served in war, conflict or peace operations

Awareness

Performance Measures 2024–2025	Performance Measures 2025–2026
3.2-1 Commemorative events quality: Commemorative events are conducted to commemorate veterans' service in a dignified, solemn and respectful manner (Commemorative activities)	3.3 Awareness: Deliver commemorative events and build community awareness for Anzac Day and significant anniversaries in recognition of the sacrifice of veterans who have served Australia in wars, conflicts and peace operations
3.2-2 Increase the public's understanding and awareness of the service and sacrifice of those who have served Australia in wars, conflicts and peace operations.	

Appendix C: PGPA Act Requirements

The Corporate Plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act; and
- subsection 16E(2) of the PGPA Rule 2014.

The Department of Veterans' Affairs has no subsidiaries as defined by the PGPA Act.

Endnotes

- i The description of this key activity has changed since the publication of the 2025-26 PBS.
- ii The description of this performance measure has changed from the 2025-26 PBS to better define how wellbeing will be measured and reported.
- iii The description of this performance measure has changed from the 2025-26 PBS to provide a clearer definition of how timeliness will be calculated and reported.
- iv This measure consolidates information for major claim types and considers the following claim types: Income Support, Veterans Payment, Service Pension, MRCA and DRCA Initial Liability and Permanent Impairment, as well as MRCA and DRCA Incapacity.
- v The description of this performance measure has changed from the 2025-26 PBS to provide a clearer definition of how awareness will be measured and reported.



