



Australian Government
Department of Veterans' Affairs

Corporate Plan 2026–27



SERVING WELL >> LIVING WELL >> AGEING WELL

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.

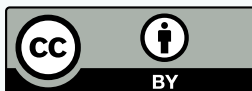
We recognise and celebrate Aboriginal and Torres Strait Islander people as the First Peoples of Australia and their continuing spiritual and cultural connection to land, sea and community.

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Acknowledgement of Service

We respect and give thanks to all veterans and families of veterans. 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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Secretary's introduction

I am pleased to present the Department of Veterans' Affairs (DVA) Corporate Plan 2026–27. 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 over reporting periods 2026–27 to 2030–31. It charts a course for strengthening the services and support we provide to veterans and families of veterans, and is accompanied by performance measures against which we will assess our progress and success.

The Australian Government's response to the Royal Commission into Defence and Veteran Suicide provided a long-term reform and implementation agenda which continues to guide the department's work now and in the years ahead.

I am proud that DVA continues to make significant progress on delivering the government's response to the Royal Commission's 122 recommendations, supported by significant government investment in the veteran support system. Since the October 2022–23 Budget, the government has invested more than \$2 billion in new initiatives in the Veterans' Affairs portfolio. This investment is supporting record claims outcomes, expanded access to treatment and rehabilitation, and stronger wellbeing support as demand continues to grow.

On 1 July 2026, two key reforms arising from the government's response to the Royal Commission became a reality and ushered in significant changes to the way veterans are supported in Australia.

The main elements of the *Veterans' Entitlements, Treatment and Support (Simplification and Harmonisation) Act 2025* (VETS Act) came into effect, simplifying and harmonising veterans' entitlements legislation. The enhanced *Military Rehabilitation and Compensation Act 2004* (MRCA) now serves as the single ongoing Act for all new rehabilitation and compensation claims, making it easier for veterans and families of veterans to access support.

On 1 July, DVA also established the Veteran and Family Wellbeing Agency to strengthen connection to, and access to, wellbeing supports. Its initial focus is on veterans and families most at risk during the transition from military to civilian life. The Agency is providing a clear and accessible entry point for veterans and families of veterans through information, navigation, coordination and referral services.

As we look to the future, a central focus of the department's work will be embedding the changes to the veterans' entitlements system.

We will also continue to work with Defence and across government to progress the remaining recommendations of the Royal Commission accepted by the government.

The department is strengthening its commitment to the lifetime health and wellbeing of veterans and serving members, including by better understanding and responding to the needs, barriers and service pathways of women veterans. Over the next 4 years, the department will continue to emphasise access to, and provision of, treatment, rehabilitation and wellbeing of veterans and families of veterans, alongside providing appropriate compensation for ongoing illness or impairment.

We're moving beyond a system focused on proving illness and injury to secure compensation to one that prioritises prevention, early treatment, and rehabilitation before compensation. This reflects the enduring aims of the original Repatriation Commission arrangements established during World War One, and the current provisions of the *Military Rehabilitation and Compensation Act (2004)*. Under this approach, delivered in partnership with Defence and the new Veteran and Family Wellbeing Agency, DVA will deliver a simpler and more contemporary veteran support system emphasising improved long-term health and wellbeing outcomes.



In line with this approach, and the findings of the Royal Commission, the department will continue to support more comprehensive, continuous and coordinated care for veterans. From 1 July 2026, new incentive arrangements, supported by \$58.3 million over 3 years and \$21 million per year ongoing, will encourage general practitioners and psychiatrists to deliver veteran-specific mental health care planning, supporting more proactive, ongoing and connected mental health care.

This work will be complemented by \$169.7 million to increase fees for allied health providers delivering treatment to Veteran Card holders from 1 July 2027. Together, the new mental health care planning incentives and the allied health fee increase provide \$228 million to strengthen the veteran health provider network, improve access to high-quality treatment, strengthen continuity of care and enable DVA to fund additional allied health services where a veteran has demonstrated clinical need.

The government's broader investment of \$739.2 million will strengthen and prioritise access to recovery-focused treatment and rehabilitation before veterans' claims are assessed, reducing the impact of injury and supporting improved lifetime wellbeing. The department will continue to prioritise improved treatment and claims pathways for high prevalence conditions impacting veterans and current serving members, like tinnitus and PTSD, where early treatment can make a measurable difference. This includes expanding presumptive liability arrangements to provide faster and simpler access to support for eligible veterans, while continuing to partner with Defence and other organisations to support health treatment research and innovations.

We will also work to implement other Federal Budget initiatives including increased allied health provider fees and allied health service threshold for veteran card holders commencing in July 2027, and \$29.8 million over 3 years for DVA, the Australian Bureau of Statistics and the Australian Institute of Health and Welfare to establish the National Veterans' Data Asset.

Over the next 4 years, DVA will continue to strengthen the integrity of the veteran support system to ensure veterans and families of veterans receive safe, high-quality services and that public resources are used appropriately to support veteran wellbeing. This will include enhancing the department's capacity to prevent, detect and respond to inappropriate provider conduct while expanding access to qualified and professional advocacy. We'll continue to work closely with the Institute of Veterans' Advocacy to support free, properly trained and ethical advocacy services, including providing training to advocates on the improved *Military Rehabilitation and Compensation Act 2004*.

The department will continue to modernise its information and communications technology, digital and data systems to streamline business processes and improve service delivery for veterans and families of veterans.

Finally, over the course of this Corporate Plan, DVA will continue to recognise and commemorate those who have served our nation in uniform through official commemorations and by preserving Australia's wartime heritage.

The department enters this next period with a strong record of progress on which to build. Our focus is on delivering lasting and beneficial reform across the veteran support system, improving the client experience and delivering better outcomes for veterans and families of veterans.



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 its 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 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.	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.
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 Veterans' Military Rehabilitation and Compensation Act 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 Act – Health and Other Care Services	Programs 3.1 War Graves 3.2 Commemorative Activities

Operating context

Environment

Royal Commission reform and sustained change

The government's response to the Royal Commission into Defence and Veteran Suicide (Royal Commission) continues to shape the department's operating environment and is driving significant, system-wide reform. The Royal Commission identified the need to improve access to services, strengthen system integration, and ensure the long-term sustainability and integrity of veteran support arrangements. In response, the department is delivering a multi-year reform program focused on simplifying access to supports and strengthening outcomes for veterans and families of veterans, particularly those most at risk.

The department will continue to engage and collaborate with the veteran community and across government to deliver a more integrated, transparent and client-centred veteran support system. This includes working with Defence and other agencies towards the government delivering two-thirds of the Royal Commission's recommendations by the end of 2026, reflecting the scale and pace of expected change.

Sustaining a better system

The outcomes of the 2026–27 Budget, and preceding 2025–26 Mid-Year Economic and Fiscal Outlook (MYEFO), have reinforced the department's reform agenda for the upcoming year through further investment to support improved access to services and system sustainability.

Over the next 4 years, the department will continue to focus on delivering changes that will sustainably improve services and support wellbeing over the longer term, including by:

- increasing allied health provider fees from 1 July 2027 and introducing an annual monetary threshold to support appropriate and sustainable service use
- implementing wellbeing reforms that shift the system towards prioritising treatment, stronger clinical oversight, improved rehabilitation and mental health supports, and more targeted use of public resources
- continuing to strengthen the department's capability to prevent, detect and respond to non-compliance, fraud and inappropriate billing across the veteran support system.

Building on reform

In 2025–26, the new Provider Integrity Division was stood up to ensure veterans and families of veterans receive the support and care they deserve, and protect the veteran support system from misuse.

In 2026–27, the department will continue to enhance integrity arrangements across veterans' benefits and services. This includes targeted initiatives to improve provider compliance, strengthen assurance activities, and enhance fraud, corruption and misuse of information detection and analysis capability.

The department's operating context is also increasingly shaped by rapid changes in technology and the need for stronger evidence and integrated data. Funding has been provided to establish a National Veterans' Data Asset, bringing together data from across government to strengthen understanding of veteran wellbeing and risk factors, and to support the improvement and evaluation of sustainable policy, programs and service delivery.

Together, these measures will enable the department to improve the efficiency and quality of delivery across DVA-funded programs, contributing to a trusted, sustainable and impactful veteran support system.

Claims, service trust and experience

Continuing to improve claims processing so that decisions are made as quickly, accurately and transparently as possible remains a key priority for 2026–27 to support the wellbeing of veterans and families of veterans.

A key reform milestone is the commencement of a simplified legislative framework for compensation and rehabilitation; the *Veterans' Entitlements, Treatment and Support (Simplification and Harmonisation) 2025* (VETS Act). From 1 July 2026, all new claims are being determined under a single, improved *Military Rehabilitation and Compensation Act 2004* (MRCA), with previous arrangements closed to new claims. This is a major step towards a simpler and more consistent veteran support system, reducing complexity and supporting more efficient claims processing over time.

The department will continue modernising its technology to support more accessible, timely and high-quality services. This includes investment in digital platforms, improved data and analytics capability, and exploring opportunities to use artificial intelligence and automation in safe, transparent and responsible ways that can support staff to work more efficiently, improve consistency, and make it easier for veterans and families of veterans to access information and services.

To further support transparency, the department will continue to publish monthly claims data on its website and has introduced the 'Time with DVA' reporting measure. This measure provides greater clarity about the period claims are available to be actively progressed by the department, supporting more transparent public reporting and better insight into claims performance.

Veteran and Family Wellbeing Agency

The Veteran and Family Wellbeing Agency (the Agency) commenced on 1 July 2026 in response to recommendation 87 of the Royal Commission. The Agency, developed in partnership with veterans, families and the veteran support sector through extensive consultation and co-design, improves access to wellbeing information and services across the veteran ecosystem, and provides information to navigate life beyond service, with a particular focus on supporting those who are transitioning or have complex needs. The Agency has started operations with foundational capability, with an initial focus on the most at-risk veterans transitioning from military to civilian life, and will expand its operational scope over time.

Stewardship and integrity

Strengthening organisational integrity and stewardship is essential to delivering trusted outcomes for veterans and families of veterans. Integrity risks such as fraud, corruption and misuse of information can affect service delivery and public confidence. These risks are managed by integrating integrity and risk oversight into planning, policy development, and operations, including a focus on data protection, compliance and accountability for decisions. Together, these arrangements strengthen organisational integrity, support ethical and accountable decision-making and the effective stewardship of public resources.

Building on reform

In 2025–26, the department simplified and enhanced claiming processes across claims, approvals and reimbursements, including:

- new online claim forms that make it easier for veterans and families of veterans to submit requests and receive faster reimbursements
- facilitating faster access to mental health treatment and planning, improving support for veterans when they need it
- removing the requirement for prior financial approval for 23 commonly used health services enabling veterans and families of veterans to commence treatment sooner and supporting providers and staff to focus on clients with more complex needs.

In 2026–27, the department will continue to focus on delivering faster, simpler services for veterans and families of veterans, with further change supported by simplified legislation.

Partnerships and cooperation

Oversight and coordination of Royal Commission reforms

Implementation of Royal Commission reforms is supported by strengthened governance and oversight arrangements. The Defence and Veterans' Services Commission (DVSC) provides independent oversight of the government's response and ongoing system reform, while whole-of-government coordination supports consistent implementation across agencies. The department is committed to timely, comprehensive and transparent engagement with the DVSC, including supporting its first report to government by 5 February 2027.

Transition and continuity of care

Leaving the military and transitioning to civilian life can be a challenging time for Australian Defence Force (ADF) members and families. Supporting positive transition outcomes is a shared responsibility between individuals, community, providers and government. The new Veteran and Family Wellbeing Agency (the Agency) has been shaped through extensive consultation and co-design with veterans, families, ex-service organisations, service providers and government partners.

Building on strong collaboration across the department, Defence, the Commonwealth Superannuation Corporation, Veterans' and Families' Hubs and the broader veteran support sector, the Agency provides a more coordinated and integrated pathway to wellbeing support. It leverages these partnerships to help veterans and families connect to the right support across community and government services. As the Agency matures, it will continue to expand its partnerships with Commonwealth, state and territory government entities, community organisations and service providers, strengthening system-wide coordination, improving continuity of care, and enhancing support for veterans and families throughout their transition and beyond.

Part of the Agency's role will include reporting on the progress of the Veteran Transition Strategy and Action Plan 2025–27, which provides a cross-agency framework to improve transition outcomes for veterans and families of veterans, further supporting transparency, accountability and highlighting areas requiring improvement across the veteran transition system.

Building on reform

In 2025–26, the department and Defence worked together to improve information sharing, continuity of care and opportunities to promote better transition and health outcomes.

In 2026–27, the department will continue to work closely with Defence to deliver on priorities including:

- the delivery of Royal Commission recommendations, with a government expectation that two-thirds of recommendations will be delivered by the end of 2026
- early intervention initiatives, such as prioritising treatment for service-related illness and injury, and the Early Engagement Model, that will allow DVA to establish a relationship with members from the time they join the ADF
- improving service delivery and continuity of care by further streamlining the flow of information between the department and Defence, supported by technology and the new Veteran and Family Wellbeing Agency.

Key research and evaluation partners

The department is strengthening its evidence-informed approach to improving outcomes for veterans and families of veterans through the Veteran and Family – Learning and Innovation Network of Knowledge (VFLINK). Delivered in partnership with Phoenix Australia, a consortium of researchers and veteran and family advisers, VFLINK enhances the production, sharing and application of evidence to inform policy, programs and services. VFLINK supports a more coordinated and strategic approach to research, evaluation and knowledge translation, including by building on partnerships with organisations such as the Australian Institute of Health and Welfare, the Australian Institute of Family Studies, Defence and the Five Eyes Veteran Research Committee.

Grants programs, including Veterans' and Families' Hubs

The department delivers a suite of grant programs that support veteran and community wellbeing, advocacy services, education, employment and commemoration activities. The department supports community-led service delivery through these programs and associated partnerships, including the Veterans' and Families' Hubs. Eleven Hubs were operating as of May 2026, with a further 5 Hubs being established in the Tweed/North Coast, Southwest Perth, Ipswich, Hawkesbury and Geelong/Surf Coast, and planning underway for a Hub in Bendigo. The department also continues to partner with organisations through the Veterans' Acute Housing Program to increase the supply and ongoing availability of crisis and transitional housing for veterans and families experiencing, or at risk of, homelessness.

Defence and Veteran Family Wellbeing Strategy 2025–2030

The joint Defence and Veteran Family Wellbeing Strategy 2025–2030 (the Family Strategy) was released in December 2024 and recognises the pivotal role families play in supporting current and former serving ADF members. The Family Strategy, and its First Action Plan, provide the guiding principles for how support will be delivered to families over the life of the strategy and assist in responding to recommendations of the Royal Commission. In 2026–27 the department will continue to work with Defence and is focused on implementing the Family Strategy and the First Action Plan to support families of veterans. The Veteran and Family Wellbeing Agency will be one of the service delivery and system navigation mechanisms that will help to realise many of the strategy's objectives in practice.

Women Veterans' Strategy

The department is developing the Women Veterans' Strategy; a 10-year reform framework to address persistent, gendered harms affecting current and ex-serving women, and to improve their access to DVA services and supports. This work spans identity, physical and mental health, safety, economic and employment outcomes, unpaid care, and developing gender-smart systems. It aligns with the Royal Commission, Working for Women, the National Women's Health Strategy and the National Plan to End Violence Against Women and Children.

Defence and Veteran Mental Health and Wellbeing Strategy 2025–2030

Over the next four years, the department will focus on the delivery of the joint Defence and Veteran Mental Health and Wellbeing Strategy 2025–2030 (Mental Health Strategy) and supporting the related inter-departmental action plans. 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. Implementation of the Mental Health Strategy will prioritise 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. A key action from the Mental Health Strategy in 2026–27 is the implementation of the DVA Suicide Prevention Framework 2025–2031, including priority actions identified to address system gaps and improve outcomes for veterans and families of veterans.

Advocacy and the Institute of Veterans' Advocacy

In 2026–27 the department will continue to work closely with the independent Institute of Veterans' Advocacy (the IVA). The IVA is the national professional body for veteran advocates and was established to strengthen quality, consistency and professionalism within the advocacy sector.

International partnerships

The department's international engagement spans bilateral and multilateral engagement. For example, the International Ministerial (Five Eyes) Conference on Veterans' Issues allows the Minister for Veterans' Affairs to directly engage with his counterparts from Canada, New Zealand, the United Kingdom and the United States of America to inform domestic policy and provide better outcomes for veterans and families.

The Office of Australian War Graves (OAWG) works with the Commonwealth War Graves Commission, host nations, foreign governments and cemetery authorities to meet Australia's international obligations for war graves and memorials. In 2026–27, these partnerships will support the maintenance of consistent standards, effective governance and respectful commemoration across Australia's overseas commemorative sites, including the Sir John Monash Centre and Australian National Memorial in France, and the Anzac Commemorative Site and Lone Pine Memorial in Türkiye. OAWG's work is further supported by strong collaboration across government, particularly with the Department of Home Affairs, the Department of Foreign Affairs and Trade, the Australian Federal Police and Defence.

Capability

Our people

The department's workforce is central to delivering its purpose of supporting the wellbeing of veterans and families of veterans.

The department's Workforce Strategy supports its strategic priorities and values and is informed by the 2024 Capability Review, APS Employee Census Action Plan, employee feedback and workforce data. The strategy focuses investment on attracting, developing and retaining capability through workforce planning, succession planning, career pathways and clear performance expectations.

Building on reform

In 2025–26, the department invested in trauma-informed practice, psychosocial safety, wellbeing and leadership training and initiatives to grow staff capability to better support veterans, families and each other.

In 2026–27, the department will continue to strengthen workforce capability through training, supervision and practical support for staff working with veterans and families of veterans who may be experiencing distress, crisis or trauma.

The department will continue investing in workforce capability to support innovation, change management, cultural reform and delivery excellence. Learning and development will focus on skills in co-design, data and digital capability, gender impact analysis, communication, stakeholder engagement and people management. Leadership capability will continue to be developed through SES and manager development programs.

Implementation of the Inclusion Strategy, diversity network reforms, the Innovate Reconciliation Action Plan and the new Culturally and Linguistically Diverse Action Plan will strengthen inclusion, cultural competency, diversity and psycho-social safety across

the department. Employee wellbeing and sustainable workloads will remain a priority through wellbeing programs, early intervention supports and flexible working arrangements.

Building on the establishment of the new Veteran and Family Wellbeing Agency, and implementation of legislative reforms, the department will continue embedding practical change management tools and support through a Change Management Framework. Over the next 4 years, the Framework will strengthen the capability and confidence of managers and leaders to lead change, foster innovation, manage risk, and support their teams to adopt new technologies and ways of working.

The department will continue to apply the principles of the APS Strategic Commissioning Framework, supporting the Australian Government's commitment to strengthen APS capability and reduce reliance on outsourced delivery of core work.

Digitally enabled and trusted service delivery

The department will continue to modernise its digital ecosystem to improve services for veterans and families of veterans, respond to the Royal Commission into Defence and Veteran Suicide, and strengthen delivery, capability and connectivity.

The department's 2025–30 Digital Strategy will continue to guide investment and management of the digital environment. This will mature into a 10-year Digital Investment Plan supporting practical, incremental modernisation.

In 2026–27, the department will deliver a modern case management solution for Open Arms, digital solutions to support treatment pathways and the Veteran and Family Wellbeing Agency, and improvements to MyService. It will also expand cloud capability for analytics and service delivery, while upgrading devices and moving to Windows 11.

The department will also continue to grow capability using artificial intelligence (AI) and automation in a considered, safe and responsible way to support employees and improve services, with a focus on practical, well-governed use cases.

Consistent with the Commonwealth's 'Policy for the responsible use of AI in government', the department has published an AI Transparency Statement and will update it as its use of AI evolves.

Current opportunities include:

- Department of Finance partnership to provide a prototyping environment where employees can test AI models separate from core systems
- a Microsoft Copilot trial
- internal AI chatbots in selected business areas to help staff find information and procedural guidance quickly (classified up to Official only), such as CLIKChat, AskHR and Medical Expenses Privately Incurred (MEPI), and
- an AI-enabled DVA website search to improve search results and provide summarised responses with clear source information.

The department will continue to use basic computer-assisted task management and validation to support the efficiency of its service delivery and decision-making processes in line with the general principles of administrative decision-making. The department does not and will not use AI to make decisions without appropriate human oversight.

Data, privacy and governance

In 2026–27, the department will strengthen its data and analytics arrangements, supported by clear governance and privacy protections, to enable the safe use and sharing of information for policy, program and service design, decision-making and improved wellbeing outcomes.

Key initiatives, including the Priority Investment Approach, Data-driven Client Segmentation and the Australian Bureau of Statistics Person Level Integrated Data Asset (PLIDA), will improve understanding of client needs and help tailor services. In 2026–27, the department will continue working with Defence, the Australian Institute of Health and Welfare, the Australian Bureau of Statistics, and states and territories to build the National Veterans' Data Asset and National Veteran Indicator. The department will also enhance data sharing arrangements in accordance with the *Privacy Act 1988*, particularly those with Defence, that are critical to the timely provision of support and services to veterans and families of veterans.

The department 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 it collects, holds, uses and discloses. This will include continuing to enhance privacy and information governance, embedding privacy-by-design across systems and processes, and strengthening stewardship and assurance of data.

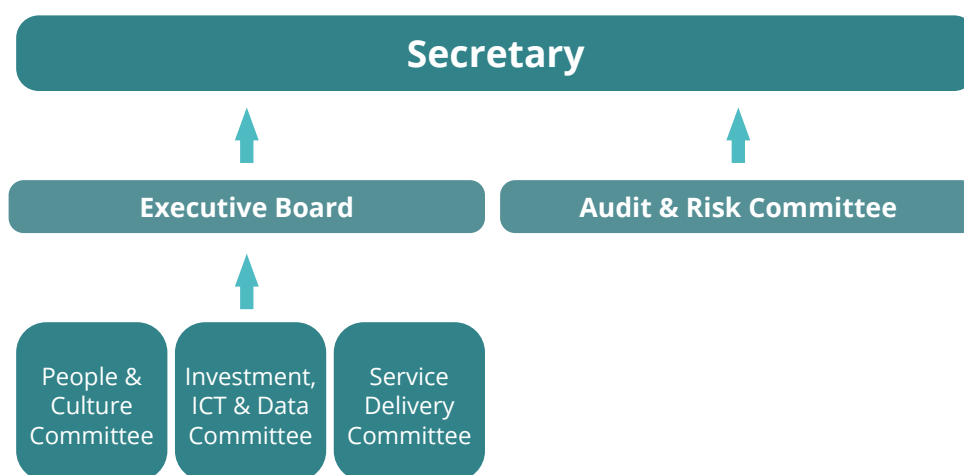
Governance

The department is committed to strong governance that enables strategic oversight, accountability and robust, evidence-based decision making. These governance arrangements support the delivery of high-quality services for veterans and families of veterans, government priorities and Royal Commission recommendations, and the effective stewardship of public resources.

The governance framework is aligned with the PGPA Act and supports sound stewardship, transparency and performance across the department. The department's Executive Board and internal committees, such as the Provider Compliance and Oversight Committee and Service Delivery Committee, provide oversight and direction in areas such as resource prioritisation, policy and operational planning, risk management, audit, and compliance to ensure its work remains aligned with the department's purpose and the needs of the veteran community.

The Royal Commission Implementation Committee (RCIC) continues to oversee the delivery of the department's response to the Royal Commission and provide assurance to the Secretary, the Australian Government and relevant external oversight bodies in relation to the implementation of department-related recommendations.

In 2026–27 and beyond, the department's governance will continue 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

Risk Management Framework

Effective risk management underpins the department's ability to achieve its objectives and supports its purpose.

The Accountable Authority Instructions and Risk Management Framework provide the foundations and organisational arrangements to support a strong risk culture and effective risk management across the department.

The department is committed to fostering a proactive risk culture that considers both threats and opportunities. The Chief Risk Officer is responsible for promoting appropriate risk behaviours across all levels of the department.

All employees are expected to embed risk considerations into their day-to-day activities. Risk capability and culture are strengthened through a range of training and awareness initiatives, including mandatory online risk management training, awareness activities and the ongoing Risk Practitioner's Forum.

Management of key strategic risks

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 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 the department, identifies overarching risk focus areas which, if realised, will affect the department's ability to achieve its purpose and objectives.

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 for 2026–27

Enterprise Risk Focus Area	Enterprise Risk Outcomes	Why is this a focus for DVA?	Mitigation Strategies
Supporting veterans, their families and community	- Understanding emerging demographics and needs. - Identify appropriate support in a changing wellbeing landscape. - Embracing sector reform. - Awareness of the global security and economic environment. - Responding to natural disasters / climate change. - Delivery of relevant services and programs.	So we deliver high-quality outcomes that are timely and improve the health and wellbeing of veterans, their families and community.	- DVA develops policy and programs based on research, data, wide engagement and evidence, and are supported by legal authority. - Plans developed for handling emergencies or crises. - Maintain open communication with stakeholders, demonstrating a commitment to accountability and transparency. - Strengthen DVA's approach, in partnership with Defence and the Veteran and Family Wellbeing Agency, to deliver a contemporary compensation scheme emphasising early intervention and active engagement with evidence-based rehabilitation and treatment to achieve better long-term health and wellbeing outcomes.
Managing claims efficiently and effectively	- Managing the claims process efficiently. - Utilise digital and AI 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.	- 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 ongoing compliance. - Maintain transparent communication with claimants regarding status of their claims, expectations and any required supporting documentation.

Enterprise Risk Focus Area	Enterprise Risk Outcomes	Why is this a focus for DVA?	Mitigation Strategies
Meeting government priorities	Implementing legislative reforms. Proactively advising government and implementing priorities. Delivering high-quality evidence-based policy advice. Implementing government-agreed Royal Commission recommendations. Supporting the implementation of the Veteran and Family Wellbeing Agency.	So we deliver the government's priorities.	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.
Operational integrity	Ensuring privacy and data integrity is maintained. Accountability for actions and decisions. Ensuring compliance with policies, processes and procedures to support delivery. Delivery of robust systems to support the delivery of services and payments. Delivering projects to meet desired outcomes.	So we are trusted by the government and our stakeholders (including veterans and families, support providers, other government entities, the Parliament, employees, and service providers).	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, including reviewing and reporting 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. Mature DVA's integrity capability to prevent, detect and treat instances of service provider and advocate non-compliance and fraud across the veteran support system.

Enterprise Risk Focus Area	Enterprise Risk Outcomes	Why is this a focus for DVA?	Mitigation Strategies
Our people are engaged, capable, healthy and safe	Our people understand their roles and responsibilities to foster a safe and healthy workplace. Psychosocial risks are identified and actively managed by the department and local business areas. Our workplace culture is flexible and agile to support employee health and wellbeing. Our people are empowered with the tools to manage themselves and others through change. Emerging workforce risks are identified, measured and monitored to ensure we are prepared for the future and maintain a safe and healthy work environment. Our people are connected to our purpose and have the capability to perform their roles. Our people are empowered to exercise delegations and decisions at the lowest possible level.	So we ensure our people are enabled and empowered to deliver the best outcomes.	Develop targeted strategies and initiatives to communicate, prioritise and actively manage employee health and safety. Relevant tools, training and resources are developed and implemented to prevent and manage physical and psycho-social risks and hazards. Regularly engage with employees through surveys and forums to seek and respond to feedback. Develop and implement targeted workforce and capability strategies to attract, develop and retain skilled people in recognition of a changing workforce. Undertake a change management capability uplift in leaders and managers. Consistent change management practices, tools and resources are accessible and embedded into ways of working.
Digital and AI solutions	Deploy digital and AI solutions to assist our work. Invest in IT systems supporting productivity. Ensuring fit-for-purpose, IT, digital services, and security of data for programs, projects, and services. Address legacy IT systems risks. Maintaining and protecting data held by the department and using data and information effectively to support our outcomes.	So we can expand opportunities to streamline business processes.	Deploy AI-enabled chatbots and document readers, digitisation of forms, enhancements to MyService to enable self-service, and data driven business tools. Address IT legacy systems risks through transition to modern cloud environment and decommissioning legacy systems. Ensure there is legal authority to support the use of AI and other IT tools.

Performance

Performance Framework

The 2026–27 Corporate Plan is a key component of the Commonwealth Performance Framework that sets out the key activities undertaken by the department in order to achieve its purpose, and the measures and targets that will be used to assess its performance over the next 4 years.

DVA Enterprise Performance Framework 2026–27 to 2030–31

PURPOSE			
ENHANCE WELLBEING		RECOGNITION AND RESPECT	
Outcome 1	Outcome 2		Outcome 3
Key activity 1 Providing financial support and compensation services for eligible veterans and families.	Key activity 2 Providing access to health, rehabilitation, physical and mental wellbeing and care services for veterans and families.	Key activity 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.
PERFORMANCE MEASURES			
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 Arms 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: 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 to 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.

How performance is measured

Performance measures are set out within the annual Corporate Plan each year, including the targets the department is seeking to achieve over the next 4 years.

Performance is assessed through 12 measures across 5 thematic categories that reflect the department's strategic priorities and core service outcomes:

- **Client Satisfaction:** to explore the effectiveness of engagement with the department by veterans and families of veterans.
- **Wellbeing:** to assess the department's contribution to client's physical and mental wellbeing.
- **Timeliness:** to measure the responsiveness of service delivery of key departmental programs against established timeliness targets.
- **Quality:** to assess accuracy and consistency of service delivery under key departmental programs.
- **Effectiveness and Awareness:** to measure the reach and effectiveness of the department's communication of its services, programs and commemorative events.

Performance results are assessed using a four-point tolerance scale to communicate the extent to which the target was achieved.

Results are reviewed by the Executive Board and reported externally in the Annual Performance Statements published within the Annual Report each year.

Changes to performance measures

While there have been no material changes made to performance measures as outlined in the 2026–27 Portfolio Budget Statements (PBS), the department continues to review and refine its measures and targets throughout the period to improve transparency, provide more meaningful reporting and to reflect any changes to the services it provides.

Information regarding work underway that may result in changes to measures not yet determined at the time of reporting is provided in the explanatory note sections for performance measures 2.2 and 3.1.

2026–27 Performance Measures

Performance Measure 0.1: Client Satisfaction

Providing high-quality, accessible and timely services that meet the needs of veterans and families of veterans is a key priority for the department. This measure assesses clients' perceptions of the quality and effectiveness of services, including how well the department supports access to programs, benefits and information. The results provide insight into the client experience and help the department identify opportunities to improve service delivery and better meet the needs of veterans and families of veterans.

Performance Measure 0.1 Client Satisfaction:

Client satisfaction with delivery and access to key DVA programs.

Outcome: All

Key Activity: All

Program(s): All

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥80%	≥80%	≥80%	≥80%	≥80%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥80%	72%–79.9%	60%–71.9%	<60%

Methodology

Client satisfaction is measured through the annual Client Insights Survey, which collects feedback from a random, representative sample of clients who have engaged with DVA programs and services over the previous 12 months. Results are calculated as the proportion of respondents who report being very satisfied or satisfied with their overall experience of DVA services. Results are weighted to reflect the broader client population in order to provide an enterprise-wide view of client experience.

Explanatory notes and limitations

- » The performance measure is based on the surveyed clients' overall perceptions of the department.
- » Participation in the survey is voluntary and responses are anonymous.

Performance Measure 0.2: Wellbeing

Enhancing the wellbeing of veterans and veteran families is central to DVA's purpose. This measure assesses clients' perceptions of the department's contribution to their physical and mental wellbeing through the delivery of its programs and services. While wellbeing is shaped by a range of personal, social and economic factors, many of which are outside the department's influence, the measure provides insight into the extent to which the department is supporting positive wellbeing outcomes for its clients. The results help the department evaluate the effectiveness of its services and inform ongoing improvements to better meet the needs of veterans and families of veterans.

Performance Measure 0.2 Wellbeing:

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

Outcome: All

Key Activity: All

Program(s): All

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥80%	≥80%	≥80%	≥80%	≥80%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥80%	72%–79.9%	60%–71.9%	<60%

Methodology

Wellbeing is measured alongside client satisfaction through the annual Client Insights Survey, which collects feedback from a random, representative sample of clients who have engaged with DVA programs and services over the previous 12 months. Results are calculated as the proportion of respondents who report that services and supports provided by the department over the same period have had a positive impact on their physical and/or mental wellbeing. Results are weighted to reflect the broader client population in order to provide an enterprise-wide view of client perspective on the department's contribution to their wellbeing.

Explanatory notes and limitations

- » The performance measure is based on surveyed client's perceptions of the department's impact on their physical and/or mental wellbeing.
- » Participation in the survey is voluntary and responses are anonymous.

Performance Measure 1.1 Timeliness: Claims processing

The department is committed to 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. The department remains cognisant of processing times and continues to publish processing time information for individual claim types monthly on the department website.

Performance Measure 1.1 Timeliness:

Percentage of claims processed within statutory and other timeliness targets.

Outcome: 1

Key Activity: 1

Program(s): 1.1, 1.6

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥90%	≥90%	≥90%	≥90%	≥90%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥90%	81%–89.9%	67.5%–80.9%	<67.5%

Methodology

Timeliness is measured as the proportion of major claim types processed within applicable timeframes. Results are aggregated across included claim types to produce an overall result. For certain claim types, processing time calculations exclude periods where the department is awaiting necessary information from external parties.

Explanatory notes and limitations

- » This measure considers the following claim types: Income Support, Veterans Payment, Service Pension, MRCA and *Safety, Rehabilitation and Compensation (Defence-related claims) Act 1988* (DRCA), Initial Liability, Permanent Impairment and Incapacity claims.

Performance Measure 1.2 Quality: Defence Service Homes Insurance

Defence Service Homes Insurance (DSHI) is committed to meeting its obligations under the General Insurance Code of Practice (GICOP). This measure allows users to understand the level of the department's compliance with the GICOP 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.

Performance Measure 1.2 Quality:

DSHI complies with/meets the requirements of the 2020 General Insurance Code of Practice.

Outcome: 1

Key Activity: 1

Program(s): 1.4

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	>90%	>90%	>90%	>90%	>90%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	>90%	81%–89.9%	67.5%–80.9%	<67.5%

Methodology

Performance is assessed through 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.

Explanatory notes and limitations

Nil to report.

Performance Measure 1.3 Quality: 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.

Performance Measure 1.3 Quality:

Financial support and compensation services are accurate, and provided according to trauma-informed protocols.

Outcome: 1

Key Activity: 1

Program(s): 1.1, 1.6

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥95%	≥95%	≥95%	≥95%	≥95%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥95%	85.5%–94.9%	71.3%–85.4%	<71.3%

Methodology

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.). Assessments explicitly consider any deviations from the entitlements an eligible veteran or family member should or should not have received, with a focus on correctness. Quality errors may also include non-financial impacts, such as failing to formally notify a veteran of a decision.

Explanatory notes and limitations

- » This performance measure was expanded in 2025–26 to support broader measurement of trauma-informed practices within service delivery in future reporting periods, enabled by ongoing program and system reforms, and the department continues to prioritise trauma-informed practices in enterprise-level policy and process development, including through program design and staff training.
- » Work is ongoing to identify a meaningful and verifiable way to embed the measurement of trauma-informed practices within performance measure 1.3. This means the methodology, performance targets and tolerances may change during 2026–27 as work to embed and assure the measurement of trauma-informed practices within claims processing progresses.
- » DVA remains committed to delivering all services in line with trauma-informed practice, supported by initiatives such as mandatory trauma-informed practice training and administrative policies and procedures.

Performance Measure 2.1 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. This measure assesses the department's responsiveness and early engagement with clients through Open Arms.

Performance Measure 2.1 Timeliness:

The percentage of clients allocated to peer worker, group treatment, or an Open Arms clinician, within two weeks of intake.

Outcome: 2

Key Activity: 2

Program(s): 2.5

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥80%	≥80%	≥80%	≥80%	≥80%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥80%	72%–79.9%	60%–71.9%	<60%

Methodology

Performance is measured based on the proportion of clients allocated to an appropriate Open Arms mental health service within two weeks of intake. Allocation includes referral to a peer worker, group treatment program or Open Arms clinician. The results from the measure will be used to modify and improve processes.

Explanatory notes and limitations

Nil to report.

Performance Measure 2.2 Timeliness: Health, rehabilitation and care services

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.

Performance Measure 2.2 Timeliness:

The percentage of health, rehabilitation and care services provided within statutory and other timeliness targets.

Outcome: 2

Key Activity: 2

Program(s): 2.6

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥80%	≥80%	≥80%	≥80%	≥80%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥80%	72%–79.9%	60%–71.9%	<60%

Methodology

Currently under review.

Explanatory notes and limitations

- » This performance measure was introduced in 2025–26 to support the broader assessment of health, rehabilitation and care services in future reporting periods as data quality, systems and processes mature.
- » Work to assure further health and care service performance results for inclusion within the department's 2026–27 performance statement is expected to be finalised by the end of the year. This means the above performance targets and tolerances may change when the expanded measure methodology is reported within 2027 publications.

Performance Measure 2.3 Quality: Rehabilitation

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.

Performance Measure 2.3 Quality:

Percentage of clients where rehabilitation goals were met or exceeded

Outcome: 2

Key Activity: 2

Program(s): 2.6

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥80%	≥80%	≥80%	≥80%	≥80%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥80%	72%–79.9%	60%–71.9%	<60%

Methodology

Performance is determined by assessing whether agreed rehabilitation goals for individual clients were met or exceeded at the conclusion of their rehabilitation plan. Feedback received through this measure will be used to strengthen and modify rehabilitation programs.

Explanatory notes and limitations

- » The measure relies on provider-reported information and does not currently include formal client validation mechanisms, which may influence the reporting of goal attainment outcomes.

Performance Measure 2.4 Effectiveness and awareness: Transition engagement

Ensuring that veterans are supported through their transition to civilian life is key to improving their wellbeing. This measure 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.

Given the staged establishment of the Veteran and Family Wellbeing Agency and the expected evolution of its remit over the next several years, this performance measure will be subject to ongoing review to ensure continued relevance, clarity of accountability and alignment with the agency's maturing role.

Performance Measure 2.4 Effectiveness and awareness:

The percentage of transitioning personnel who have a MyService account set up with DVA

Outcome: 2

Key Activity: 3

Program(s): 2.4, 2.5, 2.6

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥80%	≥80%	≥80%	≥80%	≥80%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥80%	≥72%–79.9%	≥60%–71.9%	<60%

Methodology

Performance is measured based on the proportion of transitioning personnel who have established a MyService account with the department as part of their separation from the Australian Defence Force (or transfer to the Reserves).

Explanatory notes and limitations

- » This measure uses MyService as a proxy indicator of early engagement with the department during transition. It does not measure the quality of transition support, all forms of client engagement or outcomes achieved through transition services.

Performance Measure 3.1 Timeliness: Official war graves

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 official commemoration.

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.

Outcome: 3

Key Activity: 4

Program(s): 3.1

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≤7 days	≤7 days	≤7 days	≤7 days	≤7 days

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	100%	90%–99.9%	75%–89.9%	< 75%

Methodology

Currently under review.

Explanatory notes and limitations

- » This measure is intended to assess the responsiveness of the department's communication with families about their entitlement to an official commemoration.
- » DVA is currently working to resolve a known system issue that is impacting the measurement and assurance of Performance Measure 3.1.
- » Further information will be provided in the 2025–26 Annual Performance Statements.

Performance Measure 3.2 Quality: Official war graves

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 provides visibility of public perceptions of the condition and presentation of official war graves commemorations and supports the assessment of the effectiveness of the department's maintenance program. Results from this measure are used to inform continuous improvement in the maintenance of war graves commemorations.

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.

Outcome: 3

Key Activity: 4

Program(s): 3.1

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	≥80%	≥80%	≥80%	≥80%	≥80%

	Achieved:	Substantially achieved	Partially achieved	Not Achieved
Tolerance Scale	≥80%	72%–79.9%	60%–71.9%	<60%

Methodology

Feedback received through the War Graves Commemorations and Client Insights Survey will be used to strengthen and modify the maintenance program. Feedback is gathered from families and next of kin of veterans with official war grave commemorations as well as visitors to selected war graves sites. Survey responses are collected through multiple channels, including direct survey invitations, the Official War Graves website, and QR codes displayed at designated Gardens of Remembrance sites.

Explanatory notes and limitations

- » The performance measure is based on surveyed perceptions of the department's maintenance of official war graves commemorations.
- » Participation in the survey is voluntary.
- » The War Graves Commemorations survey is administered annually.

Performance Measure 3.3 Awareness: Commemorations

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 department's delivery of the commemorative events, including Anzac Day and significant anniversaries, which support community awareness of veterans' service. This measure will be used to strengthen and modify the delivery of commemorative events.

Performance Measure 3.3 Awareness:

Deliver commemorative events to 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.

Outcome: 3

Key Activity: 4

Program(s): 3.2

	Preceding FY 2025–2026	Current FY 2026–2027	Forward Financial Years 2027–2028	2028–2029	2029–2030
Target	Delivered as scheduled	Delivered as scheduled	Delivered as scheduled	Delivered as scheduled	Delivered as scheduled

Methodology

Performance is assessed by comparing the actual delivery of commemorative events against an approved schedule.

Explanatory notes and limitations

- » A tolerance scale is not applicable to this measure.
- » The measure is not intended to assess event quality, attendance levels or broader community awareness outcomes.

Appendix A: 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.

Appendix B: List of Requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: - a statement that the plan is prepared for paragraph 35(1)(b) of the Act; - the reporting period for which the plan is prepared; - the reporting periods covered by the plan.	2-3
s16E(2) item 2 of the PGPA Rule	Purposes	The purposes of the entity.	5
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	5
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	6-16
s16E(2) item 4(a) of the PGPA Rule	Environment	The environment in which the entity will operate;	6-7
s16E(2) item 4(b) of the PGPA Rule	Capability	The strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	11-13
s16E(2) item 4(c) of the PGPA Rule	Risk	A summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	13-16
s16E(2) item 4(d) of the PGPA Rule	Cooperation	Details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	8-10
s16E(2) item 4(e) of the PGPA Rule	Subsidiaries	How any subsidiary of the entity will contribute to achieving the entity's purposes.	N/A
s16E(2) item 5 of the PGPA Rule	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: - specified performance measures for the entity that meet the requirements of section 16EA; and - specified targets for each of those performance measures for which it is reasonably practicable to set a target.	17-30

